



ANNUAL REPORT

Ports Authority of the
Turks and Caicos Islands
For the Year Ended March 31st, 2022



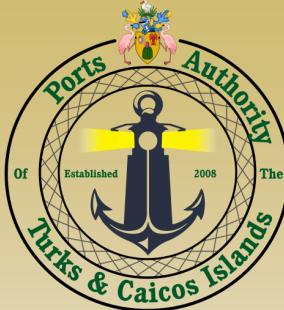
Coming Soon

**POR TS AUTHORITY
OFFICE BLOCK**

**South Dock,
Providenciales**

PORTS IN THE TURKS AND CAICOS ISLANDS





OUR VISION:

To become one of the Caribbean's leading ports by providing professional and quality services to the people and businesses of the Turks and Caicos Islands.

OUR MISSION:

A financially self-sustaining public service that provides the most efficient maritime transportation facilities to the people and businesses of the Turks and Caicos Islands.

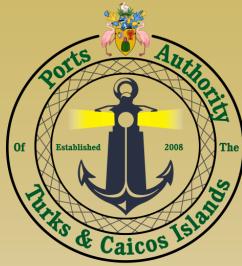


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BOARD OF DIRECTORS

Mr. Urban Jason Francis.....	Chairman
Ms. Artavia Bassett.....	Deputy Chairman
Mr. Derek Rolle.....	Director
Mr. E. Lavardo Ewing	Director
Mr. Correy Forbes.....	Director
Mrs. Athenee Harvey-Basden.....	Permanent Secretary, Finance
Mrs. Althea Simone Been.....	Permanent Secretary, Border Security
Mr. Garvin Thomas.....	Director of Public Works Department
Ms. Chawa Williams	Collector of Customs
Mr. Delton Jones.....	Director of Ports
Mrs. Paula Myers	Board Secretary

Committees of the Board

Finance Committee

Director Artavia Bassett - Chairman
Director Derek Rolle –Member
Director Athenee Harvey -PS of Finance, Member
Financial Controller
Director of Ports

Human Resources Committee

Director E. Lavadro Rolle - Chairman
Director Urban Jason Francis- Member
Director Chawa Williams –Member
Human Resources Manager
Director of Ports

Infrastructure Committee

Director Derek Rolle -Chairman
Director Urban Jason Francis –Member
Director Correy Forbes –Member
Director Garvin Thomas –Member
Director Kathleen Forbes - Member
Projects Manager & Director of Ports



BOARD OF DIRECTORS



Mr. Jason Francis



Ms. Artavia Bassett



Mr. Derek Rolle



Mr. E. Lavardo Ewing



Mr. Correy Forbes



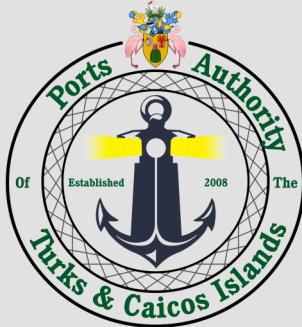
Mr. Gavin Thomas



**Mrs. Paula Myers
Board Secretary**



**Mr. Delton Jones,
Director**



MANAGEMENT TEAM



Mr. Delton Jones,
Director



Ms. Shawna Lewis,
Deputy Director



Ms. Sarhea Rigby
Financial Controller



Mr. Dwayne Simons
Project Engineer



Ms. Paula Stewart,
Business & Communications Manager



Ms. Deleria Simms,
Human Resources Manager



Mr. Dudley Been,
Security & Risk Manager

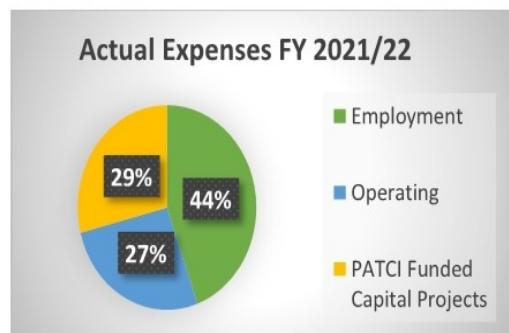


FACT SHEET 2021/22

Human Resources	
Management Team 8	New Employees 4
Administrative Team 8	Departing Employees 2
Frontline Services 37	Promotions 6
Wage Staff 5	Ten Year Anniversary 15

Strategic Objectives

- Secure Ports
- Safe Ports
- Resilient Ports
- Sustainable Ports
- Effective Partnerships



