

**GOVERNMENT  
OF THE  
TURKS AND CAICOS ISLANDS**



**BUDGET  
2017-2018**

**Constitutional & Statutory Bodies**

**(SUPPORTING SCHEDULES)**

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**GOVERNMENT  
OF THE  
TURKS AND CAICOS ISLANDS**



**CONSTITUTIONAL AND OTHER STATUTORY BODIES  
FUNDED BY GOVERNMENT**

**SECTION 1:**

**GOVERNMENT  
OF THE  
TURKS AND CAICOS ISLANDS**



**COMPLAINTS COMMISSION**  
**FUNDED BY GOVERNMENT**

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
**Programme and Performance Indicators for April 2017 - March 2018**  
**COMPLAINTS COMMISSION**

<b>STATUTORY BODY SUMMARY</b>								
<b>MISSION:</b>								
To ensure accountability and encourage best practices in the delivery of public services through investigating and resolving complaints of maladministration from members of the public against Government Departments and Statutory Bodies as stipulated in the Ordinance and to make recommendations to secure redress and ensure a fair settlement.								
<b>PROGRAMME EXPENDITURE</b>								
Code	Item	2015/16	2016/17	2016/17	2016/17	2017/18	2018/19	2019/20
		Actual	Approved Budget	Revised Budget	Forecast Outturn	Budget Estimates	Forward Estimates	Forward Estimates
	Operating Expenditure	\$ 187,484	\$ 220,000	\$ 220,000	\$ 220,000	\$ 233,925	\$ 233,925	\$ 233,925
	Capital Expenditure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PROGRAMME EXPENDITURE</b>		<b>\$ 187,484</b>	<b>\$ 220,000</b>	<b>\$ 220,000</b>	<b>\$ 220,000</b>	<b>\$ 233,925</b>	<b>\$ 233,925</b>	<b>\$ 233,925</b>
<b>STAFFING RESOURCES (PROGRAMME) – Actual Number of Staff by Category</b>								
	Executive/Managerial	1	1	1	1	1	1	1
	Technical/Front Line Services	0	1	2	2	2	2	2
	Administrative Support	1	1	1	1	1	1	1
	Wages Staff	0	0	0	0	0	0	0
<b>TOTAL PROGRAMME STAFFING</b>		<b>2</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>PROGRAMME PERFORMANCE INFORMATION</b>								
<b>KEY PROGRAMME STRATEGIES FOR 2016/17</b>				<b>ACHIEVEMENTS/PROGRESS IN 2016/17</b>				
To implement an Internal Complaints Process System within government departments and agencies by December, 2016				Implementation is ongoing				
To launch a website for the Complaints Commission June 2016.				Website completed				
To have an Island wide tour as well as attend multiple radio and television interviews to educate the public about the role and function of the Office which became effective in 2016				Most targets achieved (e.g. tv interviews)				
To provide staff training, both in house and external to update skills in accordance with the preferred standard that has been set out by the government				Ongoing training was carried out throughout the financial year.				
Design and circulate pamphlets and news releases on issues taking place within the Commission				A newsletter has been produced which is intended to be submitted quarterly and is currently published on the website				
<b>KEY PROGRAMME STRATEGIES 2017/18 (Aimed at improving programme performance)</b>								
To provide staff training, both in house and external in job investigations as well as how to prepare own members investigation programmes.								
To have an Island wide tour as well as attend multiple radio and television interviews to educate the public about the role and function of the Office by the end of quarter 3								
To continue our effort in organizing island visits so that persons can understand the function of the Commission and address any concerns and issues they might have								
<b>KEY PERFORMANCE INDICATORS</b>								
	2015/16	2016/17	2016/17	2016/17	2017/18	2018/19	2019/20	
	Actual	Planned	Revised	Outturn	Estimate	Estimate	Estimate	
<b>Output Indicators (the quantity of output or services delivered by the programme)</b>								
No. of complaints filed	50	50	50	50	50	50	50	
Total number of training participants	30	10	10	10	10	10	10	
No. of investigations completed	20	25	25	25	25	20	20	
No. of Own Motion Investigations launched	2	1	1	1	2	2	2	
No. of training sessions held	20	24	24	24	24	24	24	
No. of recommendations made	20	20	20	20	20	20	20	
No. of community outreach programs conducted	10	25	25	25	15	15	15	
<b>Outcome Indicators (the planned or achieved outcomes or impacts of the programme and/or effectiveness in achieving programme)</b>								
Average time to resolve a complaint(days)	5	5	5	5	5	5	5	
No. of complaints resolved	30	40	40	40	50	50	50	
Average time to complete an Own Motion	12	12	12	12	12	12	12	
% of complaints remaining unresolved after 24	10%	10%	10%	10%	5%	5%	5%	
No. of referred complaints	20%	20%	20%	20%	20%	20%	20%	
% of recommendations implemented	60%	60%	60%	60%	70%	80%	80%	

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
**STATUTORY BODY INCOME AND EXPENDITURE DETAILED SHEET**  
**COMPLAINTS COMMISSION '2017-2018**

Description	2015/2016	2016/2017			2017/2018	2018/2019	2019/2020
	Audited Actuals	Approved Budget	Revised Budget	Forecast Outturn	Estimate	Forward Estimate	Forward Estimate
Subvention from TCIG	187,484	220,000	220,000	220,000	233,925	233,925	233,925
<b>Total Income</b>	<b>187,484</b>	<b>220,000</b>	<b>220,000</b>	<b>220,000</b>	<b>233,925</b>	<b>233,925</b>	<b>233,925</b>
Salaries	118,944	158,740	158,740	158,740	178,940	178,940	178,940
Allowances	2,880	9,962	9,962	9,962	9,120	9,120	9,120
National Insurance Contributions	4,465	7,074	7,074	7,074	3,762	3,762	3,762
National Health Insurance Contributions	3,655	6,201	6,201	6,201	4,080	4,080	4,080
<b>Employment Costs</b>	<b>129,944</b>	<b>181,977</b>	<b>181,977</b>	<b>181,977</b>	<b>195,902</b>	<b>195,902</b>	<b>195,902</b>
Local Travel and Subsistence	5,404	5,500	5,500	5,500	5,500	5,500	5,500
International Travel and Subsistence	8,000	5,659	5,659	5,659	5,659	5,659	5,659
Utilities	4,800	4,800	4,800	4,800	4,800	4,800	4,800
Communications Expenses	600	600	600	600	600	600	600
Office Expenses	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Rental of Assets	12,744	12,744	12,744	12,744	12,744	12,744	12,744
Maintenance Expenses	240	-	-	-	-	-	-
Other Supplies, Materials and Equipment	900	1,140	1,140	1,140	1,140	1,140	1,140
Professional and Consultancy Services	19,072	-	-	-	-	-	-
Hosting and Entertainment	300	300	300	300	300	300	300
Training	1,000	2,800	2,800	2,800	2,800	2,800	2,800
Advertising and Promotions	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Other Operating Expenses	480	480	480	480	480	480	480
<b>Operating Costs</b>	<b>57,540</b>	<b>38,023</b>	<b>38,023</b>	<b>38,023</b>	<b>38,023</b>	<b>38,023</b>	<b>38,023</b>
<b>Total Expenditure</b>	<b>187,484</b>	<b>220,000</b>	<b>220,000</b>	<b>220,000</b>	<b>233,925</b>	<b>233,925</b>	<b>233,925</b>
<b>Surplus before Capital Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Surplus</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Estimate of Human Resources for April 2017 - March 2018  
**COMPLAINTS COMMISSION**

	Complaints Commission	2016/2017		2017/2018	
		Human	Payroll Cost	Human	Payroll Cost
		Resources	Estimate	Resources	Estimate
	Investigative Officer	1	50,000	1	50,000
	Complaints Commissioner	1	42,000	1	42,000
	Administrative Secretary	1	26,940	1	26,940
	Investigative Officer/Legal	1	39,800	1	60,000
	<b>Salary Staff</b>	<b>4</b>	<b>158,740</b>	<b>4</b>	<b>178,940</b>
	<b>Waged Staff</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>-</b>
		<b>4</b>	<b>158,740</b>	<b>4</b>	<b>178,940</b>

**GOVERNMENT  
OF THE  
TURKS AND CAICOS ISLANDS**



**HUMAN RIGHTS COMMISSION**  
**FUNDED BY GOVERNMENT**

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Programme and Performance Indicators for April 2017 - March 2018  
 HUMAN RIGHTS COMMISSION

STATUTORY BODY SUMMARY								
<b>MISSION:</b>								
To Promote, Educate and bring about an Awareness of Human Rights to Persons residing and visiting the Turks and Caicos Islands.								
<b>STRATEGIC PRIORITIES:</b>								
Ensuring the protection of Women and Children								
<b>PROGRAMME EXPENDITURE</b>								
		2015/16	2016/17	2016/17	2016/17	2017/18	2018/19	2019/20
		Actual	Approved Budget	Revised Budget	Forecast Outturn	Budget Estimates	Forward Estimates	Forward Estimates
<b>Code</b>	<b>Item</b>							
323-380	Operating Expenditure	\$ 279,949	\$ 428,489	\$ 428,489	\$ 386,906	\$ 428,489	\$ 428,489	\$ 428,489
<b>TOTAL PROGRAMME EXPENDITURE</b>		<b>\$ 279,949</b>	<b>\$ 428,489</b>	<b>\$ 428,489</b>	<b>\$ 386,906</b>	<b>\$ 428,489</b>	<b>\$ 428,489</b>	<b>\$ 428,489</b>
<b>STAFFING RESOURCES (PROGRAMME) – Actual Number of Staff by Category</b>								
<b>Category</b>								
	Executive/Managerial	1	1	1	1	1	1	1
	Technical/Front Line Services	1	2	2	2	2	2	2
	Administrative Support	1	1	1	1	1	1	1
	Wages Staff	0	1	1	1	1	1	1
<b>TOTAL PROGRAMME STAFFING</b>		<b>3</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>PROGRAMME PERFORMANCE INFORMATION</b>								
<b>KEY PROGRAMME STRATEGIES FOR 2016/17</b>				<b>ACHIEVEMENTS/PROGRESS IN 2016/17</b>				
Develop an Association for young Ambassadors of Human Rights within every school where students would assist the Commission in teaching their peers both at school and in their communities about pressing issues they face e.g. Bullying and Discrimination.				<b>Progress.</b> We are currently brainstorming our approach for the achievement of this activity.				
Ensure all women residing in the Turks and Caicos Islands rights are protected under the CEDAW convention and the Domestic Violence Ordinance				<b>Achieved.</b> The Domestic Violence Ordinance 2015 has provided a much-improved definition of domestic violence that incorporates stalking, psychological and emotional violence, controlling behaviours and harassment alongside the more traditionally accepted definitions of domestic violence and has been on stream for the past three months. The Commission has played a vital role in the roll out of this bill as well as the Amended Immigration ordinance 2015 which now repeals the words "living together with the belonger" to ensure that a spouse who is not living together with his or her Belonger Spouse, due to hardship or any matter related to that, is not prejudiced by removing his/her right to gainful occupation or expose the individual to having their Residence Permit revoked.				
Make available a Mentor Program for Boys at Risks				<b>Progress.</b> This activity is rescheduled for the new Financial period. However we are currently in the brainstorming phase.				
Further design an educational course on Human Rights to be incorporated into the curriculum of all schools.				<b>Progress.</b> Since the hiring of our Education Officer in October, lesson plans for the introduction to all schools have been designed. Currently the key stage for the primary schools have been submitted to the Ministry of Education through their consultant Rhonda Blackman Smith the Curriculum Coordinator.				
Create and Broadcast PSA's of the Convention on the Elimination of all forms of discrimination against women (CEDAW), and the Covenant on Economic, Social, and Cultural Rights (ICESCR).				<b>Achieved.</b> The Commission is currently in the process of designing story boards for the roll out of the mentioned PSAs before the end of March 2017.				
Administer presentation of Convention on the Rights of the Child to all Public Primary and Secondary Schools.				<b>Progress.</b> Plans to continue with the School visits and to administer Human Rights information to all Public Primary and Secondary students are currently on the way as well as the dissemination of information to the new fourth and fifth form students and grades five and six of the primary schools.				

**KEY PROGRAMME STRATEGIES 2017/18 (Aimed at improving programme performance)**

Further develop a program of Human Rights monitoring and capacity building regarding places of Detention including regard to secure accommodation for children; health needs of Prisoners and the training of staff **(Quarter two & three)**  
 Monitor the practices of Police and Immigration Officers to ensure that Human Rights are being adhered to. **(Quarter three & four)**  
 Organise Island Visits to conduct clinics to provide an opportunity for persons to meet with the Commission and address concerns or issues that are of Human Rights nature. **(Quarter One)**  
 Prepare Newspaper Articles to address Human Rights related issues happening in the TCI **(Quarter One)**

<b>KEY PERFORMANCE INDICATORS</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Planned</b>	<b>Revised</b>	<b>Outturn</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
<b>Output Indicators (the quantity of output or services delivered by the programme)</b>							
Number of Complaints Received	220	250	200	50	250	250	250
Number of complaints investigated	150	175	157	18	165	165	165
Number of presentations/awareness sessions conducted	30	50	28	22	25	30	35
<b>Outcome Indicators (the planned or achieved outcomes or impacts of the programme and/or effectiveness in achieving programme)</b>							
% of recommendations implemented/regulations	6%	6%	4%	2%	4%	4%	4%
% of complaints resolved	85%	90%	87%	3%	90%	90%	90%
No. of reported incidents of Domestic Violence in	8	8	70	0	50	50	50
Average days to resolve a complaint	5	3	3	3	3	3	3

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS  
 STATUTORY BODY INCOME AND EXPENDITURE DETAILED SHEET  
 HUMAN RIGHTS COMMISSION '2017-2018

	2015/16	2016/2017			2017/2018	2018/2019	2019/2020
	Unaudited Actuals	Approved Budget	Revised Budget	Forecast Outturn	Estimate	Forward Estimate	Forward Estimate
Subvention from TCIG	320,477	428,489	428,489	428,489	428,489	428,489	428,489
<b>TOTAL INCOME</b>	<b>320,477</b>	<b>428,489</b>	<b>428,489</b>	<b>428,489</b>	<b>428,489</b>	<b>428,489</b>	<b>428,489</b>
Salaries	161,198	226,000	226,000	194,313	226,000	226,000	226,000
Wages		15,000	15,000	15,000	15,000	15,000	15,000
Allowances	-	-	-	-			
Rewards and Incentives	-	-	-	-			
Pension and Gratuities	-	-	-	-			
National Insurance Contributions	6,715	6,888	6,888	6,581	7,901	7,901	7,901
National Health Insurance Contributions	4,410	7,740	7,740	6,279	7,230	7,230	7,230
<b>Employment Costs</b>	<b>172,323</b>	<b>255,628</b>	<b>255,628</b>	<b>222,173</b>	<b>256,131</b>	<b>256,131</b>	<b>256,131</b>
Directors' fees and expenses	-	-	-	-	-	-	-
Local Travel and Subsistence	7,200	12,200	12,200	9,137	12,200	12,200	12,200
International Travel and Subsistence	10,000	15,000	15,000	16,255	15,000	15,000	15,000
Utilities	4,800	4,800	4,800	4,800	4,800	4,800	4,800
Communications Expenses	5,300	5,590	5,590	5,590	5,590	5,590	5,590
Office Expenses	10,000	7,519	7,519	11,968	7,519	7,519	7,519
Rental of Assets	48,151	48,151	48,151	48,151	48,151	48,151	48,151
Maintenance Expenses	500	500	500	500	500	500	500
Other Supplies, Materials and Equipment	900	900	900	900	900	900	900
Hosting and Entertainment	1,200	1,200	1,200	831	1,200	1,200	1,200
Training	5,000	13,012	13,012	13,012	12,509	12,509	12,509
Advertising and Promotions	4,800	11,000	11,000	11,000	11,000	11,000	11,000
Board Expenses	9,775	49,500	49,500	39,100	49,500	49,500	49,500
Other Operating Expenses	-	3,489	3,489	3,489	3,489	3,489	3,489
<b>Operating Costs</b>	<b>107,626</b>	<b>172,861</b>	<b>172,861</b>	<b>164,734</b>	<b>172,358</b>	<b>172,358</b>	<b>172,358</b>
<b>Total Expenditure</b>	<b>279,949</b>	<b>428,489</b>	<b>428,489</b>	<b>386,906</b>	<b>428,489</b>	<b>428,489</b>	<b>428,489</b>
<b>Surplus before Capital Expenditure</b>	<b>40528</b>	<b>0</b>	<b>0</b>	<b>41583</b>	<b>0</b>	<b>0</b>	<b>0</b>
Capital Expenditure	-	-	-	-	-	-	-
<b>Net Surplus</b>	<b>40528</b>	<b>0</b>	<b>0</b>	<b>41583</b>	<b>0</b>	<b>0</b>	<b>0</b>

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Estimate of Human Resources for April 2017 - March 2018  
 HUMAN RIGHTS COMMISSION

	Human Rights Commission	2016/2017		2017/2018	
		Human Resources	Payroll Cost Estimate	Human Resources	Payroll Cost Estimate
	Director	1	92,250	1	92,250
	Office Administrator/Finance Officer	1	55,000	1	55,000
	Education/Community Outreach Officer	1	48,000	1	48,000
	Administrative Secretary/Receptionist	1	30,750	1	30,750
	<b>Salary Staff</b>	<b>4</b>	<b>226,000</b>	<b>4</b>	<b>226,000</b>
	Cleaner	1	15,000	1	15,000
	<b>Waged Staff</b>	<b>1</b>	<b>15,000</b>	<b>1</b>	<b>15,000</b>
		<b>5</b>	<b>241,000</b>	<b>5</b>	<b>241,000</b>

**GOVERNMENT  
OF THE  
TURKS AND CAICOS ISLANDS**



**INTEGRITY COMMISSION**  
**FUNDED BY GOVERNMENT**

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
**Programme and Performance Indicators for April 2017 - March 2018**  
**INTEGRITY COMMISSION**

<b>STATUTORY BODY SUMMARY</b>								
<b>MISSION:</b>								
To ensure Integrity, honesty, good faith and high ethical standards in public life so that public resources are used fairly and for the benefit of all in TCI.								
<b>PROGRAMME EXPENDITURE</b>								
		2015/16	2016/17	2016/17	2016/17	2017/18	2018/19	2019/20
		Actual	Approved	Revised	Forecast	Budget	Forward	Forward
Code	Item	Budaet	Budaet	Budaet	Outturn	Estimates	Estimates	Estimates
323-380	Operating Expenditure	\$ 1,322,962	\$ 1,230,346	\$ 1,230,346	\$ 1,464,541	\$ 1,450,346	\$ 1,450,346	\$ 1,450,346
<b>TOTAL PROGRAMME EXPENDITURE</b>		<b>\$ 1,322,962</b>	<b>\$ 1,230,346</b>	<b>\$ 1,230,346</b>	<b>\$ 1,464,541</b>	<b>\$ 1,450,346</b>	<b>\$ 1,450,346</b>	<b>\$ 1,450,346</b>
<b>STAFFING RESOURCES (PROGRAMME) – Actual Number of Staff by Category</b>								
<b>Category</b>								
Executive/Managerial		1	2	2	2	2	2	2
Technical/Front Line Services		2	7	7	7	7	7	7
Administrative Support		1	3	3	3	3	3	3
Wages Staff		0	1	1	1	1	1	1
<b>TOTAL PROGRAMME STAFFING</b>		<b>4</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>
<b>PROGRAMME PERFORMANCE INFORMATION</b>								
<b>KEY PROGRAMME STRATEGIES FOR 2016/17</b>				<b>ACHIEVEMENTS/PROGRESS IN 2016/17</b>				
<p>In anticipation of early call for General Elections in 2016:                      (a) seek amendments to the Political Activities Ordinance to address existing loopholes for election malpractice by June 2016;                      (b) 3 months' engagement and sensitization of political parties on their financial activities (donations and campaign expenditure) and reporting requirements, commencing July 2016;</p> <p>Assist public bodies to develop a robust policy and strategy to fight corruption and install integrity in their operations;                      programme strategies on Compliance and in particular, to complete examination and verification of 2014 Declarations, on high-risk basis;</p> <p>Establish information database system that interfaces with Intelligence, Investigation and Compliance;</p> <p>Continue public education outreaches to Schools throughout 2016;</p> <p>Expand current corruption/Integrity surveys to include private sector and civic society and other NGOs by end of 2016;</p> <p>Finalize and give effect to the following Policies/Manuals - Compliance Procedure Manual; (by March 31, 2016), Investigation/Intelligence Management Policy (by March 31, 2016), Information Handling Policy (by April 30, 2016), Employee's Policy (April 30, 2016) and Commission's Inquiry Rules and Regulations (by July 31, 2016)</p> <p>(NB: There was an error in the completion year of these Key Programme Strategies for the 2016/17 Budget. Wherever 2015 appeared should be substituted with 2016.)</p>				<p>Political Activities Ordinance (PAO) was amended that, among other things, made Independent Candidates to be registered and be held accountable in the last 2016 General Elections, in relation to the donations they received and campaign expenditure incurred;</p> <p>Successful early engagement with political parties and Independent Candidates in relation to their political financial activities vis-à-vis the last 2016 General Elections;</p> <p>Examination and verification of 2012-14 completed, except those who will be required to appear before the Commission on a formal inquiry regarding their Declarations;</p> <p>Information Database system installed and currently on test runs;</p> <p>Anti-corruption public education outreaches to Primary and Secondary Schools intensified with one to two weeks' sessions held with the public and private secondary schools, culminating with Inter High Schools' Integrity Debate and Poster Competition among the primary schools in the last quarter of 2016;</p> <p>Anti – corruption and integrity Public Service Announcements translated into French and Spanish Creole and playing in the different radio Stations in TCI;                      Corruption/ Integrity Surveys expanded into the Private sector (including the Civil Societies)</p> <p>Strategic Policy documents (Compliance; Investigation/Intelligence Management Policy; Inquiry Rules and Regulations) are all at advanced stages of completion. Financial constraints have not allowed the preparation of these strategic documents to be contracted relevant consultants. The staff members have taken on this responsibility, but the day to day work overload has however not allowed them the necessary time to properly articulate these policies at the standards required.</p>				
<b>KEY PROGRAMME STRATEGIES 2017/18 (Aimed at improving programme performance)</b>								
<p>1. A new Enforcement and Compliance Initiative (aided by Information Communication Technology) will be undertaken:                      (a) To make investigations to be 50 % intelligence-led and reduce, by another 60%, reliance on live-witnesses for successful executive action from, or prosecution of, corruption matters or other offences investigated. Consequently, time spent to complete an investigation will be reduced by between 30 - 50%, depending on the complexity of the investigations. Moreover, the successful implementation of the soon – to - be enacted Bribery Ordinance, with its extra-territorial application, will also depend on this initiative;                      (b) To reduce by 50%, the time spent on examination and verification of Declarations. There will however be initial manual input of all declaration data to be conducted under the Commission' statutory conditions of strict confidentiality;                      NB: The infrastructure and operations of this initiative (if enabled by budgetary provisions in the 2017/18 FY) will have capabilities which would benefit other Institutions that protect good governance as well as TCI Law Enforcement Agencies, especially in their joint efforts to effectively address cross-cutting issues/matters (including crimes) that have national security implications.</p> <p>2. A 5 – year Anti-Corruption Strategic plan to be formulated in this 2017/18 FY; the operational Strategic Documents mentioned under 2016/17 Key Programme Strategies above to be completed by the first quarter of 2017/18;</p> <p>3. To work closely with the Attorney General Chambers to ensure the enactment of the Bribery Bill to enable TCI, firstly to be compliant with relevant International Anti- Corruption and Bribery Conventions and secondly, for TCI to possess the legislative muscle to effectively combat bribery in its nefarious guises, whether within or outside TCI shores;</p>								

KEY PERFORMANCE INDICATORS	2015/16 Actual	2016/17 Planned	2016/17 Revised	2016/17 Outturn	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
<b>Output Indicators (the quantity of output or services delivered by the programme)</b>							
No. of Statement of Registrable Interests filed or estimated to be filed by House of Assembly Members	21	21	21	21	21	21	21
No of Declarations filed or to be filed by Persons in Public Life	108	279	270*	253	113	270	118
No. of Public Outreach Sessions held or to be held				80****			
No. of Complaints (of corruption, breach of the Code or others )		40	42	42	46	50	55
No. of Investigations launched or estimated to be launched		40	40	36	40	45	50
No. of Formal Inquiries	3	4	4	3	5	5	5
No. of Prosecutions	3	1**	9	9***	15	4	4
<b>Outcome Indicators (the planned or achieved outcomes or impacts of the programme and/or effectiveness in achieving programme objectives)</b>							
Percentage of compliance for House of Assembly Members declaring registerable public interest.	100%	100%	100%	100%	100%	100%	100%
Percentage of compliance by Persons in Public Life who filed Declarations	95%	90%	96%	91%	92%	92%	92%
No. of Investigations completed or estimated to be completed for prosecutions, Formal Inquiries, referred or closed		36	36	25	35	40	45
No. of Formal Inquiries Completed ( or estimated to be completed)	1	2	3	2	4	4	4
Percentage of successful convictions	50%	100%	N/A	N/A	80%	80%	80%

**Notes:-**

\*Nine (9) persons were removed from the Compliance Register

\*\* file passed to the DPP for prosecution

\*\*\*Nine (9) persons failed to file Declaration as required under the I.C. Ordinance and their files may likely be sent to DPP for prosecution in 2017/18

\*\*\*\*22 private and public entities have been engaged from 2014 - March 2017. 13 entities in 2014, 4 Entities in 2015, and 4 in 2016 and 1 in January 2017. These entities include frontline Ministries, Departments, Statutory Boards, Political Parties and Independent Candidates, Schools, Civil Society Organizations. Approximately 80 interface Sessions were held from 2014 - Jan. 2017.

