

**GOVERNMENT
OF THE
TURKS AND CAICOS ISLANDS**



2020-2021

**SELF-FINANCING STATUTORY BODIES
ESTIMATES OF REVENUE AND EXPENDITURE
(SUPPORTING SCHEDULES)**

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**GOVERNMENT
OF THE
TURKS AND CAICOS ISLANDS**



**AIRPORT AUTHORITY
SELF-FINANCING**

**TURKS AND CAICOS ISLANDS AIRPORT AUTHORITY
NOTES AND ASSUMPTIONS
FINANCIAL YEAR 2020-2021**

1. The Budget Main Assumptions

This budget is compiled on the assumptions that:

- There will be transfers of \$4m to TCIG.
- Finance the shortfall of our operating budget from the TCIAA Reserved Funds.
- Financed all capital projects from TCIAA Reserved Funds.
- There will be a suspension of concessionary and office rental rates for three months.

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 Passengers projected as set out in the revenue projection schedule, based on the previous year numbers;
- FBO passengers projected as set out in the revenue projection schedule, based on the previous year numbers;
- No increase in Rates.
- Next Budget Year 2021/2022 we project a 55% increase over the previous year.

b) Air Navigational, Landing and Parking Fees

- A circa 10% increase over the provisions year is projected for aircraft 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. Dues, Rents, & Other Charges

a. 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;
- Rental of space for Equipment in Providenciales;
- There will be a suspension of concessionary and office space rent for the first three month of the fiscal year.
- Lease of land to M. Aviation Ltd.

b. 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:

- Providenciales International Airports \$265,750.00 or 38%;
- JAGS McCartney International Airport \$25,950.00 or 30%.

However, based on the COVID 19 Pandemic which is affecting travel around the world, we have decided to remove the Minimum Amount Guaranteed for the year and opted to accept 35% of the net revenue.

c. Car Park Revenue

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

4. Other Income

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

5. Salaries and Wages

➤ The Increase in the staff complement:

- ✓ Deputy CEO from 0 to 1;
- ✓ Cleaning Supervisors and Cleaners increased from 34 to 37 to account for the increased passenger numbers;
- ✓ Junior Accountant from 0 to 2, this increase is to account for the increasing demand in the reporting requirements for the Government and other agencies;
- ✓ Stores Clerk from 0 to 1, this is a new position created in the Engineering Department to assist the department with the management of purchases;
- ✓ Stores Clerk Assistant from 0 to 1, this is a new position created in the Engineering Department to assist the department with the management of purchases.
- Overtime budgeted is driven by the volume & scope of work at 5% of gross salary and wages. It took into consideration a likely increase in staff numbers and salary and wages increase resulting from the Salary Review;
- Vacant positions are budgeted at 9 months as per attached schedule.

6. Allowances

a. Staff Housing Allowance

This allowance is paid to the following employees:

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

b. 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.

7. National Insurance Scheme

The increase in the National Insurance contribution is as a result of the increase in the staff complement.

8. National Health Insurance Plan

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

9. Other Staff Related Cost

a. 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.

b. Other Staff Related Cost

This cost covers payments for medical examinations for the Air Traffic Controllers, Flight Information Officers, Assistant Air Traffic Controllers and Approach Controllers and drug testing across the authority. These checks are required under the Regulation – Regulatory compliance.

Below is a Breakdown.

Critical Illness and Accident Medical Insurance	\$ 96,977.22
Medical Examination/Testing	\$ 7,000.00
Provision for ATC Competency Check	\$ 15,000.00
Provision for Work Permits and other Staff Related Cost	\$ 66,580.00
Provision for Staff Increments	\$ 87,450.80
Total	\$ 273,008.02

10. Directors Fees and Other Directors Expenses

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

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

This amount also includes Directors Travel.

11. Transport Air and Sea Fares

This covers the shipping of supplies and equipment around the islands. We are responsible to maintain six aerodromes. Only necessary travel will be done by officers during this recovery period, more focus will be spent on teleconferencing and the utilisation of officers in the various islands .

12. Airfare, Accommodation and Subs International Travel

This covers airfare, accommodation and subsistence for employees attending necessary conferences, meetings and marketing of the Islands in order to attract more tourists to our Islands. We will focus more on webinars and other forms of communications for training and development.

13. Utilities

a. Electricity Charge

The electricity cost is based on passenger numbers transiting the Providenciales International Airport Terminal Building and the upgrading of the JAGS McCartney International Airport Terminal Building, Salt Cay Aerodrome and South Caicos Aerodrome.

b. Water Charge

The Water Cost is based on passenger numbers transiting the terminals and water for the fire service in the various aerodromes.

14. COMMUNICATION EXPENSES

a. 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.

b. 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, Fax lines for the administration Offices in Grand Turk and Providenciales and the operating cost for the satellite base phones for the various aerodromes.

15. MAINTENANCE EXPENSES

a. 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 and the repairs and upgrade to the ATC equipment in Providenciales. Maintenance during this budget cycle would be done on a prioritised basis.

b. Garbage Disposal

The provision for Garbage disposal is based on passenger movements at the Providenciales Airport; however, we project to recover circa 49% of the cost from operators.

c. Aerodrome Maintenance

This includes repairs and maintenance to the following:

- General maintenance work at the various aerodromes around the islands;
- North and Middle Caicos vegetation maintenance;
- South Caicos Vegetation Maintenance;
- Salt Cay Runway and Vegetation Maintenance;
- Providenciales Vegetation Maintenance;
- Middle Caicos Vegetation Maintenance;
- Grand Turk Vegetation Maintenance;
- South Caicos Aerodrome Fence.

d. Maintenance of Building

The provision for the repairs and maintenance of buildings on a prioritised bases during this budget cycle.

e. 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.

f. 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 other vehicles.

g. 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.

16. Other Supplies, Materials and Equipment

a. 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 buildings.

b. 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.

17. 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. During this budget cycle uniforms will be prioritised based on a needs basis.

18. Professional and Consultancy Services

a. Professional Consultancy

This includes the following:

- IT Consultant; Emphasis will be placed on upgrading the IT system which will allow for employees to work from home, remote training, meetings and conferences.
- Aviation Consultant;
- Turks & Caicos Islands Civil Aviation Authority
- Legal Fees;
- **Navairs 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.

b. 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.

19. Computer Software and Other Licensing

This includes licenses for the following:

- Peachtree;
- McAfee;
- CUSS and EASE System Support - Airt (Amadeus);
- HURRTRAK Advanced;
- TIMECLOCK Cloud;
- SMS Software, and Office 365 Business.

20. Insurance

The projected increase in insurance is as a result of the increase in the asset base of the Authority, resulting from the numerous capital projects being undertaken.

21. Hosting and Entertainment

a. Local Hosting & Entertainment

This represents the amount provided for:

- FAM Flight in association with Tourist Board and Hotel Association to develop new routes and market the TCI;
- Christmas Party for Employees and Stakeholders;
- Opening of Completed Capital projects;

b. 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.

22. Training

During this budget cycle the Authority will only carry out the urgently needed training for its employees and where possible will seek deferrals of training from the Regulators in order to see us thru these difficult times.

23. Loan Financing

This represents Loan interest rate fixed at 3.2% and payable quarterly with principal payment spread equally over the period.

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS
 Programme and Performance Indicators for April 2020 - March 2021
 AIRPORT AUTHORITY

STATUTORY BODY SUMMARY							
MISSION:							
To Protect the Revenue of the TCIAA in an effort to satisfy Legislative obligations, as well as to develop and Improve the Aerodromes in the TCI to Facilitate the safe movement of aircraft and Passengers.							
STRATEGIC PRIORITIES:							
Construction of the Terminal Building at the South Caicos Airport which would result in an Increase Aircraft size which will result in increase passenger numbers.							
Improve the Air Traffic Services Facility at Providenciales which would result in an improve service to the users of our Air Space.							
Improve the Fire Service Facility at Providenciales which would result in a better parking facility for the fleet of fire trucks and improve work space for the firemen.							
Commence the propriety works in collaboration with the Ministry of Finance for the development of the strategic plan for the expansion of the Providenciales Aerodrome.							
Work in collaboration with the Turks and Caicos Hotel and Tourism Association and TCIG Tourist Board to market the Turks and Caicos Islands as the most sought after destination.							
Improve the administrative facility in Providenciales with an aim to provide a better working environment for the TCIAA administrative Staff.							
Increase the Passenger numbers into the Turks and Caicos Islands							
Increase Working Capital							
MINISTRY EXPENDITURE - BY PROGRAMME							
Code	2018/19 Actual	2019/20 Approved Budget	2019/20 Revised Budget	2019/20 Forecast Outturn	2020/21 Budget Estimates	2021/22 Forward Estimates	2022/23 Forward Estimates
Personnel Emoluments	\$ 9,922,964	\$ 12,388,190	\$ 12,388,190	\$ 11,339,152	\$ 12,897,905	\$ 14,179,624	\$ 14,267,075
Operating Expenditure	\$ 11,496,125	\$ 11,277,863	\$ 11,277,863	\$ 10,627,173	\$ 10,916,976	\$ 15,970,871	\$ 15,970,871
Capital Expenditure	\$ 13,317,361	\$ 13,982,187	\$ 13,982,187	\$ 13,982,187	\$ 18,408,779	\$ 3,675,000	\$ 1,000,000
TOTAL AGENCY BUDGET CEILING	\$ 34,736,450	\$ 37,648,240	\$ 37,648,240	\$ 35,948,512	\$ 42,223,659	\$ 33,825,495	\$ 31,237,946
STATUTORY BODY STAFFING RESOURCES – Actual Number of Staff by Category							
Executive/Managerial	12	13	13	14	14	14	14
Technical/Front Line Services	217	292	292	185	291	291	291
Administrative Support	10	13	13	10	13	13	13
Wages Staff	43	53	53	54	56	56	56
TOTAL AGENCY STAFFING	282	371	371	263	374	374	374
PROGRAMME PERFORMANCE INFORMATION							
KEY PROGRAMME STRATEGIES FOR 2019/20				ACHIEVEMENTS/PROGRESS IN 2019/20			
With the completion of the South Caicos Terminal and Combine Services Buildings, this will allow larger aircrafts to land which would result in the increase in passenger numbers, a better facility for the travelling public in and out of South Caicos, better facilities for our Fire Fighters and fire fighting equipment. This will also see the removal of the OTAR 178 operational restrictions which hinders growth.				The ITT was published inviting contractors to submit bids on November 18, 2019 with the closing date being January 29, 2020. Two bids were received and are being evaluated by the Procurement Board to determine a successful bidder.			
With the completion of Resurfacing works to the Salt Cay Runway, Apron and refurbishing of the Terminal Building, this will allow for larger aircrafts to land which would result in the increase in passenger numbers and a better facility for the travelling public in and out of Salt Cay. This will also see the removal of the operational restrictions.				Rehabilitation Works has commenced and the project is 95% completed at the date of reporting. The delay in the completion of the project is as a result of additional works requested by the owner.			
With the Purchase of this Fire Truck for Providenciales Aerodrome, we will be able to maintain the Airport category and improve operational reliance and remove dependency on external support.				We have executed the contract for the first 6x6 fire truck with Allen and Co. for \$895,206.00 and we have paid three installments totaling \$805,981.08 and the truck is scheduled to be delivered in March 2020. For the other 2 6x6 fire trucks we have executed the contract with Allen and Co. for \$1,692,481.00 and we have paid two installments totaling \$1,015,488.60 and the truck is scheduled to be delivered in December 2020. We have also received approval to purchase a used fire truck under section 21 of the PPO for the Salt Cay Aerodrome from Allen and Co. on December 9, 2019 for \$255,000.00 and we have paid \$127,500.00 representing 50% of the cost. The vehicle is expected to arrive in early February 2020.			
Work in collaboration with the Turks and Caicos Hotel and Tourism Association and TCIG Tourist Board to market the Turks and Caicos Islands as the most sought after destination.				This collaboration is ongoing.			

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS

Programme and Performance Indicators for April 2020 - March 2021

AIRPORT AUTHORITY

PROGRAMME PERFORMANCE INFORMATION							
KEY PROGRAMME STRATEGIES FOR 2019/20	ACHIEVEMENTS/PROGRESS IN 2019/20						
Commence the Construction of an ATS communications center in collaboration with the FAA to enhance ATS communications with Miami Center and enhance security compliance.	We were informed by the FAA that work will commence in the first quarter of 2020.						
The Completion of the Grand Turk Aerodrome perimeter fence will secure the aerodrome and the removal of the operational restrictions.	As at the reporting date, we have completed 96% of the fence repair works with an expected completion date in the first quarter of 2020.						
With the completion of the Rehabilitation of the Grand Turk Terminal Building, this will result in a better facility for the travelling public in and out of the Island.	The Grand Turk Terminal Building Domestic Area was reopened to the public on July 30, 2019. However, the International Arrival Area, works are ongoing due to the delay in materials beyond the control of the contractor. The project is 95% completed and is expected to be completed in the first quarter of 2020.						
Introduce payment plans for customers to pay their current debt plus a percentage of their old debt.	We continue to work with our customers.						
With the completion of Fire Hall in Grand Turk, our Fire Fighters will be better accommodated and fire fighting equipment better secured.	The contract for the Fire Hall was signed on May 3, 2019 for \$499,120.27 and the mobilization cost of \$99,824.00 was paid to the contractor on May 10, 2019. This contract is scheduled to be completed in November 13, 2019. However, at the reporting date the contractor indicated that he was still awaiting Planning Approval. During the reporting period, planning approval was obtained and the contractor had requested and extension to the completion date to May 20, 2020. This extension was granted and demolition of the existing slab has commenced. The prefabricated building has arrived on sight.						
KEY PROGRAMME STRATEGIES 2020/21 (Aimed at improving programme performance)							
With the completion of the South Caicos Terminal and Combine Services Buildings, this will allow for larger aircrafts to land which would result in the increase in passenger numbers, a better facility for the travelling public in and out of South Caicos, better facilities for our Fire Fighters and fire fighting equipment. This will also see the removal of the operational restrictions. This project is expected to be completed in the second quarter of the next budget year.							
With the completion of the staff facilities in Providenciales, Grand Turk and South Caicos, there will be an improvement in Environmental, Health and Safety which will result in better working condition for the staff. In addition, this will also provide better facilities for the Authority's equipment resulting in a reduction in the operating cost. The Grand Turk and Providenciales Facilities are expected to be completed in the second and fourth quarters respectively in this budget year while the South Caicos facility is expected to be completed in the second quarter of the next budget year.							
Complete the Construction of an ATS communications center in collaboration with the FAA, to enhance ATS communications with Miami Center and enhance security compliance. This is expected to be completed by the end of the Budget year.							
KEY PERFORMANCE INDICATORS	2018/19 Actual	2019/20 Planned	2019/20 Revised	2019/20 Outturn	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
Output Indicators (the quantity of output or services delivered by the programme)							
Revenue Passenger Numbers	470,447	493,993	493,993	522,956	173,710	549,205	549,205
Revenue Aircraft Movement Numbers	25,748	26,264	26,264	24,205	16,817	18,228	18,228
Debtors Collection Percentage within 30 Days	82%	86%	86%	56%	55%	55%	55%
Creditors Payment Percentage within 30 Days	50%	50%	50%	67%	65%	65%	65%
Outcome Indicators (the planned or achieved outcomes or impacts of the programme and/or effectiveness in achieving programme objectives)							
Aircraft size into South Caicos (kg)	10,278	10,278	10,278	10,278	10,278	10,278	11,990
Debtors Collection received within 30 Days	82%	86%	86%	57%	59%	59%	59%
Passenger numbers to South Caicos	18,541	20,977	20,977	10,251	10,751	10,751	11,289
Passenger numbers to Salt Cay	580	995	995	264	291	320	335
Landing to South Caicos	2,480	3,269	3,269	1,570	1,661	1,661	1,661
Landing to Salt Cay	176	263	263	264	277	291	306
Debtors collection	2%	3%	3%	3%	4%	4%	4%

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS
Estimates of Income and Expenditure for April 2020 - March 2021
AIRPORT AUTHORITY