Financial Analysis ♂

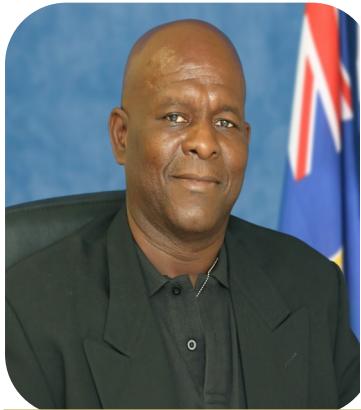
	Budget 21/22	Unaudited Actual
Revenue	\$5,528,692	\$7,573,895
Total Expenditure	\$3,906,151	\$3,984,001
Operating Surplus	\$1,622,541	\$3,589,894
Capital Projects	\$4,663,357	\$1,714,109

KEY STATISTICS FY 2021/22

- Number of Compliant Vessels 431
- Number of Non-Compliant Vessels 190
- Number of TEU's 36,973
- Total tonnage 594,498 tons
- Training Hours 1,190
- Key Performance Indicators 12
- Community Outreach Programs Initiatives 4

Capital Projects FY 2021/22

<u>Grand Turk</u>	<u>Providenciales</u>	<u>South Caicos</u>
Ro Ro Ramp Improvements	Redevelopment Phase I and II	CCTV Port Pavement
Main Berth Improvements	Fuel Discharge Mooring	South Caicos Rehabilitation
Port Pavement CCTV	Consultancy	
<u>North Caicos</u>		
Bellefield Landing Welcome Center		
Dredging		



Mr. Urban Jason Francis
Chairman

CHAIRMAN'S REPORT

On behalf of the Board of Directors it is my pleasure to present the Annual Report for 2021/22 .

During the year considerable strides were made in improving governance of the Ports Authority. The Board held a Strategic Session with the Hon. Arlington Musgrove, Minister of Immigration and Border Services. The Board devoted considerable time and effort to preparing; and subsequently approved a suite of governance documents, including a Board Charter. The Board met every month as required by the Ports Authority Ordinance, including meetings on South Caicos and North Caicos. Myself and several Directors participated in '*enabling sessions*' facilitated by National Audit Committee.

A new Strategic Plan was formulated and approved during the year. Sub-committees of the Board were very active, which contributed to enhancing the Board's oversight responsibilities, and developing effective working relations with Management.

The Ports Authority has successfully navigated the Covid-19 pandemic. We are grateful to our staff, particularly our security staff, who were at the forefront of our response to the pandemic, and stakeholders for their support and patience during the pandemic when port operations had to be adjusted to minimize the impacts of Covid-19. We are thankful to God that we suffered no deaths amongst our staff, despite several staff contracting the virus.

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

During 2021/22 we undertook several initiatives which will enhance the sustainability of the organization and optimize its contribution to national development of the TCI. An organizational restructuring exercise commenced, to have in place an effective structure which maximizes productivity and staff job satisfaction. Infrastructure projects were approved and are being implemented on all islands. Importantly, the tender for the redevelopment of South Dock Provo closed during the year. A review of stevedoring services regime is ongoing. These initiatives will be consolidated and will pay dividends over the next few years.

The Ports Authority is entering a period of change and transformation which will be guided by the new Strategic Plan. The organization will continue to prioritize staff development, as we seek to build around existing staff who are motivated to embrace the opportunities present.

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



I. GOVERNANCE AND ACCOUNTABILITY

The Ports Authority manages its affairs in accordance with an Annual Sponsorship Letter issued by the Minister in accordance with Public Financial Management Ordinance 2012. During the reporting period considerable strides were made to comply with the Sponsorship Letter and improve accountability and governance within the organization.

A part of a strategic realignment of government ministerial portfolios, the Ports Authority was transferred from the Ministry of Finance, Investment and Trade to the Ministry of Immigration & Border Services. The new minister, with responsibility for the Ports Authority, Hon. Arlington A. Musgrove

visited all of the ports within the first months of his appointment; and held a '*strategic session*' with the Board of Directors during Board meeting #7-21.

The Goals/ Strategic Objectives 2022/23 - 2024/25

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



Figure 1 Strategic Session with Minister A. Musgrove

Importantly at Board meeting #7-21, held on South Caicos, Directors approved a suite of governance documents, including:

1. Board Charter
2. Terms of Reference all Sub-committees (Finance & Audit, HR and Infrastructure Committee);
3. Board Chairman and Sub-committee Terms of Reference and
4. Individual Directors Terms of Reference



As part the government's efforts to improve governance of statutory bodies, the National Audit Committee hosted an Orientation & Welcome Session for Board Chairmen & CEOs in May 2021; and sponsored a number of '*Engagement Sessions*'. Board Chairman Francis, Director Lavardo Ewing and Director Jones participated in these sessions.