N/A: No prosecution was brought

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS  
 STATUTORY BODY INCOME AND EXPENDITURE DETAILED SHEET  
 INTEGRITY COMMISSION 2017-2018

Description	2015/16	2016/2017			2017/2018	2018/2019	2019/2020
	Unaudited Actuals	Approved Budget	Revised Budget	Forecast Outturn	Estimate	Forward Estimate	Forward Estimate
Subvention from TCIG	1,200,338	1,230,346	1,230,346	1,230,346	1,450,346	1,450,346	1,450,346
<b>TOTAL INCOME</b>	<b>1,200,338</b>	<b>1,230,346</b>	<b>1,230,346</b>	<b>1,230,346</b>	<b>1,450,346</b>	<b>1,450,346</b>	<b>1,450,346</b>
Salaries	788,656	767,500	767,500	767,698	799,100	799,100	799,100
Wages	10,800	10,800	10,800	10,800	10,800	10,800	10,800
Allowances	100,320	105,360	105,360	124,850	127,320	127,320	127,320
National Insurance Contributions	21,408	19,812	19,812	21,378	25,332	25,332	25,332
National Health Insurance Contributions	31,692	26,510	26,510	25,171	26,544	26,544	26,544
<b>Employment Costs</b>	<b>952,876</b>	<b>929,982</b>	<b>929,982</b>	<b>949,897</b>	<b>989,096</b>	<b>989,096</b>	<b>989,096</b>
Directors' fees and expenses	-	-	-	-	-	-	-
Local Travel and Subsistence	65,000	26,000	26,000	96,038	60,000	60,000	60,000
International Travel and Subsistence	20,000	13,000	13,000	40,820	26,000	26,000	26,000
Utilities	27,000	27,200	27,200	21,222	31,500	31,500	31,500
Communications Expenses	18,815	12,430	12,430	21,023	26,382	26,382	26,382
Office Expenses	8,000	17,500	17,500	26,586	18,750	18,750	18,750
Rental of Assets	99,000	99,000	99,000	99,000	99,000	99,000	99,000
Maintenance Expenses	10,000	7,700	7,700	-	-	-	-
Subscriptions, Periodicals, Books, etc.	1,200	1,150	1,150	1,150	2,610	2,610	2,610
Other Supplies, Materials and Equipment	10,320	700	700	6,120	1,500	1,500	1,500
Uniforms & Protective Clothing	-	-	-	-	-	-	-
Professional and Consultancy Services	15,000	12,300	12,300	73,703	60,000	60,000	60,000
Computer License Software and Hardware	10,250	3,000	3,000	31,516	23,728	23,728	23,728
Maintenance	10,250	3,000	3,000	31,516	23,728	23,728	23,728
Hosting and Entertainment	5,700	1,800	1,800	3,753	2,400	2,400	2,400
Training	9,000	9,000	9,000	4,693	15,000	15,000	15,000
Advertising and Promotions	20,000	10,000	10,000	9,422	25,000	25,000	25,000
Auditing and Accounting	-	-	-	-	6,000	6,000	6,000
Board Expenses	49,000	56,700	56,700	75,750	58,000	58,000	58,000
Bank Charges	1,800	1,100	1,100	2,202	1,500	1,500	1,500
Other Operating Expenses	-	1,784	1,784	1,646	3,880	3,880	3,880
<b>Operating Costs</b>	<b>370,085</b>	<b>300,364</b>	<b>300,364</b>	<b>514,643</b>	<b>461,250</b>	<b>461,250</b>	<b>461,250</b>
<b>Total Expenditure</b>	<b>1,322,962</b>	<b>1,230,346</b>	<b>1,230,346</b>	<b>1,464,541</b>	<b>1,450,346</b>	<b>1,450,346</b>	<b>1,450,346</b>
<b>Operating Surplus</b>	<b>(122,624)</b>	<b>-</b>	<b>-</b>	<b>(234,195)</b>	<b>-</b>	<b>-</b>	<b>-</b>

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Estimate of Human Resources for April 2017 - March 2018  
 INTEGRITY COMMISSION

Integrity Commission	2016/2017		2017/2018	
	Human Resources	Payroll Cost Estimate	Human Resources	Payroll Cost Estimate
Director	1	121,000	1	121,000
Deputy Director	1	78,000	1	85,800
Senior Compliance Officer	1	85,000	1	85,800
Senior Investigative Officer	1	78,000	1	78,000
Compliance Officer	1	60,000	1	66,000
Investigative Officer	1	60,000	1	66,000
IT Specialist/Security Manager	1	60,000	1	66,000
Public Education Officer	1	50,000	1	55,000
Secretary	1	49,500	1	49,500
Secretarial Support Officer (PLS)	1	30,000	1	30,000
Intelligence Officer	1	66,000	1	66,000
Secretarial Support Officer (GDT)	1	30,000	1	30,000
<b>Salary Staff</b>	<b>12</b>	<b>767,500</b>	<b>12</b>	<b>799,100</b>
Cleaner	1	10,800	1	10,800
<b>Waged Staff</b>	<b>1</b>	<b>10,800</b>	<b>1</b>	<b>10,800</b>
	<b>13</b>	<b>778,300</b>	<b>13</b>	<b>809,900</b>

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS  
INTEGRITY COMMISSION  
CAPITAL PROJECTS ' 2017-2018**

<b>Project Number</b>	<b>Funding Source</b>	<b>Project Title</b>	<b>Cost</b>	<b>Budget 2017/2018</b>	<b>Budget 2018/2019</b>	<b>Budget 2019/2020</b>
005451	TCIG	Special IT Equipment	200,000	200,000	-	-
		<b>Total Integrity Commission</b>	<b>200,000</b>	<b>200,000</b>	<b>-</b>	<b>-</b>

**GOVERNMENT  
OF THE  
TURKS AND CAICOS ISLANDS**



**NATIONAL AUDIT OFFICE  
FUNDED BY GOVERNMENT**

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS  
 STATUTORY BODY INCOME AND EXPENDITURE DETAILED SHEET  
 NATIONAL AUDIT OFFICE '2016-2017

	2015/16	2016/2017			2017/2018	2018/2019	2019/2020
	Unaudited Actuals	Approved Budget	Approved Budget	Forecast Outturn	Estimate	Forward Estimate	Forward Estimate
Operational Fees and Sale of goods	-	-	-	-			
Dues and Charges, Revenue	-	-	-	-			
Rental Income	-	-	-	-			
Interest Income	-	-	-	-			
Release of Government Grants	-	-	-	-			
Donations and Other Grants	-	-	-	-			
Other Operational Income	-	-	-	-			
Subvention from TCIG	1,001,357	1,026,391	1,026,391	1,026,391			
<b>TOTAL INCOME</b>	<b>1,001,357</b>	<b>1,026,391</b>	<b>1,026,391</b>	<b>1,026,391</b>	-	-	-
Salaries	274,691	562,613	562,613	562,613			
Wages	-	-	-	-			
Allowances	45,330	148,584	148,584	148,584			
Rewards and Incentives	-	-	-	-			
Pension and Gratuities	-	-	-	-			
National Insurance Contributions	8,111	16,549	16,549	16,549			
National Health Insurance Contributions	8,016	21,092	21,092	21,092			
<b>Employment Costs</b>	<b>336,148</b>	<b>748,838</b>	<b>748,838</b>	<b>748,838</b>	-	-	-
Directors' fees and expenses	-	-	-	-			
Local Travel and Subsistence	16,449	42,700	42,700	42,700			
International Travel and Subsistence	11,940	23,433	23,433	23,433			
Utilities	7,644	21,279	21,279	21,279			
Communications Expenses	1,606	10,043	10,043	10,043			
Office Expenses	4,790	26,057	26,057	26,057			
Rental of Assets	3,350	56,154	56,154	56,154			
Maintenance Expenses	-	2,895	2,895	2,895			
Subscriptions, Periodicals, Books, etc.	-	-	-	-			
Other Supplies, Materials and Equipment	-	-	-	-			
Uniforms & Protective Clothing	-	-	-	-			
Professional and Consultancy Services	94,676	49,760	49,760	49,760			
Computer License Software and Hardware Maintenance	5,969	18,095	18,095	18,095			
Insurance	-	-	-	-			
Hosting and Entertainment	1,000	900	900	900			
Training	7,410	20,809	20,809	20,809			
Advertising and Promotions	-	5,428	5,428	5,428			
Drugs, Medical and Laboratory Supplies/Healthcare Costs	-	-	-	-			
Payments to Inter Health Canada	-	-	-	-			
Subscriptions and Contributions	195	-	-	-			
Auditing and Accounting	-	-	-	-			
Board Expenses	-	-	-	-			
Depreciation and Amortisation	-	-	-	-			
Bad debt write off/increase provisions	-	-	-	-			
Debt service Interests	-	-	-	-			
Bank Charges	-	-	-	-			
Other Operating Expenses	-	-	-	-			
<b>Operating Expenditure</b>	<b>155,029</b>	<b>277,553</b>	<b>277,553</b>	<b>277,553</b>	-	-	-
<b>Total Expenditure</b>	<b>491,177</b>	<b>1,026,391</b>	<b>1,026,391</b>	<b>1,026,391</b>	-	-	-
<b>Operating Surplus</b>	<b>510,180</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	-	-	-

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Estimate of Human Resources for April 2017 - March 2018  
 NATIONAL AUDIT OFFICE

	National Audit Office	2016/2017		2017/2018	
		Human Resources	Payroll Cost Estimate	Human Resources	Payroll Cost Estimate
	Auditor General	1	95,325		
	Audit Manager (Certification)	1	59,963		
	Audit Manager (VFM)	1	59,963		
	Senior Financial Audit Manager	1	73,185		
	Deputy Auditor General	1	79,950		
	Audit Principal - Financial	1	51,148		
	Senior Auditor	1	44,136		
	Auditor	2	70,397		
	Assistant Auditor				
	Administrative Officer	1	28,546		
	<b>Salary Staff</b>	<b>10</b>	<b>562,613</b>		
	<b>Waged Staff</b>	<b>0</b>			
	<b>National Audit Office</b>	<b>10</b>	<b>562,613</b>		

**GOVERNMENT  
OF THE  
TURKS AND CAICOS ISLANDS**



**CIVIL AVIATION AUTHORITY  
FUNDED BY GOVERNMENT**

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
**Programme and Performance Indicators for April 2017 - March 2018**  
**CIVIL AVIATION AUTHORITY**

<b>STATUTORY BODY SUMMARY</b>								
<b>MISSION:</b>								
The Turks & Caicos Islands Civil Aviation Authority (TCIAA) is dedicated to providing regulatory oversight to ensure the highest level of safety practicable, in the Turks & Caicos Islands Civil Aviation Industry, and for aircraft registered on the Turks & Caicos Islands Aircraft Registry, and to provide guidance to country in the development of aviation policy as appropriate.								
<b>STRATEGIC PRIORITIES:</b>								
Achievement of financial independence through; maximization of revenue collection and review of air navigation fee schedule.								
<b>MINISTRY EXPENDITURE - BY PROGRAMME</b>								
Code	Programme/Department	2015/16 Actual	2016/17 Approved Budget	2016/17 Revised Budget	2016/17 Forecast Outturn	2017/18 Budget Estimates	2018/19 Forward Estimates	2019/20 Forward Estimates
	Operating Expenditure	\$ 1,342,047	\$ 1,782,933	\$ 1,782,933	\$ 1,610,077	\$ 1,776,606	\$ 1,776,606	\$ 1,776,606
	Capital Expenditure	\$ 18,158	\$ 47,500	\$ 47,500	\$ 47,500	\$ 36,625	\$ 36,625	\$ 36,625
	<b>TOTAL AGENCY BUDGET CEILING</b>	<b>\$ 1,360,205</b>	<b>\$ 1,830,433</b>	<b>\$ 1,830,433</b>	<b>\$ 1,657,577</b>	<b>\$ 1,813,231</b>	<b>\$ 1,813,231</b>	<b>\$ 1,813,231</b>
<b>STATUTORY BODY STAFFING RESOURCES – Actual Number of Staff by Category</b>								
	Executive/Managerial	2	4	4	5	5	5	5
	Technical/Front Line Services	7	7	7	6	6	6	6
	Administrative Support	6	4	4	3	4	4	4
	Wages Staff	2	4	4	4	4	4	4
	<b>TOTAL AGENCY STAFFING</b>	<b>17</b>	<b>19</b>	<b>19</b>	<b>18</b>	<b>19</b>	<b>19</b>	<b>19</b>
<b>PROGRAMME PERFORMANCE INFORMATION</b>								
<b>KEY PROGRAMME STRATEGIES FOR 2016/17</b>				<b>ACHIEVEMENTS/PROGRESS IN 2016/17</b>				
Raise additional funds through negotiations with the Aviation service provider here in the Turks & Caicos Islands.				We have made progress with the service provider and we look forward to continued communication on how to generate new revenue streams.				
Setup and run a successful Aircraft Offshore Register and promote and bring even greater prestige to the Turks & Caicos Islands by having aircrafts flying all over the world that are registered in the TCI.				Unfortunately for second year this has been realized as additional funding is still required from TCIG to facilitate this project.				
<b>KEY PROGRAMME STRATEGIES 2017/18 (Aimed at improving programme performance)</b>								
The launching of the Electronic Data Base Management System (EDMS) which would permit more efficient and effective communication between the Regulator, Operators and Service Provider, it will also give Management a better management tool to react promptly to audit findings.								
The creation of a new revenue stream in collaboration with the service provider (TCIAA) referred to as a levy on International passengers.								
Setup and run a successful Aircraft Offshore Register and promote and bring even greater prestige to the Turks & Caicos Islands by having aircrafts flying all over the world that are registered in the TCI.								
<b>KEY PERFORMANCE INDICATORS</b>		2015/16 Actual	2016/17 Planned	2016/17 Revised	2016/17 Outturn	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
<b>Output Indicators (the quantity of output or services delivered by the programme)</b>								
	Flight Crew Licences accumulated movement number	31	53	53	55	55	55	55
	Airworthiness	90	63	63	78	82	82	82
	Flight Operations	184	812	812	742	938	938	938
	Air Traffic Control and Aerodromes/Regulatory Oversight	7	25	25	26	26	26	26
<b>Outcome Indicators (the planned or achieved outcomes or impacts of the programme and/or effectiveness in achieving programme objectives)</b>								
	Flight Crew Licences percentage increase/decrease in service(s) as opposed to planned	-11.40%	-15.35%	-15.35%	44.10%	64.63%	64.63%	64.63%
	Airworthiness percentage increase/decrease in service(s) as opposed to planned	503.39%	-80.52%	-80.52%	71.07%	45.00%	45.00%	45.00%
	Flight Operations percentage increase/decrease in service(s) as opposed to planned	-20.42%	163.72%	163.72%	-14.70%	12.91%	12.91%	12.91%
	Air Traffic Control and Aerodromes/Regulatory Oversight percentage increase/decrease in service(s) as opposed to planned	392.17%	67.21%	67.21%	-71.18%	-49.91%	-49.91%	-49.91%

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
**STATUTORY BODY INCOME AND EXPENDITURE DETAILED SHEET**  
**CIVIL AVIATION AUTHORITY 2017-2018**

	2015/16	2016/2017			2017/2018	2018/2019	2019/2020
	Unaudited Actuals	Approved Budget	Revised Budget	Forecast Outturn	Estimate	Forward Estimate	Forward Estimate
Flight Crew Licenses	8,567	6,575	6,575	9,475	10,825	10,825	10,825
Airworthiness	67,925	43,466	43,466	74,360	63,026	63,026	63,026
Flight Operations	190,815	193,600	193,600	165,125	218,600	218,600	218,600
Air Traffic Control and General	265,177	431,122	431,122	118,692	206,322	206,322	206,322
Interest Income	49	-	-	-	-	-	-
Release of Government Grants	20,000	-	-	20,000	-	-	-
Subvention from TCIG	969,064	1,293,291	1,293,291	1,293,291	1,319,157	1,319,157	1,319,157
<b>TOTAL INCOME</b>	<b>1,521,597</b>	<b>1,968,054</b>	<b>1,968,054</b>	<b>1,680,942</b>	<b>1,817,930</b>	<b>1,817,930</b>	<b>1,817,930</b>
Salaries	788,221	919,424	919,424	866,817	916,830	916,830	916,830
Wages	12,116	15,195	15,195	15,800	15,195	15,195	15,195
Allowances	2,213	5,197	5,197	4,242	8,177	8,177	8,177
Pension and Gratuities	-	61,600	61,600	44,594	54,254	54,254	54,254
National Insurance Contributions	22,877	27,903	27,903	26,780	30,820	30,820	30,820
National Health Insurance Contributions	23,900	28,233	28,233	26,732	28,023	28,023	28,023
<b>Employment Costs</b>	<b>849,326</b>	<b>1,057,552</b>	<b>1,057,552</b>	<b>984,966</b>	<b>1,053,299</b>	<b>1,053,299</b>	<b>1,053,299</b>
Directors' fees and expenses	10,360	23,975	23,975	24,157	41,500	41,500	41,500
Local Travel and Subsistence	23,728	24,100	24,100	17,728	20,100	20,100	20,100
International Travel and Subsistence	68,793	67,975	67,975	71,656	63,975	63,975	63,975
Utilities	18,648	23,802	23,802	11,545	14,450	14,450	14,450
Communications Expenses	41,270	44,338	44,338	52,495	45,600	45,600	45,600
Office Expenses	12,821	16,260	16,260	15,775	16,260	16,260	16,260
Rental of Assets	29,040	36,000	36,000	33,828	36,000	36,000	36,000
Maintenance Expenses	2,628	20,500	20,500	231	7,384	7,384	7,384
Subscriptions, Periodicals, Books, etc.	-	3,264	3,264	831	3,264	3,264	3,264
Other Supplies, Materials and Equipment	3,318	2,650	2,650	2,262	2,650	2,650	2,650
Uniforms & Protective Clothing	-	4,500	4,500	3,096	4,500	4,500	4,500
Professional and Consultancy Services	9,548	29,500	29,500	19,167	29,500	29,500	29,500
Computer License Software and Hardware Maintenance	14,473	90,994	90,994	85,998	75,522	75,522	75,522
Insurance	59,681	69,675	69,675	63,425	69,675	69,675	69,675
Hosting and Entertainment	1,650	12,800	12,800	12,764	10,940	10,940	10,940
Training	26,552	94,948	94,948	46,299	66,448	66,448	66,448
Advertising and Promotions	-	1,836	1,836	1,720	1,836	1,836	1,836
Drugs, Medical and Laboratory Supplies/Healthcare Costs	-	144	144	-	144	144	144
Subscriptions and Contributions	90,805	92,000	92,000	75,233	148,800	148,800	148,800
Auditing and Accounting	12,000	14,500	14,500	14,500	14,500	14,500	14,500
Board Expenses	-	8,010	8,010	1,548	5,650	5,650	5,650
Depreciation and Amortization	36,589	-	-	41,015	-	-	-
Bank Charges	-	3,009	3,009	3,401	3,009	3,009	3,009
Other Operating Expenses	30,817	40,601	40,601	26,437	41,601	41,601	41,601
<b>Operating Costs</b>	<b>492,721</b>	<b>725,381</b>	<b>725,381</b>	<b>625,112</b>	<b>723,307</b>	<b>723,307</b>	<b>723,307</b>
<b>Total Expenditure</b>	<b>1,342,047</b>	<b>1,782,933</b>	<b>1,782,933</b>	<b>1,610,077</b>	<b>1,776,606</b>	<b>1,776,606</b>	<b>1,776,606</b>
<b>Operating Deficit/Surplus before Capital Projects</b>	<b>179,551</b>	<b>185,121</b>	<b>185,121</b>	<b>70,865</b>	<b>41,324</b>	<b>41,324</b>	<b>41,324</b>
<b>Capital Projects</b>	<b>19,500</b>	<b>47,500</b>	<b>47,500</b>	<b>47,500</b>	<b>36,625</b>	<b>-</b>	<b>-</b>
<b>Operating Deficit /Surplus after Capital Projects</b>	<b>160,051</b>	<b>137,621</b>	<b>137,621</b>	<b>23,365</b>	<b>4,699</b>	<b>41,324</b>	<b>41,324</b>

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Estimate of Human Resources for April 2017 - March 2018  
 CIVIL AVIATION AUTHORITY

Civil Aviation Authority	2016/2017		2017/2018	
	Human Resources	Payroll Cost Estimate	Human Resources	Payroll Cost Estimate
Managing Director	1	98,000	1	98,000
Deputy Director	1	85,797	1	85,797
Head Flight Safety Standards	1	84,357	1	84,357
Airworthiness Inspector	1	77,940	1	77,940
Flight Operations Inspector	1	70,680	1	70,680
Airworthiness Inspector	1	70,680	1	70,680
Office Administrator	1	57,993	1	57,993
Air Traffic Services Inspector	1	70,680	1	70,680
Aerodrome Inspector RFFS	1	70,680	1	70,680
Accountant	1	51,140	1	51,140
Executive Officer	1	38,499	1	38,499
Secretary	1	35,486	1	35,486
Records Clerk	1	30,258	1	30,258
Clerical Officer	1	25,154	1	22,560
Personal Licensing Officer	1	52,080	1	52,080
<b>Salary Staff</b>	<b>15</b>	<b>919,424</b>	<b>15</b>	<b>916,830</b>
Cleaners	2	14,632	2	14,632
Temporary Cleaner	2	563	2	563
<b>Waged Staff</b>	<b>4</b>	<b>15,195</b>	<b>4</b>	<b>15,195</b>
<b>Civil Aviation Authority</b>	<b>19</b>	<b>934,619</b>	<b>19</b>	<b>932,025</b>

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS  
CIVIL AVIATION AUTHORITY  
CAPITAL PROJECTS 2017-2018**

<b>Project Number</b>	<b>Funding Source</b>	<b>Project Title</b>	<b>Cost</b>	<b>Budget 2017/2018</b>	<b>Budget 2018/2019</b>	<b>Budget 2019/2020</b>
80004	TCICAA	Building Improvements	11,500	11,500	-	-
80007	TCICAA	Furniture & Fixtures	6,000	6,000	-	-
80101	TCICAA	Office Equipment	19,125	19,125	-	-
		<b>Total Civil Aviation Authority</b>	<b>36,625</b>	<b>36,625</b>	-	-

**GOVERNMENT  
OF THE  
TURKS AND CAICOS ISLANDS**



**NATIONAL HEALTH INSURANCE BOARD  
PARTIALLY FUNDED BY GOVERNMENT**

## KEY BUDGET ASSUMPTIONS

- (1) NHIB will fund Capital Programmes fromm Recurrent Revenue
- (2) Revenue for Private Sector Contributions and Self-Employed Contributions to grow by only 3% this year as TCIG expects a contraction in the economy
- (3) This year it is projected that the NHIB will collect \$1.1m of amounts receivable from outstanding amounts
- (4) TCIG will transfer to NHIP \$26.3m
- (5) Local Provider Healthcare costs is projected in line with last years budget as recent new changes to the software will allow for greater control over the submission and adjudication of claims
- (6) Overseas treatment costs is expected to grow by 12% over prior budget. Factored into this amount is a total of \$1m for a maximum of 4 special case requests by TCIG. Overseas treatment is expected to increase as a result of increases in cthe number of cases and the value of cases
- (7) Pharmaceutical costs is expected to decrease by 14% due to changes already made to the software to better manage and adjudicate claims.
- (8) Overseas Subsistence costs is expected to increase by 22% in line with the increase in volume of overseas treatment cases.
- (9) The remainder of healthcare costs is expected to remain in line with prior years's budget
- (10) Administrative costs remain below 10% of revenue: 7%

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Programme and Performance Indicators for April 2017 - March 2018  
 National Health Insurance Board

<b>STATUTORY BODY SUMMARY</b>								
<b>MISSION:</b>								
Improving Healthcare service quality and delivery								
<b>STRATEGIC PRIORITIES:</b>								
Improving Customer satisfaction and business continuity in achieving cost efficiencies through public information programmes and negotiating contracts with main service providers.								
<b>MINISTRY EXPENDITURE - BY PROGRAMME</b>								
Code	Programme/Department	2015/16 Actual	2016/17 Approved Budget	2016/17 Revised Budget	2016/17 Forecast Outturn	2017/18 Budget Estimates	2018/19 Forward Estimates	2019/20 Forward Estimates
Operating Expenditure		\$ 48,481,760	\$ 49,349,469	\$ 55,349,469	\$57,028,869	\$ 56,526,983	\$ 57,643,001	\$ 58,326,965
Capital Expenditure		\$ 240,229	\$ 476,500	\$ 476,500	\$ -	\$ 369,500	\$ 452,000	\$ -
<b>TOTAL AGENCY BUDGET CEILING</b>		<b>\$ 48,721,989</b>	<b>\$ 49,825,969</b>	<b>\$ 55,825,969</b>	<b>\$57,028,869</b>	<b>\$ 56,896,483</b>	<b>\$ 58,095,001</b>	<b>\$ 58,326,965</b>
<b>STATUTORY BODY STAFFING RESOURCES – Actual Number of Staff by Category</b>								
Executive/Managerial		3	3	3	3	3	3	3
Technical/Front Line Services		30	30	30	30	37	37	37
Administrative Support		1	1	1	1	3	3	3
Wages Staff		0	0	0	0	0	0	0
<b>TOTAL AGENCY STAFFING</b>		<b>34</b>	<b>34</b>	<b>34</b>	<b>34</b>	<b>43</b>	<b>43</b>	<b>43</b>
<b>PROGRAMME PERFORMANCE INFORMATION</b>								
<b>KEY PROGRAMME STRATEGIES FOR 2016/17</b>				<b>ACHIEVEMENTS/PROGRESS IN 2016/17</b>				
Complete negotiation of Service Provider Contracts				Final document received from AG's Chambers with approval				
Improve Public Relations				Marketing campaign designed, completed and implemented				
Software stabilization and maintenance				Major software upgraded and stabilized; new support software sourced				
<b>KEY PROGRAMME STRATEGIES 2017/18 (Aimed at improving programme performance)</b>								
Increase public awareness of NHIP through marketing and promotions								
Implementation of new pharmaceutical policy and initiatives agreed from recent review: improved systems of cost control with new technologies								
Complete computerization of debt collection and compliance: to minimize the risk of eligible contributors avoiding the plan								
Implementation of new cost reporting systems for Healthcare Costs: to provide timely analysis of data to TCIG for decision making; and the general public for preventative healthcare management								
KEY PERFORMANCE INDICATORS	2015/16 Actual	2016/17 Planned	2016/17 Revised	2016/17 Outturn	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	
<b>Output Indicators (the quantity of output or services delivered by the programme)</b>								
Average number of visits to local service providers	19,917	19,061	19,061	34,119	19,143	19,621	20,112	
The number of referrals per year to overseas providers	886	1,009	1,412	1,360	1,196	966	966	
The number of emergency referrals per year to overseas providers	136	140	140	225	150	150	150	
Compliance rating for private sector contributors	90%	93%	93%	93%	93%	93%	93%	
Movement in registrants per year	30%	40%	115%	185%	70%	40%	40%	
<b>Outcome Indicators (the planned or achieved outcomes or impacts of the programme and/or effectiveness in achieving programme objectives)</b>								
Number of contracts signed with overseas providers	-	2	2	1	2	2	2	
Average monthly Pharmaceutical cost	\$ 226,845	\$ 242,887	\$ 244,804	\$ 241,001	\$ 207,668	\$ 212,860	\$ 218,181	
Number of referrals kept on island per year	-	-	-	60	300	350	350	
Number of compliance cases reviewed	4,800	4,800	4,800	4,800	5,500	5,500	6,000	
Number of registrations	381	540	1,548	2,642	1,000	1,000	1,000	

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS  
 STATUTORY BODY INCOME AND EXPENDITURE DETAILED SHEET  
 NATIONAL HEALTH INSURANCE BOARD 2017-2018

Description	2015/16	2016/2017			2017/2018	2018/2019	2019/2020
	Audited	Approved Budget	Revised Budget	Forecast Outturn	Estimate	Forward Estimate	Forward Estimate
PCM - Contributions - Private Sector	23,683,341	24,556,001	24,556,001	26,030,090	26,941,143	28,288,200	28,995,405
PCM - Contributions - Self Employed	1,666,667	1,786,503	1,786,503	1,820,400	1,884,114	1,978,320	2,027,778
PCM - Contributions - Pensioner (>2K)	71,547	80,056	80,056	78,000	78,000	81,900	83,948
PCM - Contributions - Government	3,868,185	3,863,538	3,863,538	4,355,758	4,355,758	4,573,546	4,687,885
PCM - Late Fees - Private Sector	180,455	159,988	159,988	195,809	202,662	212,796	218,115
PCM - Late Fees - Self Employed	28,054	12,620	12,620	29,146	30,166	31,675	32,467
NIB - Transfers for Employment Injury	-	612,000	612,000	612,000	200,000	250,000	300,000
Other Income	31,423	27,600	27,600	30,070	33,500	35,000	35,000
Subvention from TCIG	19,959,967	20,200,000	26,400,000	26,400,000	23,885,000	23,885,000	23,885,000
<b>TOTAL INCOME</b>	<b>49,489,639</b>	<b>51,298,306</b>	<b>57,498,306</b>	<b>59,551,273</b>	<b>57,610,344</b>	<b>59,336,436</b>	<b>60,265,597</b>
Salaries	1,588,934	1,836,240	1,836,240	1,546,681	1,873,152	2,200,000	2,250,000
Wages	35,870	-	-	-	36,000	40,000	40,000
Allowances	76,422	78,960	78,960	76,785	82,560	86,000	86,000
Rewards and Incentives							
Pension and Gratuities		115,060	115,060	-	96,255	96,000	96,000
National Insurance Contributions	55,050	56,454	56,454	47,998	60,368	65,000	65,000
National Health Insurance Contributions	48,808	57,456	57,456	44,871	57,587	57,500	57,500
<b>Employment Costs</b>	<b>1,805,084</b>	<b>2,144,170</b>	<b>2,144,170</b>	<b>1,716,335</b>	<b>2,205,922</b>	<b>2,544,500</b>	<b>2,594,500</b>
Directors' Fees and Expenses	-	73,200	73,200	58,286	117,600	117,600	117,600
Local Travel and Subsistence	31,406	39,400	39,400	27,158	39,400	45,000	45,000
International Travel and Subsistence	104,394	95,000	95,000	28,500	70,000	100,000	100,000
Utilities	176,334	194,400	194,400	234,344	230,000	250,000	250,000
Office Expenses	22,254	94,900	94,900	96,812	107,000	100,000	100,000
Rental of Assets	134,830	135,000	135,000	135,026	160,000	160,000	160,000
Maintenance Expenses	33,152	30,000	30,000	12,202	30,000	30,000	30,000
Other Supplies, Materials and Equipment	26,472	-	-	-	-	-	-
Uniforms & Protective Clothing	18,706	17,500	17,500	-	17,500	25,000	30,000
Professional and Consultancy Services	180,448	62,000	62,000	32,284	172,000	115,000	115,000
Computer License Software and Hardware Maintenance	170,110	349,000	349,000	96,489	250,000	190,000	190,000
Insurance		7,800	7,800	7,800	7,800	7,800	7,800
Training	33,132	60,000	60,000	-	56,500	150,000	200,000
Advertising and Promotions	6,138	120,000	120,000	103,326	100,000	150,000	150,000
<b>Healthcare Expenses:</b>							
Covered Medical Expenses - Local Providers	695,075	667,118	667,118	1,194,160	670,000	686,750	703,919
Covered Medical Expenses - Overseas Treatment	10,471,248	9,532,866	11,532,866	12,513,858	12,889,273	13,137,505	13,467,793
Covered Medical Expenses -Pharmaceuticals	2,722,145	2,914,646	2,914,646	2,892,012	2,492,012	2,554,312	2,618,170
Covered Medical Expenses -Overseas Subsistence	906,322	1,003,417	1,003,417	1,000,000	1,030,000	1,055,750	1,082,144
Covered Medical Expenses -Overseas Travel	2,654,367	3,306,268	3,306,268	3,772,829	3,306,268	3,388,925	3,473,648
Covered Medical Expenses -Local Travel & Subsistence	691,892	351,700	351,700	500,000	500,000	512,500	525,313
Covered Medical Expenses -3rd Party Admin.	-	150,000	150,000	150,000	150,000	153,750	157,594
Covered Medical Expenses -Reinsurance	569,450	575,000	575,000	575,000	575,001	589,376	604,110