Description	2018/19	2019/2020			2020/2021	2021/2022	2022/2023
	Unaudited Actuals	Approved Budget	Revised Budget	Unaudited Outturn	Estimate	Forward Estimate	Forward Estimate
Passenger Facility Fees	23,609,278	22,094,783	22,094,783	24,197,250	14,509,288	22,489,396	22,489,396
Airport Development Charge	10,608,880	9,878,060	9,878,060	10,866,871	6,481,360	10,046,108	10,046,108
Aircraft Landing & Parking Fees	2,443,758	2,652,470	2,652,470	2,631,374	1,663,599	2,578,578	2,578,578
Dues, Rents, & Other Charges	3,079,332	2,285,508	2,285,508	2,558,563	2,399,835	3,719,744	3,719,744
Security Recovery Charge	2,554,610	1,317,025	1,317,025	2,611,267	1,588,375	2,461,981	2,461,981
Other Operational Income	2,702,372	929,441	929,441	264,191	105,281	163,186	163,186
TOTAL INCOME	44,998,230	39,157,286	39,157,286	43,129,516	26,747,738	41,458,994	41,458,994
Salaries	7,271,574	9,199,253	9,199,253	8,262,892	9,577,275	10,028,114	10,028,114
Wages	711,787	883,912	883,912	828,236	837,623	919,948	919,948
Overtime	593,203	608,680	608,680	713,398	520,745	966,430	966,430
Allowances	524,757	669,075	669,075	609,993	815,684	872,088	872,088
National Insurance Contributions	396,334	502,756	502,756	457,501	523,488	566,409	566,409
National Health Insurance Contributions	266,839	336,398	336,398	307,091	350,083	378,725	378,725
Provision for staff Salary Increment					87,451	174,902	262,353
Other Staff Related Cost	158,470	188,116	188,116	160,042	185,557	273,008	273,008
Employment Costs	9,922,964	12,388,190	12,388,190	11,339,152	12,897,905	14,179,624	14,267,075
Directors' fees and expenses	73,155	84,000	84,000	84,000	74,000	84,000	84,000
Local Travel and Subsistence	49,882	77,880	77,880	75,718	39,795	79,590	79,590
International Travel and Subsistence	29,322	72,850	72,850	65,268	25,322	120,910	120,910
Utilities	1,305,921	1,495,386	1,495,386	1,414,354	1,414,354	1,722,602	1,722,602
Communications Expenses	190,700	221,657	221,657	178,184	221,892	221,892	221,892
Office Expenses	30,225	180,396	180,396	95,385	75,385	135,600	135,600
Maintenance Expenses	589,270	1,536,970	1,536,970	1,220,592	980,592	4,401,390	4,401,390
Other Supplies, Materials and Equipment	218,532	202,225	202,225	199,995	185,600	237,600	237,600
Uniforms & Protective Clothing	74,528	82,102	82,102	82,000	82,000	168,498	168,498
Professional and Consultancy Services	463,401	672,000	672,000	624,200	945,000	945,000	945,000
Computer License Software and Hardware Maintenance	73,725	139,740	139,740	139,740	285,940	237,940	237,940
Insurance	363,947	550,831	550,831	550,831	682,000	682,000	682,000
Hosting and Entertainment	18,285	61,353	61,353	55,918	35,980	152,350	152,350
Training	129,373	398,504	398,504	398,504	129,373	1,090,785	1,090,785
Advertising and Promotions	9,137	30,231	30,231	19,428	21,260	21,260	21,260
Discount on Landing Fees	104,224	142,960	142,960	120,511	59,500	85,000	85,000
Subscriptions and Contributions	26,541	29,300	29,300	29,300	35,000	38,500	38,500
Auditing and Accounting	100,539	100,539	100,539	100,539	100,000	100,000	100,000
Rental Discount	229,583	206,400	206,400	179,627	229,589	120,400	120,400
Depreciation and Amortisation	5,755,588	4,242,657	4,242,657	4,242,657	4,879,056	4,879,056	4,879,056
Bad debt write off/increase provisions	906,815	150,000	150,000	150,000	250,000	250,000	250,000
Debt service Interests	672,746	471,137	471,137	472,291	61,470	-	-
Bank Charges	15,557	18,608	18,608	18,608	18,608	18,608	18,608
Other Operating Expenses	65,130	110,137	110,137	109,521	85,260	177,891	177,891
Operating Costs	11,496,125	11,277,863	11,277,863	10,627,173	10,916,976	15,970,871	15,970,871
Total Expenditure	21,419,089	23,666,053	23,666,053	21,966,325	23,814,880	30,150,495	30,237,946
Operating Surplus/Deficit before Capital Projects	23,579,141	15,491,233	15,491,233	21,163,191	2,932,858	11,308,499	11,221,048
Capital Projects	13,317,361	13,982,187	13,982,187	13,982,187	18,408,779	3,675,000	1,000,000
Cash Funding Required to Support Operating Expenditure and Capital Projects	28,074,046	33,255,583	33,255,583	31,555,855	37,094,604	28,696,439	26,108,890
Net Surplus/Deficit before Debt Servicing and Transfer to TCIG	16,924,184	5,901,703	5,901,703	11,573,661	(10,346,866)	12,762,555	15,350,104
Principal Repayment	8,837,500	8,837,500	8,837,500	8,837,500	6,628,125	-	-
Transfers to Government	-	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Bank Releases for Capital Projects	13,000,000	8,500,000	8,500,000	8,500,000	30,000,000	5,000,000	5,000,000
Net Surplus/Deficit	21,086,684	1,564,203	1,564,203	7,236,161	9,025,009	13,762,555	16,350,104

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS
 Estimate of Human Resources for April 2020 - March 2021
 AIRPORT AUTHORITY

AIRPORT AUTHORITY	2019-2020		2020-2021	
	Human Resources	Payroll Cost Estimate	Human Resources	Payroll Cost Estimate
Chief Executive Officer	1	168,989	1	168,989
Chief Executive Officer - Deputy		-	1	75,000
Chief Operations Officer	1	95,000	1	95,000
Accountant	2	96,600	2	96,600
Accountant - Junior		-	2	67,500
Accounting Officer	2	73,500	2	84,000
Accounting Officer - Assistant	2	60,360	2	60,360
Air Traffic Controller	7	222,353	7	213,297
Air Traffic Controller - Approach	14	452,295	14	491,418
Airport Coordinator	1	24,000	0	-
Airport Supervisor	1	44,160	1	44,160
Airside Maintenance Coordinator	1	20,400	0	-
Airside Operations Officer	1	20,400	0	-
Airside Safety Officer	1	20,400	0	-
AIS Officer	4	91,770	4	102,422
Apron Controllers	10	258,860	10	269,756
Atc Assistants	11	251,074	11	251,074
Car Park Attendant	4	83,318	4	83,318
Chief AIS Officer	1	29,239	1	29,239
Cleaning /Stock Room Supervisor	5	107,003	5	101,569
Crew Manager	13	346,797	13	353,597
Curbside Officer	4	82,258	4	88,399
Electrical / Radio Technician	9	270,487	9	264,560
Engineering / Maintenance Manager	1	65,550	1	65,550
Engineering / Maintenance Supervisor	3	79,053	3	72,466
Executive Air Traffic Services Manager	1	75,210	1	75,210
Executive Airport Manager / Director of MET	1	75,210	1	56,408
Executive Assistant	1	45,802	1	45,802
Facilities Manager	1	55,000	1	55,000
Financial Controller	1	129,323	1	129,323
Fire Fighter	72	1,856,386	72	1,910,786
Fire Service Manager	1	55,200	1	55,200
Flight Information Officer	6	104,288	6	118,428
Grounds / Service Man	2	42,866	2	42,866
Human Resources Assistant	2	53,495	2	50,750
Human Resources Manager	1	60,168	1	60,168
Maintenance Technician	11	341,167	11	345,589
Met Officer	1	38,985	1	38,985
Principle Apron Controller	1	37,260	1	37,260
Quality Assurance Officer	1	27,000	1	20,400
Safety Manager	1	48,300	1	48,300
Security Admin Officer	1	20,400	1	27,200
Security Officers	81	2,066,250	81	2,189,583
Security Operations Manager	1	65,550	1	65,550
Security Supervisors	7	214,921	7	231,454
Senior Accountant	1	57,960	1	57,960
Senior Air Traffic Controller	1	41,860	1	41,860
Senior Security Officer	10	287,730	10	280,140
Station Manager	2	70,035	2	70,035
Stores Clerk			1	27,200
Stores Clerk - Assistant			1	24,000
Systems Administrator	1	55,200	1	55,200
Terminal Assistant Manager	1	31,740	1	33,065
Terminal Manager	1	65,550	1	65,550
Training Manager	2	110,531	2	110,531
Watch Manager	5	101,999	5	129,199
	317	9,199,253	318	9,577,275
Watchman	13	263,120	13	237,380
General Helper/Caretaker	11	200,515	11	189,940
Cleaner	29	420,277	32	410,303
Waged Staff	53	883,912	56	837,623
	370	10,083,165	374	10,414,897

NOTE: New and existing vacancies are budgeted for nine (9) months.

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS
 Estimates of Capital Projects for April 2020 - March 2021
 AIRPORT AUTHORITY

Project Number	Funding Source	Project Title	Cost	Committed Fund 2019/2020	Budget 2020/2021	Budget 2021/2022	Budget 2022/2023
The below Capital Projects (Fixed Assets) were approved in 2019 - 2020 but spending will commence in						2020 - 2021 and beyond	
-		GDT Terminal Rehabilitation *	96,886		96,886		
-		GDT Fire Department	500,000	295,218	204,782		
-		New Control Tower and Firehall for Providenciales Airport	5,000,000		4,500,000	500,000	
-		XSC Terminal	10,000,000		6,000,000	3,000,000	1,000,000
-		Computers, Servers, & Printers	136,564	136,564			
-		PLS Head Office Building	1,750,000	350,000	1,225,000	175,000	-
-		Aviation & Security Equipment	580,705	580,705			
-		Fire Trucks (2) - Providenciales	1,700,000	1,015,489	684,511		
Total Capital Projects (Fixed Assets) Value Approved for			19,764,155	2,377,976	12,711,179	3,675,000	1,000,000
Capital Projects (Fixed Assets) Proposed for 2020 -2021							
		Terminal & Airside Equipment	1,482,100		1,482,100		
		Motor Vehicle	250,000		250,000		
		Air Condition Equipment	300,000		300,000		
		Aviation Equipment	2,838,000		2,838,000		
		Office Furniture, Fixtures, & Equipment	827,500		827,500		
Total Capital Projects (Fixed Assets) Value Proposed for			5,697,600	-	5,697,600	-	-

Summary of Capital Projects (Fixed Assets) Spending in 2020 - 2021 (Approved and Proposed)						
Total Projects Value Proposed for 2019 - 2020	19,764,155	2,377,976	12,711,179	3,675,000	1,000,000	
Total Projects Value Proposed for 2020 - 2021	5,697,600	-	5,697,600	-	-	
Total Spending	25,461,755	2,377,976	18,408,779	3,675,000	1,000,000	

**GOVERNMENT
OF THE
TURKS AND CAICOS ISLANDS**



FINANCIAL SERVICES COMMISSION & FSC PROPERTY HOLDINGS COMPANY LTD.

SELF-FINANCING

FINANCIAL SERVICES COMMISSION & FSC PROPERTY HOLDINGS COMPANY LTD.
NOTES AND ASSUMPTIONS
FINANCIAL YEAR 2020-2021

The 2020/2021 budget is prepared within the context of working towards achieving the Key Program Strategies established for that year, namely:

1. Establish a fast-track regime for licensing of micro-captives;
2. Enhance the regulatory framework for international insurance;
3. Establish a regulatory regime for credit unions;
4. Enhance the AML/CFT regulatory framework for Designated Non-Financial Businesses and Persons (DNFBPs) and Not for Profit Companies;
5. Complete 20% of the Commission's risk based regulatory framework;
6. Implement the Commission's crisis management framework;
7. Rationalise the Commission's operating structure to reduce duplication in responsibilities;
8. Improved consultation, collaboration, engagement and communication with regulated sectors; and
9. Acquire of a single office building for the Commission's Providenciales operations.

These are important strategies in the drive to promote financial sector stability, ensure best practices in the fight against money laundering and terrorist financing, as well as help to enhance the efficiency and customer experience for those persons interfacing with the Registry.

A. REVENUE

Revenue for the financial year 2020/21 is forecasted at \$10,586,514. This represents an increase of 22% compared to the budgeted revenue (\$8,668,088) for the financial year 2019/20. While the 2019/20 budgeted revenue was \$8,668,088 the actual outturn is expected to be around \$10,888,800. Thus, 2020/21 projected revenue when compared to the 2019/20 expected actual reflects a projected reduction of just about 2.80%. The performance for the current year to March 2020 is heavily influenced by a significant overperformance in the land share transfer duty category by some 142%. It is of note that this category of revenue is highly unpredictable. Projections for that revenue class are based on a three-year moving average computation.

The effects of the COVID-19 pandemic are expected to shift the timeline for payment of some fees, however, other than sundry fees and incorporations fees, there are not expected to be significant shortfalls within the year. Revenues recorded in the Registry will be positively impacted by the recognition of amounts previously collected but not booked to revenue as well as the coming to fruition of prior period measures undertaken, such as the new ease with which companies can transact business, in regard to annual returns.

We continue to see fall off in the trusts sector, with the number of trust entities declining by 1 to 8. As such, we have lost annual revenues in that area to the tune of \$10,000. Credit Unions are expected to become operational with the projection for at least one such entity being licensed during the period, and thus commence paying annual fees. Revenues from trademarks are projected to taper off by about 20%, due largely to the issue of agents prepaying the trademark annual maintenance fees which form a large part of the subcategory of fees falling within the trademarks area. Sundry Registry fees are also expected to decline relative to the 2019/2020 because first notices are no longer being filed with associated fees. Also, the impact of re-registration fees will become less prominent.

A. EXPENDITURE

Recurrent expenditure is budgeted at \$8,102,350 for the financial year under review. The amount of recurrent expenditure represents an 12.60% increase in comparison to 2019/20 fiscal year budgeted expenses (\$7,195,671). Capital projects are estimated at \$4,403,500.

Significant expenditure items are explained below.

1. Salaries and Allowances

2020-2021 salaries figure is based on a projected staff complement of 92 employees. A separate provision of 2% of the total wage bill is provided for as salary adjustments; this totals approximately \$80,000 for the year. Some vacant posts are expected to be filled early in the year, with six being pro-rated. The current financial year is expected to close out with a staff complement of about 77 employees. Important vacant budgeted positions which are expected to drive the increase include Supervisor of Credit Unions, Deputy Director of Finance and manpower support for the Banking and Insurance Departments.

An allowance of \$60,000 is set aside to pay overtime for special projects.

2. Director's Fees

It is projected that a vacant post on the board will be filled; bringing the total posts with compensation to six, up from five.

3. Local Travel and Subsistence

This is based on expected travel and covers travel between Grand Turk and Providenciales and vice versa. Subsistence, where applicable, is in line with the TCIG's Travel Policy.

4. International Travel and Subsistence

This is based on expected travel, which includes events not previously attended and covers attendance at the F&I conference for insurance supervisors, CFAFT plenary, College of Regulators meetings, Group of International Financial Center (GIFCS) Supervisors Plenary, meetings with central banks, etc. Travel and subsistence costs are budgeted in line with the TCIG's travel policy.

5. Utilities

Utilities are budgeted to increase based on utility anticipated rate increases.

6. Communications Expense

A marginal increase is projected when compared to the expected outturn for 2019/2020.

7. Office Expenses

This includes cleaning, stationery, kitchen supplies and printing of annual reports.

8. Rental of Assets

The Commission is currently leasing office spaces at Waterloo, for which there is a projected increase nominal increase of about 2%.

9. Maintenance Expense

This covers building repairs and maintenance, air condition maintenance, strata fees, vehicle upkeep. This account is projected to increase, driven by expected increases in regular schedule property and a/c maintenance.

10. Professional and Consultancy Services

Provisions are made for legal fees for advice and drafting legislation, and consultancy fees for licensee inspection and quality review. In addition, the FSC is identified as the Official Assignee or Liquidator of Last Resort in the Insolvency Legislation; according an amount of \$400,000 is provided to cover costs of liquidating entities for which the FSC becomes the Liquidator during the period.

11. Insurance

This is in respect of insurance premium on buildings owned, public and employer liability, three (3) motor vehicles; the provision also includes benefits associated with the staff complement, which is projected to increase.

12. Computer License and Software

This cost covers preventive maintenance of our computer hardware and software. This also includes KRegistry annual maintenance fee of \$54,300 and various other costs for software licences.

13. Training

Training covers local seminars targeting industry members on specified topics, overseas training for employees and educational assistance for staff who wish to upgrade their education.

Due to staff shortages and financial operational restrictions, some training planned in the 2019/2020 budget were underutilised. However, for 2020/2021 financial year provision is being made to carry forward some of these activities.

14. Advertising and Promotions

Advertisements for job vacancies and increase in cost of Gazette publications will drive this increase.

15. Subscriptions and Contributions

This covers membership in various regulatory bodies, as well as subscription to important financial services related journals. The increase for the budget year over the 2019/2020 figure captures the full year impact of the costs associated with using a new search engine for regulatory matters.

16. Audit and Accounting

This includes full year cost of internal audit fees estimated at \$62,500. External audit costs are projected at \$55,000.

17. Depreciation

This is projected to take into account depreciation of building projected to be acquired in the current financial year to consolidate the Providenciales activities and amortization of new regulatory database costing about \$1,500,000 (projected to come on stream by around December 2020).

18. Bank Charges

Bank charges are roughly in line with current trends.