Day to day work plans and budget prioritization was based on the Strategic Plan. In accordance with the Strategic Plan, the Board commissioned an Organizational Restructuring Consultancy and a Review of the Stevedoring Agreement. Implementation of agreed recommendations from these consultancies; which are ongoing, will have profound implications on governance arrangements at the Ports Authority - in response to changes taking place in the ports system.

In accordance with Key Program Strategy #10; management revised the Strategic Plan, with inputs from the Board and key stakeholders. The revision addressed emerging issues and challenges and proposed a Results Framework to guide staff work plans and budget prioritization during the medium term. Goals/ Strategic Objectives 4 and 5 were revised. The revised new strategic plan which covers the period 2022/23 to 2024/25 was approved by the Board at meeting #11-21.



Figure 2 Board discussion on new Strategic Plan

Chairman Francis, Director Thomas and Director of Ports Jones accompanied Hon. Musgrave and Minister of Home Affairs Hon. Otis Morris and other government officials on a visit to the Dominican Republic to meet with representative of Puerto Rio Heino. The visit exposed Directors to the use of information technology to improve port operations, and allowed discussions on trade promotion and facilitation between the Turks and Caicos and the Dominican Republic.



Figure 3 Visit to Puerto Rio Heino, DR

Board Activities in the time of Covid 19

- Activities of the Board of Directors were affected by restrictions posed by the Covid-19 pandemic. The Board of Directors adapted its operations to the new environment. A mixture of in person and hybrid board meetings held. The Board held meetings on Grand Turk, North Caicos, South Caicos and Providenciales.



Figure 4 Board meeting on North Caicos



- Furthermore, Directors met every month, as required by the Ports Authority Ordinance. In this way the oversight responsibility of the Board was not impacted. Information on Board deliberations are uploaded on the port's website, as required by the Sponsorship Letter.
- Because of the Covid-19 restrictions, Directors opted to postpone the 2021 Annual General Meeting.
- Physical meetings of the HR Committee were held to review key staff recruitments, such as appointment a new Deputy Director of Ports and Financial Controller.
- The Finance Committee met several times during the year to review quarterly financial statements and to review Management proposals and recommended approval of the draft 2022/23 Budget.
- The Infrastructure Committee was particularly active. Meetings were held to review project variations and to advance the appraisal of the project for the redevelopment and modernization of South Dock, Providenciales and capital projects on Grand Turk, North Caicos and South Caicos.
- Directors approved several Community Outreach Initiatives and participated in the December 2021 Outreach where gifts were presented to children on Grand Turk and South Caicos who are wards of the Welfare Department.



Figure 5: Board participation in December 2021 Outreach Project

With the transition to the new Ministry, we welcomed Permanent Secretary Althea S Been to the Board of Directors and wish her well in this new role.

We also bade farewell to Director Kathleen Forbes. We thank her for her service and continued commitment to the Ports Authority. Permanent Secretaries Desmond Wilson and James Astwood represented the new ministry for short durations, and we also thank them for their service.



Visitors

Her Excellency Emina Tudakovic and Counsellor (Commercial & Senior Trade Commissioner Sophie Goulet) from the High Commission of Canada in Jamaica visited South Dock, Provo on in March 2022 and met with the Director and Deputy Director of Ports. Meeting focused on port infrastructure development projects and trade facilitation.



Figure 6; Staff meeting delegation for Canadian High Commission in Jamacia



PROGRESS REPORT ON STRATEGIC PLAN



As far as possible the Strategic Plan was used as a basis for staff working plans. During the last Annual Report, we began reporting on progress on the implementation of the Strategic Plan. This is the last year of the Strategic Plan, so we are therefore pleased to report on major achievements during this planning cycle; according to each Strategic Goal. This takes into consideration disruptions caused by the response to the COVID-19 pandemic, wherein work plans had to be adjusted, sometimes delayed and new work plans introduced.

A new Strategic Plan was prepared during the year, so incomplete work plans were transferred to the new planning period. In this section of the Annual Report, we review achievements under the former

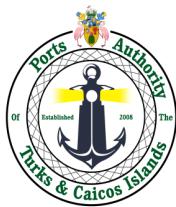
Strategic Plan.