Description	2015/16	2016/2017			2017/2018	2018/2019	2019/2020
	Audited	Approved Budget	Revised Budget	Forecast Outturn	Estimate	Forward Estimate	Forward Estimate
Reinsurance Recovery	(765,649)	(435,000)	(435,000)	-	(650,000)	(435,000)	(435,000)
EDI - Claims Expenses		15,000	15,000	-	15,000	15,375	15,759
Medical Consultancy - after hours clinic	1,074	65,000	65,000	107,623	107,623	110,313	113,071
Payments to InterHealth Canada - Clinical services	27,170,544	27,170,544	27,170,544	27,170,544	27,170,544	27,170,544	27,170,544
Hospital - Utilities	-	-	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Auditing and Accounting	239,728	180,000	180,000	180,000	130,000	130,000	150,000
Board Expenses	55,078	35,000	35,000	2,270	48,000	48,000	50,000
Depreciation and Amortisation	164,680	162,000	162,000	163,006	260,000	260,000	260,000
Bank Charges	114,512	119,540	119,540	138,470	149,540	160,000	160,000
Other Operating Expenses - Security	48,834	114,000	114,000	120,535	120,000	120,000	120,000
<b>Operating Costs</b>	<b>46,676,676</b>	<b>47,205,299</b>	<b>53,205,299</b>	<b>55,312,534</b>	<b>54,321,061</b>	<b>55,098,501</b>	<b>55,732,465</b>
<b>Total Expenditure</b>	<b>48,481,760</b>	<b>49,349,469</b>	<b>55,349,469</b>	<b>57,028,869</b>	<b>56,526,983</b>	<b>57,643,001</b>	<b>58,326,965</b>
<b>Operating Surplus before Capital Expenditure</b>	<b>1,007,879</b>	<b>1,948,837</b>	<b>2,148,837</b>	<b>2,522,404</b>	<b>1,083,361</b>	<b>1,693,436</b>	<b>1,938,633</b>
<b>Capital Expenditure</b>	<b>240,229</b>	<b>476,500</b>	<b>476,500</b>	<b>-</b>	<b>369,500</b>	<b>452,000</b>	<b>-</b>
<b>Net Surplus</b>	<b>767,650</b>	<b>1,472,337</b>	<b>1,672,337</b>	<b>2,522,404</b>	<b>713,861</b>	<b>1,241,436</b>	<b>1,938,633</b>

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
Estimate of Human Resources for April 2017 - March 2018  
**NATIONAL HEALTH INSURANCE BOARD**

National Health Insurance Plan	2016/2017		2017/2018	
	Human Resources	Payroll Cost Estimate	Human Resources	Payroll Cost Estimate
Accounts Payable Officer	1	42,113	1	42,113
Administrative Assistant	1	39,114	1	39,114
AR Officer/Cash Accountant	1	36,898	1	36,898
Chief Executive Officer	1	130,380	1	130,380
Chief Financial Officer	1	89,310	1	89,310
Chief Medical Officer	1	89,310	1	89,310
Claims Clerk	1	27,675	1	27,675
Cleaner	1	19,557	1	19,557
Clerical Assistants	2	54,000	2	54,000
Clinical Services Manager	1	53,579	1	53,579
Compliance Officer	3	115,908	2	79,010
Compliance Officer	2	67,920	2	73,796
Compliance Officer /CSR Grand Turk	1	29,336	1	29,336
Compliance Supervisor	1	52,152	1	52,152
Customer Service Rep/Cash	2	69,493	2	71,645
Customer Service Rep/Registration	2	58,671	2	58,671
Customer Service/Registration Supervisor	1	50,327	1	50,327
Deputy Chief Executive Officer (6 months)	-	-	1	48,000
Financial Analyst	1	42,670	1	42,670
GDT - Office Administrator	1	39,114	1	39,114
Internal Auditor	1	46,361	1	80,004
IT Manager	1	84,071	1	84,747
IT Systems Administrator	1	55,412	1	55,412
Legal Officer	1	58,671	1	51,000
Marketing and Support Officer	1	36,898	1	36,898
Office Administrator/HR Manager	1	55,412	1	55,412
Patient Services Representative	1	36,898	2	72,898
Pharmacist	1	38,760	1	36,000
Principal Claims officer	1	39,729	1	39,729
Provider Services Manager	1	66,820	1	66,820
Receptionist	1	27,675	1	27,675
Senior Accountant	1	58,671	1	58,671
Senior Patient Services Representative	2	84,225	1	42,113
Senior Registration Officer	1	39,114	1	39,114
<b>Salary Staff</b>	<b>40</b>	<b>1,836,240</b>	<b>40</b>	<b>1,873,146</b>
Administrative Assistants			3	36,000
<b>Waged Staff</b>	<b>0</b>	<b>-</b>	<b>3</b>	<b>36,000</b>
	<b>40</b>	<b>1,836,240</b>	<b>43</b>	<b>1,909,146</b>

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS  
NATIONAL HEALTH INSURANCE BOARD  
CAPITAL PROJECTS ' 2017-2018**

<b>Project Number</b>	<b>Funding Source</b>	<b>Project Title</b>	<b>Cost</b>	<b>Budget 2017/2018</b>	<b>Budget 2018/2019</b>	<b>Budget 2019/2020</b>
	NHIP	Motor Vehicles (4)	140,000	35,000	105,000	-
	NHIP	IT Equipment	20,000	20,000	-	-
	NHIP	Web Portal	75,000	25,000	50,000	-
	NHIP	Phamaceutical software alternative	150,000	150,000	-	-
	NHIP	IT - new magnetic card system	250,000	55,000	195,000	-
	NHIP	IT - Business Support software	186,500	84,500	102,000	-
		<b>Total National Health Insurance Board</b>	821,500	369,500	452,000	-

**GOVERNMENT  
OF THE  
TURKS AND CAICOS ISLANDS**



**COMMUNITY COLLEGE**  
**PARTIALLY FUNDED BY GOVERNMENT**

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Programme and Performance Indicators for April 2017 - March 2018  
 TCI COMMUNITY COLLEGE

STATUTORY BODY SUMMARY								
<b>MISSION:</b>								
The mission of the College is to provide post-secondary and continuing education for school leavers and adults, in order to promote their personal and professional development, and the economic development of the Turks & Caicos Islands.								
<b>STRATEGIC PRIORITIES:</b>								
Continuation of the implementation of the five year Strategic plan. Continued expansion of the Technical/Vocational areas. Re-introduction of the Medical/Health programme. Re-introduction and upgrading of Early Childhood programme. Staff training (including workshops and seminars). Improvement and refurbishment of the physical structure of the College. Review of policy and salary structure. Re-introduction of A-level courses.								
MINISTRY EXPENDITURE - BY PROGRAMME								
Code	Programme/Department	2015/16 Actual	2016/17 Approved Budget	2016/17 Revised Budget	2016/17 Forecast Outturn	2017/18 Budget Estimates	2018/19 Forward Estimates	2019/20 Forward Estimates
Operating Expenditure		\$ 3,007,252	\$ 3,203,411	\$ 3,378,411	\$ 3,605,501	\$ 3,690,520	\$ 3,690,520	\$ 3,690,520
Capital Expenditure		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL AGENCY BUDGET CEILING</b>		<b>\$ 3,007,252</b>	<b>\$ 3,203,411</b>	<b>\$ 3,378,411</b>	<b>\$ 3,605,501</b>	<b>\$ 3,690,520</b>	<b>\$ 3,690,520</b>	<b>\$ 3,690,520</b>
STATUTORY BODY STAFFING RESOURCES – Actual Number of Staff by Category								
Executive/Managerial		8	8	8	8	8	8	8
Technical/Front Line Services		54	57	54	67	67	67	67
Administrative Support		4	8	8	8	8	8	8
Wages Staff		9	9	9	9	9	9	9
<b>TOTAL AGENCY STAFFING</b>		<b>75</b>	<b>82</b>	<b>79</b>	<b>92</b>	<b>92</b>	<b>92</b>	<b>92</b>
PROGRAMME PERFORMANCE INFORMATION								
KEY PROGRAMME STRATEGIES FOR 2016/17				ACHIEVEMENTS/PROGRESS IN 2016/17				
Reaching a wider cross section of the community with college offerings.				Greater utilization of the PRO and various media houses. Increased school visits.				
Increase the number of qualified persons in HVAC, Plumbing and other technical areas.				Low student intake due to constraints from lack of proper equipment.				
Meet the development needs of the TCI through Technical/Vocational training.				Administered programmes with the assistance of adjunct lecturers in Auto CAD and construction management.				
Planned development and expansion of the TCI Community College.				Meetings with CCCJ and Knox on the introduction of new programmes.				
Offer more demand oriented courses to meet industry needs and access to the College.				Introduction of Early Childhood Education programme at both campuses and the Hospitality programme at G.T campus as well as A-level courses.				
KEY PROGRAMME STRATEGIES 2017/18 (Aimed at improving programme performance)								
Increase the number of classrooms at the TCICC Grand Turk campus for September 2017								
Reintroduction of the Nursing programme in January 2018								
Fast track plans for a purpose built campus on Provo by September 2017								
Introduction of new programmes - AD Paralegal Studies, BSc Social Work, Information Technology & Early Childhood Education for September 2017								
KEY PERFORMANCE INDICATORS	2015/16 Actual	2016/17 Planned	2016/17 Revised	2016/17 Outturn	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	
Output Indicators (the quantity of output or services delivered by the programme)								
Number of students enrolled in the Associate degree	205	210	211	211	300	350	400	
Number of students enrolled in the Bachelor degree	61	65	54	54	90	100	120	
Number of students enrolled in a Certificate programme	3	3	8	8	10	10	10	
Outcome Indicators (the planned or achieved outcomes or impacts of the programme and/or effectiveness in achieving programme objectives)								
Percentage of students graduating in the Associate degree	15	25	25	25	35	40	40	
Percentage of students graduating in the Bachelor degree	72	75	55	55	75	80	80	
Percentage of students graduating in a Certificate programme	100	100	100	100	100	100	100	

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS  
 STATUTORY BODY INCOME AND EXPENDITURE DETAILED SHEET  
 TCI COMMUNITY COLLEGE 2017-2018

	2015/16	2016/2017			2017/2018	2018/2019	2019/2020
	Unaudited	Approved Budget	Revised Budget	Forecast Outturn	Estimate	Forward Estimate	Forward Estimate
Application Fees	7,050	15,000	15,000	10,450	15,000	15,000	15,000
Registration Fees	18,525	25,000	25,000	19,700	25,000	25,000	25,000
Tuition Fees	786,975	865,300	865,300	814,009	865,300	865,300	865,300
Transport Fees	27,450	28,000	28,000	25,800	28,000	28,000	28,000
Rental Income	5,900	6,900	6,900	2,400	3,600	3,600	3,600
Permanent Residence Certificate Test	29,100	25,000	25,000	89,600	75,000	75,000	75,000
Donations and Other Grants	3,715	3,000	3,000	21,720	6,300	6,300	6,300
Transcripts	6,618	6,000	6,000	4,785	6,000	6,000	6,000
Student Reference letters	720	700	700	650	700	700	700
Invigilation of Overseas Exams	9,811	11,000	11,000	10,910	11,000	11,000	11,000
CDB- Early Childhood Development	-	-	-	50,675	-	-	-
Printing Materials for Students	1,051	500	500	503	500	500	500
Subvention from TCIG	2,217,011	2,217,011	2,392,011	2,392,011	2,717,011	2,717,011	2,717,011
<b>TOTAL INCOME</b>	<b>3,113,926</b>	<b>3,203,411</b>	<b>3,378,411</b>	<b>3,443,213</b>	<b>3,753,411</b>	<b>3,753,411</b>	<b>3,753,411</b>
Salaries	1,695,609	1,823,562	1,923,568	1,890,009	2,201,256	2,201,256	2,201,256
Wages	255,635	229,590	229,596	251,273	230,100	230,100	230,100
Allowances	196,330	219,720	251,720	233,945	308,520	308,520	308,520
Recruitment and Repatriation	11,004	15,000	15,000	39,131	9,000	9,000	9,000
Pension and Gratuities	49,276	73,000	73,000	102,753	47,240	47,240	47,240
National Insurance Contributions	76,999	81,048	81,036	92,270	95,960	95,960	95,960
National Health Insurance Contributions	62,164	68,188	68,188	73,846	82,194	82,194	82,194
<b>Employment Costs</b>	<b>2,347,017</b>	<b>2,510,108</b>	<b>2,642,108</b>	<b>2,683,227</b>	<b>2,974,270</b>	<b>2,974,270</b>	<b>2,974,270</b>
Directors' fees and expenses	15,400	25,200	25,200	15,400	25,200	25,200	25,200
Local Travel and Subsistence	13,285	16,000	16,000	23,138	25,000	25,000	25,000
International Travel and Subsistence	11,562	21,000	21,000	26,706	30,000	30,000	30,000
Utilities	55,454	77,900	77,900	54,503	60,000	60,000	60,000
Communications Expenses	17,713	17,884	17,884	19,358	20,000	20,000	20,000
Office Expenses	6,002	6,133	6,133	8,133	9,000	9,000	9,000
Rental of Assets	156,000	156,000	168,000	165,000	168,000	168,000	168,000
Maintenance Expenses	36,703	65,300	65,300	31,143	30,000	30,000	30,000
Subscriptions, Periodicals, Books, etc.	10,000	35,000	35,000	-	5,000	5,000	5,000
Other Supplies, Materials and Equipment	33,170	45,000	45,000	41,127	45,000	45,000	45,000
Prizes and Awards	13,729	11,500	11,500	21,989	20,000	20,000	20,000
Professional and Consultancy Services	45,000	47,000	47,000	61,000	67,000	67,000	67,000
Campus Security - Grand Turk	24,000	24,000	24,000	24,000	24,000	24,000	24,000
Insurance	-	10,000	10,000	-	10,000	10,000	10,000
Janitorial Services	26,950	26,950	26,950	26,950	26,950	26,950	26,950
Training	-	20,000	20,000	18,565	20,000	20,000	20,000
Advertising and Promotions	12,224	10,000	10,000	12,363	15,000	15,000	15,000
Transport for students	50,015	51,000	51,000	49,156	51,000	51,000	51,000
Preparation of CVQ's	40,000	-	-	-	-	-	-
Subscriptions and Contributions	700	700	700	375	700	700	700
Auditing and Accounting	-	15,000	15,000	15,000	15,000	15,000	15,000
Board Expenses	4,297	9,000	9,000	6,526	7,000	7,000	7,000
Depreciation and Amortization	26,990	-	-	27,926	30,000	30,000	30,000
Audit Fees - Prior years	58,500	-	-	-	-	-	-
Bad debt write off/Increase provision	-	-	-	240,621	10,000	10,000	10,000
Bank Charges	2,541	2,736	2,736	2,295	2,400	2,400	2,400
Other Operating Expenses	-	-	31,000	31,000	-	-	-
<b>Operating Costs</b>	<b>660,235</b>	<b>693,303</b>	<b>736,303</b>	<b>922,274</b>	<b>716,250</b>	<b>716,250</b>	<b>716,250</b>
<b>Total Expenditure</b>	<b>3,007,252</b>	<b>3,203,411</b>	<b>3,378,411</b>	<b>3,605,501</b>	<b>3,690,520</b>	<b>3,690,520</b>	<b>3,690,520</b>
<b>Operating Surplus</b>	<b>106,674</b>	<b>-</b>	<b>-</b>	<b>(162,288)</b>	<b>62,891</b>	<b>62,891</b>	<b>62,891</b>

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Estimate of Human Resources for April 2017 - March 2018  
 TCI COMMUNITY COLLEGE

	Turks and Caicos Islands Community College	2016/2017		2017/2018	
		Human Resources	Payroll Cost Estimate	Human Resources	Payroll Cost Estimate
	President	1	71,361	1	71,361
	Vice President	1	65,168	1	65,168
	Academic Dean	1	58,742	1	58,742
	Accountant	1	56,257	1	56,257
	Registrar	1	40,379	1	40,379
	Network Administrator	1	41,290	1	40,211
	Office Manager	1	38,436	1	38,436
	Bursar	1	39,347	1	39,347
	Student Accts. Mgr.	1	36,402		
	Public Relations/Marketing	1	36,402	1	36,402
	Maintenance Manager	1	36,402	1	36,402
	Librarian	1	30,976	1	30,976
	Administrative Officer	1	36,402	1	36,402
	Secretary	1	26,519	1	26,519
	Senior Lecturers	6	281,012	6	281,012
	Lecturer I	4	131,546	4	139,084
	Lecturer II	18	728,168	30	1,168,304
	Lab Technician	-	-	1	36,252
	Deputy Registrar	1	36,402	-	-
	Deputy Librarian	1	32,351	-	-
	<b>Salary Staff</b>	<b>44</b>	<b>1,823,562</b>	<b>54</b>	<b>2,201,254</b>
	Cleaner	4	47,320	4	47,320
	Handyman	2	26,936	2	27,846
	Messenger	1	11,830	1	11,830
	Night watchman - Provo	2	49,504	2	49,504
	Adjunct lecturers	29	94,000	29	93,600
	<b>Waged Staff</b>	<b>38</b>	<b>229,590</b>	<b>38</b>	<b>230,100</b>
		<b>82</b>	<b>2,053,152</b>	<b>92</b>	<b>2,431,354</b>

**GOVERNMENT  
OF THE  
TURKS AND CAICOS ISLANDS**



**INVEST TCI  
FUNDED BY GOVERNMENT**

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
**Programme and Performance Indicators for April 2017 - March 2018**  
**INVEST TURKS & CAICOS**

STATUTORY BODY SUMMARY								
<b>MISSION:</b>								
Our mission is to attract and retain investment which is of strategic importance to the economic development of the Turks and Caicos Islands. We work with								
<b>STRATEGIC PRIORITIES:</b>								
Invest Turks & Caicos was established in mid-2015 and in fiscal 2017/18, its strategic priorities are to: 1) establish an effective organization, 2) support and encourage current investors to commence their developments, 3) promote and facilitate new overseas investment, 4) assist domestic SME investment and 5) advocate for a better business environment in the country.								
MINISTRY EXPENDITURE - BY PROGRAMME								
Code	Programme/Department	2015/16 Actual	2016/17 Approved Budget	2016/17 Revised Budget	2016/17 Forecast Outturn	2017/18 Budget Estimates	2018/19 Forward Estimates	2019/20 Forward Estimates
Operating Expenditure		\$ 438,500	\$ 3,162,130	\$ 3,162,130	\$ 1,845,777	\$ 3,133,740	\$ 3,133,740	\$ 3,133,740
Capital Expenditure		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL AGENCY BUDGET CEILING</b>		<b>\$ 438,500</b>	<b>\$ 3,162,130</b>	<b>\$ 3,162,130</b>	<b>\$ 1,845,777</b>	<b>\$ 3,133,740</b>	<b>\$ 3,133,740</b>	<b>\$ 3,133,740</b>
STATUTORY BODY STAFFING RESOURCES – Actual Number of Staff by Category								
Executive/Managerial		2	2	5	5	5	5	5
Technical/Front Line Services		1	1	3	3	4	4	4
Administrative Support		1	1	2	2	2	2	2
Wages Staff		0	0	0	0	0	0	0
<b>TOTAL AGENCY STAFFING</b>		<b>4</b>	<b>4</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>
PROGRAMME PERFORMANCE INFORMATION								
KEY PROGRAMME STRATEGIES FOR 2016/17				ACHIEVEMENTS/PROGRESS IN 2016/17				
Establish an effective IPA by preparing a strategic plan, implementing streamlined systems for investment facilitation, creating a effective aftercare program and conducting advertising and promotion to raise awareness that attracts investment.				Business and Marketing Plans created. Other elements of this KPS covered below				
Support existing investors by assisting them to address obstacles to commencing construction on their approved projects.				Partially achieved. The Agency has supported existing investors who have approached us. However a lack of resource has meant that a proactive aftercare programme has not yet been put in place.				
Promote investment through targeted lead generation, Team TCI marketing and selective advertising				Partially achieved. Targeted lead generation carried out at strategic overseas conferences and events. Agency took part in Premier's Roadshow and held an investment event as part of the programme				
Support and encourage local investment				Delivered through management and delivery of MSME programme, plus support for local businesses through other channels, including CDB and COSME				
Advocate for improved business environment through involvement with reform strategy				Ongoing. Hosted successful national business conference, and supporting the work of the Business Transformation consultant.				
KEY PROGRAMME STRATEGIES 2017/18 (Aimed at improving programme performance)								
Develop 5 year Strategic Plan which is in line with the Government's 'vision' to be developed through a national symposium								
Develop proactive aftercare programme with account plans for key international and local investors								
Work with Ministry of Finance, other Government Ministries and other bodies to improve investment process								
With Ministry of Finance lead on management and delivery of public/private business engagement								
Improve marketing and promotional messaging through new branding, website and social media platforms								
Develop sector and infrastructure propositions outside traditional hospitality offerings								
KEY PERFORMANCE INDICATORS								
	2015/16 Actual	2016/17 Planned	2016/17 Revised	2016/17 Outturn	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	
Output Indicators (the quantity of output or services delivered by the programme)								
Number of enquiries received from investors from all sources	na	250	250	263	250	250	250	
Number of Applications for New Projects	na	5	5	48	40	40	40	
Number of Applications for Expansion of a Project	na	10	10	9	10	12	12	
Number of Aftercare visits undertaken	na	60	60	32	60	60	60	
Number of Projects Facilitated	na	30	30	86				
Number of Presentations to and for investors	na	8	8	40	35	35	35	
Number of Investment Missions Conducted Abroad	na	4	4	11	10	12	12	
Number of firms proactively contacted by staff	na	150	150	225	250	250	250	
services	0	150	150	67				
Number of small businesses obtaining financing	0	80	80	11	20	20	20	
Outcome Indicators (the planned or achieved outcomes or impacts of the programme and/or effectiveness in achieving programme objectives)								
% of enquiries processed within 48 hours	na	90%	90%	88%	90%	90%	90%	
% of Development Agreements processed within 60 days	na	25%	25%	0%	10%	25%	25%	
Value of Projects assessed during the year	na	\$500M	\$500M	\$1.076bln	\$1bln	\$1bln	\$1bln	
Existing investor satisfaction rating	na	80%	80%	n/a	75%	80%	80%	
TCl with a Doing Business ranking - Target 50 in 3 years	na	85	85	n/a	n/a	n/a	n/a	
SME satisfaction rate	na	80%	80%	90%	90%	90%	90%	
% of project in non traditional areas	na	15%	15%	33%	25%	25%	25%	

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS  
 STATUTORY BODY INCOME AND EXPENDITURE DETAILED SHEET  
 INVEST TCI '2017-2018

	2015/16	2016/2017			2017/2018	2018/2019	2019/2020
	Unaudited Actuals	Approved Budget	Revised Budget	Forecast Outturn	Estimate	Forward Estimate	Forward Estimate
Dues and Charges, Revenue	-	31,000	31,000	675			
Subvention from TCIG MSME Grants	-	1,200,000	1,200,000	45,787	1,200,000	1,200,000	1,200,000
Subvention TCIG CED	-	300,000	300,000	255,000	300,000	300,000	300,000
Subvention from TCIG	1,250,860	1,411,505	1,411,505	2,610,718	1,411,505	1,411,505	1,411,505
<b>TOTAL INCOME</b>	<b>1,250,860</b>	<b>2,942,505</b>	<b>2,942,505</b>	<b>2,912,180</b>	<b>2,911,505</b>	<b>2,911,505</b>	<b>2,911,505</b>
Salaries	164,663	655,980	655,980	642,688	737,960	737,960	737,960
Allowances	29,630	75,600	75,600	59,951	76,800	76,800	76,800
Pension and Gratuities	4,000	12,000	12,000	-	12,000	12,000	12,000
National Insurance Contributions	4,859	16,231	16,231	15,672	23,315	23,315	23,315
National Health Insurance Contributions	5,398	19,209	19,209	19,996	23,043	23,043	23,043
<b>Employment Costs</b>	<b>208,550</b>	<b>779,020</b>	<b>779,020</b>	<b>738,307</b>	<b>873,118</b>	<b>873,118</b>	<b>873,118</b>
Directors' fees and expenses	20,250	27,000	27,000	27,000	27,000	27,000	27,000
Local Travel and Subsistence	5,000	30,400	30,400	16,432	30,400	30,400	30,400
International Travel and Subsistence	7,500	119,450	119,450	78,611	119,450	119,450	119,450
Utilities	7,000	19,620	19,620	13,540	19,620	19,620	19,620
Communications Expenses	5,000	25,620	25,620	30,702	25,620	25,620	25,620
Office Expenses	2,000	25,200	25,200	55,668	49,200	49,200	49,200
Rental of Assets	78,500	76,440	76,440	92,362	100,440	100,440	100,440
Maintenance Expenses		16,400	16,400	6,705	9,204	9,204	9,204
Subscriptions, Periodicals, Books, etc.	-	60,000	60,000	11,221	12,804	12,804	12,804
Professional and Consultancy Services	-	187,000	187,000	124,164	89,004	89,004	89,004
Computer License Software and Hardware							
Maintenance	1,000	4,500	4,500	8,059	10,592	10,592	10,592
Insurance	-	3,500	3,500	834	6,504	6,504	6,504
Hosting and Entertainment	1,000	9,800	9,800	7,000	15,804	15,804	15,804
Training	-	46,000	46,000	19,954	48,096	48,096	48,096
Advertising and Promotions	75,000	200,000	200,000	146,786	170,062	170,062	170,062
Auditing and Accounting	25,000	25,000	25,000	27,725	25,000	25,000	25,000
Board Expenses	2,500	5,680	5,680	7,277	5,680	5,680	5,680
Depreciation and Amortization	-	-	-	31,293	35,193	35,193	35,193
Bank Charges	200	300	300	2,359	2,580	2,580	2,580
Other Operating Expenses	-	1,200	1,200	1,226	1,200	1,200	1,200
Centre for Entrepreneurial Development		300,000	300,000	255,000	300,000	300,000	300,000
MSME Grants		1,200,000	1,200,000	45,787	1,200,000	1,200,000	1,200,000
<b>Operating Costs</b>	<b>229,950</b>	<b>2,383,110</b>	<b>2,383,110</b>	<b>1,009,705</b>	<b>2,303,453</b>	<b>2,303,453</b>	<b>2,303,453</b>
<b>Total Expenditure</b>	<b>438,500</b>	<b>3,162,130</b>	<b>3,162,130</b>	<b>1,748,012</b>	<b>3,176,571</b>	<b>3,176,571</b>	<b>3,176,571</b>
<b>Projects</b>	<b>812,360</b>	<b>(219,625)</b>	<b>(219,625)</b>	<b>1,164,168</b>	<b>(265,066)</b>	<b>(265,066)</b>	<b>(265,066)</b>
<b>Capital Projects</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>45,000</b>	<b>20,000</b>	<b>-</b>
<b>Financing Activities - Surplus from Previous Years</b>		<b>219,625</b>	<b>219,625</b>		<b>310,066</b>	<b>285,066</b>	<b>265,066</b>
<b>Operating Surplus/Deficit after Capital Projects</b>	<b>812,360</b>	<b>0</b>	<b>0</b>	<b>1,164,168</b>	<b>0</b>	<b>0</b>	<b>0</b>

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Estimate of Human Resources for April 2017 - March 2018  
 INVEST TCI

		2016/2017		2017/2018	
	Invest TCI	Human Resources	Payroll Cost Estimate	Human Resources	Payroll Cost Estimate
	Chief Executive Officer	1	120,000	1	120,000
	VP Marketing	1	75,235	1	75,235
	SVP Investor Services	1	77,220	1	77,000
	Manager-Corporate Services	1	60,000	1	60,000
	Legal Officer	1	75,235	1	75,235
	Investor Services Executive	1	55,420	1	57,820
	Investor Services Executive	1	55,420	1	57,820
	Administrative Officer	1	28,850	1	31,250
	Investor Services Executive(SME)	1	65,000	1	65,000
	Market Researcher	1	43,600	1	43,600
	Accountant			1	75,000
	<b>Salary Staff</b>	<b>10</b>	<b>655,980</b>	<b>11</b>	<b>737,960</b>
	<b>Waged Staff</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>
	<b>Total Invest TCI</b>	<b>10</b>	<b>655,980</b>	<b>11</b>	<b>737,960</b>

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
**INVEST TCI**  
**CAPITAL PROJECTS 2017-2018**