19. Other Operating Expenses

This account largely includes security expense, donations, miscellaneous and meeting costs as follows:

1. Security \$118,160
2. Donations \$9,000
3. Miscellaneous Operating Expenses \$42,800
4. Meeting Costs \$9,990.

B. CAPITAL PROJECTS

Total capital spending is projected at \$4.4M for financial year 2020/2021. A main part of this budget is allocated to the acquisition of a database to serve the regulatory departments, estimated to cost \$2M, with capital outlay for the budget year for that transaction projected to be \$1,500,000. This acquisition will be very important, as steps to enhance the financial stability framework will require that the FSC have the ability to obtain and analyse data relevant to the financial sector (primarily banking and domestic insurance) in a more efficient and effective way.

The FSC was authorized to set aside funds in a Capital Reserve Fund, the primary purpose of which is completion of real estate transactions to house its offices. To that end \$2.5Million Dollars is projected to be drawn down from the Fund to complete this transaction.

Other projects expected to be undertaken include will amount to \$403,500, broken down as to:

1. New trademarks, Insurance (PORC) and AML databases \$250,000
2. Replacement of one of the vehicles in Providenciales \$45,000
3. Miscellaneous items \$108,500

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS

Programme and Performance Indicators for April 2020 - March 2021

FINANCIAL SERVICES COMMISSION & FSC PROPERTY HOLDING COMPANY LTD.

STATUTORY BODY SUMMARY							
MISSION:							
The mission of the Commission is to encourage and maintain public confidence in the financial services industry in the Turks and Caicos Islands.							
STRATEGIC PRIORITIES:							
<p>The strategic priorities for the budget year 2020/21 are to:</p> <p>1. Establish a fast-track regime for licensing of micro-captives;</p> <p>2. Enhance the regulatory framework for international insurance;</p> <p>3. Establish a regulatory regime for credit unions;</p> <p>4. Enhance the AML/CFT regulatory framework for Designated Non-Financial Businesses and Persons (DNFBPs) and Not for Profit Companies;</p> <p>5. Complete 20% of the Commission's risk based regulatory framework;</p> <p>6. Implement the Commission's crisis management framework;</p> <p>7. Rationalise the Commission's operating structure to reduce duplication in responsibilities;</p> <p>8. Improved consultation, collaboration, engagement and communication with regulated sectors; and</p> <p>9. Acquire of a single office building for the Commission's Providenciales operations.</p>							
MINISTRY EXPENDITURE - BY PROGRAMME							
Code	2018/19 Actual	2019/20 Approved Budget	2019/20 Revised Budget	2019/20 Forecast Outturn	2020/21 Budget Estimates	2021/22 Forward Estimates	2022/23 Forward Estimates
Personnel Emoluments	\$ 3,472,630	\$ 4,407,745	\$ 4,407,745	\$ 3,950,711	\$ 4,990,377	\$ 4,930,378	\$ 4,930,378
Operating Expenditure	\$ 2,231,653	\$ 2,787,926	\$ 2,787,926	\$ 2,294,254	\$ 2,943,885	\$ 2,903,885	\$ 2,903,885
Capital Expenditure	\$ 115,305	\$ 2,658,178	\$ 2,658,178	\$ 200,000	\$ 4,403,500	\$ 518,800	\$ 16,100
TOTAL AGENCY BUDGET CEILING	\$ 5,819,589	\$ 9,853,849	\$ 9,853,849	\$ 6,444,965	\$ 12,337,762	\$ 8,353,063	\$ 7,850,363
STATUTORY BODY STAFFING RESOURCES – Actual Number of Staff by Category							
Executive/Managerial	9	9	9	11	11	11	11
Technical/Front Line Services	51	66	66	67	74	74	74
Administrative Support	8	8	8	5	8	8	8
Wages Staff	5	0	0	0	0	0	0
TOTAL AGENCY STAFFING	73	83	83	83	93	93	93
PROGRAMME PERFORMANCE INFORMATION							
KEY PROGRAMME STRATEGIES FOR 2019/20				ACHIEVEMENTS/PROGRESS 2019/20			
Support Financial Sector Stability				<p>i) Issued the following guidelines to the industry:</p> <p>a. Anti-Money Laundering and Prevention of Terrorist Financing Guidance (2018).</p> <p>b. Guidance – Non-Profit Organisations (drafted but not yet issued).</p> <p>c. Risk Assessment - Non-Profit Organisations – (not issued but would be a useful supplement to the Guidance – NPO's)</p> <p>ii) Conducted onsite examination on the following institutions:</p> <p>a. Banks (3)</p> <p>b. Trust companies (3)</p> <p>c. Company management (8)</p> <p>d. Money transmitters (1)</p> <p>e. Domestic insurance companies (1)</p> <p>f. Thematic review – real estate agencies follow up to 2017 review (1)</p> <p>g. Thematic review – legal professionals (1)</p> <p>iii) Worked with the Attorney General's Chambers on the following Bills and/or legislation:</p> <p>a. Banking (Amendment) Ordinance 2018</p> <p>b. Financial Services Commission (Amendment) Ordinance 2018</p> <p>c. Proceeds of Crime (Amendment) Ordinance 2018</p> <p>d. Companies (Amendment) (No 2) Ordinance 2018</p> <p>e. Companies (Amendment) (No 2) Regulations 2018</p> <p>f. Companies Ordinance (Amendment of schedules) Order 2018</p> <p>g. Financial Services (financial penalties) (Amendment) Regulations 2018</p> <p>h. Non-Profit Organisations (Amendment) Regulations 2018</p> <p>i. Anti-Money Laundering and Prevention of Terrorist Financing (Amendment) Code 2018</p> <p>iv) Provided training to the industry</p>			
				<p>i) During the year the Commission was able to maintain its independent funding from regulatory and registry activities; accordingly, the Commission was not reliant on Government funding.</p> <p>ii) The Board has its statutory approved complement of independent directors.</p> <p>iii) The Commission regulatory independence is adequately delineated in the FSC Ordinance.</p> <p>iv) The Commission continues to work with H E the Governor to clarify its operational independence.</p>			
				<p>i) Maintained the Commission's membership in the following regional and international organisations: IOSCO, IAIS, ASBA, CEMLA, GIFCS, GIICS, CGBS, CAIR, and CAPS.</p> <p>ii) Participated in a number of regional and international seminars and conferences.</p> <p>iii) Contributed to various regional initiatives.</p> <p>iv) Contributed to research work conducted by IAIS, CEMLA, GIFCS, CARTAC, CGBS and CAIR.</p> <p>v) Contributed to the jurisdiction's preparation for and reviews conducted by the Caribbean Financial Action Task Force (CFATF) and the Global Forum.</p> <p>vi) Activity participated in the work of the Anti-Money Laundering Committee (AMLC) to protect the reputation of jurisdiction.</p> <p>vii) Continue to build a strong working relationship with the financial sector through consultation, training and meetings.</p>			
Protecting the Independence of the Commission							
Enhancing, Maintaining and Protecting the Reputation/Brand of the Commission							

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS

Programme and Performance Indicators for April 2020 - March 2021

FINANCIAL SERVICES COMMISSION & FSC PROPERTY HOLDING COMPANY LTD.

KEY PROGRAMME STRATEGIES 2020/21 (Aimed at improving programme performance)							
<p>1. Establish a fast-track regime for licensing of micro-captives - June 2020</p> <p>a) Prepare the necessary amendment to the insurance regulations and fee schedule to facilitate a fast-track regime;</p> <p>b) Work with the industry, AG's Chambers and Cabinet to secure passage of the amendments detailed above;</p> <p>c) Establish internal policies and procedures for fast-track;</p> <p>d) Establish a regulatory and administrative process for fast-track with the necessary staffing and other resources; and</p> <p>e) Provide guidance to the industry on the fast-track regime.</p>							
<p>2. Enhance the regulatory framework for international insurance - Ongoing</p> <p>a) Work with the industry and AG's Chambers and Cabinet to secure passage of the International Insurance Bill which was submitted to the AG's Chambers;</p> <p>b) Prepare and issue the guidelines in support of the International Insurance Ordinance within 6 months of its passage;</p> <p>c) Provide training to the industry and regulators on the International Insurance Ordinance shortly after its passage;</p> <p>d) Ensure effective administration of the new ordinance.</p>							
<p>3. Establish a regulatory regime for credit unions - June 2020</p> <p>a) Hire staff and build regulation capacity for the regulation of credit unions;</p> <p>b) Establish internal policies and procedures for the licensing and regulation of credit unions;</p> <p>c) Establish a regulatory reporting regime for credit unions;</p> <p>d) Provide guidance to applicants and licensees; and</p> <p>e) Work with the Ministry of Finance on the establishment of a deposit insurance scheme for credit unions.</p>							
<p>4. Enhance the AML/CFT regulatory framework for Designated Non-Financial Businesses and Persons (DNFBPs) and Not for Profit Companies - September 2020</p> <p>a) Build capacity in the department by filling vacant position and providing staff with additional training;</p> <p>b) Continue to update the registration requirements for DNFBPs and NPOs;</p> <p>c) Enhance the reporting forms for the said entities;</p> <p>d) Develop a risk based supervisory framework for DNFBPs and NPOs; and</p> <p>e) Conduct reviews on an ongoing basis of the operations of DNFBPs and NPOs.</p>							
<p>5. Complete 20% of the Commission's risk based regulatory framework - March 2021</p> <p>a) Fill existing vacancies in all regulatory departments;</p> <p>b) Continue to provide training to staff on the Commission risk-based supervisory framework;</p> <p>c) Prepare internal policies and operating procedures on risk-based supervision;</p> <p>d) Restructure the relevant department to give effect to the Commission risk-based supervisory framework;</p> <p>e) Prepare risk assessment profiles for 50% of domestic regulated entities</p>							
<p>6. Implement the Commission's crisis management framework - September 2020</p> <p>a) Establish policies and procedures and provide training to staff on the Commission's Guide to Supervisory Intervention;</p> <p>b) Publish the Commission's Guide to Supervisory Intervention; and</p> <p>c) Commence use of the intervention methodology.</p>							
<p>7. Rationalise the Commission's operating structure to reduce duplication in responsibilities - June 2020</p> <p>Eliminate the Company Management and Investment Department by transferring the regulation of company managers to the AML Supervision Department and the regulations of investment dealers to the Bank and Trust Department.</p>							
<p>8. Improved consultation, collaboration, engagement and communication with regulated sectors - Ongoing</p> <p>a) Continue to service the various industry/regulator working groups established with key sectors;</p> <p>b) Holding of at least two training/consultation events with the industry; and</p> <p>c) Providing the relevant stakeholders with at least two weeks to provide comments on all legislation, regulations and guidelines.</p>							
<p>9. Acquire of a single office building for the Commission's Providenciales operations - September 2020</p>							
<p>10. Continue Implementation of the Registry Electronic Platform - June 2020</p> <p>a) Complete changes which were occasioned by the passage of the 2017 Companies Ordinance;</p> <p>b) Install the necessary Pixtools to make the operating software more current;</p> <p>c) Test the platform; and</p> <p>d) Train staff on the final components.</p> <p>The necessary submissions have been made to HE the Governor on the cost implications for the changes and these are expected, upon approval, to all be completed installed during the first quarter of the 2020-2021 financial year.</p>							
KEY PERFORMANCE INDICATORS	2018/19 Actual	2019/20 Planned	2019/20 Revised	2019/20 Outturn	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
Output Indicators (the quantity of output or services delivered by the programme)							
No. of companies Incorporated	1,254	1,305	1,305	1,000	1,132	1,189	1,248
No. of Annual Returns filed	16,356	12,072	12,072	14,500	13,945	14,642	15,374
No. of entities evaluated for Risk Based Supervision (RBS)	0	3		0	25	10	10
Outcome Indicators (the planned or achieved outcomes or impacts of the programme and/or effectiveness in achieving programme objectives)							
Percentage achieved against target for Incorporations	96.76%	91.00%	91.00%	76.63%	100.00%	100.00%	100.00%
Percentage achieved against target for Returns filed	139.48%	100.00%	100.00%	120.11%	100.00%	100.00%	100.00%
Percentage completion of the RBS	0.00%	20.00%	0.00%	0.00%	80.00%	90.00%	95.00%

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS

Estimates of Income and Expenditure for April 2020 - March 2021

FINANCIAL SERVICES COMMISSION & FSC PROPERTY HOLDINGS COMPANY LTD.

	2018/2019	2019/2020			2020/2021	2021/2022	2022/2023
	Audited Actuals	Approved Budget	Estimate	Forecast Outturn	Estimate	Forward Estimate	Forward Estimate
Share Transfer Duty	3,305,876	1,213,679	1,213,679	2,936,291	2,680,075	2,828,620	2,828,620
Bank License Fees	480,946	473,024	473,024	471,288	478,411	478,411	478,411
Insurance License Fees	1,585,100	1,435,215	1,435,215	1,377,035	1,428,983	1,428,983	1,428,983
Trusts License Fees	90,000	90,000	90,000	90,000	80,000	80,000	80,000
Money Transmitters License Fees	18,628	22,000	22,000	19,377	21,000	21,000	21,000
Companies Annual Renewal Filing Fees	4,877,890	4,017,650	4,017,650	4,082,344	4,723,931	4,868,850	4,868,850
Companies Incorporation Fees	298,311	269,150	269,150	261,425	240,318	320,000	320,000
Trademarks	538,814	462,555	462,555	451,947	363,500	363,500	363,500
Non-Profit Organizations (NPOs)	14,360	16,800	16,800	20,200	16,800	16,800	16,800
Company Managers License Fees	110,950	113,500	113,500	109,708	110,500	110,500	110,500
Mutual Funds and Administrators	8,000	10,500	10,500	12,309	9,300	9,300	9,300
Investment Dealers	18,000	21,000	21,000	19,250	21,000	21,000	21,000
Sundry Fees	489,749	253,375	253,375	462,721	133,694	387,752	387,752
Business Names Registration	224,992	227,640	227,640	275,503	220,000	220,000	220,000
Interest Income	82,622	42,000	42,000	78,272	54,000	54,000	54,000
Other Income	479,023	-	-	221,131	-	-	-
Credit Union	-	-	-	-	5,000	5,000	5,000
TOTAL INCOME	12,623,260	8,668,088	8,668,088	10,888,800	10,586,512	11,213,716	11,213,716
Salaries	3,009,885	3,602,036	3,650,988	3,345,614	3,780,142	3,848,092	3,848,092
Provisional -Temporary Staff/Overtime	-	25,000	25,000	-	140,000	-	-
Wages	-	48,952	-	-	48,952	48,952	48,952
Allowances	70,330	192,396	192,396	138,968	377,301	377,301	377,301
Pension and Gratuities	193,726	289,354	289,354	235,405	295,810	295,810	295,810
National Insurance Contributions	108,165	139,937	139,937	127,574	147,407	147,407	147,407
National Health Insurance Contributions	90,524	110,070	110,070	103,151	115,413	115,413	115,413
Employment Costs	3,472,630	4,407,745	4,407,745	3,950,711	4,905,025	4,832,975	4,832,975
Directors' fees and expenses	133,643	156,900	156,900	143,193	160,100	160,100	160,100
Local Travel and Subsistence	63,214	69,479	69,479	59,300	52,374	52,374	52,374
International Travel and Subsistence	88,092	141,104	141,104	137,835	110,895	176,520	176,520
Utilities	100,397	106,829	106,829	106,059	115,875	115,875	115,875
Communications Expenses	113,116	117,577	117,577	115,740	119,212	119,212	119,212
Office Expenses	148,718	126,300	126,300	137,738	146,555	139,055	139,055
Rental of Assets	247,625	262,525	262,525	257,000	250,925	250,925	250,925
Maintenance (Buildings and Other Property)	70,874	88,820	88,820	77,668	87,220	87,220	87,220
Professional and Consultancy Services	57,453	275,000	275,000	112,393	737,600	737,600	737,600
Computer License, Software & Hardware	110,187	101,670	101,670	80,294	110,482	110,482	110,482
Insurance	90,291	114,122	114,122	94,391	117,444	117,444	117,444
Hosting and Entertainment	68,761	93,900	93,900	93,798	80,400	80,400	80,400
Training	26,875	182,080	182,080	60,162	57,779	134,614	134,614
Advertising and Promotions	61,084	66,800	66,800	63,691	66,800	66,800	66,800
Subscriptions and Contributions	89,067	135,792	135,792	129,785	135,592	135,592	135,592
Auditing and Accounting	101,875	117,500	117,500	86,250	117,500	117,500	117,500

	2018/2019	2019/2020			2020/2021	2021/2022	2022/2023
	Audited Actuals	Approved Budget	Estimate	Forecast Outturn	Estimate	Forward Estimate	Forward Estimate
Depreciation and Amortisation	359,958	524,568	524,568	365,936	484,222	484,222	484,222
Bank Charges	28,181	30,000	30,000	24,630	26,400	26,400	26,400
Other Operating Expenses	272,243	76,960	76,960	148,393	219,950	179,950	179,950
Operating Costs	2,231,653	2,787,926	2,787,926	2,294,255	3,197,325	3,292,285	3,292,285
Total Expenditure	5,704,284	7,195,671	7,195,671	6,244,966	8,102,350	8,125,260	8,125,260
Operating Surplus/Deficit before Capital Expenditure							
Capital Expenditure	6,918,976	1,472,417	1,472,417	4,643,834	2,484,162	3,088,456	3,088,456
Capital Expenditure	115,305	2,658,178	2,658,178	200,000	4,403,500	518,800	16,100
Suplus after Capital Expenditure	6,803,671	(1,185,761)	(1,185,761)	4,443,834	(1,919,338)	2,569,656	3,072,356
Transfer to TCI Government	(3,500,000)	(149,479)	(149,479)	(4,643,835)	(2,484,162)	(3,088,456)	(3,088,456)
Transfer from Reserved Fund	-	1,335,240	1,335,240	200,000	4,403,500	518,800	16,100
Net Surplus	3,303,671	-	-	(1)	0	(0)	(0)

Deficit for 2020/21 financial year due to Capital Expenditure will be funded from the Reserve Fund.