Goal 1- Secure Ports - Ensure ports comply with international security conventions and codes to protect the reputation of TCI

1. New Port Facility Security Plans (PFSPs) were approved by the UK Department of Transport for Five (5) years from December 2020.
2. Some of the issues clarified in the PFSPs include communication protocol for PAN, DOC and ship and port links.
3. Regular Port Security Meetings are held 2 times per year as required by the PFSPs
4. A new Port Security Operations Manual was prepared based on the new PFSPs
5. Following a DFT review of UK PFSP requirements, the PFSPs were further revised during mid-2021. The revised PFSPs will be the basis on which ports will be audited in the future.
6. Regular security trainings were conducted. Due the Covid-19 pandemic trainings are increasingly done ‘virtually’ in accordance with Staff Training and Development Plans, which are revised at the start of each fiscal year.
7. Introduction to a new port management system (Unitrack) commenced. This should improve accountability of imported and exported containers and production of performance statistics.
8. Arrangements are being finalized for participation in PMAC’s Data Intelligence Project

Goal 2- Safe Ports - Build safety culture to enhance safety of port workers and visitors to ports

1. While unforeseen in the Strategic Plan, safety protocols were introduced and enforced at all ports in response to Covid-19.



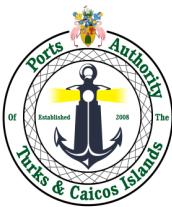
2. As part of preparation for the Coastal State Audit the following port safety/ safety of navigation plans and policies were prepared:
 - **Port Waste Management/ Reception Plans**
 - **Port Oil Spill Plan**
 - **Aids to Navigation Management Policy**
 - **Maritime Safety Information (MSI) Coordination Policy**
3. Oil spill containment equipment for ports in the Turks and Caicos Islands was procured. Virtual training on use of the equipment was also held.
4. Environmental Impact Assessments completed for all ports, including elaboration of port dredging requirements
5. A Safety Division is being established to take forward work plans under Goal 2.
6. Budgetary provisions was made to undertake periodic hydrographic surveys of ports and shipping channels
7. Night time fuel operation are restricted and only take place with approval of the Director of Ports
8. Navigation lights throughout the Turks and Caicos were rehabilitated and upgraded with new computer linked lights.

Goal 3 Resilient Ports - Develop port infrastructure based on economic and technical appraisals

1. Plans were prepared to advance rebuilding of port infrastructure on all islands: Grand Turk Port was rebuilt, plans for the other ports are ongoing or at advanced stage of appraisal.
2. Funding arrangements are in place for capital projects, which are taking place on all islands.
3. TCIG funding approval for redevelopment and modernization of South Dock was agreed. The project was tendered.
4. Update to Port Asset Register maintained,
5. Ports authority makes annual contribution to government Fiscal and Strategic Policy Statement (FSPS)
6. Climate considerations were incorporated into project designs.

Goal 4: Self-supporting Ports - Develop sustainable financial and HRM frameworks

1. Ports Authority Financial Audits, except 2020/21 completed within the statutory timeframe. Work plans were agreed to address Audit queries.
2. Vesting of properties from the Crown to the Ports Authority completed within the context Ports Authority (Amendment) Ordinance 2021
3. Staff training and empowerment related to budget preparation, financial and procurement procedures held annually
4. Terms of Reference for Finance and Audit Sub-Committee approved by the Board; meetings of the sub-committee held a critical times in the annual financial calendar.



5. Employee Job Satisfaction Survey completed in February 2020 (to be repeated every 2 years)
6. Job Evaluation Survey completed in 2020
7. A consultancy to review stevedoring services and present options for future service provision commenced.
8. Annual staff training plans are prepared at start of each financial year.
9. An organizational restructuring consultancy was launched.
10. A revamped employee recognition and awards program was approved by the Board. This was revised with inputs from staff with stronger emphasis on self-development and community service.

Goal 5: Partnerships and collaboration - Collaborate with stakeholders to increase awareness of importance of maritime sector

1. Annual General Meeting were introduced.
2. Stakeholder Committee established, incorporated as Non Profit organization in 2020
3. Customer Satisfaction Survey undertaken in 2021.
4. Port publications (The Anchor and the Navigator) were published on schedule.
5. Regular Press Statements were made. Active social media presence developed on several platforms
6. The Ports Authority's Community Outreach program was launched in 2020. The program was responsive to community needs during the Covid 19 pandemic.



II. SHIPPING

Overview

The Turks and Caicos Islands has rebounded financially and economically since the onset of the COVID-19 pandemic, which had a significant impact on cargo imports by the end of the 2020/21 financial year. The national lockdown and virus containment measures introduced at the beginning of financial year 2020/21, closed international borders slowing economic activity particularly in the tourism and construction sectors, which undoubtedly impacted vessel arrivals, dry bulk and general cargo imports to the islands. Accordingly, FY 2021/22's performance is much stronger than forecasted, which is a direct outcome of both private investment and public policies that have aided the recovery of TCI's economy.