<b>Project Number</b>	<b>Funding Source</b>	<b>Project Title</b>	<b>Cost</b>	<b>Budget 2017/2018</b>	<b>Budget 2018/2019</b>	<b>Budget 2019/2020</b>
-	Invest TCI	Display Stands	20,000	20,000	-	-
-	Invest TCI	Furniture/IT	25,000	25,000	-	-
-	Invest TCI	Other	20,000	-	20,000	-
		<b>Total Invest TCI</b>	<b>\$65,000</b>	<b>\$45,000</b>	<b>20,000</b>	<b>-</b>

**GOVERNMENT  
OF THE  
TURKS AND CAICOS ISLANDS**



**TOURIST BOARD  
FUNDED BY GOVERNMENT**

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Programme and Performance Indicators for April 2017 - March 2018  
 TOURIST BOARD

STATUTORY BODY SUMMARY								
<b>MISSION:</b>								
To promote the Development of Tourism in the Islands. To create and execute specific advertising campaigns(print, billboard, digital) in each source market to drive travel to the Turks & Caicos Islands.								
<b>STRATEGIC PRIORITIES:</b>								
MINISTRY EXPENDITURE - BY PROGRAMME								
Code	Programme/Department	2015/16 Actual	2016/17 Approved Budget	2016/17 Revised Budget	2016/17 Forecast Outturn	2017/18 Budget Estimates	2018/19 Forward Estimates	2019/20 Forward Estimates
Operating Expenditure		\$ 2,324,287	\$ 3,376,525	\$ 3,551,525	\$ 3,376,525	\$ 3,477,564	\$ 3,477,564	\$ 3,477,564
Capital Expenditure		\$ -	\$ -		\$ 18,000	\$ -	\$ -	\$ -
<b>TOTAL AGENCY BUDGET CEILING</b>		<b>\$ 2,324,287</b>	<b>\$ 3,376,525</b>	<b>\$ 3,551,525</b>	<b>\$ 3,394,525</b>	<b>\$ 3,477,564</b>	<b>\$ 3,477,564</b>	<b>\$ 3,477,564</b>
STATUTORY BODY STAFFING RESOURCES – Actual Number of Staff by Category								
Executive/Managerial		1	3	3	3	2	2	2
Technical/Front Line Services		15	17	17	17	17	17	17
Administrative Support		1	1	1	1	1	1	1
Wages Staff		2	3	3	3	3	3	3
<b>TOTAL AGENCY STAFFING</b>		<b>19</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>23</b>	<b>23</b>	<b>23</b>
PROGRAMME PERFORMANCE INFORMATION								
KEY PROGRAMME STRATEGIES FOR 2016/17				ACHIEVEMENTS/PROGRESS IN 2016/17				
Co-Op Marketing Activities to promote and facilitate the development of Yachting tourism on the Islands of Providenciales, South Caicos and Grand Turk.				We were unable to properly promote this niche market due to budget constraints. We have decided to move to 2017/18 and promote within our soon to be updated brochures.				
Commence construction of new Fish Fry venue in Providenciales				Process is on going				
Increase stay over arrivals by 10% to the TCI with wider distribution to the sister islands.				Stay over arrivals Increased by 15% to the TCI				
Amend Tourism Accommodation Legislation to reflect marketplace trends in accommodation				Ongoing and moved to 2017/18				
Engage independent agency to advance star rating system for all properties				We were unable to achieve this goal on 2016/17. However, it will be moved to 2017/18.				
Purchase new company vehicles to facilitate operations.				We were unable to achieve this goal on 2016/17.				
KEY PROGRAMME STRATEGIES 2017/18 (Aimed at improving programme performance)								
Co-Op Marketing Activities to promote and facilitate the development of Yachting tourism on the Islands of Providenciales, South Caicos and Grand Turk.								
Purchase a software system that can facilitate our tourist filling out the immigration cards online forty-eight to twenty-four hours prior to their arrival and provided arrival number in real-time.								
Amend Tourism Accommodation Legislation to reflect marketplace trends in accommodation								
Improve our marketing efforts through the use of Social Media, electronic news letters, videography, PR department and upgraded to our current brochures.								
Expand the footprint of the Tourist Board within the islands, by partnering with business owner to create Ambassador Information Centers								
Upgrades to the web site								
Introduce a Tourism fiscal year, which will start in October and ends in September (Slow season). This will give all operators time to prepare for inspections and TB staff would stop interrupting service and management during the high season.								
Get the Tourist Board's Logos Trade Mark by the FSC								
Introduce a local Tourism Talk Show that geared towards educating the country on our tourism product and its many possibilities.								
KEY PERFORMANCE INDICATORS	2015/16 Actual	2016/17 Planned	2016/17 Revised	2016/17 Outturn	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	
Output Indicators (the quantity of output or services delivered by the programme)								
No of Hotel/Accommodation inspected Annually	-	-	125	125	200	205	210	
No. of Trade Shows attended	47	42	42	44	44	44	44	
No. of Public Transportation training courses conducted	15	15	100	100	65	65	65	
No. of Press Trips	4	3	3	3	4	4	4	
No. of Travel Agents Familiarization Trips	5	2	2	2	2	4	4	
Co-op Advertising with Wholesalers & Airlines	8	2	2	2	2	2	2	
No. of Marketing Road Shows- US	10	12	15	15	15	18	18	
No. of Marketing Road Shows- Canada	6	2	20	20	20	22	22	
No. of Marketing Road Shows- United Kingdom	1	1	9	9	9	12	12	
Outcome Indicators (the planned or achieved outcomes or impacts of the programme and/or effectiveness in achieving programme objectives)								
Number of Accommodations Licenses Issued	15	TBD	125	125	200	205	210	
Percentage of Increase Direct flights to TCI per week.	2	2	2	2	2%	2%	2%	
Percentage of Airline Carriers flying to TCI from different	0	10%	10%	10%	10	10%	10%	
No. of Inbound passengers to TCI per year - based on calendar year	1,407,313	1,407,313	1,300,575	1,300,575	1,330,000	1,360,000	1,400,000	
Percentages of Visitors who indicated that they used the website	TBA	TBA	TBA	TBA	TBA	TBA	TBA	
Increase in stay over arrivals - Based on calendar year	50%		17%	17%	9%	9%	10%	
Increase visits to family Islands.	TBD	TBD	TBD	TBD	5%	5%	5%	
Increase in cruise arrivals	25%		Down 9%	Down 9%	1%	1%	1%	

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS  
STATUTORY BODY INCOME AND EXPENDITURE DETAILED SHEET  
TOURIST BOARD 2017-2018

	2015/16	2016/2017			2017/2018	2018/2019	2019/2020
	Unaudited Actuals	Approved Budget	Revised Budget	Forecast Outturn	Estimate	Forward Estimate	Forward Estimate
Fish Fry	174,900	180,000	180,000	162,967	180,000	180,000	180,000
Website Income	68,464	67,200	67,200	48,235	54,000	54,000	54,000
TIDES Training	8,995	10,000	10,000	8,410	9,144	9,144	9,144
Other	980	66,000	66,000	225,485	-	-	-
Subvention from TCIG	2,955,000	3,257,329	3,432,329	3,432,329	3,257,329	3,257,329	3,257,329
<b>TOTAL INCOME</b>	<b>3,208,339</b>	<b>3,580,529</b>	<b>3,755,529</b>	<b>3,877,426</b>	<b>3,500,473</b>	<b>3,500,473</b>	<b>3,500,473</b>
Salaries	715,926	1,189,014	1,189,014	1,189,014	1,145,208	1,145,208	1,145,208
Wages	-	-	-	-	42,108	42,108	42,108
Allowances	42,800	36,000	36,000	36,000	46,800	46,800	46,800
Pension and Gratuities	6,183	-	175,000	-	175,000	-	-
National Insurance Contributions	20,327	41,429	41,429	41,429	37,896	37,896	37,896
National Health Insurance Contributions	13,479	35,311	35,311	35,311	29,201	29,201	29,201
<b>Employment Costs</b>	<b>798,715</b>	<b>1,301,754</b>	<b>1,476,754</b>	<b>1,301,754</b>	<b>1,476,213</b>	<b>1,301,213</b>	<b>1,301,213</b>
Directors' fees and expenses	-	-	-	-	-	-	-
Local Travel and Subsistence	6,131	7,000	7,000	7,000	7,107	7,107	7,107
International Travel and Subsistence	107,403	150,000	150,000	150,000	150,708	150,708	150,708
Utilities	19,770	28,000	28,000	28,000	22,608	22,608	22,608
Communications Expenses	17,555	24,000	24,000	24,000	37,020	37,020	37,020
Office Expenses	13,432	34,200	34,200	34,200	37,860	37,860	37,860
Rental of Assets	80,485	144,000	144,000	144,000	163,596	163,596	163,596
Maintenance Expenses	7,729	7,200	7,200	7,200	22,452	22,452	22,452
Subscriptions, Periodicals, Books, etc.	7,400	89,400	89,400	89,400	-	-	-
Other Supplies, Materials and Equipment	3,221	-	-	-	-	-	-
Uniforms & Protective Clothing	-	-	-	-	18,000	18,000	18,000
Professional and Consultancy Services	49,960	-	-	-	-	-	-
Computer License Software and Hardware	-	-	-	-	-	-	-
Maintenance	38,517	8,400	8,400	8,400	58,800	58,800	58,800
Insurance	555	7,320	7,320	7,320	1,404	1,404	1,404
Product Development	-	132,000	132,000	132,000	-	-	-
Training	5,565	13,000	13,000	13,000	15,000	15,000	15,000
Advertising and Promotions	1,047,235	1,247,751	1,247,751	1,247,751	1,271,784	1,446,784	1,446,784
Public Relations	-	38,500	38,500	38,500	-	-	-
Subscriptions and Contributions	24,034	24,000	24,000	24,000	-	-	-
Auditing and Accounting	-	30,000	30,000	30,000	75,000	75,000	75,000
Board Expenses	68,284	42,000	42,000	42,000	49,200	49,200	49,200
Depreciation and Amortization	16,290	-	-	-	27,012	27,012	27,012
Bank Charges	12,006	15,000	15,000	15,000	18,000	18,000	18,000
Other Operating Expenses	-	33,000	33,000	33,000	25,800	25,800	25,800
<b>Operating Costs</b>	<b>1,525,572</b>	<b>2,074,771</b>	<b>2,074,771</b>	<b>2,074,771</b>	<b>2,001,351</b>	<b>2,176,351</b>	<b>2,176,351</b>
<b>Total Expenditure</b>	<b>2,324,287</b>	<b>3,376,525</b>	<b>3,551,525</b>	<b>3,376,525</b>	<b>3,477,564</b>	<b>3,477,564</b>	<b>3,477,564</b>
<b>Projects</b>	<b>884,052</b>	<b>204,004</b>	<b>204,004</b>	<b>500,901</b>	<b>22,909</b>	<b>22,909</b>	<b>22,909</b>
<b>Capital Projects</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Projects</b>	<b>884,052</b>	<b>204,004</b>	<b>204,004</b>	<b>482,901</b>	<b>22,909</b>	<b>22,909</b>	<b>22,909</b>

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Estimate of Human Resources for April 2017 - March 2018  
 TOURIST BOARD

Tourist Board	2016/2017		2017/2018	
	Human Resources	Payroll Cost Estimate	Human Resources	Payroll Cost Estimate
Director of Tourism	1	101,544	1	101,544
USA - Marketing Manager	1	78,574	1	78,574
Financial Controller	1	66,000	1	72,600
Training Manager	1	55,888	1	55,888
Snr Product Development Officer	1	52,800	1	52,800
Marketing Executive	1	52,800	1	52,800
UK Marketing Manager	1	41,640	1	41,640
Canada - Marketing Manager	1	62,880	1	62,880
Product Development Officer	1	42,240	1	42,240
Snr Quality Control Officer	1	36,000	1	36,000
Executive Admin. Assistant	1	43,060	1	43,060
Information Officer	1	33,648		
Snr Public Relations Officer	1	36,300	1	36,300
Visitor Receptionist	1	33,000	1	33,000
Visitor Receptionist	1	33,000	1	31,680
Office Receptionist	1	28,800	1	33,000
Marketing Officer	1	24,960		
Deputy Director	1	68,000	1	74,800
Statistics Officer	1	36,000	1	36,000
Accounting Clerk	1	30,000	1	30,000
Visitor Receptionist	1	28,800	2	57,600
USA - Marketing Manager	1	60,000	1	60,000
Canada - Marketing Executive	1	40,800	1	40,800
Change Manager	1	64,000	1	72,000
<b>Salary Staff</b>	<b>24</b>	<b>1,150,734</b>	<b>23</b>	<b>1,145,206</b>
PLS Office - Cleaner	1	15,480	1	17,028
GDT - Cleaner	1	13,200	1	14,520
GDT - Cleaner	1	9,600	1	10,560
<b>Waged Staff</b>	<b>3</b>	<b>38,280</b>	<b>3</b>	<b>42,108</b>
	<b>27</b>	<b>1,189,014</b>	<b>26</b>	<b>1,187,314</b>

**GOVERNMENT  
OF THE  
TURKS AND CAICOS ISLANDS**



**NATIONAL TRUST  
PARTIALLY FUNDED BY GOVERNMENT**

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Programme and Performance Indicators for April 2017 - March 2018  
 Turks and Caicos National Trust

STATUTORY BODY SUMMARY								
<b>MISSION:</b>								
To safeguard the cultural, historical and natural heritage of the Turks and Caicos Islands for present and future generations and for the enjoyment of all. Aiming to create a community throughout the Turks and Caicos Islands that is knowledgeable about and engaging in preserving and benefitting from the heritage.								
<b>STRATEGIC PRIORITIES:</b>								
Ensuring that the organizational structure supports good governance and effective and efficient management. Strongly pursue diversified funding mechanisms to support the work of the Trust. Strengthen implementation of programmes, monitor and evaluate systematically to ensure the public is aware of the international importance of TCI's cultural, historical and natural resources. Implement management plans for heritage sites with all projects demonstrating environmentally responsible practices.								
MINISTRY EXPENDITURE - BY PROGRAMME								
Code	Programme/Department	2015/16 Actual	2016/17 Approved Budget	2016/17 Revised Budget	2016/17 Forecast Outturn	2017/18 Budget Estimates	2018/19 Forward Estimates	2019/20 Forward Estimates
Operating Expenditure		\$ 423,309	\$ 423,500	\$ 437,811	\$ 437,811	\$ 536,890	\$ 536,890	\$ 536,890
Capital Expenditure		\$ -	\$ -		\$ -	\$ -	\$ -	\$ -
<b>TOTAL AGENCY BUDGET CEILING</b>		<b>\$ 423,309</b>	<b>\$ 423,500</b>	<b>\$ 437,811</b>	<b>\$ 437,811</b>	<b>\$ 536,890</b>	<b>\$ 536,890</b>	<b>\$ 536,890</b>
STATUTORY BODY STAFFING RESOURCES – Actual Number of Staff by Category								
Executive/Managerial		2	2	2	2	3	3	3
Technical/Front Line Services		3	4	4	4	2	2	2
Administrative Support		2	2	2	2	1	1	1
Wages Staff		7	7	7	7	13	13	13
<b>TOTAL AGENCY STAFFING</b>		<b>14</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>19</b>	<b>19</b>	<b>19</b>
PROGRAMME PERFORMANCE INFORMATION								
KEY PROGRAMME STRATEGIES FOR 2016/17				ACHIEVEMENTS/PROGRESS IN 2016/17				
Education Outreach and Marketing: Develop and implement comprehensive education outreach strategy for all islands - Develop an effective marketing strategy				Education Outreach plan developed, partially implemented Social Media: Facebook, Twitter and Instagram in place. Website relaunched.				
Little Water Cay - To have designated manager and full complement of staff in place -The delivery of excellent customer service at all times				Very challenging to achieve during the period Achieved to a great deal. Evidence via Trip Advisor comments and various magazine articles mentioning staff on LWC				
Conch Bar Cave Conservation Management, Historical and Cultural Preservation - Improve operations by having onsite manager and full complement of staff - Develop and implement site improvement plan				Not achieved, lack of resources Partially realized				
Wade's Green Plantation Historical and Cultural Conservation - Redevelop tour programme to showcase more of TCI culture - Improve operations by having a trained supervisor and additional support staff				Unable to achieve due to various challenges Unable to achieve due to inadequate resources				
Membership Development and Management - Revamp Membership programme incorporating innovative actions to promote benefits and encourage involvement				Partially complete due to inadequate manpower to implement plan				
Cheshire Hall Historic and Cultural Preservation and Promotion - To have a designated supervisor in place - Management Plan fully implemented				Not achieved Partially implemented				
Small Business Development and Management - Preservation of Traditional skills - Promoting sustainable initiatives through heritage preservation				Achieved Achieved				
KEY PROGRAMME STRATEGIES 2017/18 (Aimed at improving programme performance)								
1. Heightening the awareness of conservation through various activities in line with national and international celebrations								
2. Focus on activities to encourage youths to become effective leaders in their communities								
3. Re-evaluate existing marketing strategy, implement new initiatives to obtain desired outcomes, e.g., set targets, monitor activities closely, evaluate, be creative								
4. Continue training for all staff. Design training for specific areas								
5. Network, pursue partnerships to accomplish goals								
KEY PERFORMANCE INDICATORS								
	2015/16 Actual	2016/17 Planned	2016/17 Revised	2016/17 Outturn	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	
Output Indicators (the quantity of output or services delivered by the programme)								
Education Outreach- Schools visitation	12	15	15	23	15	18	18	
Education Outreach- Environmental and Cultural Camp	1	1	1	0	1	1	1	
Education Outreach- Youth Leadership camp	1	1	1	0	1	1	1	
Improved conservation measures					8	5	3	
Marketing – Social Media, website, Facebook	0	1	1	0	1	2	2	
Marketing/promotions- brochures, magazines, posters, flyers	0	0	0	0	16	20	20	
Membership promotion and management	0	1	1	0	2	4	4	
Heritage sites management	5	6	6	1	6	7	8	
Small Business development and promotion	1	1	1	0	2	2	2	
Outcome Indicators (the planned or achieved outcomes or impacts of the programme and/or effectiveness in achieving programme objectives)								
Increased awareness among citizenry of the importance of the work of TCNT nationally and globally						10%	15%	20%
Change in attitudes of persons using the heritage sites, demonstrating through behavior understanding correlation between protection and preservation and livelihoods						20%	30%	30%
Increase in membership of all categories						5%	10%	15%
Significant increase in numbers of visitors annually to heritage sites. Innovation in use of sites.						40%	30%	25%
Greater returns being realized from SBD & M sustainable initiatives						20%	25%	30%

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
**STATUTORY BODY INCOME AND EXPENDITURE DETAILED SHEET**  
**NATIONAL TRUST 2017-2018**

Description	2015/16	2016/2017			2017/2018	2018/2019	2019/2020
	Unaudited Actuals	Approved Budget	Revised Budget	Forecast Outturn	Estimate	Forward Estimate	Forward Estimate
Boat Docking	16,500	16,800	75,600	15,600	15,600	15,600	15,600
Site Ticket Sales	107,243	109,700	111,721	167,580	167,580	167,580	167,580
Site Tours	39,219	39,000	45,000	81,702	81,702	81,702	81,702
Ceramic/Conch Goods	2,888	2,500	2,700	4,843	4,843	4,843	4,843
Craft & Straw-work	3,124	3,000	3,200	4,649	4,649	4,649	4,649
Misc Sales	1,904	1,800	1,900	1,784	1,584	1,584	1,584
Membership Dues	8,120	4,700	4,704	1,253	20,004	20,004	20,004
Sponsorship and Donations	45,254	20,000	25,000	16,584	24,000	24,000	24,000
Funds Raising	-	26,000	17,986	3,433	66,996	66,996	66,996
Subvention from TCIG	200,000	200,000	150,000	150,000	150,000	150,000	150,000
<b>TOTAL INCOME</b>	<b>424,252</b>	<b>423,500</b>	<b>437,811</b>	<b>447,429</b>	<b>536,958</b>	<b>536,958</b>	<b>536,958</b>
Salaries	272,086	158,521	151,260	151,260	166,243	166,243	166,243
Wages	-	119,421	131,420	131,420	185,480	185,480	185,480
National Insurance Contributions	7,697	12,601	13,003	13,003	15,123	15,123	15,123
National Health Insurance Contributions	6,387	8,218	8,480	8,480	10,552	10,552	10,552
<b>Employment Costs</b>	<b>286,170</b>	<b>298,761</b>	<b>304,163</b>	<b>304,163</b>	<b>377,398</b>	<b>377,398</b>	<b>377,398</b>
Local Travel and Subsistence	5,647	7,300	6,400	6,400	10,536	10,536	10,536
International Travel and Subsistence	-	-	-	-	5,004	5,004	5,004
Utilities	3,257	14,036	14,036	14,036	11,244	11,244	11,244
Communications Expenses	14,111	6,240	8,040	8,040	8,040	8,040	8,040
Office Expenses	27,134	7,200	6,300	6,300	6,360	6,360	6,360
Rental of Assets	12,396	12,000	23,450	23,450	25,644	25,644	25,644
Maintenance Expenses	13,196	30,000	29,828	29,828	13,200	13,200	13,200
Subscriptions, Periodicals, Books, etc.	-	-	-	-	20,400	20,400	20,400
Other Supplies, Materials and Equipment	1,573	5,100	5,100	5,100	-	-	-
Uniforms & Protective Clothing	619	-	-	-	2,040	2,040	2,040
Professional and Consultancy Services	-	-	-	-	1,200	1,200	1,200
Computer License Software and Hardware Maintenance	-	-	-	-	5,004	5,004	5,004
Insurance	-	-	-	-	1,008	1,008	1,008
Hosting and Entertainment	-	-	-	-	1,200	1,200	1,200
Training	670	2,400	2,400	2,400	6,000	6,000	6,000
Advertising and Promotions	2,960	4,400	4,400	4,400	12,000	12,000	12,000
Auditing and Accounting	42,667	22,000	22,000	22,000	19,200	19,200	19,200
Board Expenses	1,041	1,942	1,920	1,920	4,008	4,008	4,008
Depreciation and Amortization	366	-	-	-	1,500	1,500	1,500
Debt service Interests	441	600	600	600	-	-	-
Bank Charges	1,831	694	694	694	900	900	900
Other Operating Expenses	9,231	10,827	8,480	8,480	5,004	5,004	5,004
<b>Operating Costs</b>	<b>137,139</b>	<b>124,739</b>	<b>133,648</b>	<b>133,648</b>	<b>159,492</b>	<b>159,492</b>	<b>159,492</b>
<b>Total Expenditure</b>	<b>423,309</b>	<b>423,500</b>	<b>437,811</b>	<b>437,811</b>	<b>536,890</b>	<b>536,890</b>	<b>536,890</b>
<b>Operating Surplus</b>	<b>944</b>	<b>-</b>	<b>-</b>	<b>9,618</b>	<b>68</b>	<b>68</b>	<b>68</b>

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Estimate of Human Resources for April 2017 - March 2018  
 NATIONAL TRUST

National Trust	2016/2017		2017/2018	
	Human Resources	Payroll Cost Estimate	Human Resources	Payroll Cost Estimate
Executive Director	1	70,956	1	70,956
Public Awareness Manager	1	29,208	1	35,897
Heritage Sites Manager PT		-	1	15,900
Public Awareness Officer	1	25,272	1	18,000
Junior Warden/Tour Guide	3	35,280	2	24,212
Senior Warden/Tour Guide	2	31,012	3	47,546
Office Assistant	1	18,000	1	13,300
Heritage Sites Admin Assistant (FT)	1	10,044	1	18,000
<b>Salary Staff</b>	<b>10</b>	<b>219,772</b>	<b>11</b>	<b>243,811</b>
Operations Clerk NC	1	11,604	1	11,389
VEO/Admin Officer (NC)			1	11,389
Operations Officer NC/MC	1	10,824	2	20,500
Operations Assistant (MC)			1	10,920
Heritage Sites Steward	1	12,588	1	12,022
Handicraft/CH Tour Support	1	9,642	1	11,419
Security Guard	1	18,250	1	18,250
Visitor Experience Officer			1	12,022
<b>Waged Staff</b>	<b>5</b>	<b>62,908</b>	<b>9</b>	<b>107,911</b>
	<b>15</b>	<b>282,680</b>	<b>20</b>	<b>351,722</b>

**GOVERNMENT  
OF THE  
TURKS AND CAICOS ISLANDS**



**FINANCIAL INTELLIGENCE AGENCY  
FUNDED BY GOVERNMENT**

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Programme and Performance Indicators for April 2017 - March 2018  
 FINANCIAL INTELLIGENCE AGENCY

STATUTORY BODY SUMMARY								
<b>MISSION:</b>								
To identify perpetrators of money laundering, terrorist financing and connected crimes for dissemination to relevant authorities for further investigation.								
<b>STRATEGIC PRIORITIES:</b>								
Increase corporation with local stakeholders such as the Financial Services Commission, Integrity Commission, Police, Immigration, Customs and other relevant authorities and increase Anti-Money Laundering/ Combating the Financing of Terrorism awareness among reporting entities and other persons.								
<b>PROGRAMME EXPENDITURE</b>								
		<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
<b>Code</b>	<b>Item</b>	<b>Actual</b>	<b>Approved Budget</b>	<b>Revised Budget</b>	<b>Revised Estimates</b>	<b>Budget Estimates</b>	<b>Forward Estimates</b>	<b>Forward Estimates</b>
	Operating Expenditure	\$ -	\$ 371,604	\$ 371,604	\$ 289,557	\$ 371,604	\$ 371,604	\$ 371,604
	Capital Expenditure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>TOTAL PROGRAMME EXPENDITURE</b>	<b>\$ -</b>	<b>\$ 371,604</b>	<b>\$ 371,604</b>	<b>\$ 289,557</b>	<b>\$ 371,604</b>	<b>\$ 371,604</b>	<b>\$ 371,604</b>
<b>STAFFING RESOURCES (PROGRAMME) – Actual Number of Staff by Category</b>								
<b>Category</b>								
	Executive/Managerial	0	1	1	1	1	1	1
	Technical/Front Line Services	0	2	2	2	2	2	2
	Administrative Support	0	0	0	0	0	0	0
	Wages Staff	0	0	0	0	0	0	0
	<b>TOTAL PROGRAMME STAFFING</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>PROGRAMME PERFORMANCE INFORMATION</b>								
<b>KEY PROGRAMME STRATEGIES FOR 2016/17</b>				<b>ACHIEVEMENTS/PROGRESS IN 2016/17</b>				
Awareness geared towards MLROs aimed at increasing the understanding of their role in AML/CFT and reporting				This is an ongoing process. Sessions have been carried out with MLROs to improve report quality. Following those sessions there was a notable improvement in the content of SARs made to the FIA. Given the sensitivity and nature of the work of MLROs the FIA has also, notwithstanding its small staff complement provided cases by case reviews and feedback to reporting officers.				
Provide updates on trends and typologies in AML/CFT				The FIA in its annual report provided and published identified AML/CFT trends occurring in or linked to activities in the TCI. This information was also uploaded to the link on the FIAs webpage.				
Quarterly reviews of cases requiring further analysis				The process of quarterly reviews of reports and ongoing FIA investigations has been a productive exercise. There has been an increase in the disposal of pending and outstanding matters from previous years as well as the current period.				
Staff training and competencies development. Key focus area strategic analysis				Staff training as specified in the key focus area for FY16/17 was not carried out as planned due to unforeseen delays in the roll out of the program at the preferred training institution.				
<b>KEY PROGRAMME STRATEGIES 2017/18 (Aimed at improving programme performance)</b>								
Review of National Risk Assessment in conjunction with the FATF 40 recommendations to identify areas of improvement for the FIA in preparation for the Mutual Evaluation of the Turks and Caicos Islands in Q4 2017/18. Review to be completed by end of Q2 with the aim of preparing recommendations for consideration by the Board in Q3 and implementation thereafter.								
<b>KEY PERFORMANCE INDICATORS</b>								
		<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
		<b>Actual</b>	<b>Planned</b>	<b>Revised</b>	<b>Outturn</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
<b>Output Indicators (the quantity of output or services delivered by the programme)</b>								
	Number of procedures drafted		1	1	1	1	1	1
	Number of guidance documents updated/ revised		2	2	1	2	2	2
	Number of presentations/ awareness sessions conducted		4	4	3	4	4	4
<b>Outcome Indicators (the planned or achieved outcomes or impacts of the programme and/or effectiveness in achieving programme)</b>								
	% of suspicious activity reports analyzed		80%	70%	65%	70%	70%	70%

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS  
 STATUTORY BODY INCOME AND EXPENDITURE DETAILED SHEET  
 FINANCIAL INTELLIGENCE AGENCY 2017-2018

	2015/16	2016/2017			2017/2018	2018/2019	2019/2020
	Unaudited Actuals	Approved Budget	Revised Budget	Forecast Outturn	Estimate	Forward Estimate	Forward Estimate
Subvention from TCIG	-	371,604	371,604	371,604	371,604	371,604	371,604
<b>TOTAL INCOME</b>	<b>-</b>	<b>371,604</b>	<b>371,604</b>	<b>371,604</b>	<b>371,604</b>	<b>371,604</b>	<b>371,604</b>
Salaries		99,300	99,300	99,300	99,300	99,300	99,300
Allowances		59,880	59,880	59,880	59,880	59,880	59,880
National Insurance Contributions		4,810	4,810	4,810	4,810	4,810	4,810
National Health Insurance Contributions		4,775	4,775	4,775	4,775	4,775	4,775
<b>Employment Costs</b>	<b>-</b>	<b>168,765</b>	<b>168,765</b>	<b>168,765</b>	<b>168,765</b>	<b>168,765</b>	<b>168,765</b>
Directors' fees and expenses							
Local Travel and Subsistence		3,000	3,000	384	2,400	2,400	2,400
International Travel and Subsistence		24,000	24,000	8,516	26,000	26,000	26,000
Utilities		18,000	18,000	3,696	18,000	18,000	18,000
Communications Expenses		15,000	15,000	7,158	14,000	14,000	14,000
Office Expenses		6,000	6,000	3,871	5,879	5,879	5,879
Rental of Assets		56,260	56,260	36,448	56,260	56,260	56,260
Other Supplies, Materials and Equipment		4,000	4,000	1,103	4,000	4,000	4,000
Professional and Consultancy Services		13,000	13,000	700	10,000	10,000	10,000
Computer License Software and Hardware							
Maintenance		8,000	8,000	36,010	17,700	17,700	17,700
Hosting and Entertainment		-	-	9,375	1,000	1,000	1,000
Training		25,740	25,740		20,000	20,000	20,000
Auditing and Accounting		15,000	15,000	1,100	11,000	11,000	11,000
Board Expenses		9,000	9,000	357	14,100	14,100	14,100
Bank Charges		-	-		500	500	500
Other Operating Expenses		5,839	5,839	12,074	2,000	2,000	2,000
<b>Operating Costs</b>	<b>-</b>	<b>202,839</b>	<b>202,839</b>	<b>120,792</b>	<b>202,839</b>	<b>202,839</b>	<b>202,839</b>
<b>Total Expenditure</b>	<b>-</b>	<b>371,604</b>	<b>371,604</b>	<b>289,557</b>	<b>371,604</b>	<b>371,604</b>	<b>371,604</b>
<b>Operating Surplus</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>82,047</b>	<b>-</b>	<b>-</b>	<b>-</b>

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Estimate of Human Resources for April 2017 - March 2018  
 FINANCIAL INTELLIGENCE AGENCY

	Financial Intelligence Agency	2016/2017		2017/2018	
		Human Resources	Payroll Cost Estimate	Human Resources	Payroll Cost Estimate
	Inspector	1	38,800	1	38,800
	Sergeant	1	34,000	1	34,000
	Constable	1	26,500	1	26,500
	<b>Salary Staff</b>	<b>3</b>	<b>99,300</b>	<b>3</b>	<b>99,300</b>
	<b>Waged Staff</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>-</b>
	<b>Total</b>	<b>3</b>	<b>99,300</b>	<b>3</b>	<b>99,300</b>

**GOVERNMENT  
OF THE  
TURKS AND CAICOS ISLANDS**



**SELF-FINANCING STATUTORY BODIES**

**SECTION : 2**

**GOVERNMENT  
OF THE  
TURKS AND CAICOS ISLANDS**



**PORTS AUTHORITY  
SELF-FINANCING**

# Ports Authority Budget Notes

## A. REVENUE

Revenue for the financial year 2017/18 is forecasting to be \$5,481,009. This represents an increase of 3.3% compared to the financial year 2016/17, which expected return is \$5,305,914.