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS

Estimate of Human Resources for April 2020 - March 2021

FINANCIAL SERVICES COMMISSION & FSC PROPERTY HOLDINGS COMPANY LTD.

Financial Services Commission	2019/2020		2020/2021	
	Human Resources	Payroll Cost Estimate	Human Resources	Payroll Cost Estimate
Managing Director	1	158,400	1	158,400
Managing Director (Deputy - Operations)	1	104,400	1	104,400
Deputy Director HR and Administration	1	59,553	1	59,553
Director Compliance-AML	1	87,001	1	84,607
Director Finance	1	87,000	1	87,000
Director of IT	1	91,151	1	79,151
Director Company Managers & Investments	1	84,607	1	84,607
Director Bank and Trust	1	84,607	1	84,607
Director of Insurance	1	84,607	1	84,607
Registrar -CTPR Registrar	1	79,151	1	79,151
Senior Policy Advisor	1	68,132	1	84,607
Deputy Director, Banks and Trusts	1	57,262	1	76,349
Assistant Manager Intl. Insurance Business	1	70,334	1	70,334
Assistant Manager Insurance Business	1	70,334	1	70,334
Legal & Enforcement Officer (Consultant)	1	70,334	1	70,334
Supervisor, Banks and Trusts	1	68,091	0	-
Supervisor, Credit Unions (Vacant)	1	51,066	1	51,068
Senior Bank & Trust Officer (Bank and Trust Analyst III- Banking)	1	63,007	1	63,007
Senior Insurance Analyst (Insurance Analyst III)	1	68,091	1	68,091
Senior Policy Analyst	0	-	1	51,068
Assistant Registrar III	1	61,930	1	60,000
Legal and Enforcement Officer	1	44,817	1	51,148
Assistant Registrar II	2	102,296	2	102,296
Deputy Director Finance	1	40,638	1	54,184
Bank and Trust analysts II (3 vacant)	4	187,210	4	156,947
Bank and Trust Analyst I (Credit Unions) (Vacant)	1	28,100	-	-
Bank and Trust Analyst i	1	37,467	3	106,336
Bank and Trust Analyst (Junior)	1	31,402	0	-
Research Analyst (Policy)	1	33,905	0	-
Insurance Analyst II	2	90,414	1	33,905
Insurance Analyst I	2	74,934	3	112,401
Systems Administrator	2	94,916	2	94,916
Sytems Engineer IT	1	68,983	1	60,000
Compliance Analyst I and II (Investments & Companies Dept.)	2	91,481	2	91,481
Administrative Officer/Office Manager	2	82,410	2	83,205
Compliance Analyst III (Compliance Department)	1	41,454	1	55,272
Compliance Analyst II Vacant (Compliance Dept.)	1	50,219	2	100,438
Compliance Analyst I (Compliance Dept.) - one vacant	3	119,337	4	167,127
Senior Accounting Assistant	1	37,618	1	37,618
Expenditure Officer	1	37,486	1	37,486
Registration Supervisor Trademarks	1	35,793	1	35,793
Registration Supervisor Registry	0	-	1	33,415
Junior Systems Administrator (formerly Help Desk Clerk/IT Officer III)	1	33,415	1	33,415
Technical Support Specialist (formerly Supervisor Data Entry Clerk)	1	28,546	1	28,546
Statistical Officer	1	26,842	0	-
Help Desk Technician (formerly Scanning Supervisor)	1	28,546	1	26,650
Registration Officer III	2	59,501	2	57,092
Registration Officer II	2	53,300	3	81,230
Registration Officer I	3	68,470	4	92,455
Insurance Officer I	3	69,373	3	69,373
Assistant Registration Officer	9	174,357	13	234,500
Accounting Assistant (Revenue Officer II)	1	26,103	1	26,103
Accounting Assistant (Revenue Officer III)	1	19,373	1	19,373
Receptionist	2	40,132	2	36,081
Data Entry Clerks	1	21,935	0	-
Filing Clerk	2	52,206	4	90,080
Salary Staff	81	3,602,037	89	3,780,142
Cleaner	3	48,952	3	48,952
Waged Staff	3	48,952	3	48,952
FINANCIAL SERVICES COMMISSION	84	3,650,989	92	3,829,094

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS

Estimates of Capital Projects for April 2020 - March 2021

FINANCIAL SERVICES COMMISSION & FSC PROPERTY HOLDINGS COMPANY LTD

Major Capital Expenditure

Project Number	Funding Source	Project Title	Cost	Budget 2020/2021	Budget 2021/2022	Budget 2022/2023
FSC 013	FSC	Regulatory Database	2,000,000	1,500,000	500,000	-
FSC 014	FSC	Acquisition of Building Provo	2,500,000	2,500,000		
		Total Financial Services Commission	4,500,000	4,000,000	500,000	-

Minor Capital Expenditure

Project Number	Funding Source	Project Title	Cost	Budget 2020/2021	Budget 2021/2022	Budget 2022/2023
FSC 001	FSC	Servers and Peripherals	15,000	-	5,000	10,000
FSC 002	FSC	Computers (laptop and DT)	27,400	19,000	4,800	3,600
FSC 003	FSC	Desk, Chairs, Filing Cabinets	7,500	-	5,000	2,500
FSC 004	FSC	Copier	16,000	12,000	4,000	
FSC 005	FSC	Miscellaneous	2,500	2,500		
FSC 007	FSC	Office Restructuring (Including Cubicles & Partitions)	75,000	75,000		
FSC 008	FSC	Kregistry - Contract Payments	100,000	100,000		
FSC 009	FSC	Insurance Database	35,000	35,000		
FSC 010	FSC	Trademarks Database	80,000	80,000		
FSC 011	FSC	AML Database	35,000	35,000		
FSC 012	FSC	Replacement Vehicle-Provo	45,000	45,000		
		Total Financial Services Commission	438,400	403,500	18,800	16,100

**GOVERNMENT
OF THE
TURKS AND CAICOS ISLANDS**



**NATIONAL INSURANCE BOARD
SELF-FINANCING**

**NATIONAL INSURANCE BOARD
NOTES AND ASSUMPTIONS
FINANCIAL YEAR 2020-2021**

The National Insurance Board's budget for 2020/21 has been designed to ensure that the organizations continues to provide its mandate of providing the best possible social security services to the insured population of the Turks and Caicos Islands. Accordingly, the strategic objectives and priorities for the financial year 2020/21 have been developed with this in mind.

The strategic priorities for the financial year 2020/21 are outlined below:

- o Implementation of the risk management framework to ensure protection of the resources and assets of the National Insurance Board.
- o Improvement in service delivery to stakeholders
- o Review and implementation of actuarial recommendations aimed at improving the funded ratio of the NIB fund as we seek to ensure the long-term financial viability of the fund.
- o Commitment to have an engaged, motivated and well-trained staff to for the continued delivery of a reliable and excellent service.
- o Development and utilization of the technological platform to improve efficiency and effectiveness in the delivery of operational processes and to make the services of the NIB more easily accessible to contributors and beneficiaries.

1. Income

- o Total income is derived from two main sources at the NIB, this from contribution and investment income. The NIB has estimated based on the country's economic forecast that contribution income will increase by 2% of that forecasted for the end of the financial year March 31, 2020. The NIB estimates that total contribution collection from all sectors for the financial year 2020/21 will be \$38.6 M.
- o Assumptions used in Income forecast for 2020/21:
 - Increased economic growth and activity in the Private Sector Increase resulting in increased employment
 - Increased Construction Activity with the large-scale hotel construction projects that are expected to be undertaken in 2020/21.

The total income has been revised to estimate the impact of the Coronavirus Outbreak on the collection of Contributions and certain expenditure items.

- o There will be an overall 32% decline income collection as per previous forecast for April 2020 to March 2021.

Investment Income

- o The NIB has both local and overseas investment with the bulk of the investments concentrated overseas. The NIB holds local investment in Fortis TCI and TCIG bonds. Total investment income net of investment management fees of \$2.02M and unrealized gains is \$5.4M.
- o Assumption for the Investment income portfolio based on current information concerning the negative impact of the virus on the stock market is a modest 2.5% increase in the value of the portfolio is estimated for the financial year 2020/2021.

2. Expenditure

- o The NIB Expenditure for the financial year is estimated at \$29.04M. This includes expenditure for the payment of benefits to claimants and the administrative cost relating to the collection of contribution and the payment of Benefits of the fund.
- o The revised expenditure for the financial year is estimated at \$29.56M. This includes a 10% increase in the following areas of expenditure to cover increased expenditure in these areas.
 - o Communication increased by 10%
 - o Office Expense increased by 10%
 - o Advertising and Promotions increased by 10%
 - o Bank charges increased by 10%

Benefit Expenditure

- o 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 five years as well as information derived from the NIB 9th Actuarial Review. Benefit expenditure represents 77.5% or \$22.5M of total expenditure.

Benefit Expenditure has been increase to \$22.88M to accommodate possible sickness benefit claims that may arise as a result of the virus. Benefit expense has increased by an overall 2% however sickness benefit has been increased by 20% to cover the cost of claims which may arise.

Short Term Benefits

- o These estimates have been based on information derived from a combination of trend analysis and information contained 9th Actuarial Review report. The Budget estimates for short term benefits is \$ 3,286,361 for the financial year 2020-2021,

Sickness benefit has been increased by 20% to cover the cost of claims which may arise.

Long Term Benefits

- Long Term Pensions costs will continue to rise as the numbers of persons qualifying for this benefit increases each year. Management has estimated costs will rise to \$18,554,083 for the financial year April 2020/2021. Currently there are 1,345 persons receiving retirement pension. It is estimated that 988 persons will be between the ages of 60 to 65 this coming financial year who would qualify for a benefit. However, not all persons between 60 and 64 years will opt to claim their pension as some may wait until they are 65 years when their calculated pension would not be reduced.

Employment Injury Benefit

- Total expenditure for all payments is estimated at \$683,846 for 2020/21 financial year.

Administrative Expenses

- This expense is related to cost of administering the collection of income, payments of benefits and other programs of the NIB. The Strategic Plan of the NIB has set a target of 13% of administrative expense over Benefit plus contributions as the Benchmark for administrative expenditure. The NIB budget has been complied with this in mind and the ratio for the current budget is below 13%.

Staff Employment Cost

- Total Cost for the year is estimated at \$3.16M and includes all staff cost as well as cost of all allowances and statutory payments.

Operating Cost

- The total operating cost less Benefit payment is estimated at \$3.35M for the financial year 2020/21 and it includes some of the following significant expenditure.

Utilities

- Estimated cost of electricity for the financial year 2020/21 of \$113,929 for all office location.
- Communication Expense
- Includes expense associated with the acquisition of greater bandwidth to facilitate high-speed connectivity and transfer of data between offices, cost of landlines, internet and mobile phones for management and compliance officers. This estimated at \$5169,548 this financial year.

Maintenance Expense

- This includes the cost associated with the repair and maintenance office buildings and vehicles in the various islands. This estimated at \$374,420 for the financial year.

Professional and Consultancy Fees

- This includes professional and consultancy fees associated with annual actuarial review of other long-term liabilities, risk management consultancy, MIS consultancy, IPSAS Consultancy and MIS consultancy. This is estimated at \$110,000 for the financial year.

Insurance

- Expense associated with insurance coverage for the assets of the Board, Public an Employer Liability insurance and medical insurance for staff. This is estimated at \$127,221 for the financial year.

Training

- Cost of providing in house and overseas training for staff members as the NIB seeks to engage, equip and train staff to meet the objectives of the NIB. This is estimated at \$257,000.

Auditing & Accounting

- This is the cost for the annual audit and is estimated at \$145,000 this financial year.

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS

Programme and Performance Indicators for April 2020 - March 2021

NATIONAL INSURANCE BOARD

STATUTORY BODY SUMMARY								
MISSION:								
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.								
STRATEGIC PRIORITIES:								
To fully implement a risk management framework to better protect the assets and resources of the NIB, both tangible and intangible.								
To improve service delivery to our stakeholders to have satisfied and delighted stakeholders and improve the customer satisfaction rating of 65% by 10%.								
To improve NIB funded ratio by adopting recommendations from the 9th Actuarial Review to increase transfers to the reserves; thereby, extending the longevity of the fund and its ability to pay benefits for the long term.								
To employ additional technology to improve the efficiency and effectiveness of our operations to make our services more accessible to our contributors and beneficiaries.								
MINISTRY EXPENDITURE - BY PROGRAMME								
Code	Programme/Department	2018/19 Actual	2019/20 Approved Budget	2019/20 Revised Budget	2019/20 Forecast Outturn	2020/21 Budget Estimates	2021/22 Forward Estimates	2022/23 Forward Estimates
	Personal Emolument	\$ 2,569,310	\$ 3,227,818	\$ 3,227,818	\$ 3,051,959	\$ 3,268,869	\$ 3,376,865	\$ 3,558,581
	Operational Expenditure	\$ (991,545)	\$ 3,114,219	\$ 3,114,219	\$ 2,610,752	\$ 3,410,463	\$ 3,333,449	\$ 3,248,449
	Beneficiary Expenses	\$ 19,330,673	\$ 20,245,887	\$ 20,245,887	\$ 20,235,120	\$ 22,883,289	\$ 23,690,779	\$ 24,057,024
	Capital Expenditure	\$ 242,040	\$ 1,204,000	\$ 1,204,000	\$ 724,000	\$ 1,562,000	\$ 19,000	\$ 38,000
	TOTAL AGENCY BUDGET CEILING	\$ 21,150,478	\$ 27,791,924	\$ 27,791,924	\$ 26,621,831	\$ 31,124,621	\$ 30,420,093	\$ 30,902,054
STATUTORY BODY STAFFING RESOURCES – Actual Number of Staff by Category								
	Executive/Managerial	11	12	12	12	12	12	12
	Technical/Front Line Services	36	36	36	36	36	36	36
	Administrative Support	7	5	5	5	6	6	6
	Wages Staff	1	1	1	1	1	1	1
	TOTAL AGENCY STAFFING	55	54	54	54	55	55	55
PROGRAMME PERFORMANCE INFORMATION								
KEY PROGRAMME STRATEGIES FOR 2019/20				ACHIEVEMENTS/PROGRESS IN 2019/20				
Manage the volatility in the NIB portfolio by de-risking the investment portfolio through a series of rebalancing exercises, with at least one rebalancing in Quarters 1				The equity portion of the NIB portfolio was 48% for period ending December 31st, 2019. The asset is well within the 58% targeted for March 2020.				
Improve the Benefit adjudication process by reducing the processing time to pay short-term benefits in 5 days of receiving the claims by March 2020. The NIB proposes to introduce the printing of cheques in Provo as one of our initiatives. New internal controls to guide the cheque printing process in Providenciales will be implemented by June 2019. Also, an additional person will be assigned to the benefit process by September 2019 from the Data Entry area.				The NIB was able to achieve the processing time of five (5) days for short term benefits during the year, however not with consistency. Efforts continue toward the goal of consistently achieving this target. Management is reconsidering the initiative of printing cheques in Provo, as the NIB is seeking to reduce cost by reducing the number of cheques issued annually, estimated to be more than fifteen thousand (15K). The NIB is exploring the option of paying short term benefits by direct deposits and debit cards. This option has the added benefit of beneficiaries having faster access to their benefit payments.				
Continue to improve Compliance efforts to achieve a compliance rate for active contributors of 71% by June 2019.				70% of the active employers have paid contributions at least 70% of the times, that is, at least nine (9) of the last twelve (12) months. That number increases to 75% for employers paying eight (8) of the last twelve months.				
Continue to increase the use of information technology to improve the efficiency and effectiveness in the delivery of social security services by March 2020. The NIB plans to launch its web portal by June 2019, this should further reduce the institution's reliance on manual entry of contribution data.				The web portal has been developed and tested. The IT team is working with consultants to rectify the issues identified during the testing phase. The project is still scheduled for a Q4 launch.				
Increase stakeholder engagement by implementing a new citizen engagement plan to increase public awareness about the products, services and other information published by the NIB. The new plan will be launched in April 2019 and has a myriad of monthly actives scheduled during the fiscal year.				The NIB has used a myriad of PR activities to engage our contributors and beneficiaries. Emphasis was placed on social media this year, a new website, YouTube channel, and Facebook page were launched. The monthly social media dashboard confirms the number of users accessing the website, and for the month of December 2019, 6,712 persons accessed the site, with approximately 70% of those users being domicile in the Turks and Caicos.				