The revenue budgeted for 2016/17 was \$4,604,502 and the expected return represents a 15% favorable variance.

Over the past five years, Port Authority has seen a steady increase in revenue due to the increase in economic development. Materials coming in for the construction of Shore Club, two FBOs, housing developments, and villas were the main causes for these increases.

Revenue for Ports Authority is calculated as a percentage of GDP (-1). Data provided by SPPD shows GDP is expected to increase by 4.4% in 2016, 4.3% in 2017 and 5.3% in 2018. Revenue for 2019 is 4.7% of the previous year's projection. 4.7% is an average of 2016, 2017 and 2018's GDP.

The projected growth is based on developments in the Tourism sector. Currently there are a number of villas that have begun construction and some that will begin construction shortly. A member of TCREA confirmed that villas are currently being built in Long Bay, Turtle Tail and in Leeward. Both TCREA and CBMS also confirmed that these villas are ranging between \$2 and \$5 million.

## B. EXPENDITURE

Ports Authority is projecting a recurrent expenditure budget of \$3,178,376 for the fiscal year under review. This amount represents a 10% increase in comparison to 2016/17 fiscal year expenses after the understatement of salaries and Director's expense are taken into consideration. This budget is driven largely by the continued drive to achieve Ports Authority's strategic priorities. In order to increase revenue necessary to remain self sufficient, monies must be spent to fund maintenance and human resources in order to enhance the volume of cargo shipping and other port services, retain and grow markets through facilitation and enhance port competitive position.

Significant expenditure items are explained in the notes which follow.

### 1. Salaries and Allowances

The increase in salaries is due to the temporary two year post of the Project Manager that was approved by the CFO and the full time position of the Ports Engineer. The Project Manager will oversee the Port Development project. In addition, a Security Supervisor in South Caicos is included in the budget based on the Ports Authority Security Plan.

The salary line item includes the holiday pay (listed as other in the salary and allowances tab) for security officers. The total amount budgeted for fiscal year 2017/18 is \$21,615. The other (holiday pay) cell in the spreadsheet was included in the allowances total for fiscal year 2015/16.

The rewards and incentives program will begin January 2016. Staff members will be rewarded based on their performance.

The template budget for fiscal year 2016/17 calculated National Insurance deductions based on the Government rate. However, statutory bodies are taxed as a private business. Also, not all of the staff cells were picked up in the formula therefore understating the National Insurance and the National Health Insurance expense. If all the cells and correct percentage for National Insurance was calculated, the total would have been \$74,924 for National Insurance and \$58,760 for National Health Insurance.

### 2. Director's Fees

It was approved in Cabinet that the Ports Authority Board of Directors stipends were to be increased and in line with the Airport Authority and other statutory bodies as of April 2016. Therefore, the amount budgeted for Director's Fees were understated in the 2016/17 budget amounts.

### 3. Local Travel and Subsistence

This includes travel between Grand Turk, Providenciales, South and North Caicos for staff and other relevant persons. Bulk tickets are purchased at both local airlines at \$140 per ticket. Subsistence, where applicable, is in line with the TCIG's Travel Policy.

The Ports Authority will be embarking on several major redevelopment projects in Providenciales, Grand Turk and North and South Caicos during the next financial year. Therefore, local travel was increased to accommodate for more travel.

#### **4. International Travel and Subsistence**

This expense head is provided for in relation to participation in international conferences and seminars for AAPA (American Association of Port Authorities) and PMAC (Port Management Association of the Caribbean). Travel and subsistence costs are budgeted in line with the TCIG's travel policy.

#### **5. Utilities**

Utilities are budgeted using the average costs over three years.

#### **6. Communications Expense**

These charges are in respect of local and international calls, internet charges and line rentals.

#### **7. Office Expenses**

This includes cleaning material, stationery, and kitchen supplies for the various offices. Office expenses are expected to increase.

#### **8. Rental of Assets**

Ports Authority is currently leasing the office space at the Grand Turk Port. Currently, rent is not being paid due to legal issues.

#### **9. Maintenance Expense**

**Navigational Lights:** This includes maintenance of the navigational lights and markers that are the responsibility of the Port. Port Authority is looking to outsource this component of maintenance.

**Repairs and Maintenance:** Repairs and maintenance represents costs for the upkeep of Port's buildings.

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

**Remedial Works in Providenciales:** This includes remedial works to the Provo Port dock due to erosion.

**North Caicos Demarcation:** Assess status of Aids to navigation, procure standardized ATONs, contract out and install ATONs in the North Caicos channel.

#### **10. Uniforms**

Uniforms for security and administrative staff are ordered yearly.

#### **11. Professional and Consultancy Services**

Provisions are made for any legal fees incurred and annual member fees for AAPA and PMAC.

#### **12. Insurance**

This is in respect of insurance coverage premium on the current Port's vehicle in Providenciales and the new vehicle budgeted for the 2017/18 fiscal year.

#### **13. Computer License and Software**

This cost covers preventive maintenance of our computer hardware and related server. It also takes into account the maintenance and yearly subscription fee of QuickBooks.

#### **14. Training**

Previous financial years, the Ports Authority budgeted training for security officers only. The Ports Authority see it as critical to the work it carries out for training to be enhanced and made available to all staff. Therefore, for the upcoming financial year, monies are budgeted for training for the administrative staff and managers. In addition, increased focus is being placed on training for the security officers. The Ports Authority has also agreed to incur the costs of the Accountant obtaining her Master's Degree and a three year bond was signed in exchange.

## 15. Advertising and Promotions

Advertising and Promotions costs include those in relation to supporting management in maintaining a strategy to increase business development efforts and increase revenue within the Ports Authority. The Business and Communications Manager will be responsible for managing and integrating broad, comprehensive marketing, public relations, proactive and responsive communications, outreach efforts, community programs and services for the Ports Authority to educate and build trusted relationships with key stakeholders and the community.

## 16. Audit and Accounting

The Provision of \$15,000 is the estimated audit fee and miscellaneous expenses that will be incurred by the auditors.

## 17. Board Expenses

This amount represents expenses relating to the Board such as airfares to attend board meetings and refreshments provided.

## 18. Depreciation

This provision is being made to reduce the value of assets over its useful life span.

## 19. Bad Debt Write Off

This provision is being made against the future recognition of certain accounts receivable as being uncollectible.

## 20. Bank Charges

This includes costs for cheques, bank service charges and payments for drafts and wires.

## 21. Other Operating Expenses

This account includes freight and carriage between islands and costs related to the Port's vehicle such as gas, repairs, and se

## C. CAPITAL PROJECTS

FY 2017/18 marks the first year of TCIPA's Medium Term Infrastructure Investment Plan (2017/18 – 2019/20) which calls for capital investments totaling about \$33,510,200 during the medium term.

TCIPA's capital projects are funded from retained earnings from past years. Due to limited project implementation over the last few years, TCIPA's bank balance is being projected to be \$7.4 million at the end of the financial year (March 31).

Included in this amount is \$1.3 million payable to TCIG (past net revenue not paid) and the \$700,000 reserve requirement amount. This leaves \$5.4 Million available to finance capital projects. The capital budget for 2017/18 is estimated at \$6.7 million, which implies a \$1.3 million capital budget deficit. To close this financing gap, TCIPA proposes to seek TCIG's agreement to write off the \$1.3 million payable amount; and also to allow TCIPA to retain the estimated net revenue (\$2.3 million). Consistent with the Plan, TCIPA proposes to implement 18 capital projects with a total estimated value of \$6,702,200 during 2017/18. This represents a significant increase in planned projects expenditure, compared to 2016/17 when project absorption was minimal. The details of these capital projects are presented below.

1. **Provo Security Gatehouse:** Installation of a temporary mobile container gatehouse as a temporary measure while port improvement works are being undertaken. The construction of the permanent security gatehouse will be a part of the port development plans.
2. **Provo Port Generator:** Procure generator to allow Provo Port to have back up power in the event of a power outage.
3. **Provo Port Turning Basin:** Commission EIA to guide port dredging works to experienced dredging company. Dredging is estimated at 300' wide by 18' deep for the turning basin.
4. **Grand Turk Port Pavement:** Engage structure engineer and design consultants to prepare specifications for paving Grand Turk Port in order to improve operational and working conditions.
5. **Grand Turk Port Ro Ro Ramp Rehabilitation:** Engage structural engineer and design consultants to prepare specifications to repair and strengthen Ro Ro ramp.
6. **Land Use Plan North and South Caicos:** Engage design consultants to prepare designs for land usage for North and South Caicos and propose phases for implementation of the plan.
7. **Business Prospectus and Marketing Plan:** Prepare marketing plan based on SWOT Analysis to promote advantages of TCIPA location through ads in sector publication and presentations at shipping industry meeting.
8. **Revise and Update Provo Port Master Plan:** Engage structural engineer and design consultants to prepare specifications for the redevelopment of the Provo Port which includes strengthening and increasing the length of the berth constructed, paving of the container yard and new office buildings for administrative staff and security.

9. **CCTV Upgrade:** Develop and implement improvement CCTV systems in line with changing technology.
10. **Computer Equipment:** Purchase of computer equipment and training aids to replace current malfunctioning and outdated
11. **Fencing for Provo and Grand Turk Terminal:** Engage design consultants to prepare designs for fencing along Provo and
12. **Marine Dock Bumpers/Fenders:** Assess status of port fenders and bollards and procure standardized fenders and bollards
13. **Mobile Lighting:** Purchase and install mobile lights on Provo, Grand Turk, South and North Caicos Port terminals in case
14. **Biometric Clocking System:** Purchase and install biometric clocking system to assist Human Resources, Security Department
15. **Provo Office Car:** Purchase of a new vehicle for Director.
16. **Worker Shed Grand Turk:** Construct and lease worker shed to Stevedoring Company.
17. **Mega 1 Triton:** Removal of Mega 1 Triton in Grand Turk.
18. **South Caicos Port Rehabilitation:** Engage structural engineer and design consultants to prepare specifications for completion

Analyses of these projects reveal several salient factors, which should increase prospects of the successful absorption of this

1. A total of five (5) projects have an estimated value over \$400,000, and account for 86% of the capital projects estimates
2. Eight (8) projects with a total estimated cost of \$5,932,200 (88.4%) are carried over from 2016/17 and are at an advance stage in the tender process
3. Ten Projects (totaling \$460,000) cost \$75,000 or less, which speed up the tender process

A number of the projects being proposed by TCIPA require technical and environmental impact studies. The majorities of these have already been tendered and have commenced. Business cases already been approved, and in addition Cabinet approval has been received for several of the projects. The aforementioned factors should enable Invitations to tender to be finalized and sent out in a timely manner.

TCIPA is also building staff capacity in the area of project appraisal and preparation to increase project absorption. As part of this strategy project preparation and accountability is being spread amongst the staff. Furthermore, the proposed employment of a Ports Engineer and Construction engineer should also improve TCIPA's ability to absorb capital projects in a timely manner.

### **Financing capital projects post- 2017/18**

Starting in 2018/19, TCIPA should be able to commence a number of strategic investment projects (Redevelopment of Providenciales Port, Container Scanners) which should be self-financing, and would therefore be looking towards debt financing or introduction of new revenue measures to finance these projects.

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Programme and Performance Indicators for April 2017 - March 2018  
 PORTS AUTHORITY

STATUTORY BODY SUMMARY								
<b>MISSION:</b>								
To provide the highest standards in safety, quality and service in seaport and port facilitate operations as a means of enhancing the regulating of the Islands and improving the national economy to the benefit of both the government and the people of the Turks and Caicos Islands.								
<b>STRATEGIC PRIORITIES:</b>								
Maximize revenue to finance port security and safety in accordance with international standards and obligations; Improve port infrastructure to support the develop thrust of the Islands; improve awareness and build capacity to fully implement the mandate of the Ports Authority								
MINISTRY EXPENDITURE - BY PROGRAMME								
Code	Programme/Department	2015/16 Actual	2016/17 Approved Budget	2016/17 Revised Budget	2016/17 Forecast Outturn	2017/18 Budget Estimates	2018/19 Forward Estimates	2019/20 Forward Estimates
	Operating Expenditure	\$ 2,362,233	\$ 2,777,777	\$ 2,777,777	\$ 2,650,176	\$ 4,678,547	\$ 4,625,035	\$ 4,555,342
	Capital Expenditure	\$ 1,650	\$ 1,874,750	\$ 1,874,750	\$ 258,866	\$ 7,252,200	\$ 5,850,000	\$ 20,458,000
<b>TOTAL AGENCY BUDGET CEILING</b>		<b>\$ 2,363,883</b>	<b>\$ 4,652,527</b>	<b>\$ 4,652,527</b>	<b>\$ 2,909,042</b>	<b>\$ 11,930,747</b>	<b>\$ 10,475,035</b>	<b>\$ 25,013,342</b>
STATUTORY BODY STAFFING RESOURCES – Actual Number of Staff by Category								
	Executive/Managerial	6	7	7	7	7	7	7
	Technical/Front Line Services	33	33	33	33	33	33	33
	Administrative Support	9	9	9	9	11	11	10
	Wages Staff	5	6	5	5	5	5	5
<b>TOTAL AGENCY STAFFING</b>		<b>53</b>	<b>55</b>	<b>54</b>	<b>54</b>	<b>56</b>	<b>56</b>	<b>55</b>
PROGRAMME PERFORMANCE INFORMATION								
KEY PROGRAMME STRATEGIES FOR 2016/17				ACHIEVEMENTS/PROGRESS IN 2016/17				
Continue to progress the planning, design and construction related to South Dock Providenciales Redevelopment initiative. Ongoing				Focus shifted to constructing a Turning Basin to address shipping operational challenges, while a major redevelopment initiative study is slated for 2017/18				
Review the Ports Authority Strategic Plan 2013 and determine achievements, revisit outstanding objectives and modify same, April				Deferred				
Review the Plan for Management of Incidents and Accidents Involving Cruise ships and other Marine Accidents Plan 2015 and Oil Spill Plan 2014 with industry Partners as part of strengthening Disaster				Ongoing				
Development and articulate business prospectus on the Ports Authority for the next 5 year, May 2017				Deferred				
Continue to review functions of the Ports Authority and adjust duties and responsibility of staff to complement a more business centric entity - Ongoing				Efforts to assume more of the functions under Ports Authority commence and a new position (Business and Commercial Manager) introduce to lead business development initiatives				
Continue security/ safety training to maintain and enhance international standards and obligations - ongoing				All new staff received basic security training and specific meetings (2) holds between management and security supervisors and security officers to address standards and performance issues				
KEY PROGRAMME STRATEGIES 2017/18 (Aimed at improving programme performance)								
1. Revise and up date the Medium Term Infrastructure Investment based on emerging issues and opportunities to maximize the contribution of the maritime sector to national development outcomes in the TCI, as part of an integrated transport system by June 2017								
2.Review and revise the Ports Authority Strategic Plan 2013, with stakeholder participation by end of the 2nd quarter of 2017/18								
3. Create greater awareness of the mandate and functions of the Ports Authority and development and implement complementary strategies and staff plans to execute this mandate - Ongoing								
4. Implement strategies and plans to improve safety of the domestic maritime sector, with stakeholders involvement - July 2017								
5..Re-brand the Ports Authority and develop a complementary Business Prospectus and Marketing Plan for the medium term - June 2017								
6. Improve statistical reporting and analysis to inform decision making - ongoing								
7.Continuation of security/safety training to maintain and enhance international standards and obligations. Ongoing								
KEY PERFORMANCE INDICATORS	2015/16 Actual	2016/17 Planned	2016/17 Revised	2016/17 Outturn	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	
Output Indicators (the quantity of output or services delivered by the programme)								
	Security Drills	12	12	13	8	10	12	12
	Tonnage Imported	151,182	156,473	161,950	411,651	424,001	436,721	449,822
	TEUs Imported	14,528	15,036	15,563	15,336	15,796	16,270	16,758
	Compliant Vessel Calls	486	503	521	433	446	459	473
	Local Vessel Movements	278	288	298	216	222	229	236
	No. Vehicles Imported	2,888	2,500	2,501	1,808	1,862	1,918	1,976
	No. Heavy Equipment Imported	62	64	66	44	45	47	48
	No. Boats Imported	77	80	81	37	38	39	40
	No inter-Island TEUs					240	252	265
	No Transship (GDT x PLS) Containers					250	263	276
	No of Inter Island Ferry Passengers					55,000	57,750	60,638
	Tonnage of break bulk cargo imported							
Outcome Indicators (the planned or achieved outcomes or impacts of the programme and/or effectiveness in achieving programme objectives)								
	Improve safety ( % of safety accidents reported and				100%	100%	100%	
	Improve Port security ( % of Security Audits passed)				100%	100%	100%	
	Maximize revenue ( % reduction in receivables ).				75%	20%	5%	

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
**STATUTORY BODY INCOME AND EXPENDITURE DETAILED SHEET**  
**PORTS AUTHORITY 2017-2018**

	2015/16	2016/2017			2017/2018	2018/2019	2019/2020
	Audited	Approved Budget	Revised Budget	Forecast Outturn	Estimate	Forward Estimate	Forward Estimate
Berthing	192,584	191,274	191,274	201,820	208,480	217,445	227,665
Cargo Dues	3,284,206	3,205,026	3,205,026	3,700,968	3,823,100	3,987,493	4,174,905
Security Fees	1,094,735	1,068,342	1,068,342	1,233,656	1,274,367	1,329,164	1,391,635
Interchange Forms	58,866	58,890	58,890	56,385	58,246	60,751	63,606
Passes	9,584	6,728	6,728	9,410	9,721	10,139	10,616
Stevedoring Dues	93,695	74,242	74,242	103,674	107,095	111,700	116,950
<b>TOTAL INCOME</b>	<b>4,733,670</b>	<b>4,604,502</b>	<b>4,604,502</b>	<b>5,305,913</b>	<b>5,481,009</b>	<b>5,716,692</b>	<b>5,985,377</b>
Salaries	1,580,309	1,808,724	1,808,724	1,662,611	1,989,132	1,989,132	1,917,132
Wages	57,900	73,644	73,644	61,376	59,160	59,160	59,160
Holiday Pay	21,842	20,031	20,031	21,441	21,615	21,615	21,615
Allowances	82,047	91,152	91,152	88,487	81,492	81,492	81,492
Rewards and Incentives	-	3,200	3,200	3,200	4,800	4,800	4,800
Pension and Gratuities	4,848	-	-	-	-	-	-
National Insurance Contributions	66,857	51,072	51,072	73,838	80,037	80,037	77,829
National Health Insurance Contributions	50,187	45,669	45,669	54,127	64,543	64,543	62,383
<b>Employment Costs</b>	<b>1,863,990</b>	<b>2,093,492</b>	<b>2,093,492</b>	<b>1,965,080</b>	<b>2,300,779</b>	<b>2,300,779</b>	<b>2,224,411</b>
Directors' fees and expenses	20,650	25,200	25,200	79,200	78,000	78,000	78,000
Local Travel and Subsistence	12,118	13,680	13,680	16,368	30,960	30,960	30,960
International Travel and Subsistence	24,767	30,000	30,000	23,868	35,000	40,000	40,000
Utilities	105,596	102,726	102,726	95,000	99,680	99,680	99,680
Communications Expenses	34,686	32,658	32,658	45,327	33,618	33,618	33,618
Office Expenses	32,918	30,000	30,000	32,000	34,400	34,400	34,400
Rental of Assets	14,667	43,200	43,200	-	43,200	43,200	43,200
Maintenance Expenses	84,238	90,395	90,395	84,769	175,400	125,400	125,400
Uniforms & Protective Clothing	12,835	20,000	20,000	18,000	20,000	20,000	20,000
Professional and Consultancy Services	19,661	113,453	113,453	19,080	28,500	28,500	28,500
Computer License Software and Hardware Maintenance	41,718	39,350	39,350	47,718	40,150	40,150	40,150
Insurance	-	1,392	1,392	900	2,400	2,400	2,400
Training	13,595	48,000	48,000	47,947	76,000	76,000	76,000
Staff Scholarship	-	-	-	-	14,580	-	-
Advertising and Promotions	5,474	1,600	1,600	11,004	53,200	53,200	53,200
Auditing and Accounting	22,750	15,000	15,000	15,000	15,000	15,000	15,000
Board Expenses	17,509	18,000	18,000	20,898	18,000	18,000	18,000
Depreciation and Amortization	45,125	55,348	55,348	50,908	60,679	66,747	73,422
Bad debt write off/increase provisions	-	10,000	10,000	5,000	5,000	5,000	5,000
Bank Charges	6,296	7,114	7,114	6,546	6,801	6,801	6,801
Other Operating Expenses	5,482	7,200	7,200	5,563	7,200	7,200	7,200
Transfer to TCIG	-	-	-	-	1,500,000	1,500,000	1,500,000
<b>Operating Costs</b>	<b>520,085</b>	<b>704,316</b>	<b>704,316</b>	<b>625,097</b>	<b>2,377,768</b>	<b>2,324,256</b>	<b>2,330,931</b>
<b>Total Expenditure</b>	<b>2,384,075</b>	<b>2,797,808</b>	<b>2,797,808</b>	<b>2,590,176</b>	<b>4,678,547</b>	<b>4,625,035</b>	<b>4,555,342</b>
<b>Operating Surplus/Deficit before Capital Projects</b>	<b>2,349,595</b>	<b>1,806,694</b>	<b>1,806,694</b>	<b>2,715,737</b>	<b>802,462</b>	<b>1,091,657</b>	<b>1,430,035</b>
<b>Capital Projects</b>	<b>1,650</b>	<b>1,874,750</b>	<b>1,874,750</b>	<b>258,866</b>	<b>7,252,200</b>	<b>700,000</b>	<b>-</b>
<b>Financing Activities - Previous Years Reserves</b>					<b>6,449,738</b>		
<b>Operating Surplus/Deficit after Capital Projects</b>	<b>2,347,945</b>	<b>(68,056)</b>	<b>(68,056)</b>	<b>2,456,871</b>	<b>(0)</b>	<b>391,657</b>	<b>1,430,035</b>
<b>Deficit for 2017/18 financial year due to capital projects will be funded from TCIPA's cash in bank.</b>							

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Estimate of Human Resources for April 2017 - March 2018  
 PORTS AUTHORITY

Ports Authority	2016/2017		2017/2018	
	Human Resources	Payroll Cost Estimate	Human Resources	Payroll Cost Estimate
Director	1	105,903	1	105,912
Deputy Director	1	88,474	1	88,476
Financial Controller	1	77,490	1	77,496
Human Resource Manager	1	64,575	1	64,572
Business and Communications Manager	1	64,575	1	64,572
Senior Port Facility Security Officer	1	55,534	1	55,536
Security, Risks and Safety Manager	1	55,534	1	55,536
Accountant	1	51,660	1	51,660
Director's Personal Assistant	1	43,591	1	43,596
Port Facility Compliance Officer	2	87,182	2	87,192
Port Facility Security Officer	2	87,182	2	87,192
Security Supervisor	7	235,833	8	269,523
Receptionist/Cashier (New title Technical Admin Officer)	1	29,741	1	32,115
Port Facility Security Officer	2	55,964	2	55,968
Security Officer	26	705,479	26	705,744
Port Engineer			1	72,000
Project Manager			1	72,000
<b>Salary Staff</b>	<b>49</b>	<b>1,808,717</b>	<b>52</b>	<b>1,989,090</b>
Cleaner-South Caicos	1	8,372	1	8,372
Cleaner-Providenciales	1	11,232	1	11,232
Handyman- Providenciales	1	14,976	1	14,976
Handyman-Grand Turk	1	13,520	1	13,520
Cleaner-Grand Turk	1	8,892	1	8,892
Handyman-North Caicos	1	14,976		
<b>Waged Staff</b>	<b>6</b>	<b>71,968</b>	<b>5</b>	<b>56,992</b>
<b>Ports Authority</b>	<b>55</b>	<b>1,880,685</b>	<b>57</b>	<b>2,046,082</b>

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
**PORTS AUTHORITY**  
**CAPITAL PROJECTS 2017-2018**

Project Number	Funding Source	Project Title	Cost	Budget 2017/2018	Budget 2018/2019	Budget 2019/2020
-	TCIPA	Provo Security Gatehouse	45,000	45,000	-	-
	TCIPA	Provo Port Generator	80,000	80,000		
	TCIPA	Provo Port Turning Basin	3,000,000	3,000,000		
	TCIPA	Grand Turk Port Pavement	1,200,000	1,200,000		
	TCIPA	Grand Turk Port Ro Ro Ramp Rehabilitation	500,000	500,000		
	TCIPA	Land Use Plan North and South Caicos	60,000	60,000		
	TCIPA	Business Prospectus and Marketing Plan	25,000	25,000		
	TCIPA	Revise & Update Provo Port Master Plan	150,000	150,000		
	TCIPA	CCTV Upgrade	75,000	75,000		
	TCIPA	Computer Equipment	15,000	15,000		
	TCIPA	Fencing (Grand Turk and Provo)	205,000	205,000		
	TCIPA	Fenders and Bollards	50,000	50,000		
	TCIPA	Mobile Lighting	50,000	50,000		
-	TCIPA	Biometrics Clock	30,000	30,000	-	-
-	TCIPA	New Vehicles	90,000	90,000	-	-
-	TCIPA	Grand Turk Work Shed	70,000	70,000	-	-
	TCIPA	Mega 1 Triton	407,200	407,200		
	TCIPA	South Caicos Rehabilitation	1,400,000	700,000	700,000	
-	TCIPA	Bellfield Landing Building Complex North Caicos	500,000	500,000		-
<b>TOTAL FUNDED PROJECTS</b>			<b>7,952,200</b>	<b>7,252,200</b>	<b>700,000</b>	<b>-</b>

**OTHER PRIORITIES ( FUNDING TO BE IDENTIFIED)**

	Financing	Provo Port Rehabilitation	5,000,000		5,000,000	
	Financing	Provo Port Land Acquisition	3,458,000			3,458,000
	Financing	TCIPA Hub Port	1,000,000			1,000,000
	Financing	Container Scanner Project	6,000,000			6,000,000
	Financing	Transshipment Terminal Options Study	150,000		150,000	
	Financing	Transshipment Terminal	10,000,000			10,000,000
<b>Total Ports Authority</b>			<b>25,608,000</b>	<b>-</b>	<b>5,150,000</b>	<b>20,458,000</b>

**GOVERNMENT  
OF THE  
TURKS AND CAICOS ISLANDS**



**NATIONAL INSURANCE BOARD  
SELF-FINANCING**

**Key Assumptions**

**Assumptions**

As the economic conditions continue to improve contribution, income is expected to increase slightly by about 5% this financial year evidenced by:

- Increase in employment in the Private Sector
- Increase in Construction Activity

**Government Contributions**

**Assumptions**

Same as prior year and subject to change following completion of the **TCIG budget for 2017/18 following the General elections in December 2016.**

**Self Employed Contributions**

**Assumptions**

- The increase in economic activity projected for 2017-2018 is not expected to have a significant impact on the sector.
- Increased Compliance activity is expected to result in a marginal increase in contributions from this sector.

**Fixed Deposits, Money Market & Business Premium Account.**

This is estimated at \$ **124,234**. It is assumed that the interest rate will average about 0.85% during the 2017/18 financial year. Other assumptions are that interest rates will increase only marginally in the coming years.

**BENEFITS**

Benefits are an entitlement under the NIB legislation. The benefit estimates for the financial year are based on trend and sensitivity analysis for the past four years as well as information derived from the NIB 7<sup>th</sup> Actuarial Review.

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Programme and Performance Indicators for April 2017 - March 2018  
 NATIONAL INSURANCE BOARD

<b>STATUTORY BODY SUMMARY</b>								
<b>MISSION:</b>								
To achieve social insurance protection to aged, working population and their dependents by being financially viable and providing social Security in a reliable , caring and effective manner through competent , motivated staff and informed strong leadership.								
<b>STRATEGIC PRIORITIES:</b>								
<b>MINISTRY EXPENDITURE - BY PROGRAMME</b>								
Code	Programme/Department	2015/16	2016/17	2016/2017	2016/17	2017/18	2018/19	2019/20
		Actual	Approved Budget	Revised Budget	Forecast Outturn	Budget Estimates	Forward Estimates	Forward Estimates
Operating Expenditure		\$ 18,796,427	\$ 19,178,156	\$ 19,178,156	\$ 19,291,372	\$ 20,929,077	\$ 22,918,771	\$ 23,201,077
Capital Expenditure		\$ -	\$ 1,015,000	\$ 1,015,000	\$ 1,015,000	\$ 1,423,500	\$ 66,000	\$ -
<b>TOTAL AGENCY BUDGET CEILING</b>		<b>\$ 18,796,427</b>	<b>\$ 20,193,156</b>	<b>\$ 20,193,156</b>	<b>\$ 20,306,372</b>	<b>\$ 22,352,577</b>	<b>\$ 22,984,771</b>	<b>\$ 23,201,077</b>
<b>STATUTORY BODY STAFFING RESOURCES – Actual Number of Staff by Category</b>								
Executive/Managerial		11	11	11	11	12	12	12
Technical/Front Line Services		34	34	36	36	36	37	37
Administrative Support		7	7	5	5	5	6	6
Wages Staff		1	1	1	1	1	1	1
<b>TOTAL AGENCY STAFFING</b>		<b>53</b>	<b>53</b>	<b>53</b>	<b>53</b>	<b>54</b>	<b>56</b>	<b>56</b>
<b>PROGRAMME PERFORMANCE INFORMATION</b>								
<b>KEY PROGRAMME STRATEGIES FOR 2016/17</b>				<b>ACHIEVEMENTS/PROGRESS IN 2016/17</b>				
Improve Compliance Efforts				The new compliance manual has been adopted and additional reporting introduced				
Improve Benefit Adjudication Process				The benefits process is still under review, once the review has been completed we should				
Collect all budgeted contributions				Achieved collected in excess of budgeted contribution				
Reduce Administrative Cost				Achieved				
Investment assets as prescribed in IPS				Achieved				
Full review of HR Function				Review completed and expected to be adopted in April 2017.				
All Employees have access to training				Training opportunities provided In-house and externally				
Administer Performance Based Management System				Appraisals conducted for fiscal year 2015/16.				
Increase Number of Marketing Initiatives				New TV advertisements, brochures and flyers were produced and distributed. Also a new mass email software introduced to facilitate target marketing.				
<b>KEY PROGRAMME STRATEGIES 2017/18 (Aimed at improving programme performance)</b>								
Adoption of new Strategic Plan, HR Policy and Organizational Chart. This initiative is aimed at improving the efficacy and effectiveness of the institution.								
<b>KEY PERFORMANCE INDICATORS</b>								
		2015/16	2016/17	2016/2017	2016/17	2017/18	2018/19	2019/20
		Actual	Planned	Revised	Outturn	Estimate	Estimate	Estimate
<b>Output Indicators (the quantity of output or services delivered by the programme)</b>								
Number of legislative changes to be presented						10	5	5
Number of PR Initiatives Carried out						60	65	70
<b>Outcome Indicators (the planned or achieved outcomes or impacts of the programme and/or effectiveness in achieving programme objectives)</b>								
% of Contributors paying on time		-	70%	70%	70%	70%	70%	70%
% Approved Benefits Paid		-	95% to 98%	95% to 98%	100%	100%	100%	100%
% of approved legislative changes adopted		-	85%	85%	85%	95%	100%	95%
% of customers satisfied with PR Program		-	70%	70%	70%	75%	80%	85%

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
**STATUTORY BODY INCOME AND EXPENDITURE DETAILED SHEET**  
**NATIONAL INSURANCE BOARD 2017-2018**

	2015/16	2016/2017			2017/2018	2018/2019	2019/2020
	Unaudited Actuals	Approved Budget	Revised Budget	Forecast Outturn	Estimate	Forward Estimate	Forward Estimate
Private Sector	24,135,922	23,256,164	23,256,164	26,779,146	28,198,103	29,608,008	31,088,409
Government Public Officers	1,492,903	1,825,114	1,825,114	1,667,010	1,667,010	1,667,010	1,667,010
Govt. Non Public Officers	2,460,218	2,174,886	2,174,886	2,763,484	2,763,484	2,763,484	2,763,484
Self Employed	717,052	707,200	707,200	689,606	728,416	750,268	750,268
Voluntary Contributions	277	1,910	1,910	-	-	-	-
Rental Income	128,000	130,244	130,244	128,000	130,244	130,244	130,244
Interest Income	5,034,166	12,795,801	12,795,801	16,157,456	15,468,781	17,799,236	20,785,965
Other Operational Income	413,908	408,950	408,950	172,145	220,000	220,000	220,000
<b>TOTAL INCOME</b>	<b>34,382,446</b>	<b>41,300,269</b>	<b>41,300,269</b>	<b>48,356,847</b>	<b>49,176,038</b>	<b>52,938,251</b>	<b>57,405,380</b>
Salaries	2,592,747	2,596,917	2,596,917	2,407,586	2,636,459	2,636,459	2,636,459
Provision for Salary Increase*					132,963	132,963	132,963
Wages	29,138	20,400	20,400	20,164	22,800	22,800	22,800
Overtime	-	-	-	-	10,000	10,000	10,000
Allowances	32,500	28,000	28,000	21,822	34,000	34,000	34,000
Pension and Gratuities	11,000	12,000	12,000	12,000	12,000	12,000	12,000
National Insurance Contributions	77,500	88,213	88,213	85,218	99,944	99,944	99,944
National Health Insurance Contributions	72,912	74,347	74,347	71,626	80,299	80,299	80,299
<b>Employment Costs</b>	<b>2,815,797</b>	<b>2,819,877</b>	<b>2,819,877</b>	<b>2,618,416</b>	<b>3,028,465</b>	<b>3,028,465</b>	<b>3,028,465</b>
Directors' fees and expenses	76,000	85,200	85,200	74,000	85,200	85,200	85,200
Local Travel and Subsistence	70,216	77,103	77,103	78,792	73,099	73,099	72,138
International Travel and Subsistence	42,000	63,880	63,880	18,534	61,700	61,700	63,700
Utilities	147,483	147,483	147,483	87,878	84,080	84,080	84,080
Communications Expenses	106,234	111,331	111,331	104,174	101,185	101,185	101,185
Office Expenses	84,176	85,696	85,696	76,594	85,656	85,656	85,656
Rental of Assets	21,000	29,880	29,880	24,564	29,280	29,280	20,280
Maintenance Expenses	343,668	409,080	409,080	392,046	356,380	356,380	356,380
Subscriptions, Periodicals, Books, etc.	11,200	11,200	11,200	11,200	11,200	11,200	11,200
Uniforms & Protective Clothing	58,000	-	-	-	65,000	-	65,000
Professional and Consultancy Services	74,000	80,000	80,000	80,000	53,000	53,000	58,000
Computer License Software and Hardware							
Maintenance	110,700	139,300	139,300	139,300	139,300	139,300	139,300
Insurance	139,336	144,341	144,341	121,072	133,474	133,474	133,474
Hosting and Entertainment	34,250	38,250	38,250	31,246	34,300	34,300	37,900
Training	145,000	145,000	145,000	145,000	145,000	145,000	145,000
Advertising and Promotions	65,500	82,000	82,000	36,640	81,000	82,000	82,000
Subscriptions and Contributions	25,000	25,000	25,000	10,500	26,000	26,000	26,000
Auditing and Accounting	140,000	140,000	140,000	140,000	140,000	140,000	140,000
Board Expenses	87,168	70,520	70,520	83,636	85,520	85,520	70,520
Depreciation and Amortization	327,340	372,400	372,400	231,354	348,215	428,215	428,215
Bad debt write off/increase provisions	25,000	50,000	50,000	25,000	50,000	50,000	50,000
Bank Charges	26,200	37,200	37,200	45,248	45,120	45,120	45,120
Benefit Expense	13,713,263	13,833,415	13,833,415	14,488,178	15,535,903	17,561,597	17,789,264
Other Operating Expenses	107,896	180,000	180,000	228,000	131,000	79,000	83,000
<b>Operating Costs</b>	<b>15,980,630</b>	<b>16,358,279</b>	<b>16,358,279</b>	<b>16,672,956</b>	<b>17,900,612</b>	<b>19,890,306</b>	<b>20,172,612</b>
<b>Total Expenditure</b>	<b>18,796,427</b>	<b>19,178,156</b>	<b>19,178,156</b>	<b>19,291,372</b>	<b>20,929,077</b>	<b>22,918,771</b>	<b>23,201,077</b>
<b>Operating Surplus/Deficit before Capital Projects</b>	<b>15,586,019</b>	<b>22,122,113</b>	<b>22,122,113</b>	<b>29,065,475</b>	<b>28,246,961</b>	<b>30,019,480</b>	<b>34,204,303</b>
<b>Capital Projects</b>	<b>-</b>	<b>1,015,000</b>	<b>1,015,000</b>	<b>1,015,000</b>	<b>1,423,500</b>	<b>66,000</b>	<b>-</b>
<b>Operating Surplus/Deficit after Capital Projects</b>	<b>15,586,019</b>	<b>21,107,113</b>	<b>21,107,113</b>	<b>28,050,475</b>	<b>26,823,461</b>	<b>29,953,480</b>	<b>34,204,303</b>

\*5% of current salaries and wages to cover estimated cost of Increments and Salary regarding based on HR Consultancy

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Estimate of Human Resources for April 2017 - March 2018  
 NATIONAL INSURANCE BOARD

	National Insurance Board	2016/2017		2017/2018	
		Human Resources	Payroll Cost Estimate	Human Resources	Payroll Cost Estimate
	Accountant	1	57,480	2	103,480
	Accounting Clerk	1	27,600	1	30,000
	Accounting Officer	1	46,000	1	48,996
	Data Entry Clerk	6	158,219	8	201,419
	Claims Adjuster	1	52,000	1	52,000
	Compliance Clerk	1	9,000	1	43,200
	Compliance Officer	6	232,000	7	264,000
	Corporate Secretarial Assistant	1	55,000	1	55,000
	Customer Care	3	120,006	3	120,006
	Customer Reconciliation Officer	3	122,858	3	122,858
	Data Entry Supervisor	2	95,000	2	101,000
	Deputy Director	2	144,493	1	98,000
	Director	1	125,000	1	120,000
	Driver	2	30,600	2	38,400
	Financial Controller	1	90,000	1	90,000
	Branch Manager	2	134,000	2	134,000
	HR Admin Officer	1	52,000	1	55,000
	HR Manager	1	35,000	1	60,000
	Information Systems Manager	1	82,000	1	82,000
	Internal Audit Officer	1	55,000	1	55,000
	Internal Auditor	1	90,000	1	90,000
	Investment Manager	1	74,000	1	78,000
	IT Support Officer	1	52,000	1	55,000
	Legal Assistant	1	49,000	1	49,000
	Liaison Officer	2	72,000	2	76,000
	Network Administrator	1	61,000	1	61,000
	Receptionist	1	30,000	1	30,000
	Research and Business Process Analyst	1	71,862	1	71,862
	Transaction Clerk part -time	1	21,000		
	Admin. Assistant	1	46,000	1	46,000
	Legal Counsel	1	82,000	1	86,239
	Marketing Manager	1	61,250	1	70,000
	Snr. Compliance Officer	1	49,000	1	49,000
	<b>Salary Staff</b>	<b>52</b>	<b>2,482,368</b>	<b>54</b>	<b>2,636,460</b>
	Cleaner	1	20,400	1	22,800
	<b>Waged Staff</b>	<b>1</b>	<b>20,400</b>	<b>1</b>	<b>22,800</b>
		<b>53</b>	<b>2,502,768</b>	<b>55</b>	<b>2,659,260</b>

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS  
NATIONAL INSURANCE BOARD  
CAPITAL PROJECTS 2017-2018**

<b>Project Number</b>	<b>Funding Source</b>	<b>Project Title</b>	<b>Cost</b>	<b>Budget 2017/2018</b>	<b>Budget 2018/2019</b>	<b>Budget 2019/2020</b>
-	NIB	Furniture	3,000	3,000	-	-
-	NIB	MIS Department - Computer Supplies	1,159,500	1,123,500	36,000	-
-	NIB	Furniture	20,000	20,000	-	-
-	NIB	Vehicles - Grand Turk	60,000	30,000	30,000	-
-	NIB	Office Furniture	17,000	17,000	-	-
-	NIB	Vehicles- Providenciales	30,000	30,000	-	-
-	NIB	Hilly Ewing Building Interior Redesign	200,000	200,000	-	-
<b>Total National Insurance Board</b>			<b>1,489,500</b>	<b>1,423,500</b>	<b>66,000</b>	<b>-</b>

**GOVERNMENT  
OF THE  
TURKS AND CAICOS ISLANDS**



**TELECOMMUNICATION'S COMMISSION  
SELF-FINANCING**

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Programme and Performance Indicators for April 2017 - March 2018  
 TELECOMMUNICATIONS COMMISSION

STATUTORY BODY SUMMARY								
<b>MISSION:</b>								
Our mission is to ensure that all consumers and businesses in the Turks and Caicos Islands have access to quality telecommunications services, at reasonable rates, in a full competitive marketplace. We will continue to work at improving the sector performance so that the economy will achieve growth, increased employment opportunities, revenue inflows and a vibrant telecommunication industry								
<b>STRATEGIC PRIORITIES:</b>								
Smart Regulation, Stewardship, Cost Cutting, Efficiency, Safety and Quality.								
MINISTRY EXPENDITURE - BY PROGRAMME								
Code	Programme/Department	2015/16 Actual	2016/17 Approved Budget	2016/17 Revised Budget	2016/17 Forecast Outturn	2017/18 Budget Estimates	2018/19 Forward Estimates	2019/20 Forward Estimates
Operating Expenditure		\$1,391,110	\$ 1,194,165	\$ 1,194,165	\$ 1,365,957	\$ 1,417,016	\$1,428,678	\$ 1,447,937
Capital Expenditure		\$ -	\$ 1,779,450	\$ 1,779,450	\$ 1,779,450	\$ 1,212,000	\$ -	\$ -
<b>TOTAL AGENCY BUDGET CEILING</b>		<b>\$1,391,110</b>	<b>\$ 2,973,615</b>	<b>\$ 2,973,615</b>	<b>\$ 3,145,407</b>	<b>\$ 2,629,016</b>	<b>\$1,428,678</b>	<b>\$ 1,447,937</b>
STATUTORY BODY STAFFING RESOURCES – Actual Number of Staff by Category								
Executive/Managerial		3	3	3	3	4	4	4
Technical/Front Line Services		1	1	1	1	1	1	1
Administrative Support		3	3	3	3	3	3	3
Wages Staff		0	0	0	0	0	0	0
<b>TOTAL AGENCY STAFFING</b>		<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>8</b>
PROGRAMME PERFORMANCE INFORMATION								
KEY PROGRAMME STRATEGIES FOR 2016/17				ACHIEVEMENTS/PROGRESS IN 2016/17				
Enhance the Competitive environment by reviewing the market for opportunities in the ICT sector, and provide opportunities for existing				The Commission initiated a dominance study to review the market. The dominance study is still ongoing.				
Improve the clarity and predictability of the regulatory framework by revising the laws to reflect the changing telecoms industry.				The Fee Structure was revised in 2016, amendments to Telecommunications Ordinance, implementation of Consumer Protection, Technical and Quality of Service Regulations are ongoing with hopes of completion within the 17/18 budget.				
Ensure the efficient management of the spectrum and numbering resources are met, due to the demand for more data/bandwidth.				The allocation of microwave spectrum policy was reviewed to ensure there is equal competitiveness among the carriers. Consulted on the implementation of a national fiber ring throughout the islands and presented a report to Government. This is still ongoing.				
Support TCI in the transition to a connected digital economy by building a Commission office Building to install an Internet Exchange Switch to enable reliable internet communications nationally, host workshops on needed topics. Continue to work with the Government and the industry to provide sufficient broadband to all inhabited Islands to ensure all consumers experience the same broadband benefits well into the future.				Consulted on the implementation of a National Fiber Ring, and continue to seek approval from the Government to build a office Building.				
KEY PROGRAMME STRATEGIES 2017/18 (Aimed at improving programme performance)								
Enhance the competitive environment by finalizing the dominance study and the mobile and fixed line termination rates reviews by Q4 2017/18.								
Improve the clarity and predictability of the regulatory framework by updating Telecommunications Ordinance to include broadcasting regulations and implement a Consumer Protection, Technical and Quality of Service Regulations By 2017/18.								
Ensure the efficient management of spectrum by conducting a spectrum audit, and review and update the national spectrum plan								
Implement number portability to improve quality of service among carriers and provide the benefit to customers to retain their existing numbers by 2017/18.								
Support TCI in the transition to a connected digital economy by building a Commission office Building to install an Internet Exchange Switch to enable reliable internet communications nationally, host workshops on needed topics. Continue to work with the Government and the industry to provide sufficient broadband to all inhabited Islands to ensure all consumers experience the same broadband benefits well into the future.								
Ratify the industry with noncompliant licensee, and recover outstanding arrears.								
KEY PERFORMANCE INDICATORS	2015/16 Actual	2016/17 Planned	2016/17 Revised	2016/17 Outturn	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	
<b>Output Indicators (the quantity of output or services delivered by the programme)</b>								
Commence dominance study to enhance the competitive environment	0	40%		40%	60%	0	0	
Fee Structure Regulations		100%		100%	0	0	0	
Consumer Protection, Technical & Quality of Service Regulations		0		0	100%	0	0	
Spectrum and Numbering Resources		0		0	100%	0	0	
Legal Hire		20%			80%			
<b>Outcome Indicators (the planned or achieved outcomes or impacts of the programme and/or effectiveness in achieving programme objectives)</b>								
Commence dominance study to enhance the competitive environment		50%			50%			
Consumer Protection, Technical & Quality of Service Regulations					100%			
Telecommunications Ordinance (Broadcasting)					100%			
Spectrum and Numbering Resources					100%			
Commission proposed building					100%			

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS  
 STATUTORY BODY INCOME AND EXPENDITURE DETAILED SHEET  
 TELECOMMUNICATIONS 2017-2018

	2015/16	2016/2017			2017/2018	2018/2019	2019/2020
	Unaudited Actuals	Approved Budget	Revised Budget	Forecast Outturn	Estimate	Forward Estimate	Forward Estimate
Network Fees	-	-	-	2,151			
Regulatory Fees	1,165,130	1,194,165	1,194,165	1,128,822	1,004,096	1,034,219	1,065,245
Spectrum Fees	901,665	988,550	988,550	896,439	990,950	1,020,678	1,051,298
Interest	3,063	-	-	6,913	3,600	3,708	3,819
Miscellaneous	51,625	-	-	36,610	20,000	20,600	21,218
<b>TOTAL INCOME</b>	<b>2,121,483</b>	<b>2,182,715</b>	<b>2,182,715</b>	<b>2,070,935</b>	<b>2,018,646</b>	<b>2,079,205</b>	<b>2,141,580</b>
Salaries	517,490	535,177	535,177	546,121	638,306	638,306	638,306
Allowances	55,074	68,000	68,000	54,155	77,976	68,616	68,616
Pension and Gratuities	-	-	-	-	20,000	20,600	21,218
National Insurance Contributions	11,592	24,922	24,922	13,524	18,000	18,540	19,096
National Health Insurance Contributions	22,829	32,507	32,507	23,439	29,000	29,870	29,870
<b>Employment Costs</b>	<b>606,985</b>	<b>660,605</b>	<b>660,605</b>	<b>637,239</b>	<b>783,282</b>	<b>775,932</b>	<b>777,106</b>
Local Travel and Subsistence	1,057	5,000	5,000	3,705	5,000	5,150	5,304
International Travel and Subsistence	31,879	30,000	30,000	37,300	30,000	30,900	31,518
Utilities	27,117	30,000	30,000	25,256	30,000	30,900	31,518
Communications Expenses	24,098	25,000	25,000	31,078	25,000	25,750	26,552
Office Expenses	20,306	20,000	20,000	12,990	20,000	20,600	21,218
Rental of Assets	78,000	78,000	78,000	78,000	82,000	84,460	86,994
Maintenance Expenses	45,435	42,010	42,010	42,772	41,200	42,436	43,709
Professional and Consultancy Services	8,700	40,000	40,000	160,900	100,000	103,000	106,090
Insurance	2,197	10,000	10,000	1,891	5,000	5,150	5,304
Hosting and Entertainment	8,665	7,000	7,000	9,276	7,000	7,210	7,426
Training	36,197	35,000	35,000	36,000	70,000	72,100	74,263
Subscriptions and Contributions	8,154	15,000	15,000	18,427	15,000	15,450	15,006
Auditing and Accounting	40,050	42,050	42,050	41,802	44,034	45,355	46,716
Board Expenses	105,953	142,000	142,000	149,692	142,000	146,260	150,648
Depreciation and Amortization	56,511	-	-	64,587	-	-	-
Bank Charges	2,231	2,500	2,500	2,022	2,500	2,575	2,652
Other Operating Expenses	287,575	10,000	10,000	13,020	15,000	15,450	15,913
<b>Operating Costs</b>	<b>784,125</b>	<b>533,560</b>	<b>533,560</b>	<b>728,718</b>	<b>633,734</b>	<b>652,746</b>	<b>670,831</b>
<b>Total Expenditure</b>	<b>1,391,110</b>	<b>1,194,165</b>	<b>1,194,165</b>	<b>1,365,957</b>	<b>1,417,016</b>	<b>1,428,678</b>	<b>1,447,937</b>
<b>Operating Surplus/Deficit before Capital Projects</b>	<b>730,373</b>	<b>988,550</b>	<b>988,550</b>	<b>704,978</b>	<b>601,630</b>	<b>650,527</b>	<b>693,643</b>
<b>Capital Projects</b>	<b>-</b>	<b>1,779,450</b>	<b>1,779,450</b>	<b>1,779,450</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Operating Surplus/Deficit after Capital Projects</b>	<b>730,373</b>	<b>(790,900)</b>	<b>(790,900)</b>	<b>(1,074,472)</b>	<b>601,630</b>	<b>650,527</b>	<b>693,643</b>

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Estimate of Human Resources for April 2017 - March 2018  
**TELECOMMUNICATIONS COMMISSION**

	Telecommunications	2016/2017		2017/2018	
		Human Resources	Payroll Cost Estimate	Human Resources	Payroll Cost Estimate
	Director General	1	151,967	1	159,565
	Director Technology	1	112,567	1	118,195
	Attorney	-	-	1	80,000
	Manager Operations	1	65,559	1	67,198
	Telecommunications Engineer	1	55,473	1	60,000
	Administrative Officer	1	54,843	1	56,214
	Complaints Officer	1	47,384	1	48,567
	Commissioner Assistant/Secretary	1	47,384	1	48,567
	<b>Salary Staff</b>	<b>7</b>	<b>535,177</b>	<b>8</b>	<b>638,306</b>
	<b>Waged Staff</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>-</b>
		<b>7</b>	<b>535,177</b>	<b>8</b>	<b>638,306</b>

**GOVERNMENT  
OF THE  
TURKS AND CAICOS ISLANDS**



**AIRPORT'S AUTHORITY  
SELF-FINANCING**

## Notes and Assumptions to the 2017-2018 Budget for the Turks and Caicos Islands Airports Authority

### 1. The Budget Main Assumptions

This budget is compiled on the assumptions that:

§ Provision for Salt Cay resurfacing of Runway and Apron;

§ No transfers to TCIG.

§ South Caicos Terminal & Airside Development, Terminal and Utility Building will be financed from funds generated by the Authority.

### 2. The Projected Revenue is based on the following assumptions:

a) Departure Tax, Security Charge, Security Recovery Charge, User Fee and Airport Development Charge

∅ Commercial Passenger projected future growth of 3% over previous year;

∅ FBO passengers projected to increase by 3% over the previous year;

∅ No increase in Rates.

b) Air Navigational, Landing and Parking Fees

∅ A 10% increase over the previous year is projected for aircraft movement. It must be noted that airlines are currently using smaller aircrafts into the jurisdiction and these attract lower rates.

∅ A 5% increase over the previous year is projected for landing and parking fees. It must be noted that airlines are currently using smaller aircrafts into the jurisdiction and these attract lower rates.

c) Common User Fees

∅ International Counter space at the Providenciales International Airport is based on International passenger numbers at a rate of \$5.00 per passenger

### 3. Rent Income

This is based on actual rental rates charged for the various areas listed below:

∅ Domestic Counter space at the Providenciales International Airport is based on a per counter rate;

∅ Counter space at the JAGS McCartney international Airport is charged on a per counter bases;

∅ Storage Grand Turk;

∅ Restaurants in Grand Turk, Providenciales, South Caicos and Middle Caicos Airports;

∅ Rental of space for Equipment in Providenciales;

∅ Rental of concessionary space in the Providenciales and JAGS McCartney International Airports.

∅ Lease of land to M. Aviation Ltd and Caicos Oil Ltd.

#### 4. Advertising Revenue

This is based on revenue derived from a Concession Agreement between Interspace Airport Advertising TCI, Ltd and TCIAA which started on September 1, 2011. This venture saw the movement of the advertising at the Grand Turk and Providenciales International Airports from fixed advertising to digital.

The agreement is such that there is a minimum guaranteed amount or a percentage of the net Advertising Revenue whichever is higher as shown below:

Ø Providenciales International Airports \$265,750.00 or 38%;

Ø JAGS McCartney International Airport \$25,950.00 or 30%.

#### 5. Car Park Revenue

This represents revenue collected from the general public for the use of the Public Parking Lot in Providenciales.

#### 6. Other Income

This amount represents revenue collected from other sources outside of our main revenue stream for example interest income, Janitorial Services, Quarry Sales, income from Trolleys etc.

#### 7. Salaries and Wages

Ø The Increase in the staff complement:

ü Security Officers increase from 77 to 90 driven by increased passenger numbers and making us compliant with the Regulations.

ü Apron Controllers from 8 to 10 to account for the increased Aircraft Movement and regulatory compliance;

ü Air Traffic Controllers (Aerodrome and Approach) from 21 to 32 to account for the increased Aircraft Movement in Providenciales – compliance;

ü General Helpers from 11 to 13 the additional 2 are for the Providenciales Aerodrome, critical to operational cost reduction through preventative maintenance.