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS
 Programme and Performance Indicators for April 2020 - March 2021
 NATIONAL INSURANCE BOARD

KEY PROGRAMME STRATEGIES 2020/21 (Aimed at improving programme performance)							
Improve Compliance efforts to achieve and consistently maintain a compliance rate for the active contributors of 75% by March 2021.							
Improve Benefit adjudication process to ensure short term Benefits are processed and paid within 5 days and long term within 30 days by March 2021							
Continue to implement Citizen Engagement plan to increase stakeholder awareness about their right and obligation under the NIB Ordinance through social media interactions commencing Q1.							
The NIB will implement a multi-year plan to promote the use of its web portal to reduce the institution's reliance on the manual submission and entry of contribution data, commencing Q1 of 2020/21.							
Implement new training plan to improve staff knowledge and skills to fulfill the organization's vision and mission by Q1. Staff to achieve 85% on annual Product & Services Assessment by Q4 of 2020/21.							
KEY PERFORMANCE INDICATORS	2018/19 Actual	2019/20 Planned	2019/20 Revised	2019/20 Outturn	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
Output Indicators (the quantity of output or services delivered by the programme)							
Number of Compliance activities (Surveys, visits, investigations, Court cases)	3,000	3,700	4,500	4,152	4,600	4,000	4,000
Percentage of Short term Benefits paid in 5 days of receipt	32%	60%	50%	48%	60%	80%	85%
Number of PR Activities for the year	120	150	200	173	250	250	250
Number of new Web Portal users by March 31, 2021.	0	20	20	20	240	500	1,000
Number of staff training opportunities delivered.	N/A	N/A	N/A	N/A	24	30	34
Outcome Indicators (the planned or achieved outcomes or impacts of the programme and/or effectiveness in achieving programme objectives)							
Percentage of Active Contributors paying contributions	70%	75%	73%	70%	76%	77%	78%
Survey Percentage of customers satisfied with NIB PR programs: Social Media, Radio, Media, Website info	N/A	90%	53%	90%	95%	75%	80%
Percentage of Staff with a performance evaluation rating >84% after training.	N/A	N/A	N/A	N/A	65%	80%	85%

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS

Estimates of Income and Expenditure for April 2020 - March 2021
 NATIONAL INSURANCE BOARD

Description	2018/19	2019/2020			2020/2021	2021/2022	2022/2023
	Audited Actuals	Approved Budget	Revised Budget	Forecast Outturn	Estimate	Forward Estimate	Forward Estimate
Private Sector	31,646,962	31,073,639	31,073,639	31,314,763	22,661,211	32,254,206	33,544,374
Government Public Officers	1,871,872	1,801,364	1,801,364	1,929,806	1,546,152	2,092,672	2,092,672
Govt. Non Public Officers	3,288,906	3,303,966	3,303,966	3,398,249	2,310,726	3,288,908	3,288,908
Self Employed	1,068,951	952,204	952,204	1,189,584	835,631	1,189,584	1,189,584
Voluntary Contributions	307	-	-	-	500	-	-
Rental Income	128,000	131,840	131,840	128,004	131,840	131,840	131,840
Realized Gains				3,083,808	-		
Interest Income	15,703,970	5,115,154	5,115,154	4,415,058	4,744,746	6,283,978	6,998,916
Other Operational Income	668,538	425,000	425,000	346,446	425,000	425,000	425,000
TOTAL INCOME	54,377,506	42,803,167	42,803,167	45,805,718	32,655,806	45,666,188	47,671,294
Salaries	2,341,729	2,774,500	2,774,500	2,774,500	2,782,800	2,912,900	3,087,674
Overtime					20,000	10,000	10,000
(Increments)	-	101,759	101,759		130,100	87,387	87,387
Wages	23,492	24,000	24,000	24,000	24,000	44,367	44,367
Allowances	38,012	63,200	63,200	43,200	43,200	43,200	43,200
Rewards and Incentives	800	20,000	20,000	20,000	20,000	23,300	23,300
Pension and Gratuities	-	58,700	58,700	23,000	58,700	58,700	58,700
National Insurance Contributions	91,254	102,718	102,718	93,217	105,670	109,690	113,710
Contributions	74,023	82,941	82,941	74,041	84,399	87,321	90,242
Employment Costs	2,569,310	3,227,818	3,227,818	3,051,959	3,268,869	3,376,865	3,558,581
Directors' fees and expenses	77,000	85,200	85,200	85,200	85,200	85,200	85,200
Local Travel and Subsistence	68,096	79,810	79,810	79,810	88,867	88,867	88,867
Subsistence	40,576	79,000	79,000	79,000	66,000	61,700	63,700
Utilities	97,126	107,541	107,541	108,504	113,929	113,929	113,929
Communications Expenses	120,058	125,803	125,803	148,183	186,503	169,548	169,548
Office Expenses	113,055	84,912	84,912	67,354	93,432	84,588	84,588
Rental of Assets	26,460	69,280	69,280	65,472	69,000	69,000	69,000
Maintenance Expenses	282,169	424,720	424,720	295,249	374,420	361,420	359,420
etc.	4,500	11,200	11,200	11,200	14,450	11,200	11,200
Uniforms & Protective Clothing	186	65,000	65,000	65,000	1,000	65,000	-
Services	67,398	125,000	125,000	125,000	110,000	125,000	125,000
Hardware Maintenance	46,236	139,300	139,300	46,961	191,000	165,000	165,000
Insurance	108,708	134,119	134,119	113,266	127,221	134,859	134,859
Hosting and Entertainment	14,972	13,850	13,850	10,632	14,300	13,850	13,850
Training	155,912	257,000	257,000	90,000	257,000	257,000	257,000
Advertising and Promotions	44,294	123,000	123,000	80,000	97,460	88,100	88,100
Subscriptions and Contributions	32,306	28,350	28,350	28,350	29,768	29,768	29,768
Auditing and Accounting	140,000	145,000	145,000	145,000	145,000	145,000	145,000
Board Expenses	51,180	71,945	71,945	70,359	75,195	71,720	71,720
Depreciation and Amortization provisions	286,770	404,849	404,849	350,000	759,298	720,000	700,000
Bank Charges	(1,156,021)	302,000	302,000	300,000	130,000	100,000	100,000
Bank Charges	86,556	56,200	56,200	82,567	95,920	87,200	87,200
Benefit Expense	19,330,673	20,245,887	20,245,887	20,235,120	22,883,289	23,690,779	24,057,024
Special Scanning Project	-	60,250	60,250	25,000	96,250	96,250	96,250
Security Services	-	115,890	115,890	133,645	168,780	168,780	168,780
Other Operational Expenses funds received)	209,692	5,000	5,000	5,000	20,470	20,470	20,470
	(1,908,774)						
Operating Costs	18,339,128	23,360,106	23,360,106	22,845,872	26,293,752	27,024,228	27,305,473
Total Expenditure	20,908,438	26,587,924	26,587,924	25,897,831	29,562,621	30,401,093	30,864,054
Operating Surplus/Deficit	33,469,068	16,215,243	16,215,243	19,907,887	3,093,185	15,265,095	16,807,241
Capital Projects	242,040	1,204,000	1,204,000	724,000	1,562,000	19,000	38,000
Support Operating Expenditure and Capital Projects	22,019,729	27,085,075	27,085,075	25,971,831	30,235,323	29,600,093	30,102,054
Expenditure	32,357,777	15,718,092	15,718,092	19,833,887	2,420,483	16,066,095	17,569,241
Unrealized Loss\Gain	(10,641,440)	14,078,447	14,078,447	14,078,447	7,520,041	13,602,569	15,228,436
unrealized Gain\Loss	21,716,337	29,796,539	29,796,539	33,912,334	9,940,524	29,668,664	32,797,676

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS
 Estimate of Human Resources for April 2020 - March 2021
 NATIONAL INSURANCE BOARD

	National Insurance Board	2019/2020		2020/2021	
		Human Resources	Payroll Cost Estimate	Human Resources	Payroll Cost Estimate
	Accountant	2	113,000	2	113,000
	Accounting Clerk	2	61,000	1	30,000
	Accounting Officer	1	50,500	1	50,150
	Admin. Assistant	1	50,500	1	50,150
	Branch Manager	2	142,000	2	142,000
	Claims Adjuster	1	58,000	1	58,000
	Compliance Officer	7	289,000	7	289,000
	Corporate Secretarial Assistant	1	56,500	1	56,500
	Customer Care	3	127,500	3	127,500
	Customer Reconciliation Officer	3	127,500	3	127,500
	Data Entry Clerk	8	215,000	7	191,000
	Data Entry Supervisor	2	111,500	2	111,500
	Database Administrator	1	60,000	1	60,000
	Deputy Director	1	101,000	1	101,000
	Director	1	120,000	1	120,000
	Driver	1	30,000	1	30,000
	Filing Clerk		-	2	40,000
	Financial Controller	1	93,500	1	93,500
	HR Admin Officer	1	56,500	1	56,500
	HR Manager	1	80,000	1	80,000
	Information Systems Manager	1	89,000	1	89,000
	Internal Audit Officer	1	56,500	1	56,500
	Internal Auditor	1	93,500	1	93,500
	Investment Manager	1	80,000	1	80,000
	Legal Assistant	1	55,000	1	55,000
	Legal Counsel	1	89,000	1	89,000
	Liaison Officer	2	80,000	2	80,000
	Marketing Manager	1	72,000	1	72,000
	Systems\ Network Administrator	1	56,500	1	56,500
	Receptionist	1	31,000	1	31,000
	Research and Business Process Analyst	1	74,000	1	74,000
	Snr. Compliance Officer	1	55,000	1	55,000
	Registration Clerk	0	-	1	24,000
	Salary Staff	53	2,774,500	54	2,782,800
	Cleaner	1	24,000	1	24,000
	Waged Staff	1	24,000	1	24,000
		54	2,798,500	55	2,806,800

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS
 Estimates of Capital Projects for April 2020 - March 2021
 NATIONAL INSURANCE BOARD

Project Number	Project Title	Cost	Budget 2020-2021	Budget 2021-2022	Budget 2022-2023	NOTES/COMMENTS
-	2 Vehicles	60,000	60,000			Replacement for old vehicles.
-	HAE Space Planning	250,000	250,000			Optimization of current existing space
-	New Computer System	1,000,000	1,000,000			New IT System RFP and selection of service provider
-	Computer Equipment	150,000	150,000	19,000	38,000	New Computer equipment for offices
	Total	1,460,000	1,460,000	19,000	38,000	

Minor Capital Items - Non Recurrent Expenditures

Project Number	Project Title	Cost	Budget 2020-2021	Budget 2021-2022	Budget 2022-2023	NOTES/COMMENTS
	Furniture & Equipment	40,000	40,000			Replacement of old furniture
	HAE Parking Lot Resurfacing	30,000	30,000			Additional resurfacing to provide for more parking space for customers
	HAE Gates	2,000	2,000			Replacing Gate at Hilly Ewing building
	Shutters Provo	15,000	15,000			Replacement of shutters that were damaged.
	Counters upgrade Grand Turk	15,000	15,000			cash
	TOTAL	102,000	102,000	-	-	

**GOVERNMENT
OF THE
TURKS AND CAICOS ISLANDS**



**PORTS AUTHORITY
SELF-FINANCING**

**PORTS AUTHORITY
NOTES AND ASSUMPTIONS
FINANCIAL YEAR 2020-2021**

During fiscal year 2019/20 The Turks and Caicos Islands Ports Authority approved and launched its new Strategic Plan (2019/20 – 2021/22). The Goals/ Strategic Objectives in the Plan are as follows:

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

The Strategic Plan forms the basis of work plans and budget prioritization of the Ports Authority. Therefore, the 2020/2021 budget was prepared within the context of building on the current work plans of Ports Authority whilst allocating resources to action plans contained within the Strategic Plan.

With guidance from the Strategic Plan, the budget strategy is designed to enable the Ports Authority to carry out its core security and safety functions, maintain its infrastructure and expand the infrastructure throughout the ports system to support prosperity on all the Islands of the TCI.

In order to increase revenue necessary to remain self sufficient, monies must be spent to fund maintenance and human resources in order to facilitate increase volume of cargo, shipping and other port services.

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

1. Maintain compliance with international security and conventions and codes and good practice.
2. Entrench safety culture in accordance with international conventions and codes and good practice.
3. Refurbish, expand and maintain the ports system to support prosperity and poverty reduction in the TCI.
4. Consolidate partnerships and awareness programs.
5. Encourage an internal Ports culture of learning for personal development and growth.
6. Minimize environmental impacts from shipping and port related activities.

A. REVENUE

Revenue for the financial year 2020/21 is forecasting to be \$7,492,771. This represents an increase of 13% compared to budgeted revenue (\$6,626,670) for the financial year 2019/20, which expected return is \$7,349,668. The revenue budgeted for 2019/20 and the expected return represents an 11% favourable variance. Revenue is expected to increase by 2%.

Over the past five years, Port Authority has seen a steady increase in revenue due to the increase in economic development. The revenue forecast is based on discussions with a major importer of aggregate and other building material from the construction sector, real estate agents and the natural growth in the economy. The Ritz Carlton is still under construction and there are a number of villas and hotel developments that are under construction or soon to commence construction.

The main importers of building materials projects imports to remain at the 2019/20 levels. Therefore, the information from the main importers of building materials along with the expected GDP growth of 2.5% based on information from the Statistics Department were used to project revenue amounts for 2020/21 fiscal year.

B. EXPENDITURE

Ports Authority is projecting a recurrent expenditure budget of \$3,680,816 for the fiscal year under review. This amount represents a 6% increase in comparison to 2019/20 fiscal year budgeted expenses. Significant expenditure items are explained in the notes which follow.

1. Salaries and Allowances

New port safety focus

Currently over 120,000 tons of fuel (AV Gas, Diesel, gasoline, etc.) are imported by tankers and in ISO containers through the ports of the TCI per year (over 95% of this is imported through South Dock, Providenciales). In addition, fuel lines transverse the ports on Grand Turk and Providenciales. Given the volume of imported fuels and related shipping activity this constitutes a key safety risk for the TCI - both in terms of the potential for oil spills and impacts on the coastal environment. The safety hazards associated with the importation of fuel in the TCI were highlighted in Petroleum Fuels Sector Risk Assessment - Government Review & Assessment Report (2018). For instance, concern was raised in the report over the method used to pump fuel from tankers to the shore via fuel hose which floats on the sea water.

The Turks and Caicos Islands have several obligations under international conventions and codes to promote safe shipping and minimize environmental impacts from shipping in ports and in its territorial waters. Ports are located along the coasts and port activities have several externalities (positive and negative) for safety of shipping and protection of the environment. The work of the Ports Authority in regards to safety of navigation and minimizing environmental impacts from shipping are outlined in section 5 of the Ports Authority Ordinance, includes, *inter alia* :

(l) To prevent and control pollution by oil or any other substance of any port or the approaches thereto

(m) To advise the government on a matter relating to ports, merchant shipping, marine pollution prevention

Over the years, the Ports Authority has prioritized port security. Consequently, it has made limited investment in port safety and protection of the environment. There has been limited staff training in this area. Staff do not have personnel safety equipment and only a few drills have been undertaken.

The new Ports Authority Strategic Plan (2019/20-2021/22) aims to address port safety issues in a progressive manner through a risk based approach. The strategy is to adopt the UK Port Marine Safety Code as a guide to action under the Port Safety Goal to drastically improve port marine safety during the next three (3) years. Accordingly during 2019/20 a Safety Enhancement Project was tendered with aiming of procuring Tier 1 oil pollution equipment and providing basic training for staff in use of the equipment. Whilst the Ports Authority had budgeted to meet the cost of this project the UK Government generously agree to fund it.