ü Increase in the Fire Service Complement from 44 to 75, this increase is to meet the minimum category requirements at the various Aerodromes;

ü Cleaning Department from 20 to 23. This increase is to account for the increased passenger numbers.

ü Chief Operations Officer from 0 to 1, this increase is to account new position

ü Car park attendants from 3 to 4, this increase is to account

ü Maintenance Technicians from 13 to 15, this increase is critical to operational cost reduction through preventative maintenance

Ø Overtime budgeted is driven by the volume & scope of work at 3% of gross salary;

#### 8. Staff Housing Allowance

This allowance is paid to the following employees:

Ø Those who have been transferred from their home base to another Island. These employees are paid this allowance for a maximum of five years;

Ø Those who have been employed from outside of the Turks and Caicos Islands. These employees are paid this allowance in the first case up to five (5) years.

## **9. Responsibility Allowance**

The provision represents the payment of a responsibility allowance to staff members for carrying out additional duties outside their scope of work. For example, payment to the Safety Manager for carrying out the responsibility as the Web Master for the Authority. And persons carrying out various functions in addition to their base position.

These responsibilities do not form a part of their core Job Description nor is additional compensation included in their salaries because if the person is removed from carrying out the duties the Responsibility Allowance is removed from the employee.

## **10. National Insurance Scheme**

The increase in the National Insurance contribution is as a result of the increase in the threshold from US\$3,500.00 to US\$4,000.00 per month and the increase in staff complement and salaries.

## **11. National Health Insurance Plan**

The increase in the NHIP contribution is as a result of the increase in the staff complement and salaries.

## **12. Critical Illness and Accident Medical Insurance**

Despite the introduction of the National Health Insurance Plan, it is clear that the plan is not capable of handling Critical Illnesses (e.g. Cancer, Heart problems etc.) and Accident Medical (which requires the patient to be flown out by air Ambulance). As a result of this, the Board of Directors have decided that the modification of this insurance to cover critical illness only would greatly assist the NHIP and the Government to defray this cost.

This approach and type of insurance is also being explored by other private sector companies and has resulted in a significant cost reduction to the Government.

## **13. Directors Fees and Other Directors Expenses**

The assumptions for Board Fees and Other Directors Expenses are as follows:

- Ø 12 Board meetings for the year;
- Ø Board Secretary travelling from Grand Turk;
- Ø Lunch and Snacks for Directors at the various meetings;
- Ø Board Secretary Fees.

This amount also includes Directors Travel overseas.

## **14. Other Staff Related Cost**

This cost covers payments to the Civil Aviation Department for competence checks, examinations for the Air Traffic Controllers, Flight Information Officers, Assistant Air Traffic Controllers and Approach Controllers. These checks are required under the Regulation – Regulatory compliance

## **15. Transport Air and Sea Fares**

This covers airfare for officers travelling throughout the Islands to work and also for the shipping of supplies and equipment around the islands. We are responsible to maintain six aerodromes. This is more cost effective with reduced staffing in these areas.

#### **16. Airfare, Accommodation and Subs International Travel**

This covers airfare, accommodation and subsistence for employees attending conferences, meetings and marketing of the Islands in order to attract more tourists to our Islands.

#### **17. Electricity Charge**

The increase in electricity is as a result of the increase in the size of the Providenciales International Airport Terminal Building which was increased by approximately 100%. However, the increase in electricity was not equivalent to the increase in space due to the installation of LED Lights and more efficient Air Conditioning Systems in the Providenciales and Grand Turk Terminal Buildings.

#### **18. Water Charge**

The increase in Water Cost is as a result of the increase in the passenger numbers at the Providenciales Terminal Building coupled with the increase in the number of bathroom facilities in the terminal. We continue to explore alternative sources of water to reduce cost.

#### **19. Maintenance of Aviation and other Equipment**

The provisions for Maintenance of Aviation Equipment expense is driven by management's rigorous preventative maintenance program throughout the islands mainly Grand Turk and the repairs and upgrade to the ATC equipment in Providenciales.

#### **20. Garbage Disposal**

The increase in Garbage disposal is as a result of the increase in passenger movements at the Providenciales Airport; however, we project to recover circa 49% of the cost from operators.

## **21. Computer Software and Other Licensing**

This includes licenses for the following:

- ∅ Peachtree;
- ∅ McAfee;
- ∅ Aerodromes;
- ∅ Airt;
- ∅ HURRTRAK Advanced.

## **22. Navais Flight Checks**

These are annual checks required by the Civil Aviation Regulations to maintain compliance. These checks must be done at each of the six aerodromes.

## **23. Communication Lease**

This is the leasing of special circuits from LIME to be used:

- ∅ To operate the Airt system which is used to enable the Airlines to communicate with their existing providers which is done on a private network; (compliance)
- ∅ To communicate with the FAA Miami Center, this is done by a shout down line which is also on a private network which is a compliance requirement;
- ∅ Linking the Towers in the various Islands which is a compliance requirement.

#### **24. Line Rental**

Because of the redundancy requirement in the Aviation Industry to ensure safety and security, the Authority is required to rent a number of lines. Some examples of the lines required under the Regulation are:

- “ Hot line to the Police Station in all the islands that have an Aerodrome;
- “ Hot line to the Fire Station in all the islands that have an Aerodrome with a Tower;
- “ Hot line between Towers;
- “ Telephone in all the Towers;
- “ Internet in all the Towers;
- “ Fax machine in all the Towers;

In addition to the above, Telephone, Internet, and Fax lines for the administration Offices in Grand Turk and Providenciales.

#### **25. Security Equipment/ Equipment Cost**

This provision represents the purchasing of supplies for the Itemizer and other security accessories for the officers which is a compliance requirement. Also, the maintenance of Security equipment.

#### **26. Technical References**

This includes the provision for the upgrade of the Instrument Flight Procedures and Aeronautical Information Publication as a result of the expansion of the Providenciales Aerodrome and the updating of the Library with the requisite ICAO documents. This is to satisfy regulatory compliance and support more in-house working in a more efficient and effective manner.

#### **27. Aerodrome Maintenance**

This includes repairs and maintenance to the following:

- Ø Grand Turk Airfield Ground Lighting – driven very much by the installation of now obsolete UK. Lighting system and equipment.
- Ø North and Middle Caicos vegetation maintenance;
- Ø South Caicos Vegetation Maintenance;
- Ø Salt Cay Runway and Vegetation Maintenance;

## **28. Maintenance of Building**

The provision for the repairs and maintenance to:

- Ø Providenciales Tower and Engineering Buildings and ongoing maintenance to the other buildings;
- Ø Middle Caicos Terminal Building;
- Ø Salt Cay Terminal Building;
- Ø North Caicos Tower and Fire Station;
- Ø Grand Turk Fire Station;
- Ø All other TCIAA buildings around the Islands.

The above-mentioned items were deferred due to liquidity challenges.

## **29. Repairs to Other Equipment**

This expense covers the repairs to the Office and Terminal equipment that are not directly related to the Aerodrome, but are necessary to support operations and compliance, both safety, regulatory and security.

## **30. Repairs and Maintenance of Vehicles**

This expense covers the repairs and maintenance of the Authority's vehicles (inclusive of the Fire Trucks) in all the Islands which includes petrol, servicing and spares purchased for the vehicles.

## **31. Cleaning Materials**

Cleaning Materials increase is as a result of the increased frequency of cleaning driven by the increase in number of passengers in the Providenciales terminal.

## **32. Rental of Building**

With the frequent rotation of employees around the islands management has decided to rent buildings to accommodate the employees rather than having to pay housing allowance.

## **33. Professional Consultancy**

This includes the following:

- Ø Aviation Consultant;
- Ø Security Consultant;
- Ø Legal Fees;
- Ø Architectural and Management consultant for the South Caicos Airport Development Project;
- Ø GWS 84 Survey.

### **34. Insurance**

The increase in insurance is as a result of the expansion to the South Caicos Airport Terminal Building and the increase in the Content and Loss of Profit insurable sum. There is also a Government increase in Insurance Tax.

### **35. National Celebration and Sponsorship**

With the TCIAA being one of the leading statutory bodies, the Board and Management felt strongly that it is important that the organization demonstrate its good corporate citizenship responsibilities by making a contribution to the society.

### **36. Training**

The increase in the 2017 - 2018 Training Budget is driven mainly by:

- Ø the training required to upgrade the Aerodrome Fire Service to bring it in compliance with International Regulations;
- Ø Recurring training for the Airport Security Officers and Apron Controllers
- Ø Recurring training for other employees of the Authority.

This amount also includes recurring training for Executive Managers and other employees in various areas as required by Regulations.

### **37. Local Hosting & Entertainment**

This represents the amount provided for:

- Ø FAM Flight in association with Tourist Board and Hotel Association to develop new routes and market the TCI;
- Ø Christmas Party for Employees and Stakeholders;
- Ø Executive retreat and other hosting.

### **38. Maintenance of Air Conditioning Systems**

This increase is as a result of our ongoing preventative maintenance program which is being carried out by our maintenance team throughout the Islands. This program would result in the reduction of electricity cost, replacement cost and maintenance cost. Also, the increase in the number of Air Condition Units in the Providenciales Terminal Building.

### **39. Uniform**

This represents the provision for uniforms for our Security Officers, Night Watchmen, Apron Controllers, Approach Controllers, Air Traffic Controllers, Assistant Air Traffic Controllers, AIS Officers, Car Park Attendants, Maintenance and Engineering, Firemen, Cleaners and Administrative Staff

### **41. Loan Financing**

In December 2016, the Authority restructured the balance on its \$70 Million loan. The new terms carry an amortization of 4 years with Interest rate fixed at 3.2% and installment payable quarterly with principal payment spread equally over the period.

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Programme and Performance Indicators for April 2017 - March 2018  
 AIRPORT AUTHORITY

STATUTORY BODY SUMMARY								
<b>MISSION:</b>								
To Protect the Revenue in an effort to satisfy Legislative obligations, the develop and Improve the Aerodromes in the TCI to Facilitate the safe movement of aircraft and Passengers.								
<b>STRATEGIC PRIORITIES:</b>								
<b>MINISTRY EXPENDITURE - BY PROGRAMME</b>								
Code	Programme/Department	2015/16 Actual	2016/17 Approved Budget	2016/17 Revised Budget	2016/17 Forecast Outturn	2017/18 Budget Estimates	2018/19 Forward Estimates	2019/20 Forward Estimates
Operating Expenditure		\$ 12,721,486	\$ 13,289,972	\$ 13,289,972	\$ 11,626,226	\$ 12,337,787	\$ 12,954,676	\$ 13,602,410
Capital Expenditure		\$ 1,420,918	\$ 6,570,000	\$ 6,570,000	\$ 11,920,505	\$ 13,317,361	\$ 5,795,395	\$ 800,000
<b>TOTAL AGENCY BUDGET CEILING</b>		<b>\$ 14,142,404</b>	<b>\$ 19,859,972</b>	<b>\$ 19,859,972</b>	<b>\$ 23,546,731</b>	<b>\$ 25,655,148</b>	<b>\$ 18,750,071</b>	<b>\$ 14,402,410</b>
<b>STATUTORY BODY STAFFING RESOURCES – Actual Number of Staff by Category</b>								
Executive/Managerial		8	9	9	9	11	11	11
Technical/Front Line Services		204	204	204	204	271	271	271
Administrative Support		6	11	11	11	11	11	11
Wages Staff		38	45	45	45	47	47	47
<b>TOTAL AGENCY STAFFING</b>		<b>256</b>	<b>269</b>	<b>269</b>	<b>269</b>	<b>340</b>	<b>340</b>	<b>340</b>
<b>PROGRAMME PERFORMANCE INFORMATION</b>								
<b>KEY PROGRAMME STRATEGIES FOR 2016/17</b>				<b>ACHIEVEMENTS/PROGRESS IN 2016/17</b>				
Commence the Construction of the South Caicos Airside and Terminal Development, with the intent to open facility in December of 2016.				The Air Traffic Control Tower is Completed and Airside works are schedule to be completed by the end of April 2017. Commissioning expected in April 2017.				
Purchase Fire Truck for South Caicos				Truck Purchased for South Caicos				
Facilitate the construction of FBO and Fire Hall in Grand Turk				WIP				
Work in collaboration with a third party to develop either a flying school and or FBO at North Caicos Aerodrome				WIP				
Commence the Construction of a ATS communications center in collaboration with the FAA to enhance ATS communications with Miami Center				WIP				
Resurface Salt Cay Runway and Apron and refurbish the Terminal Building.				WIP				
<b>KEY PROGRAMME STRATEGIES 2017/18 (Aimed at improving programme performance)</b>								
Continuation of the Construction of the South Caicos Airside and Terminal Development works scheduled to be completed within 18 months from commencement.								
Resurface Salt Cay Runway and Apron and refurbish the Terminal Building.								
Replacement of Fire Truck for Providenciales								
Work in collaboration with a third party to develop either a flying school and or FBO at North Caicos Aerodrome								
Commence the Construction of a ATS communications center in collaboration with the FAA to enhance ATS communications with Miami Center								
Right sizing of the Fire Service.								
Replacement of the Grand Turk Aerodrome perimeter fence.								
<b>KEY PERFORMANCE INDICATORS</b>		<b>2015/16 Actual</b>	<b>2016/17 Planned</b>	<b>2016/17 Revised</b>	<b>2016/17 Outturn</b>	<b>2017/18 Estimate</b>	<b>2018/19 Estimate</b>	<b>2019/20 Estimate</b>
<b>Output Indicators (the quantity of output or services delivered by the programme)</b>								
Revenue Passenger Numbers		439,012	449,441	449,441	479,148	493,522	508,328	523,578
Revenue Aircraft Movement Numbers		21,831	21,996	21,996	22,763	25,117	25,871	26,647
<b>Outcome Indicators (the planned or achieved outcomes or impacts of the programme and/or effectiveness in achieving programme objectives)</b>								
Debtors Collection Percentage within 30 Days		41%	41%	41%	40%	40%	40%	40%
Maintenance of Loan Covenants		81%	90%	90%	92%	97%	97%	97%
Creditors Payment Percentage within 30 Days		60%	60%	60%	60%	60%	60%	60%

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
**STATUTORY BODY INCOME AND EXPENDITURE DETAILED SHEET**  
**AIRPORT AUTHORITY 2017-2018**

Description	2015/16	2016/2017			2017/2018	2018/2019	2019/2020
	Unaudited Actuals	Approved Budget	Revised Budget	Forecast Outturn	Estimate	Forward Estimate	Forward Estimate
Airport Departure Tax	12,731,348	13,033,789	13,033,789	12,818,793	14,226,182	14,937,491	15,684,366
Airport Security Tax	3,512,096	3,595,528	3,595,528	3,505,668	3,924,464	4,120,687	4,326,722
Airport Users Fee	1,302,981	1,328,421	1,328,421	1,315,422	1,447,128	1,519,484	1,595,459
Security Recovery Charge	1,184,169	1,235,589	1,235,589	1,199,810	1,348,801	1,416,241	1,487,053
I D Card Fees	15,875	17,250	17,250	17,054	26,250	27,575	28,975
Landing and Parking Fees	2,039,798	1,929,092	1,929,092	2,029,914	2,455,526	2,578,302	2,707,217
Common User Fees	2,182,025	2,346,190	2,346,190	2,203,965	2,556,170	2,683,979	2,818,177
Rent	2,021,488	1,863,168	1,863,168	2,045,740	2,054,187	2,156,897	2,264,742
Airport Development Charge	8,776,920	8,986,100	8,986,100	8,836,260	9,809,460	10,299,933	10,814,930
Air Navigational Fees	110,840	109,980	109,980	102,600	97,821	102,712	107,847
Late Landing Overtime Recoveries	122,483	77,157	77,157	70,572	125,585	131,864	138,457
Advertising	291,700	303,480	303,480	291,700	303,480	318,654	334,587
Sale of AIP and Manuals	2,100	4,200	4,200	2,625	4,200	4,425	4,650
Airside Permits	1,530	3,600	3,600	-	3,600	3,800	4,000
Apron User Fees	-	1,200	1,200	-	1,200	1,200	1,200
Car Park Revenue	202,350	241,419	241,419	184,173	283,873	298,066	312,970
Other Income	128,539	124,318	124,318	113,870	180,258	189,271	198,734
Finance Charges	86,293	140,192	140,192	122,248	140,192	147,202	154,562
Release of Government Grants	26,715	-	-	26,715	26,715	26,715	26,715
Recovery of bad debts	103,822	-	-	-	-	-	-
<b>TOTAL INCOME</b>	<b>34,843,072</b>	<b>35,340,673</b>	<b>35,340,673</b>	<b>34,887,128</b>	<b>39,015,091</b>	<b>40,964,497</b>	<b>43,011,362</b>
Salaries	6,601,902	8,477,534	8,477,534	7,681,623	9,148,935	9,606,379	10,086,698
Wages	602,697	768,676	768,676	844,710	914,522	960,259	1,008,272
Overtime	564,713	530,309	530,309	438,872	300,724	315,760	331,548
Allowances	499,359	642,841	642,841	491,347	654,672	687,406	721,776
National Insurance Contributions	329,512	422,359	422,359	360,609	464,723	487,959	512,357
National Health Insurance Contributions	238,286	290,845	290,845	245,925	315,742	331,529	348,106
Other Staff Related Cost	129,442	187,577	187,577	113,042	145,048	152,300	159,915
<b>Employment Costs</b>	<b>8,965,911</b>	<b>11,320,141</b>	<b>11,320,141</b>	<b>10,176,128</b>	<b>11,944,366</b>	<b>12,541,591</b>	<b>13,168,671</b>
Directors' fees and expenses	81,486	99,274	99,274	66,779	96,000	100,800	105,840
Local Travel and Subsistence	54,064	107,152	107,152	88,870	131,275	137,839	144,731
International Travel and Subsistence	48,553	61,621	61,621	53,150	90,197	94,707	99,442
Utilities	1,331,286	1,295,550	1,295,550	1,333,579	1,574,280	1,652,994	1,735,644
Communications Expenses	157,515	201,292	201,292	182,254	219,800	230,790	242,330
Office Expenses	155,429	159,807	159,807	160,432	171,250	179,813	188,803
Rental of Assets	-	45,000	45,000	-	49,200	51,660	54,243
Maintenance Expenses	657,936	870,962	870,962	649,419	864,840	908,082	953,486
Subscriptions, Periodicals, Books, etc.	21,994	20,000	20,000	-	20,000	21,000	22,050
Other Supplies, Materials and Equipment	98,998	135,633	135,633	73,174	132,000	138,600	145,530
Uniforms & Protective Clothing	18,350	13,000	13,000	72,049	150,000	157,500	165,375
Professional and Consultancy Services	190,193	1,580,000	1,580,000	191,339	747,000	784,350	823,568
Computer License Software and Hardware	-	-	-	-	-	-	-
Maintenance	102,325	119,000	119,000	109,176	860,000	903,000	948,150
Insurance	493,960	557,089	557,089	434,739	557,089	584,943	614,190
Hosting and Entertainment	11,780	45,850	45,850	21,876	45,850	48,143	50,550
Training	163,350	157,765	157,765	174,676	284,760	298,998	313,948
Advertising and Promotions	30,260	7,500	7,500	10,562	42,500	44,625	46,856
Discount on Landing Fees	10,252	5,775	5,775	17,373	28,080	29,484	30,958

	2015/16	2016/2017			2017/2018	2018/2019	2019/2020
	Unaudited Actuals	Approved Budget	Revised Budget	Forecast Outturn	Estimate	Forward Estimate	Forward Estimate
Subscriptions and Contributions	-	28,300	28,300	9,210	28,600	30,030	31,532
Auditing and Accounting	84,040	120,000	120,000	120,000	100,000	105,000	110,250
Rental Discount	132,930	-	-	129,993	138,911	145,857	153,150
Depreciation and Amortization	5,420,469	5,228,445	5,228,445	5,441,927	4,801,115	5,041,171	5,293,229
Bad debt write off/increase provisions	533,096	-	-	150,000	150,000	157,500	165,375
Debt service Interests	2,848,054	2,326,290	2,326,290	2,001,926	907,317	952,683	1,000,317
Bank Charges	12,226	14,297	14,297	14,274	18,146	19,053	20,006
Other Operating Expenses	62,941	90,370	90,370	119,449	129,577	136,056	142,859
<b>Operating Costs</b>	<b>12,721,486</b>	<b>13,289,972</b>	<b>13,289,972</b>	<b>11,626,226</b>	<b>12,337,787</b>	<b>12,954,676</b>	<b>13,602,410</b>
<b>Total Expenditure</b>	<b>21,687,397</b>	<b>24,610,113</b>	<b>24,610,113</b>	<b>21,802,354</b>	<b>24,282,152</b>	<b>25,496,267</b>	<b>26,771,081</b>
<b>Operating Surplus/Deficit before Capital Projects</b>	<b>13,155,675</b>	<b>10,730,560</b>	<b>10,730,560</b>	<b>13,084,774</b>	<b>14,732,939</b>	<b>15,468,230</b>	<b>16,240,281</b>
Capital Projects	1,420,918	6,570,000	6,570,000	11,920,505	13,317,361	5,795,395	800,000
Principal Repayment	8,050,000	9,100,000	9,100,000	8,859,375	8,837,500	8,837,500	8,837,500
Bank Releases for Capital Projects	1,420,918	6,500,000	6,500,000	9,414,454	10,068,161	5,494,095	800,000
<b>Operating Surplus/Deficit after Capital Projects</b>	<b>5,105,675</b>	<b>1,560,560</b>	<b>1,560,560</b>	<b>1,719,348</b>	<b>2,646,239</b>	<b>6,329,430</b>	<b>7,402,781</b>

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Estimate of Human Resources for April 2017 - March 2018  
**AIRPORT AUTHORITY**

Airport Authority	2016/2017		2017/2018	
	Human Resources	Payroll Cost Estimate	Human Resources	Payroll Cost Estimate
Accountant	2	96,600	2	96,600
Accounting Officer / Assistant	4	152,662	4	148,162
Air Traffic Controllers	6	178,365	7	208,898
Air Traffic Controllers (Approach)	12	452,295	12	452,295
Airport Supervisor	2	75,900	1	44,160
AIS Officer	4	104,018	4	104,018
Apron Controller	9	247,649	10	275,165
ATC Assistants	6	146,970	9	198,405
Car Park Attendant	4	88,665	4	88,665
Chief AIS Officer	1	38,985	1	38,985
Chief Executive Officer	1	168,989	1	168,989
Chief Operations Officer			1	95,000
Cleaning /Stock Room Supervisor	4	86,940	4	86,940
Clerical Officer (Watch Room)	1	21,735		
Crew Manager	13	353,597	13	353,597
Curbside Supervisor	3	73,410		
Curbside Officer			4	97,880
Deputy CEO ( 6months)	1	50,000		
Electrical / Radio Technician	5	173,866	5	173,866
Engineering / Maintenance Manager	1	65,550	1	65,550
Engineering / Maintenance Supervisor	2	71,438	2	71,438
Executive Air Traffic Services Manager	1	75,210	1	75,210
Executive Airport Manager	1	75,210	1	75,210
Executive Assistant	1	46,920	1	42,000
Facilities Manager			1	97,880
Financial Controller	1	129,323	1	129,323
Fire Fighter	72	1,958,386	71	1,931,186
Flight Information Officer	6	130,417	6	124,566
Grounds / Service Man	2	48,990	2	48,990
Human Resource Assistant			1	29,000
Human Resource Manager	1	75,210	1	60,168
IT Technician	1	55,200	1	55,200
Maintenance Technician	9	298,756	10	335,050
MED Officer	1	40,020	1	40,020
Principle Apron Controller	1	37,260	1	37,260
Quality Assurance Officer			1	36,000
Safety Manager	1	48,300	1	48,300
Security Admin Officer			1	27,200
Security Officers	54	1,466,509	73	1,985,586
Security Operations Manager	1	65,550	1	34,183
Security Supervisors	5	167,560	7	231,454
Senior Accountant	1	57,960	1	57,960
Senior Air Traffic Controller	1	41,860	1	41,860
Senior Fire Officer	1	55,200	1	55,200
Senior Security Officer	7	211,064	10	302,455
Station Manager	2	80,040	2	80,040
Terminal Manager	1	65,550	1	65,550
Assistant Terminal Manager			1	31,740
Training Manager	3	137,731	3	165,731
Watch Manager	5	135,999	5	135,999
<b>Salary Staff</b>	<b>260</b>	<b>8,151,860</b>	<b>293</b>	<b>9,148,935</b>
Watchman	11	185,465	13	285,120
General Helper/Caretaker	11	209,695	11	217,760
Cleaner	23	373,516	23	404,514
<b>Waged Staff</b>	<b>45</b>	<b>768,676</b>	<b>47</b>	<b>907,394</b>
	<b>305</b>	<b>8,920,536</b>	<b>340</b>	<b>10,056,329</b>

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS  
AIRPORT AUTHORITY  
CAPITAL PROJECTS 2017-2018**

<b>Project Number</b>	<b>Funding Source</b>	<b>Project Title</b>	<b>Cost</b>	<b>Budget 2017/2018</b>	<b>Budget 2018/2019</b>	<b>Budget 2019/2020</b>
-	TCIAA	South Caicos Airport Development	16,362,256	10,068,161	5,494,095	800,000
-	TCIAA	Salt Cay Airdrome Development	1,600,000	1,440,000	160,000	-
-	TCIAA	Providenciales Fire Truck	967,500	967,500	-	-
-	TCIAA	Motor Vehicles	70,000	70,000	-	-
-	TCIAA	Computer Equipment	25,000	25,000	-	-
-	TCIAA	Grand Turk Aerodrome Fence	363,000	326,700	36,300	-
-	TCIAA	South Caicos Airport Security Equipment	240,000	240,000	-	-
-	TCIAA	South Caicos Airport Surveillance Equipment	60,000	30,000	30,000	-
-	TCIAA	South Caicos Airport Furniture and Fixtures	150,000	75,000	75,000	-
-	TCIAA	ATS Equipment for South Caicos Air Traffic Control Tower	75,000	75,000	-	-
		<b>Total Airport Authority</b>	<b>19,912,756</b>	<b>13,317,361</b>	<b>5,795,395</b>	<b>800,000</b>

**GOVERNMENT  
OF THE  
TURKS AND CAICOS ISLANDS**



**FINANCIAL SERVICES COMMISSION  
SELF-FINANCING**

**TURKS AND CAICOS ISLANDS  
FINANCIAL SERVICES COMMISSION  
NOTES TO THE BUDGET 2017-2018**

**A. REVENUE**

Revenue for the financial year 2017/2018 is forecasting to be at \$7,285,408. This represents a marginal decline of 1% compared to the financial year 2016/2017, which is expected to return returns of \$7,285,408. Main revenue sources of annual insurance licence fees collection and annual returns filings are expected to grow by 5% respectively over for the budget year in question. However, as penalties are not included in the forecast figures for 2017/2018 the figures show a decline of the stated 1%.

Penalties collected April to November 2016 amount to \$163,650. If those amounts are removed from the figures to March 2017 then core budgeted revenues would amount to \$7,121,758. When compared to the forecast revenue for 2017/2018 which does not include penalties, we would see an actual increase in core revenues of 1.7%, instead of a decline of 1% as stated above based on the absolute figures.

There are no projections for any significant new revenue flows. The KRegistry project remains incomplete due to certain legal and technical requirements. It may not become operational until the financial year 2017/2018. Any uptick in Registry activities coming on stream as a result may be projected to start flowing through in the 2018/2019 financial year.

**B. EXPENDITURE**

The Commission is projecting a recurrent expenditure budget of \$7,050,519 for the fiscal year under review. This budget is driven largely by the continued drive to build out regulatory capacity by way of (1) additional human resources due primarily to the passage of credit union legislation giving the Commission responsibility for the oversight of those entities. As such staff will be required to fill positions having to do with that aspect.

While expenditure for the current year to March 31, 2017 is expected to be \$6,176,281, there are some costs which were not incurred during this period but which must be budgeted for going forward. These include costs associated with the implementation of the KRegistry, such as annual maintenance of \$54,000 per annum; increased regulatory costs associated with the drafting of legislation; the implementation of a Risk Based Supervisory Framework and costs associated with examination of licensed entities.

Significant expenditure items are explained in the notes which follow.

**1. Salaries and Allowances**

Salaries and allowances are projected based on the actual salaries currently being paid and are in line with the salary grades and scales developed under the organizational review conducted some time ago. Some new posts are expected to be filled in line with regulatory expectations and new responsibilities. See Human Resources Worksheet for details .

**2. Pension**

This is provided for at a projected rate of 3.5% of basic salary to non-contract permanent staff .

**3. Gratuity**

Gratuity payments are provided for at a standard rate of 15% for contract officers who are serving at least a one (1) year contract period.

#### **4. Directors Fees**

Directors' fees are computed based on attendance at board meetings. Board meetings are held every two (2) months. Projection are made for the complement of directors as provided for the in the FSC Ordinance.

#### **5. Other Board Expenses**

This amount represents other expenses relating to the Board such as airfares for overseas director, related accommodation and refreshments supplied at meetings.

#### **6. Accommodation & Subsistence, Local Travel and Transport Air & Sea Fare**

This includes travel between the Grand Turk and Providenciales Offices for staff and other relevant persons to carry out financial institutions inspections, board meetings, and other necessary events. Ticket costs are budgeted at \$140 while no local accommodation is expected. Subsistence, where applicable, will be \$75 for senior officers and \$60 for junior officers .

#### **7. Accommodation & Subsistence International Travel, Airfare International Travel and Other Cost on International Travel**

This account sub-head is provided for in relation to participation in international regulatory discussions, conferences and seminars overseas. Accommodation is budgeted at between \$200 and \$250 per night on average . While some events may not have been attended in the past it is still prudent to plan for them going forward.

#### **8. Electricity Charges**

Electricity charges will be incurred in respect of various locations: Grand Turk office and four (4) premises within Caribbean Place and residential apartments leased by the Commission. At present 40% of electricity costs is associated with the physical server environments. With the move to virtualize the IT environment, it is estimated that there will be an 80% saving on that 40% component. AS such electricity costs will go down.

#### **9. Water**

Water charges are being projected to increase by 7% over the last fiscal year.

#### **10. Telecommunication Charges**

These charges are in respect of local and international fax; local and international calls; postage; internet charges and line rentals. They are projected to increase by 7% due to the increased activities that will take place relating to the use of the Kregistry and Kreview Software.

#### **11. Office Supplies**

This includes Computer Supplies, Cleaning Material, Filing Materials for the Registry & Archive and Printing & Binding. It also includes the quarterly acquisition of cartridges for the various printers used by the Commission throughout its various offices. Legal journals and books as well as a legal database are included in this account head.

#### **12. Security Expenses**

This item is for security cost for the four (5) functional offices. These are paid either monthly or quarterly. Cost includes security for deposits and projections are made for the cost to increase after the expiry of the next contract.

**TURKS AND CAICOS ISLANDS  
FINANCIAL SERVICES COMMISSION  
NOTES TO THE BUDGET 2017-2018**

**13. Subscriptions and Contributions**

The increase is as a result of subscription to new periodical, journals and certain regulatory platforms (such as the Best Insurance Report for rating insurance companies).

**14. Bank Charges**

This includes cost for cheque leaves, bank service charges, point of sale machine rental and payment for drafts and wire transfers. With the commissioning of the KRegistry, it will include charges related to credit card processing by host operators, hence the projected increase.

**15. Other Operating Expenses**

This account head includes donations to support local institutions such as schools, youth clubs and charitable organizations. Also included are miscellaneous expenses that may not be covered under another expense head

**16. Maintenance of fixed Assets-Air Conditions**

This represents servicing of central air condition systems at the Commission's offices. With the move to larger space in Grand Turk, the cost is expected to increase

**17. General Property Maintenance**

This covers the repair, maintenance and cleaning of the office buildings.

**18. Depreciation**

This provision is being made to allow for the recovery of the capital cost of assets acquired and is projected at \$30,000 per month, in keeping with current depreciation charges.

**19. Repairs and Servicing of Vehicles**

This covers the operations and maintenance cost, including fuel, of the three (3) vehicles owned by the Commission

**20. Rental of Building**

The Commission is projecting to lease or sub-lease a total of six (6) properties in Grand Turk and Providenciales. Rent cost is expected go down when compared to financial year 2016-2017 as a result of consolidation in building spaces .

**21. Audit and Accounting**

The provision of \$50,000 should approximate the audit fee and miscellaneous expenses that will be charged by the auditors in light of current fees paid. The sum also includes an amount for Internal Audit services for a year.

**22. Professional and Consultancy**

This projection is for services related to the use of consultants for drafting legislation, assistance with the examination of licensees and other work .

### **23. Maintenance of Software**

This item is to take into account the maintenance of the various databases used (such as for Insurance Licences management, trademarks, Business Names) and web hosting. Furthermore, aspects of the KRegistry and KReview Softwares may require maintenance at additional cost.

### **24. Maintenance of Hardware**

This cost covers preventive maintenance of our computer hardware and related ISP services and the purchase of back up batteries ).

### **25. Computer Software – Licence Fees**

This includes the licensing of anti – virus software, the annual licensing fee of \$54,300 due each year for the KRegistry and KReview Software.

### **26. Vehicle Insurance**

This is in respect of insurance coverage premium on the three (3) motor vehicles owned by the FSC .

### **27. Insurance Other**

This item represents provision for Group Medical Insurance for the staff of the FSC. The employees pay 50% of the premium and the Commission pays 50%. The Commission covers all its permanent and contract staff under the MASA (Medical Air Services Bahamas Ltd) programme .

This account also includes our Commercial Package Insurance Policy premium which covers office contents, employers' liability and public and property owners' liability.

### **28. Local Hosting and Entertainment**

This covers hosting by the FSC management, annual meeting with the Industry (AGM), annual Christmas party and such other things as new or retiring employees' relocation costs.

### **29. Academic, Local and Overseas Training**

The FSC has been actively encouraging staff to attend colleges locally as well as by distance learning. The Commission sees it as critical to the work it carries out as well as the jurisdiction as a whole for training to be enhanced and made available to all staff. To this end it provides monetary assistance to those staff members who take up the challenge. In addition, increased focus is being placed on training of the various industry participants.

In addition, strong focus will be this year on getting the jurisdiction ready for the Basel II implementation. As such training will be provided locally as well as the sending of staff overseas by way of attachment to an institution to improve knowledge and expertise in this area .

### **30. Advertising**

Advertising costs include those in relation to the required publications of trademarks which are granted by the Registrar of Trademarks and the striking off of companies and marks from the respective Registers. The cost of these can be significant .

**TURKS AND CAICOS ISLANDS  
FINANCIAL SERVICES COMMISSION**

**NOTES TO THE CAPITAL BUDGET 2017-2018**

The capital budget for the year 2017-2018 will be spent on the following capital projects:

***1. KReview and Kregistry***

A sum of \$217,650 is projected to be spent on the KRegistry and KReview contracts, to settle the outstanding balance as well as to pay for variations agreed to the projects by the Board and new ones proposed to make other aspects of the Commission's work more efficient.

***2. Other Capital Requirements***

***A. Renovations, Databases etc.***

It is projected that the Commission will need to modify two of its office space to provide for new staff to be put in place for the regulation of Credit Unions as well as for the installation of cubicles to provide for enhanced privacy and confidentiality of work. Cost projected to be \$44,000.

Various databases are required, including a regulatory database and a database for HR Management purposes. Project

***B. Motor Vehicle***

It is proposed that the KIA Sportage motor car bought in 2010 may need to be replaced as it currently requires frequent maintenance work. This is used for general office purposes. Cost estimated at \$45,000.

**Total capital sum required by the Commission for the budget period to cover all planned capital expenditure will be \$608,135.**

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Programme and Performance Indicators for April 2017 - March 2018  
**FINANCIAL SERVICES COMMISSION**

<b>STATUTORY BODY SUMMARY</b>								
<b>MISSION:</b>								
The FSC's mission is to monitor, regulate and maintain public confidence in the integrity of the financial services industry in the Turks and Caicos Islands.								
<b>STRATEGIC PRIORITIES:</b>								
The strategic priorities for the budget year are (1) Continue to enhance the Commission's supervisory capacity through full implementation and use of a Risk Based Supervisory Framework (2) Carry out the Basel II Implementation (3) Finalization of the KRegistry Project and (4) Participate in the 4th Round Mutual Evaluation by the Caribbean Financial Action Task Force (CFATF)								
<b>MINISTRY EXPENDITURE - BY PROGRAMME</b>								
Code	Programme/Department	2015/16 Actual	2016/17 Approved Budget	2016/17 Revised Budget	2016/17 Forecast Outturn	2017/18 Budget Estimates	2018/19 Forward Estimates	2019/20 Forward Estimates
Operating Expenditure		\$7,490,613	\$7,045,675	\$7,045,675	\$6,159,281	\$7,060,087	\$7,203,929	\$7,415,500
Capital Expenditure		\$472,755	\$298,875	\$455,543	\$455,543	\$608,135	\$300,000	\$300,000
<b>TOTAL AGENCY BUDGET CEILING</b>		<b>\$7,963,368</b>	<b>\$7,344,550</b>	<b>\$7,501,218</b>	<b>\$6,614,824</b>	<b>\$7,668,222</b>	<b>\$7,503,929</b>	<b>\$7,715,500</b>
<b>STATUTORY BODY STAFFING RESOURCES – Actual Number of Staff by Category</b>								
Executive/Managerial		7	9	9	9	9	9	9
Technical/Front Line Services		53	59	61	61	71	71	71
Administrative Support		4	4	8	8	8	8	8
Wages Staff		8	8	0	0	0	0	0
<b>TOTAL AGENCY STAFFING</b>		<b>72</b>	<b>80</b>	<b>78</b>	<b>78</b>	<b>88</b>	<b>88</b>	<b>88</b>
<b>PROGRAMME PERFORMANCE INFORMATION</b>								
<b>KEY PROGRAMME STRATEGIES FOR 2016/17</b>				<b>ACHIEVEMENTS/PROGRESS IN 2016/17</b>				
i) Develop a documented and comprehensive framework for staff training in sector specific areas to help spearhead the further development of the skills required to guide the FSC in the coming future				On going. The recently formed (October 2016) Human Resources and Administration Department is spearheading this project to conduct a comprehensive review the Commission's skills needs, required capacity building and training. This is being documented in a succession plan for the organisation.				
ii) Complete the necessary infrastructure work, such as office space in PLS, to house the sub-registry				The office space in Providenciales was renovated and the staff moved in. However, no sub-registry is being contemplated at this time.				
iii) Review and carry out a revision of the current bank licensing policy and get policy department to create a wide, comprehensive programme for the fostering of new banking entities				Ongoing.				
iv) Strengthen legal framework for effective regulation				The following pieces of legislation were issued or amended during 2016/17: Trusts Ordinance 2016; Trust Companies (Licensing and Supervision) Ordinance 2016; Trust Companies Regulations 2016; Trust Companies Code 2016; Domestic Insurance Ordinance 2016; Domestic Insurance Regulations (drafting); Companies (Amendment) Ordinance 2015; Company Management (Licensing)(Amendment) Ordinance 2015; Investment Dealers Licensing (Amendment) Ordinance 2015; Mutual Funds (Amendment) Ordinance 2015; Companies (Fees) (Amendment) Regulations.				
v) Improve working relationship with regulated sectors				Regulatory meetings were held with all regulated sectors during 2016 and consultations were held with affected sectors on proposed legislation, amendments to legislation, regulatory changes and new regulatory requirements. Two working groups were established to collaborate with the international insurance sector and the trust sector on regulatory initiatives for the effective regulation of these sectors.				
vi) Enhance the oversight of the PORC insurance sector				The Commission worked closely with the PORC insurance sector during the year to improve the quality and effectiveness of its regulation, and the turnaround time for the processing of applications.				
<b>KEY PROGRAMME STRATEGIES 2017/18 (Aimed at improving programme performance)</b>								
The establishment and implementation of an effective succession plan for the Commission								
The development of a regulatory framework for credit union supervision								
The development of a crisis management framework for distressed financial institutions								
<b>KEY PERFORMANCE INDICATORS</b>								
	2015/16 Actual	2016/17 Planned	2016/17 Revised	2016/17 Outturn	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	
<b>Output Indicators (the quantity of output or services delivered by the programme)</b>								
No. of companies Incorporated	1,586	1,290	1,290	1,274	1,122	1,144	1,167	
No. of Annual Returns filed	11,576	12,420	12,420	11,535	11,620	11,861	12,098	
No. of entities evaluated for Risk Based Supervision (RBS)			37	37	76	0	0	
No. of entities examined using the risk based supervision (RBS) framework					15	15	15	
<b>Outcome Indicators (the planned or achieved outcomes or impacts of the programme and/or effectiveness in achieving programme objectives)</b>								
Percentage achieved against target for Incorporations	89%	99%	99%	98%	95%	95%	95%	
Percentage achieved against target for Returns Filed	105%	89%	89%	90%	93%	95%	90%	
Completion of evaluation of existing entities using RBS			100%	100%	75%	25%	0	
%e of Entities examined using implemented RBS					100%	100%	100%	

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Programme and Performance Indicators for April 2017 - March 2018  
 FSC Property Holdings Company Ltd.

STATUTORY BODY SUMMARY								
<b>MISSION:</b>								
To act as a real-estate holding company and to lease its holdings on a commercial basis.								
<b>STRATEGIC PRIORITIES:</b>								
Improving office space availability for greater productivity and enhanced staff performance and output of work to help satisfy its parent company's requirements.								
MINISTRY EXPENDITURE - BY PROGRAMME								
Code	Programme/Department	2015/16 Actual	2016/17 Approved Budget	2016/17 Revised Budget	2016/17 Forecast Outturn	2017/18 Budget Estimates	2018/19 Forward Estimates	2019/20 Forward Estimates
Operating Expenditure		\$ 295,093	\$ 295,620	\$ 295,620	\$ 295,620	\$ 247,620	\$ 247,620	\$ 247,620
Capital Expenditure		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL AGENCY BUDGET CEILING</b>		<b>\$ 295,093</b>	<b>\$ 295,620</b>	<b>\$ 295,620</b>	<b>\$ 295,620</b>	<b>\$ 247,620</b>	<b>\$ 247,620</b>	<b>\$ 247,620</b>
STATUTORY BODY STAFFING RESOURCES – Actual Number of Staff by Category								
Executive/Managerial		0	0	0	0	0	0	0
Technical/Front Line Services		0	0	0	0	0	0	0
Administrative Support		0	0	0	0	0	0	0
Wages Staff		0	0	0	0	0	0	0
<b>TOTAL AGENCY STAFFING</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
PROGRAMME PERFORMANCE INFORMATION								
KEY PROGRAMME STRATEGIES FOR 2016/17				ACHIEVEMENTS/PROGRESS IN 2016/17				
NIL								
KEY PROGRAMME STRATEGIES 2017/18 (Aimed at improving programme performance)								
NIL								
KEY PERFORMANCE INDICATORS	2015/16 Actual	2016/17 Planned	2016/17 Revised	2016/17 Outturn	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	
<b>Output Indicators (the quantity of output or services delivered by the programme)</b>								
NIL								
<b>Outcome Indicators (the planned or achieved outcomes or impacts of the programme and/or effectiveness in achieving programme objectives)</b>								

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
**STATUTORY BODY INCOME AND EXPENDITURE DETAILED SHEET**  
**FINANCIAL SERVICES COMMISSION 2017-2018**

Description	2015/16	2016/2017			2017/2018	2018/2019	2019/2020
	Audited Actuals	Approved Budget	Revised Budget	Forecast Outturn	Estimate	Forward Estimate	Forward Estimate
Share Transfer Duty	726,711	750,000	750,000	678,528	750,000	750,000	750,000
Bank License Fees	257,500	257,500	257,500	257,567	257,500	432,500	432,500
Insurance License Fees	1,406,482	1,299,425	1,299,425	1,286,889	1,356,584	1,403,500	1,500,000
Trusts License Fees	102,000	100,000	100,000	100,001	100,000	100,000	100,000
Money Transmitters License Fees	14,167	15,000	15,000	14,001	12,000	12,000	12,000
Companies Annual Renewal Filing Fees	4,054,073	4,143,850	4,143,850	3,689,283	3,879,300	3,907,926	3,986,085
Companies Incorporation Fees	302,592	248,500	248,500	270,832	227,850	231,030	235,651
Trademarks	496,044	318,095	318,095	276,858	277,240	307,646	270,000
Non-Profit Organizations (NPOs)	750	18,800	18,800	9,400	12,600	20,000	20,000
Company Managers License Fees	113,875	111,250	111,250	112,634	113,200	113,200	113,200
Mutual Funds and Administrators	8,500	8,900	8,900	7,535	9,200	9,200	9,200
Investment Dealers	21,000	18,000	18,000	18,000	18,000	18,000	18,000
Sundry Fees	635,862	89,245	89,245	389,180	94,385	150,000	175,000
Business Names Registration	126,364	72,000	72,000	174,700	135,000	150,000	155,000
Interest Income	32,603	24,000	24,000	32,017	30,000	31,500	31,500
Other Income	75,044	-	-	5,379	-	-	-
<b>TOTAL INCOME</b>	<b>8,373,567</b>	<b>7,474,565</b>	<b>7,474,565</b>	<b>7,322,804</b>	<b>7,272,859</b>	<b>7,636,502</b>	<b>7,808,136</b>
Salaries	3,288,315	3,637,824	3,637,824	3,301,308	3,542,904	3,542,904	3,649,191
Wages	-	-	-	-	-	-	-
Allowances	64,350	58,200	58,200	50,940	58,910	58,910	58,920
Rewards and Incentives	-	-	-	-	-	-	-
Pension and Gratuities	237,441	305,628	305,628	233,663	250,579	250,579	258,096
National Insurance Contributions	97,262	122,172	122,172	117,849	131,725	131,725	135,677
National Health Insurance Contributions	100,529	106,914	106,914	101,158	106,124	106,124	109,308
<b>Employment Costs</b>	<b>3,787,898</b>	<b>4,230,738</b>	<b>4,230,738</b>	<b>3,804,918</b>	<b>4,090,242</b>	<b>4,090,242</b>	<b>4,211,192</b>
Directors' fees and expenses	113,457	173,050	173,050	136,237	156,000	159,150	161,135
Local Travel and Subsistence	32,823	23,230	23,230	20,680	39,909	41,904	43,162
International Travel and Subsistence	140,408	194,964	194,964	109,802	171,070	179,624	185,012
Utilities	94,166	122,201	122,201	98,098	75,734	79,521	81,906
Communications Expenses	132,407	123,446	123,446	111,760	119,584	125,563	129,330
Office Expenses	177,987	184,210	184,210	132,462	159,460	167,433	172,456
Rental of Assets	547,902	516,600	516,600	511,950	498,000	522,900	538,587
Maintenance Expenses	92,075	77,900	77,900	75,468	77,900	81,795	84,249
Professional and Consultancy Services	1,338,184	396,200	396,200	258,931	468,858	492,301	507,070
Computer License Software and Hardware							
Maintenance	19,214	88,320	88,320	19,230	94,312	99,028	101,998
Insurance	74,153	84,935	84,935	74,202	92,976	97,625	100,554
Hosting and Entertainment	120,516	73,500	73,500	51,523	80,700	84,735	87,277
Training	163,799	215,500	215,500	109,588	195,100	204,855	211,001
Advertising and Promotions	71,262	71,800	71,800	56,997	67,800	71,190	73,326
Subscriptions and Contributions	54,965	92,292	92,292	84,879	96,542	101,369	104,410
Auditing and Accounting	69,907	50,000	50,000	66,919	112,500	118,125	121,669
Depreciation and Amortization	265,761	252,000	252,000	348,133	360,000	378,000	389,340
Bad debt write off/increase provisions	37,885	-	-	-	-	-	-
Bank Charges	37,465	24,000	24,000	25,186	26,400	27,720	28,552
Other Operating Expenses	118,379	50,789	50,789	62,318	77,000	80,850	83,276
<b>Operating Costs</b>	<b>3,702,715</b>	<b>2,814,937</b>	<b>2,814,937</b>	<b>2,354,363</b>	<b>2,969,845</b>	<b>3,113,687</b>	<b>3,204,308</b>
<b>Total Expenditure</b>	<b>7,490,613</b>	<b>7,045,675</b>	<b>7,045,675</b>	<b>6,159,281</b>	<b>7,060,087</b>	<b>7,203,929</b>	<b>7,415,500</b>
<b>Projects</b>	<b>882,954</b>	<b>428,890</b>	<b>428,890</b>	<b>1,163,523</b>	<b>212,772</b>	<b>432,573</b>	<b>392,636</b>
<b>Capital Projects</b>	<b>472,755</b>	<b>298,875</b>	<b>455,543</b>	<b>455,543</b>	<b>608,135</b>	<b>300,000</b>	<b>300,000</b>
<b>Projects</b>	<b>410,199</b>	<b>130,015</b>	<b>(26,653)</b>	<b>707,980</b>	<b>(395,363)</b>	<b>132,573</b>	<b>92,636</b>
<b>Transfer from Reserved Fund</b>	<b>-</b>	<b>-</b>	<b>26,653</b>	<b>-</b>	<b>395,363</b>	<b>-</b>	<b>-</b>
<b>Surplus/Deficit after Capital Projects and Transfer from Reserved Funds</b>	<b>410,199</b>	<b>130,015</b>	<b>-</b>	<b>707,980</b>	<b>-</b>	<b>132,573</b>	<b>92,636</b>

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
**STATUTORY BODY INCOME AND EXPENDITURE DETAILED SHEET**  
**FSC PROPERTY HOLDINGS COMPANY LTD.'2017-2018**

	2015/16	2016/2017			2017/2018	2018/2019	2019/2020
	Audited	Approved Budget	Revised Budget	Forecast Outturn	Estimate	Forward Estimate	Forward Estimate
Operational Fees and Sale of goods							
Dues and Charges, Revenue							
Rental Income	484,650	482,400	482,400	482,400	468,000	468,000	468,000
Interest Income							
Release of Government Grants							
Donations and Other Grants							
Other Operational Income							
Subvention from TCIG							
<b>TOTAL INCOME</b>	<b>484,650</b>	<b>482,400</b>	<b>482,400</b>	<b>482,400</b>	<b>468,000</b>	<b>468,000</b>	<b>468,000</b>
Salaries							
Wages							
Allowances							
Rewards and Incentives							
Pension and Gratuities							
National Insurance Contributions							
National Health Insurance Contributions							
<b>Employment Costs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Directors' fees and expenses							
Local Travel and Subsistence							
International Travel and Subsistence							
Utilities							
Communications Expenses							
Office Expenses							
Rental of Assets	265,500	264,000	264,000	264,000	216,000	216,000	216,000
Maintenance Expenses							
Subscriptions, Periodicals, Books, etc.							
Other Supplies, Materials and Equipment							
Uniforms & Protective Clothing							
Professional and Consultancy Services							
Computer License Software and Hardware							
Maintenance							
Insurance							
Hosting and Entertainment							
Training							
Advertising and Promotions							
Supplies/Healthcare Costs							
Payments to Inter Health Canada							
Subscriptions and Contributions							
Auditing and Accounting							
Board Expenses							
Depreciation and Amortization	27,338	28,800	28,800	28,800	28,800	28,800	28,800
Bad debt write off/increase provisions							
Interests Expense	2,100	2,100	2,100	2,100	2,100	2,100	2,100
Bank Charges	155	420	420	420	420	420	420
Other Operating Expenses		300	300	300	300	300	300
<b>Operating Costs</b>	<b>295,093</b>	<b>295,620</b>	<b>295,620</b>	<b>295,620</b>	<b>247,620</b>	<b>247,620</b>	<b>247,620</b>
<b>Total Expenditure</b>	<b>295,093</b>	<b>295,620</b>	<b>295,620</b>	<b>295,620</b>	<b>247,620</b>	<b>247,620</b>	<b>247,620</b>
<b>Operating Surplus</b>	<b>189,557</b>	<b>186,780</b>	<b>186,780</b>	<b>186,780</b>	<b>220,380</b>	<b>220,380</b>	<b>220,380</b>

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Estimate of Human Resources for April 2017 - March 2018  
 FINANCIAL SERVICES COMMISSION

Financial Services Commission	2016/2017		2017/2018	
	Human Resources	Payroll Cost Estimate	Human Resources	Payroll Cost Estimate
Administrative Officer/Office Manager	2	78,334	2	82,251
Assistant Administrator IT/Jr Analyst IT		-	2	46,812
Assistant Manager, Banks and Trusts	1	63,007	1	63,007
Assistant Manager Intl. Insurance Business	1	70,334	1	70,334
Assistant Manager Insurance Business			1	70,334
Bank and Trust Head	1	83,021	1	81,517
Bank and Trust Officer	4	206,356	4	190,450
Bank and Trust Analyst III (Credit Unions) (Vacant)			1	42,683
Bank and Trust Analyst I (Credit Unions) (Vacant)			1	35,683
Business Names Registration Officer	1	20,489	1	22,918
Business Names Assistant	1	17,147	3	61,530
Compliance Officer (Investments & Companies)	2	82,837	2	84,622
Compliance Officer (Investments & Companies) Vacant			1	35,701
Counter Clerk	1	26,103		
CTPR Registrar			1	73,851
Data Entry Clerk	7	135,448		
Deputy Registrar	1	66,581		
Deputy Manager, insurance	1	70,334		
Expenditure Officer	1	35,701	1	37,486
F & A Head	1	99,001	1	87,000
Filing Clerk	4	71,000	3	70,835
Help Desk Clerk	1	28,183	1	30,156
HR and Administration Manager	1	43,706	1	96,350
Inspector (Compliance)	3	110,577	4	161,284
Inspectors (Senior Compliance)	1	47,136		
Insurance Administrator	3	74,775		
Insurance Analyst	2	97,589	1	46,000
Insurance Analyst /Officer (Vacant)			1	35,701
Insurance Analyst /Officer			3	64,672
Insurance Analyst /Officer II			1	27,930
Insurance Analyst /Officer III			1	30,156
Insurance Head	1	104,010	1	81,517
Internal Auditor	1	83,021		
IT Head	1	63,012	1	66,184
Junior Insurance Administrator	3	59,902	3	59,181
Junior Trademarks Administrator	2	34,294	2	37,258
Junior Registration Officer	1	17,147	1	18,629
Legal & Enforcement Officer (Consultant)	1	70,334	1	70,334
Managing Director	1	216,000	1	144,000
Managing Director (Deputy)	1	117,498	1	117,498
MFID & CM Head	1	82,334	1	82,334
NDFBPS Head	1	87,001	1	87,001
Office Attendant	1	20,489	1	20,489
Project Manager IT	1	70,334	1	70,334
Receptionist	1	18,000	2	38,188
Registration Officer	3	73,553	3	69,949
Registration Officer II	1	32,970	2	52,452
Revenue Officer	3	79,262	1	32,358
Accounting Assistant (Revenue Officer II)			1	26,103
Accounting Assistant (Revenue Officer III) (V)			1	22,918
Scanning Supervisor	1	24,532	1	26,249
Senior Assistant Register III			1	60,170
Senior Assistant Register II			1	49,493
Senior Assistant Register I	1	47,136	1	35,701

Financial Services Commission Cont.'	2016/2017		2017/2018	
	Human Resources	Payroll Cost Estimate	Human Resources	Payroll Cost Estimate
Senior Bank & Trust Officer	1	63,007	1	63,007
Senior Deputy Registrar	1	70,334		
Senior Filing Clerk	2	52,206	2	37,258
Senior Head and Legal Counsel	1	96,350		
Research Analyst Policy			1	42,683
Senior Insurance Analyst	2	126,595	2	108,383
Senior Policy Advisor	1	63,007	1	66,158
Senior Registration Officer	1	30,241	1	30,257
Senior Trademarks Administrator	1	30,241	1	31,753
Statistics Head	1	96,350		-
Supervisor Data Entry Clerk	1	21,714	1	23,234
Supervisor, International Insurance Unit	1	42,651		
Systems Administrator	2	86,312	2	88,271
Misc. (Adjustments for performance increases, engagement of temporary staff, etc.)			5	100,000
<b>Salary Staff</b>	<b>81</b>	<b>3,607,496</b>	<b>86</b>	<b>3,508,607</b>
Cleaner	2	30,328	2	34,294
<b>Waged Staff</b>	<b>2</b>	<b>30,328</b>	<b>2</b>	<b>34,294</b>
<b>Financial Services Commission</b>	<b>83</b>	<b>3,637,824</b>	<b>88</b>	<b>3,542,901</b>

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
**FINANCIAL SERVICES COMMISSION**  
**CAPITAL PROJECTS 2017-2018**

<b>Project Number</b>	<b>Funding Source</b>	<b>Project Title</b>	<b>Cost</b>	<b>Budget 2017/2018</b>	<b>Budget 2018/2019</b>	<b>Budget 2019/2020</b>
14000	FSC	Computer Equipment	733,500	233,500	250,000	250,000
	FSC	Furniture and Fixtures	45,985	20,985	15,000	10,000
	FSC	Office Equipment	36,500	21,500	10,000	5,000
	FSC	Computer Software- License	35,000	15,000	10,000	10,000
	FSC	Leasehold Improvements	84,000	44,000	15,000	25,000
	FSC	Kregistry and Kreview	228,150	228,150		
	FSC	Motor Vehicle	45,000	45,000		
		<b>Total Financial Services Commission</b>	1,208,135	608,135	300,000	300,000