During 2020/21 the plan is to invest in building staff capability and carrying out the risks assessments as a basis for preparing Port Oil Spill Plans. The engagement of a Ports Safety Officer along with cross training of security staff in pollution control is part of building staff capacity and capability in oil spill prevention and control. The intention is to engage the Ports Safety Officer to be focal point of ports safety initiatives. This officer would work along with management in carrying out the risk assessments and preparing the port Oil Spill Plans; and then would assume lead responsibility in carrying out action plans under the Plans, particularly overseeing regular training and drills for ports staff and enforcement actions. Responsiveness to potential oil spills is a contingency activity: that is; staff have to undergo regular training and drill to be able to respond to incidents in a timely manner. It is therefore proposed to cross train port security officers in the area of safety so they would be able to respond to safety incidents. This will add to their work responsibilities and also increase job satisfaction. It is therefore proposed to provide officers with a safety responsibility allowance of \$75.00 per month for this added responsibility. This is cost effective as it negates the need to engage new full time staff to carry out the safety responsibilities.

Other staff and allowances plans for 2020/21

· The Ports Authority commenced a Job Evaluation Exercise in 2019/20. The objective of the consultancy is to ensure that all positions are appropriately classified and aligned to achieve internal and external equity. The recommendations from the Job Evaluation Exercise will assist with the shaping of the Increments Policy that will be presented to the Board and the Premier for approval. The rewarding of increments will be determined by Staff Performance Appraisals that will be completed in July. Therefore, the payment of increments will commence in August 2020 pending approval.

An allocation has also been made for the understudy to the Senior Port Facility Security Officer who is due to retire from the Port Authority. The understudy will be chosen from current staff.

The two year post of the Project Manager that was approved by the CFO and the full time position of the Ports Engineer were not filled in the 2019/20 fiscal year. These posts should be filled in the 2020/21 fiscal year with the commencing of several large redevelopment projects at the North Caicos, South Caicos and Providenciales Ports.

The total amount budgeted for holiday pay for fiscal year 2020/21 is \$26,317 and is included in the "Other" cell in the salaries and allowances spread sheet.

The rewards and incentives program rewards staff members based on performance. Two staff members will be rewarded every other month and two will be rewarded for the overall financial year in March.

2. Director's Fees

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

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 (Inter Caribbean and Caicos Express). Subsistence, where applicable, is line with the TCIG's Travel Policy.

The Ports Authority will be embarking on several major redevelopment projects in Providenciales, Grand Turk and South Caicos during the next financial year.

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), PMAC (Port Management Association of the Caribbean) and other conferences hosted by PMAC, AAPA and other organizations. Travel is also budgeted for regional attachments to review port operations in other Caribbean ports. Travel and subsistence costs are budgeted in line with the TCIG's travel policy.

5. Utilities

Utilities were budgeted at a lower cost based on historical data. The Traffic Department relocated to an office space within the Ports Authority's building during the third quarter of the 2019/20 financial year. The Immigration office will also occupy an office within the Ports Authority's building. However, Ports Authority does not expect a significant increase in utilities as a result of the relocation of both departments.

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.

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 between the landlord and TCIG. Rent Expense is accrued at the end of the financial year.

9. Maintenance Expense

Navigational Lights: This includes maintenance of the navigational lights and markers that are the responsibility of the Port. Major maintenance projects during the end of 2019/20 and early 2020/21 will reduce the monthly maintenance costs going forward.

Repairs and Maintenance: Repairs and maintenance represents costs for the upkeep of Port's buildings and Improvements. This activity is currently outsourced.

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

Port Website Maintenance: Maintenance to the Port's website.

South Dock Grading: This expenditure will allow for periodic grading of South Dock container yard. The cost is based on current rates in the sector and frequency of the regarding taking into consideration conditions within the container yard, stevedoring operations and freight haulage traffic.

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

10. Uniforms

Uniforms for security and administrative staff are ordered yearly. The uniform amounts also include new Personal Protection Equipment for security officers and staff.

11. Professional and Consultancy Services

- Provisions are made for any legal fees incurred and annual membership fees for AAPA and PMAC.
- Ports Authority will be engaging a consultant to review the organizational structure of the Ports Authority to make recommendations to improve functionality, effectiveness and staff productivity.
- Ports Authority will be engaging a consultant to work along with staff to review and update the Port Facility Security Plan to take cognizance of changing international security landscape and developments in the TCI since the plans for approved several years ago. This is consistent with Objective 1 (Secure Ports) of the Ports Authority Strategic Plan.

Funding is being included in the budget to undertake a structural assessment of the main wharf at South Dock, Grand Turk. This will enable formulation of a preventative maintenance plan to address any structure defects at the wharf that are identified. This is consistent with Objective 3 (Resilient Ports) of the Ports Authority Strategic Plan.

- Ports Authority will be engaging a consultant to oversee the dredging project in North Caicos.

12. Insurance

This is in respect of insurance coverage premium on the current Port's vehicles in Providenciales and Grand Turk and the new vehicle budgeted for the 2020/21 fiscal year.

Insurance also include the premium for Public Liability Insurance.

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. The increase in computer expenses is mainly due to miscellaneous computer expenses that may arise during the financial year.

14. Training

Ports Authority will continue its goal of a more focused and aggressive training plan for security staff based on the Strategic Plan. The training plan focuses on building staff safety awareness and strengthening staff safety levels. Training will be done locally and regionally. 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.

15. Staff Scholarship

A part of the Staff Training and Capacity Building Plan training is offered to all categories of staff to improve staff performance and professional designation.

16. 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. Amounts were also budgeted for hosting of Maritime Week in the Turks and Caicos Island's high schools. This event will be headed by the Business and Communications Manager.

17. Subscriptions and Contributions

Monies are being budgeted to contribute to the AAPA Hurricane Fund.

18. Audit and Accounting

The provision of \$33,000 is the estimated audit fee and miscellaneous expenses that will be incurred by the auditors.

19. Board Expenses

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

20. Hosting and entertainment

The Turks and Caicos Islands Ports Authority is a member of the Port Management Association of the Caribbean (PMAC). PMAC is a regional organization, established to *foster operational and financial efficiency, and to enhance the level of service to the mutual benefit of Caribbean Ports and their stakeholders, through the sharing of experience, training, information and ideas*. The Ports Authority is an active member of PMAC. TCIPA has been the beneficiary of technical assistance and training programs by virtue of its membership in the organization. Staff have attended regional training programs and seminars promoted by PMAC (including with the US Coast Guard). Attachments to regional ports have been facilitated by our PMAC membership, as well as access to training programs offered by the Caribbean Maritime University, which is an affiliate organization of PMAC. Generally our membership in PMAC has enhanced our key port security and safety goals. PMAC offers member port an opportunity to share their plans and experiences. PMAC meets annually and during the year sponsors/ support a number of capacity building and advocacy programs for its member. Hosting the AGM rotates between member ports. The Ports Authority has been selected to host the 2020 PMAC Annual Meeting in June 2020. The Board of the Ports Authority has formally accepted the privilege of hosting the PMAC 2019 AGM. The host country for the AGM has several hosting obligations including: providing a conference venue capability of hosting 100 delegates (including room plenary sessions, small meeting rooms and secretariat), transporting delegates, and hospitality and conference paraphernalia. During 2019/20 a Business Case was approved to fund the cost of the AGM. The indicative budget was set at \$100,000, and some expenditure was incurred during the year. The budget would be off-set by delegate's payment and sponsorship by exhibitors. A provision of \$30,000 is included in the 2020/21 budget to fund additional hosting obligations.

21. Depreciation

This provision is being made to reduce the value of assets over its useful life span. The increase in depreciation takes into account the completion of the Grand Turk Security Gatehouse, Ro Ro Ramp, South Caicos Redevelopment and Grand Turk Port Pavements.

22. Bad Debt Write Off

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

23. Bank Charges

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

24. Other Operating Expenses

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

25. Transfer to TCIG

A moratorium for fiscal year 2019/20 was placed on the transfer to TCIG. The moratorium will assist Ports Authority with building reserves to partially fund the Redevelopment of South Dock, Provo.

C. CAPITAL PROJECTS

Overview

FY 2019/20 marked the final year of TCIPA's Medium Term Infrastructure Investment Plan (2017/18 – 2019/20). Consistent with the Plan, the Ports Authority's rate of absorption of capital project has increased on a yearly basis. Amounts spent on capital project were \$385,232.25 in 2017/18 and \$1,330,568.60 in 2018/19. During 2019/20 the estimated outturn is \$2,810,286.8 or 63% percent of the approved capital budget, \$4,430,398. The Ports Authority is grateful for the support of the Procurement Office, Public Works Department, Ministry of Finance and framework contractors and contractor in improving the delivery of capital projects.

2019/20 Progress Report

The Ports Authority was successful in commencing all committed projects included in the 2019/20 Capital Budget, including advance remaining post hurricane rehabilitation project. Additionally, appraisal was completed to support the preparation of draft tender documents for all uncommitted (new) capital projects. Markedly, the capital project program capture projects at port managed by the Ports Authority, including North Caicos. The status of capital projects is capture below.

Projects already completed or scheduled to be completed during 2019/20, include:

1. Rehabilitation of RO/RO Ramp, South Dock, Grand Turk
2. Grand Turk Gatehouse roof repair
3. Providenciales Generator House
4. Grand Turk Port Pavement
5. South Dock Providenciales Emergency Port Grading
6. New Vehicles
7. Port Lighting Project (Provo)
8. Port Safety Enhancement Project
9. Port Security Enhancement Project

Appraised to be tendered by the end of 2019/20, include:

1. CCTV Upgrade
2. South Caicos Rehabilitation
3. Caicos Islands Development (North Caicos access dredging)

Redevelopment and Modernization of South Dock, Providenciales : The key capital project priority for the Ports Authority is the

1. Completion of project designs to support an application of detailed Planning Permission;
2. Preparation of a project Design Memorandum,
3. Assessment of project delivery option,
4. Refinement of the project costs and updating of financial model and
5. Study Missions to regional ports by Members of the Board and Staff

During 2019/20, the Ports Authority plans to implement capital projects at ports under its mandate. Key results for projects according to each port is presented below.

Priorities for 2020/21 and uncommitted (new) capital projects

Grand Turk:

Construction of a RoRo Ramp Shed/ Warehouse, this will include a rest area and public bathroom for persons traveling to Salt Cay and a storage area for freight and cargo.

South Caicos:

Port Rehabilitation Project; including:

1. Re-Construction of the port bulkhead and installing sea defences (sheet pile) along the coast in the vicinity of the Port
2. Grading and sealing the container yard with concrete/ asphalt
3. Installation of a 'basic' drainage system
4. Improved port navigation due to limited dredging to a depth of 13 feet to remove a sand bar which is located to the west of the main berth

North Caicos:

Port infrastructure Development Project, including:

1. Dredging and improving alignment of the Bellefield Landing Channel, removal of the sand bar at the entrance of the channel and dredging an access to the Port.
2. Construction of a Port Office/ Welcome Centre including: an office for the Ports Authority and spaces for rental shops, restaurant, bathrooms and a car park.
3. Contingency funding is also included for the clean-up and removal of scrap metal from Bellefield Landing.

Providenciales:

In accordance with Key Programme Strategy 4, it is anticipated that the appraisal, financial mobilization and contracting arrangements for the redevelopment of South Dock, Providenciales to support commencement of a construction project by the beginning of the second quarter of 2020/21 would be completed. Several associated technical studies would be undertaken including: a geo-technical survey, completion of an EIA and an appraisal and design of a fuel discharge mooring. Provision is also provided to procure administrative support to assist with the closing of the redevelopment project and a project management firm to provide Owner's Engineering services during project implementation.

Minor projects planned for 2020/21 include:

1. Fencing to secure properties vested from the Crown to the Ports Authority.

Assumptions

The successful implementation of projects, particularly the redevelopment and modernization of South Dock is predicated on the government's approval for financial mobilization; and supplementing the technical capacity of the Ports Authority to oversee capital projects, which are increasing scope and budgets. The Ports Authority has successfully engaged with the government to address these concerns.

Additional Notes regarding COVID-19 Revisions:

Revenue

The Ports Authority's revenue is largely driven by external development in the wider economy. There is a strong correlation with development in the tourism economy and construction sectors.

Building materials exported mainly from the Dominican Republic is the main driving force for Ports Authority's revenue as a result of the Turks and Caicos Islands' economic growth. If restrictions are made on the import of building materials, it would only be a delay in revenue once these restrictions are lifted. However, the same assumption cannot be made for the revenue generated from general or containerized cargo which is based on consumption.

As a result of the global pandemic, it is expected that the tourism industry and the supply of food will be adversely effected and therefore have an impact on the Ports Authority's revenue assumptions for fiscal year 2020/21. The length of time for the return of normalcy for the tourism industry and the supply chain of food cannot be determined. Therefore, Port Authority is making the assumption that if trade of building materials from the Dominican Republic is uninterrupted, the revenue generated from general cargo would be the most impacted.

The adjusted revenue for fiscal year 20/21 is assuming the worst case scenario at a 30% reduction.

Expense

Areas where expenses were adjusted were travel, staff training, consultancy fees, board expenses, maintenance, hosting and entertainment and advertising and promotion.

Expenses were either decreased or cut during April to July 2020. Local travel will be limited and teleconferencing will be encouraged. International travel and international training during this period was also cut. The Project Manager post will be delayed and therefore taken out of the budget for fiscal year 20/21.

The net transfer to TCIG therefore will also be reduced to adjust the net surplus to \$100,000.

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS

Programme and Performance Indicators for April 2020 - March 2021

PORTS AUTHORITY

STATUTORY BODY SUMMARY								
MISSION:								
A financially self-supporting public service which provides the most efficient transport facilities to the people and businesses of the Turks and Caicos Islands.								
STRATEGIC PRIORITIES:								
<ul style="list-style-type: none"> • Maintain compliance with international security convention and codes and good practice; • establish safety culture in accordance with international conventions and codes and good practice; • refurbish, expand and maintain the ports system to support prosperity and poverty reduction in the TCI; • consolidate partnerships and awareness programs; • encourage an internal Ports culture of learning for personal development and growth; and minimize environmental impacts from shipping and ports related activities. 								
MINISTRY EXPENDITURE - BY PROGRAMME								
Code	Programme/Department	2018/19 Actual	2019/20 Approved Budget	2019/20 Revised Budget	2019/20 Forecast Outturn	2020/21 Budget Estimates	2021/22 Forward Estimates	2022/23 Forward Estimates
	Staff Cost	\$ 2,114,282	\$ 2,360,178	\$ 2,360,178	\$ 2,093,636	\$ 2,373,441	\$ 2,502,001	\$ 2,560,005
	Operating Expenditure	\$ 874,836	\$ 1,120,418	\$ 1,120,418	\$ 1,121,459	\$ 1,103,395	\$ 1,099,548	\$ 1,123,040
	Capital Expenditure	\$ 1,330,569	\$ 4,430,398	\$ 4,430,398	\$ 3,083,287	\$ 2,936,063	\$ 1,008,500	\$ -
	TOTAL AGENCY BUDGET CEILING	\$ 2,205,405	\$ 5,550,816	\$ 5,550,816	\$ 4,204,745	\$ 4,039,458	\$ 2,108,048	\$ 1,123,040
STATUTORY BODY STAFFING RESOURCES – Actual Number of Staff by Category								
	Executive/Managerial	7	7	7	6	7	7	7
	Technical/Front Line Services	32	34	34	34	34	34	34
	Administrative Support	9	12	12	9	12	12	12
	Wages Staff	5	5	5	5	5	5	5
	TOTAL AGENCY STAFFING	53	58	58	54	58	58	58
PROGRAMME PERFORMANCE INFORMATION								
KEY PROGRAMME STRATEGIES FOR 2019/20				ACHIEVEMENTS/PROGRESS IN 2019/20				
Complete remaining post-hurricane rehabilitation projects by end of September 2019				ITTs were published for all outstanding projects (2), with the exception of 1 one project contracts should be entered into and implementation commenced. One project should be re-tendered.				
Complete revision of Port Authority Strategic Plan by end of May 2019, adjust staff work plans and individual KPI accordingly				An assessment of the Ports Security Plan was completed and approved by the UK Department for Transport April 2019. Port Security Operation Manual was reviewed and updated. Ports Authority is active in JELET and works collaboratively with other law enforcement departments and agencies.				
Conclude appraisals, complete Property vesting from the Crown and arrange financing for South Dock, Provo Redevelopment & Modernization Project to enable project implementation to commence by March 2020.				A number of technical appraisals were completed resulting in the application for the Development Planning Application in December 2019. TCIG agreed to a five year moratorium on the transfer of excess revenue to TCIG to assist the Port with accumulating funds for the redevelopment project. Dialogue continues with the MOF concerning financing options for the redevelopment project.				
Adapt Staff Training and Development Plan inline with new Ports Authority Strategic Plan and Port Facility Security Plans by June 2019				Staff training programs are ongoing in accordance with the Training Plan. Several security staff from Grand Turk (5) and South Caicos (1) undertook attachments at the Port in South Dock, Provo. Staff participated in training facilitated by DDME (4) and the Attorney General's Chambers (4). Oversees workshops were attended by (7) staff.				
Undertake employee job satisfaction survey by end of September 2019				The RFQ and evaluations were completed for the job satisfaction survey. The survey will be completed by March 2020.				
Conclude appraisals and commence implementation of strategic infrastructure projects on North Caicos and South Caicos by December 2019				ITTs were prepared and published for infrastructure projects in North and South Caicos. They will be evaluated before the end of the financial year.				
KEY PROGRAMME STRATEGIES 2020/21 (Aimed at improving programme performance)								
1. Complete remaining post hurricane rehabilitation projects by June 2020 to ensure compliance with international regulations.								
2. Complete arrangements for contracting and implementation of approved capital projects for South Caicos and North Caicos to facilitate their commencement by May 2020.								
3. Complete appraisal and financial mobilization and contracting arrangements for redevelopment of South Dock, Provo to support commencement of a construction project by the second quarter of 2020/21								
4. Implement the MOU with Maritime and Shipping Department and actively prepare for Coastal State Audit scheduled for mid-2020								
5. Formulate a Port Safety Improvement Action Plan consistent with Objective 2 (Safe Ports) of the Ports Authority Strategic Plan by end of September 2020.								
6. Implement a consultancy by October 2020 for the Organizational Restructuring of the Ports Authority to improve functionality, effectiveness and employee job satisfaction								
7. Review and update Port Facility Security Plans consistent with Objective 1 (Secure Ports) of the Ports Authority Strategic Plan by the end of December 2020								
8. Prepare a Ports Authority Corporate Responsibility Policy that will provide guidelines for the Port supporting community developments by the end of June 2020 for approval by the Board of Directors.								

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS
 Programme and Performance Indicators for April 2020 - March 2021
PORTS AUTHORITY

KEY PERFORMANCE INDICATORS	2018/19 Actual	2019/20 Planned Estimates	2019/20 Revised Estimates	2019/20 Outturn	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
Output Indicators (the quantity of output or services delivered by the programme)							
No inter-Island TEUs facilitated by the ports system	200	205	42	50	60	100	100
No Tranship (GDT x PLS) Containers processed	882	390	390	0	Output indicator will be discontinued. No tranship containers have been recorded for the financial		
Number of drills and training opportunities provided to increase staff awareness of port safety and security conventions, codes, regulations and procedures.	12	19	19	21	Output indicator will be discontinued		
Number of training programs offered to improve staff performance and satisfaction and increase compliance with staff policies and procedures		18	18	25	20	20	20
Financial reports produced in a timely manner consistent with Generally Accepted Accounting Principles	16	16	16	16	16	16	16
Number of compliant vessels cleared to enter ports in accordance with international codes and conventions	575	589	589	488	358	538	565
Number of TEUs processed to ensure timely and least cost delivery to port customers	19,135	19,613	19,613	18,444	13,556	20,335	21,351
No of local vessels cleared to enter the ports	173	177	177	132	139	146	153
Outcome Indicators (the planned or achieved outcomes or impacts of the programme and/or effectiveness in achieving programme objectives)							
Improve safety (% of security inspections and audits passed).		100%	100%	100%	100%	100%	100%
Employee job satisfaction (% based on job satisfaction surveys)		60%	60%		75%	75%	80%
Improve Port security (% of Security Audits passed)		100%	100%	100%	100%	100%	100%
Increase accuracy of financial reports (% reduction in level of audit queries).		20%	20%	80%	50%	50%	50%

Ports Authority of the Turks and Caicos Islands Strategic Plan Goals/Strategic Objectives:

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

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS

Estimates of Income and Expenditure for April 2020 - March 2021

PORTS AUTHORITY

	2018/19	2019/2020			2020/2021	2021/2022	2022/2023
	Audited	Approved Budget	Revised Budget	Forecast Outturn	Estimate	Forward Estimate	Forward Estimate
Berthing	231,990	231,324	231,324	248,850	225,603	259,630	268,720
Cargo Dues	4,361,232	4,632,426	4,632,426	5,170,483	4,717,152	5,428,678	5,618,682
Security Fees	1,469,463	1,544,142	1,544,142	1,723,494	1,572,384	1,809,559	1,872,894
Interchange Forms	61,325	71,725	71,725	68,535	66,395	68,390	70,780
Passes	19,395	12,710	12,710	15,980	14,460	14,890	15,410
Stevedoring Dues	114,838	134,344	134,344	137,827	118,526	136,404	141,178
	-	-	-	-	-	-	-
TOTAL INCOME	6,258,243	6,626,670	6,626,670	7,365,170	6,714,520	7,717,551	7,987,664
Salaries	1,783,445	2,034,396	2,034,396	1,781,693	2,037,292	2,162,024	2,216,075
Wages	58,755	59,160	59,160	60,160	59,160	59,160	59,160
Holiday Pay	23,307	26,299	26,299	26,299	26,317	26,317	26,317
Allowances	89,494	91,344	91,344	88,776	93,168	93,168	93,168
Vacation Pay	19,594						
Rewards and Incentives	1,600	2,000	2,000	2,000	3,200	3,200	3,200
National Insurance Contributions	80,416	81,456	81,456	78,213	85,665	87,807	90,002
Contributions	57,672	65,523	65,523	56,495	68,639	70,325	72,083
Employment Costs	2,114,282	2,360,178	2,360,178	2,093,636	2,373,441	2,502,001	2,560,005
Directors' fees and expenses	67,500	78,000	78,000	78,000	78,000	78,000	78,000
Local Travel and Subsistence	29,804	35,760	35,760	33,792	30,000	36,000	36,000
Subsistence	34,747	48,500	48,500	53,000	39,800	48,100	48,100
Utilities	78,839	104,664	104,664	93,605	97,743	102,630	107,762
Communications Expenses	42,713	43,406	43,406	46,207	47,199	47,199	47,199
Office Expenses	49,705	42,000	42,000	42,000	48,000	48,000	48,000
Rental of Assets	50,400	43,200	43,200	43,200	43,200	43,200	43,200
Maintenance Expenses	120,022	196,900	196,900	196,900	124,900	183,590	201,950
Books, etc.	1,190	1,000	1,000	1,000	2,500	2,500	2,500
Equipment		6,000	6,000		15,000		
Uniforms & Protective Clothing	21,435	24,800	24,800	24,800	24,800	24,800	24,800
Services	14,122	30,650	30,650	30,000	127,210	40,000	40,000
Computer License Software and H	45,232	42,990	42,990	55,615	55,458	50,458	50,458
Insurance	7,570	12,663	12,663	9,433	12,663	12,663	12,663
Hosting and Entertainment	8,897	25,000	25,000	25,000	36,000	20,000	20,000
Training	105,565	96,887	96,887	80,000	61,715	90,000	90,000
Staff Scholarship	3,700	-	-		-		
Advertising and Promotions	32,196	31,300	31,300	31,300	14,800	24,800	24,800
Subscriptions and Contributions					5,000	5,000	5,000
Auditing and Accounting	19,000	33,000	33,000	33,000	33,000	33,000	33,000
Board Expenses	23,782	24,000	24,000	24,000	21,000	24,000	24,000
Depreciation and Amortisation provisions	82,292	60,847	60,847	126,297	154,800	160,000	165,000
	27,848	124,851	124,851	26,000	20,000	15,000	10,000
Bank Charges	4,369	6,801	6,801	3,105	3,408	3,408	3,408
Other Operating Expenses	3,908	7,200	7,200	65,203	7,200	7,200	7,200
Operating Costs	874,836	1,120,418	1,120,418	1,121,459	1,103,395	1,099,548	1,123,040
Total Expenditure	2,989,118	3,480,596	3,480,596	3,215,095	3,476,836	3,601,550	3,683,044
Capital Projects	3,269,124	3,146,074	3,146,074	4,150,076	3,237,684	4,116,001	4,304,619
Capital Projects	1,330,569	4,430,398	4,430,398	3,083,287	2,936,063	1,008,500	0
Support Operating Expenditure and Capital Projects	4,209,547	7,725,296	7,725,297	6,146,084	6,238,099	4,435,050	3,508,044
Transfer to TCIG	3,169,124	-	-	-	3,137,684	4,016,001	4,204,619
Expenditure and Transfer to TCIG	(1,120,429)	(1,098,626)	(1,098,626)	1,219,086	(2,661,263)	(733,500)	275,000
Net Deficit/Surplus	100,000	3,146,074	3,146,074	4,150,076	100,000	100,000	100,000

Deficit due to Capital Projects will be funded by cash in bank.

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS
 Estimate of Human Resources for April 2020 - March 2021
PORTS AUTHORITY

Ports Authority	2019/2020		2020/2021	
	Human Resources	Payroll Cost Estimate	Human Resources	Payroll Cost Estimate
Director	1	105,912	1	106,979
Deputy Director	1	88,476	1	89,520
Financial Controller	1	77,496	1	78,563
Human Resource Manager	1	64,572	1	65,527
Business and Communications Manager	1	64,572	1	65,527
Project Accountant	1	59,000	1	60,044
Director's Personal Assistant	1	43,596	1	44,551
Technical Admin Officer	1	35,793	1	36,837
Senior Port Facility Security Officer	1	55,536	1	56,580
Security, Risks and Safety Manager	1	55,536	1	56,580
Port Facility Compliance Officer	2	87,192	2	89,102
Port Facility Security Officer	2	87,192	2	89,102
Port Safety Officer			1	38,646
Security Supervisor	8	269,568	7	249,480
Port Facility Security Officer	2	55,968	2	57,168
Security Officer	27	732,888	27	773,388
Port Engineer	1	72,000	1	72,000
Project Manager	1	72,000	1	72,000
Senior PFSO Understudy		7,098		7,698
Salary Staff	53	2,034,395	53	2,109,292
Cleaner-South Caicos	1	8,372	1	8,372
Cleaner-Providenciales	1	11,219	1	11,219
Handyman- Providenciales	1	14,976	1	14,976
Handyman-Grand Turk	1	13,507	1	13,507
Cleaner-Grand Turk	1	8,892	1	8,892
Temp Workers		2,194		2,194
Waged Staff	5	59,160	5	59,160
Ports Authority	58	2,093,555	58	2,168,452

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS
Estimates of Capital Projects for April 2020 - March 2021
PORTS AUTHORITY

Project No.	Funding Source	Project Title	Cost	Budget 2020-21	Budget 2021-22	Budget 2022-23
		Committed Projects:				
TCIPA 03/19	TCIPA	Caicos Islands Development	266,000	266,000		
TCIPA 08/19	TCIPA	Provo Port Rehabilitation Appraisal Works	699,500	566,000	133,500	
TCIPA 11/19	TCIPA	Port Security Enhancement Project	50,000	50,000	-	
TCIPA 11/18	TCIPA	Grand Turk Port Pavement	504,063	504,063		
TCIPA 12/19	TCIPA	Port Safety Enhancement Project	15,000	15,000		
TCIPA 08/18	TCIPA	New Vehicles	50,000	50,000		
TCIPA 10/18	TCIPA	CCTV Upgrade	60,000	60,000		
TCIPA 07/18	TCIPA	South Caicos Rehabilitation	1,000,000	500,000	500,000	
TCIPA 05/20	TCIPA	North Caicos Port Infrastructure Development	650,000	650,000		
		Uncommitted Projects:				
TCIPA 07/19	TCIPA	Port Fencing	400,000	100,000	300,000	
TCIPA 02/20	TCIPA	Provo Port Redevelopment (Financial Mobilization Support)	75,000	75,000		
TCIPA 03/20	TCIPA	Consultancy to design South Dock Fuel Discharge Mooring	75,000		75,000	
TCIPA 04/20	TCIPA	Grand Turk RoRo Ramp Rest Shed/ Warehouse	100,000	100,000		
			3,944,563	2,936,063	1,008,500	

**GOVERNMENT
OF THE
TURKS AND CAICOS ISLANDS**



**TELECOMMUNICATIONS COMMISSION
SELF-FINANCING**

**TCI TELECOMMUNICATIONS COMMISSION
NOTES AND ASSUMPTIONS
FINANCIAL YEAR 2020-2021**

ACCOUNT	DESCRIPTION
1100 REVENUE	
1101 Network Fees	The revenue from the Telecommunications Industry for Network Fees are paid base on (7% of gross revenue or whichever is greater) as prescribed in the Fee Structure Regulations 2016. The Network Fees are NOT INCLUDED in the Commission's budget estimates, the fees are paid directly to Turks and Caicos Islands Government (TCIG) Treasury as instructed by the Ministry of Finance.
1102 Regulatory Fees	Regulatory Fees from carriers are paid base on (1.8% of gross revenue or whichever is greater) as prescribed in the Fee Structure Regulations 2016.
1103 Spectrum Fees	Spectrum Fees as prescribed in the Fee Structure Regulations 2016. Due to the number of Spectrum Licenses already issued.
1104 Other License Fees	Miscellaneous License Fees for (Type Approval Certificates, Aircraft & Handheld Radio Licenses). As prescribed in Fee Structure Regulations 2016.
1105 Miscellaneous Fees	Miscellaneous Fees for (Application fees, etc.) as prescribed in Fee Structure Regulations 2016.
1106 Interest	The Commission estimate for interest earn on funds held in our Money Master Account.
	OPERATING EXPENDITURE:
1200 COMMISSIONER'S EXPENSES	
1201 Commission Meetings	This expense covers the Commissioner's monthly allowances at a reasonable fixed monthly stipend (Chairman \$1,500 and other Members at \$1,000.00) irrespective of the number of meetings held each month.
1202 Commission Meeting Cost	This expense covers meals/refreshments for monthly board meetings/ meetings with industry stakeholders & entertainment.
1203 Commission Travel & Others (Overseas)	This expense covers the cost for travel, accommodation and registration fees for annual Conferences/Workshops/Seminars (i.e. Public Utility Research Centre, CANTO, CTU, CTO, OOCUR, GSR, GSMA).
1204 Commission Travel & Others (Local)	This expense covers the cost for travel and accommodations for Commissioner's who must travel to Providenciales to attend monthly meetings, and various conference/workshop held throughout the year.
1300 STAFF SALARIES	
1301 Director General	The Director General is responsible for the overall management of the Commission. The contract is negotiated, and salary is set by the terms of the contractual arrangement.
1302 Director, Technology	The Director of Technology is responsible for all technical telecommunications matters of the Commission. This staff is currently on contract with the Commission, and salary is set by the terms of that contractual arrangement.

1303 Legal Advisor

This staff member is responsible for advising the Commission on all telecommunications and competition law issues; drafting legal documents, including primary and secondary legislation; Inter-operator dispute resolution; Consumer complaints; Enforcement procedures; Training staff on telecommunications and/or competition law; Support in internal administrative processes; and other functions as required to achieve objectives.

1304 Finance Manager

A Finance Manager is essential for enhancing functions of the Commission. The role of the Finance Manager will be to research and analyse economic issues; conduct surveys and collect data; analyse data; prepare reports, tables, and charts that present research results; interpret and forecast market trends; advise governments; and design policies or make recommendations for solving economic problems.

1305 Manager, Operations

This staff member is the administrative "head" of the office, dealing with such matters with regards to overall function of the Commission.

1306 Telecommunications Engineer

This staff member is responsible for Spectrum management and to support the Director of Technology in his duties and has the responsibilities for management/maintenance of all the Commission's internal/external communications network and management systems.

1307 Administrative Officer

This Staff member is responsible for the bookkeeping work of the Commission, and supports the Manager of Operations.

1308 Complaints Officer

This staff member handles complaints from the public and businesses relating to their telecommunications services on such matters as quality, billing and other problems.

1309 Commissioner's Assistant/Secretary

This staff member is the assistant of the Director General and the Commissioners, which include but are not limited to organizing and keeping minutes of Board meetings and also provide administrative assistance to the leadership of Telecommunications Sector.

1400 STAFF BENEFITS

1401 Health/Medical Insurance (Directors)

To satisfy the terms of the Directors contracts.

1402 National Health Insurance (NHIB) - Contributions

The Commission's NHIB for all its employees

1403 National Insurance (NIB) - Contributions

The Commission's NIB for all its employees

1404 Allowances

This expense covers all employees allowances (i.e. telephone, island, housing, acting and responsibility) which are captured under this heading.

1405 Pension and Gratuities

This expense is being budgeted, to cover the pending policy for regular employees pension plan and gratuities for fix term contracted employees.

1500 OFFICE RENT, SERVICES, EQUIPMENT, SUPPLIES & INSURANCE

1501 Office Rent

This expense covers the cost for office rental space, and to anticipate an increase, as lease agreement with Business Solutions due to expire July 31st, 2020.

1502 Telephone, Fax & Internet Communications

This expense covers the Commission's cost for telephone, fax, internet and cable with agreements with the following (Cable & Wireless, Digicel and Digicel Play).

1503 Utilities

This expense covers the three (3) year rental agreement with Business Solutions which expires July 31st, 2020 which includes the following utilities (Electricity and water).

1504 Office Expense

This expense covers the cost for office supplies, staff uniforms, security contract, small equipment's, etc.

1505 Repairs and Maintenance

This expense covers the cost for janitorial services for a healthy environment to work in daily, plus other miscellaneous repairs and maintenance to office space.

- 1506 **Insurance (Office furniture and Equipment, etc.)**
The Commission office has a requirement for standard computer, copying and facsimile equipment. Also, we have acquired very expensive Spectrum Management and Monitoring equipment that must be insured.
- 1507 **Bank Service Charges**
Our bank requires the Commission to pay fees for the maintenance and transactions on our accounts.
- 1508 **Depreciation**
The Commission operates its business on the accrual method of accounting, therefore an amount must be set aside for depreciation for its business assets.
- 1600 TRANSPORTATION & TRAVEL**
- 1601 **Overseas Travel, Allowances & Other**
The Commission participates in various conferences, seminars and workshops throughout the region, internationally and locally. Attendance and participation in such events are of vital importance as we seek to address issues related to telecommunications developments in TCI, and remain abreast with new developments within the international telecommunications arena. We estimate, based on a projection for attendance of the following conferences, seminars and workshops overseas: (OOCUR, CANTO, PURC, CTO, CTU, GSR, GSMA etc.) with cost for (i.e. registration, flight, accommodation, meals and other travel related expenses).
- 1602 **Overseas Travel, Allowances (Minister of Communications)**
This expense covers the cost for the Minister for Communications to travel on Commission's behalf. Commission participates in various conferences, seminars, and workshops throughout the region, internationally and locally. Attendance and participation in such events are of vital importance as we seek to address issues related to telecommunications developments in TCI, and remain abreast with new developments within the international telecommunications arena. We estimate, based on a projection for attendance of the following conferences, seminars and workshops overseas: (OOCUR, CANTO, PURC, CTO, CTU, GSR, GSMA etc.) with cost for (i.e. event registration, flight, accommodation, meals and other travel related expenses).
- 1603 **Local Travel, Allowances & Other**
In order for the Commission to achieve its objectives and fulfil its directives of TCIG, the Ordinance, and Regulations, from time to time inter-island travel is required. The Directors and travel to Grand Turk for meetings and our Engineering department also travel to conduct spectrum audit during the year. The Commission Budget for airfares, transportation and accommodation to cover these expenses.
- 1604 **Automobile - Repairs & Maintenance /Licenses & Insurance**
This expense covers the cost for regular servicing, repairs, cleaning, fuel and insurance for the Commission's four (4) vehicles.
- 1700 TRAINING, HOSPITALITY, DUES & SUBSCRIPTION**
- 1701 **Staff Training**
This expense covers staff proposal for funds to complete a degree or certification at universities or community college.
- 1702 **Hospitality/Entertainment**
This expense covers the cost for (i.e. food and beverages) at industry stakeholders meeting, staff quarterly empowerment lunch and annual Christmas functions.
- 1703 **Dues and Subscriptions**
This expense covers the cost for the Commission to a member of several organizations (i.e. CANTO, CTU, OOCUR and other advertising agencies).
- 1704 **Advertising and Promotions (New)**
This expense covers the cost for promotions and advertising of our organization at various events on consumer protection, also small donations to various organization (e.g. Cancer foundation, etc.).
- 1800 PROFESSIONAL SERVICES**
- 1801 **Accountancy Services** - (not applicable this year) see budget item 1304
- 1802 **Audit Services**
This expense covers the cost for the Commission to contract an External Auditor to complete the Commission's Annual Audited Financial Reports in accordance with the International Financial Reporting Standards.

1803 Consulting Support & Services

This expense covers contractual agreement with Local and International organizations to assistance the Commission. (i.e. legal, technical, economic and financial disputes, and other services) when necessary, due to convergence of technologies, regulatory issues such as Net Neutrality where the Laws have limited guidelines.

1900 Miscellaneous Contingency Expenses

This expense covers the cost for unexpected contingencies that may arise during the year.

2000 CAPITAL EXPENDITURE

2001 Furniture & Equipment

To cover the cost for the replacement of damaged Furniture and Equipment (i.e. printers, desk, chairs and storage cabinet etc.) as these items are depreciated, and to accommodate additional staff.

2002 Equipment

To cover the cost of the Commission Specialist Spectrum Monitoring Equipment.

2003 Computer Software & Hardware

To cover the cost for upgrading the Commission's existing Computers Software & Hardware to facilitate new technology and services.

2004 Vehicle (Replacement) - not applicable this year.

2005 Leasehold Improvement

To cover the cost for renovation to existing office space to accommodate additional staff.

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS
 Programme and Performance Indicators for April 2020 - March 2021
 TELECOMMUNICATIONS COMMISSION

STATUTORY BODY SUMMARY								
MISSION:								
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.								
STRATEGIC PRIORITIES:								
Smart Regulation, Stewardship, Cost Cutting, Efficiency, Safety and Quality.								
MINISTRY EXPENDITURE - BY PROGRAMME								
Code	Programme/Department	2018/19 Actual	2019/20 Approved Budget	2019/20 Revised Budget	2019/20 Forecast Outturn	2020/21 Forward Estimates	2021/22 Forward Estimates	2022/23 Forward Estimates
Staff Costs		\$ 503,268	\$ 936,487	\$ 936,487	\$ 629,623	\$ 932,587	\$ 932,587	\$ 932,587
Operating Expenditure		\$ 622,093	\$ 921,000	\$ 921,000	\$ 770,255	\$ 775,059	\$ 988,030	\$ 988,030
Capital Expenditure		\$ 92,780	\$ 90,000	\$ 90,000	\$ 88,847	\$ 143,500	\$ -	\$ -
TOTAL AGENCY BUDGET CEILING		\$ 1,218,141	\$ 1,947,487	\$ 1,947,487	\$ 1,488,724	\$ 1,851,146	\$ 1,920,617	\$ 1,920,617
STATUTORY BODY STAFFING RESOURCES – Actual Number of Staff by Category								
Executive/Managerial		2	5	5	4	5	5	5
Technical/Front Line Services		1	1	1	1	1	1	1
Administrative Support		3	3	3	3	3	3	3
Wages Staff								
TOTAL AGENCY STAFFING		6	9	9	8	9	9	9
PROGRAMME PERFORMANCE INFORMATION								
KEY PROGRAMME STRATEGIES FOR 2019/20				ACHIEVEMENTS/PROGRESS IN 2019/20				
Enhance the competitive environment by finalizing the dominance study and the mobile and fixed line termination rates reviews by 2019/20.				The dominance study included Flow's Regulated Fixed Service Review (FRFSR) and Interconnection Rate Review (IRR). The Commission completed and published its decision for the FRFSR on July 29, 2019. The IRR is still ongoing and is expected to be completed by FY 2019/20.				
Improve the clarity and predictability of the regulatory framework by updating Telecommunications Ordinance to include broadcasting regulations and implement a Technical and Quality of Service Regulations By 2019/2020.				The revision of the Telecommunications Ordinance is subject to amendments and implementation of various regulations. The Commission consulted on the revision of the Telecommunications Fee Structure Regulation 2016 (TFSR), and for the Regulatory regime for Internet Protocol television (IPTV)/ Broadcasting. The regulatory regime for IPTV / broadcasting was reviewed and considered by Cabinet. However, the proposed revision to TFSR is pending Cabinet's approval. Once Cabinet considers the proposed revision to the TFSR, the Commission plans to publish the TFSR along with the Regulatory regime for IPTV / Broadcasting. Thereafter, the Commission will establish a working group to review and proposed changes to the Telecommunications Ordinance 2018. This initiative is expected to conclude in FY 2020/2021.				
Ensure the efficient management of spectrum by conducting a spectrum audit, and review and update the national spectrum plan.				The Commission published a notice on the revision of the National Spectrum plan to include the International Telecommunications Union (ITU) recommendations of the World Radiocommunications Conference 2019 (WRC-19) that took place in November 2019. As ITU reports on the WRC-19 is yet to be published, the revision to the National Spectrum Plan is pending.				
Support TCI in the transition to a connected digital economy by building a Commission office Building.				The project is still part of the Commission's future initiative but is pending the approval of a Business Case.				
Work with the Ministry and the industry to provide sufficient broadband to all inhabited Islands to ensure all consumers experience the same broadband benefits well into the future				The project is still part of the Commission's future initiative but has been postponed for further research, and is expected to reintroduce FY 2020/21.				
Install an Internet Exchange Switch to enable reliable internet communications nationally.				The project has been deferred for FY 2020/2021 pending a suitable location to install the switch.				
Implement Number Portability to improve quality of service among carriers and provide the benefit to customers to retain their existing numbers by 2017/18.				The Commission conducted a survey on number portability, and the Commission is in the process of confirming the Procurement guidelines to proceed with the tendering process due to its high value.				
Ratify the industry with noncompliant licensees, and recover outstanding arrears.				This is an ongoing initiative, as there are issues of ambiguity within the law as it relates to enforcement. The Commission plans to address this in the revision of the Telecommunications Ordinance.				

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS
 Programme and Performance Indicators for April 2020 - March 2021
 TELECOMMUNICATIONS COMMISSION

KEY PROGRAMME STRATEGIES 2020/21 (Aimed at improving programme performance)							
The completion of the current tender process and selection of a consultant to assist the Commission with the implementation of number portability in TCI by Q4 FY 2020/21. Thereafter, the launch of a consultation process to review and design the implementation of number portability in TCI. This would be the first phase of the NP implementation process, by Q4 FY 2020/21							
The continuation of the Commission's efforts to conclude the Digicel HNI non-compliance matter relating to Digicel's use and implementation of a TCI MCC, by Q4 FY 2020/21.							
Resolve the matters relating to the regularization, stabilization and ongoing administration of the TCI ccTLD, ".tc" by Q4 FY 2020/21.							
The Commission has already installed an Electromagnetic Field (EMF) system in Providenciales that measure wireless emissions from cellular towers to ensure that they are operating within all required standards to limit public exposure to harmful radiation. Continuation of Installation of Electromagnetic Field (EMF) Systems throughout TCI is an ongoing project.							
Initiate an extensive consultation on the Fee Structure Regulations to change and set new category of Telecommunications Network Licenses and fees. This initiative is expected to be by Q4 FY 2020/21.							
The engagement of a web design and maintenance service provider to redesign, host, and maintain the Commission's website, Q2 FY 2020/21							
The procurement of an automotive administrative licensing software database to process the Commission's license by Q2 FY 2020/21							
The completion of a spectrum audit and revised the National Spectrum Plan in line with the International Telecommunications Union (ITU) spectrum plan by Q2 FY 2020/21							
KEY PERFORMANCE INDICATORS	2018/19 Actual	2019/20 Planned	2019/20 Revised	2019/20 Outturn	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
Output Indicators (the quantity of output or services delivered by the programme)							
Number of consultation on telecommunications/other services initiated	1	6	6	2	4	4	4
Number of telecommunications licences (e.g. Network, Spectrum or other) applications received	4	3	3	2	2	2	2
Number of complaint/disputes received	1	2	2	1	2	2	2
Number of Miscellaneous services received	80	80	80	60	70	70	70
Outcome Indicators (the planned or achieved outcomes or impacts of the programme and/or effectiveness in achieving programme objectives)							
% of consultations on telecommunications completed	10%	100%	100%	30%	80%	80%	80%
% of number of telecommunications licences Network & Spectrum approved	100%	100%	100%	60%	80%	80%	80%
% of complaints/disputes resolved	100%	100%	100%	80%	80%	80%	80%
% of other License applications approved	100%	100%	100%	80%	80%	80%	80%

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS

Estimates of Income and Expenditure for April 2020 - March 2021

TELECOMMUNICATIONS COMMISSION

	2018/19	2019/20			2020/21	2021/22	2022/23
	Unaudited Actuals	Approved Budget	Revised Budget	Forecast Outturn	Estimates	Forward Estimate	Forward Estimate
Regulatory Fees	1,159,548	1,328,929	1,328,929	1,134,677	840,321	1,200,458	1,200,458
Spectrum Fees	1,005,171	1,129,395	1,129,395	1,069,437	1,110,210	1,110,210	1,110,210
Other License Fees	-	95,202	95,202	61,730	78,500	78,500	78,500
Miscellaneous	120,663	20,400	20,400	35,352	32,000	32,000	32,000
Interest	3,193	3,275	3,275	4,931	3,200	3,200	3,200
TOTAL INCOME	2,288,575	2,577,201	2,577,201	2,306,127	2,064,231	2,424,368	2,424,368
Salaries	440,957	714,216	714,216	465,185	714,216	714,216	714,216
Allowances	28,361	89,760	89,760	65,494	86,388	86,388	86,388
Pension and Gratuities	-	79,078	79,078	62,462	79,078	79,078	79,078
National Insurance Contributions	13,384	19,872	19,872	14,145	19,872	19,872	19,872
National Health Insurance Contributions	20,566	33,561	33,561	22,336	33,033	33,033	33,033
Employment Costs	503,268	936,487	936,487	629,623	932,587	932,587	932,587
Local Travel and Subsistence	5,402	7,500	7,500	5,688	7,350	10,500	10,500
International Travel and Subsistence	53,942	40,000	40,000	37,832	36,750	52,500	52,500
International Travel and Subsistence (Minister)	-	30,000	30,000	22,827	22,050	31,500	31,500
Utilities	26,128	31,500	31,500	32,791	34,650	34,650	34,650
Communications Expenses	27,603	26,250	26,250	33,560	34,000	34,000	34,000
Office Expenses	17,649	21,000	21,000	19,067	22,470	22,470	22,470
Rental of Assets	78,000	78,000	78,000	78,000	94,500	94,500	94,500
Maintenance Expenses	41,232	46,200	46,200	46,253	42,483	60,690	60,690
Professional and Consultancy Services	61,213	300,000	300,000	214,869	220,500	315,000	315,000
Insurance	1,890	3,000	3,000	2,602	3,255	3,255	3,255
Hosting and Entertainment	6,549	7,000	7,000	8,591	5,145	7,350	7,350
Training	70,625	60,000	60,000	38,409	36,750	52,500	52,500
Subscriptions and Contributions	14,769	15,000	15,000	13,999	7,350	10,500	10,500
Advertising & Promotions	-	-	-	-	8,820	12,600	12,600
Auditing and Accounting	37,050	47,050	47,050	44,205	21,000	21,000	21,000
Board Expenses	118,312	130,000	130,000	101,311	98,490	140,700	140,700
Depreciation and Amortization	53,730	60,000	60,000	52,005	63,000	63,000	63,000
Bad debt write off/increase provisions	-	-	-	-	-	-	-
Bank Charges	1,993	3,500	3,500	3,011	5,250	5,250	5,250
Other Operating Expenses	6,006	15,000	15,000	15,235	11,246	16,065	16,065
Operating Costs	622,093	921,000	921,000	770,255	775,059	988,030	988,030
Total Expenditure	1,125,361	1,857,487	1,857,487	1,399,877	1,707,646	1,920,617	1,920,617
Operating Surplus before Capital Projects	1,163,214	719,714	719,714	906,250	356,585	503,751	503,751
Capital Projects	92,780	90,000	90,000	88,847	143,500	-	-
Cash Funding Required to Support Operating Expenditure and Capital Projects	1,164,411	1,887,487	1,887,487	1,436,719	1,788,146	1,857,617	1,857,617
Transfer to TCIG	(861,456)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
Surplus/Deficit after Capital Expenditure and Transfer to TCIG	262,708	189,714	189,714	369,408	(223,915)	66,751	66,751
Transfer from Reserve Fund to Fund Capital Expenditure					223,915		
Net Deficit/Surplus	262,708	189,714	189,714	369,408	0	66,751	66,751

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS
 Estimate of Human Resources for April 2020 - March 2021
 TELECOMMUNICATIONS COMMISSION

Telecommunications	2019/2020		2020/2021	
	Human Resources	Payroll Cost Estimate	Human Resources	Payroll Cost Estimate
Director General	1	159,565	1	159,565
Director Technology	1	124,105	1	124,105
Attorney	1	80,000	1	80,000
Finance Manager	1	70,000	1	70,000
Manager Operations	1	67,198	1	67,198
Telecommunications Engineer	1	60,000	1	60,000
Administrative Officer	1	56,214	1	56,214
Complaints Officer	1	48,567	1	48,567
Commissioner Assistant/Secretary	1	48,567	1	48,567
Salary Staff	9	714,216	9	714,216
Waged Staff	0	-	0	-
TELECOMMUNICATIONS COMMISSION	9	714,216	9	714,216

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS
 Estimates of Capital Projects for April 2020 - March 2021
 TELECOMMUNICATIONS COMMISSION

Project Number	Funding Source	Project Title	Cost	Budget 2020/2021	Budget 2021/2022	Budget 2022/2023
2001	TCITC	Furniture & Equipment	14,000	14,000	-	-
2002	TCITC	Equipment	28,000	28,000	-	-
2003	TCITC	Computer Software & Hardware	87,500	87,500	-	-
2005	TCITC	Leasehold Improvement	14,000	14,000	-	-
Total Telecommunications			143,500	143,500	-	-