Vessel Calls

The Ports Authority of the Turks and Caicos Islands received 754 vessels during the period April 1 2021 to March 31, 2022. This outturn is a 21% increase in comparison to the previous year as shown in Table 1. Shipping fell significantly 2021 after international borders were closed as part of Government's COVID-19 containment measures, which slowed economic activity.

TABLE 1: VESSEL CALLS BY TYPE

Vessel Type	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Compliant	489	518	505	493	370	431
Non-Compliant	112	138	145	137	128	190
Local Vessels	148	210	154	157	122	133
Pleasure Crafts	10	4	5	0	1	0
Total	759	870	809	787	621	754
% Change	-6%	15%	-7%	-3%	-21%	21%

Among the four types of vessels received by the Ports Authority, the most significant movement in vessels calls for FY 2021/22 were Non-Compliant vessels, which increased by 48% from the prior year's calls, which had fallen during government mandated lockdown and curfews that restricted nonessential movement throughout the islands and slowed ongoing developments in the construction sector.

Complaint vessels which mainly transport containerized and general bulk cargo, were also impacted during 2021, contracting by 25% from the previous year. During FY 2021/22, 431 Compliant vessel calls were reported, a 16% increase from the previous year. The increase can be attributed to the cautious reopening of the economy which restored the demand for wholesale and retail imports to pre-pandemic levels.

Cargo Movements

The Ports Authority TCI recorded a 59% increase in imported cargo volumes at the end of the financial



year, March 2022. A total of 594,498 tonnes of cargo was handled, compared to 374,194 tonnes in the previous year as shown in Figure 2.1.

FIGURE 2.1: TOTAL CARGO IN TONNES FOR 2018/19 - 2021/22



The increase in imported volumes was significantly higher than forecasted which is indicative of the rebound of TCI's economy post pandemic. Cargo movements at the end FY 2020/21 had contracted by 36% from the previous year. Prior to the pandemic, TCI's economy was expected to grow by 5 percent in 2020, driven by increases in tourism related business, construction and real estate developments, which were halted during the pandemic. The impressive outturn during 2021/22 is due to the resumption of those developments which has restored cargo import volumes to pre-pandemic levels.

TABLE 2: BREAKDOWN OF CARGO HANDLED BY CATEGORY (TONNES)

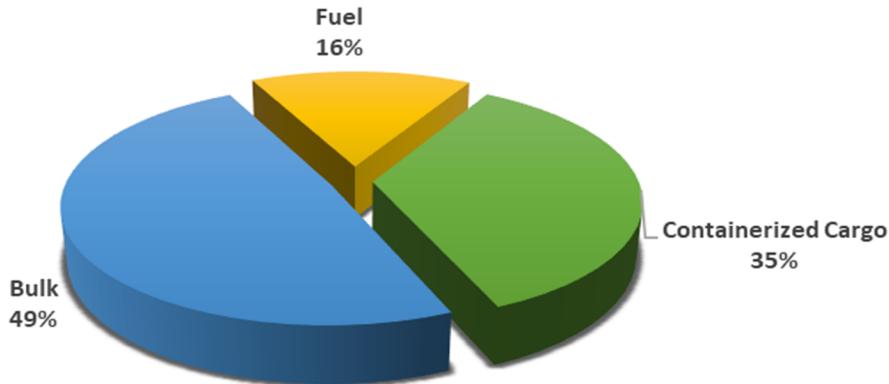
Cargo Handled	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Containerized Cargo	178,246	204,814	195,251	204,514	140,666	209,778
Dry Bulk	210,305	171,356	201,420	287,038	166,213	291,003
Fuel	86,834	83,053	88,075	92,697	67,315	93,718
Total	475,385	459,224	484,747	584,249	374,194	594,498
%Increase/Decrease	4%	-3%	6%	21%	-36%	59%

Information on cargo handled by the Ports Authority is shown in Table 2. The most notable increase in cargo movements during FY 2021/22 was dry bulk which increased by 75% from the previous year's outturn. 291,003 tonnes of dry bulk were handled by the Ports Authority, comprising of mostly construction and building materials, accounting for more than 49% of tonnage handled by the Ports Authority during FY 2021/22. 209,778 tonnes of containerized Cargo and 93,718 tonnes of Fuel were also handled, accounting for 35% and 16% of imported tonnage respectively. Information on the



breakdown of major imports by category is shown in Figure 2.2, which depicts that bulk imports, particularly dry bulk, are the largest category of imports received by the Ports Authority. This is not a surprising development since bulk imports are destined from the construction sector which is leading the economic recovery currently taking place in the TCI.

FIGURE 2.2: PERCENTAGE BREAKDOWN OF TOTAL TONNAGE BY CATEGORY FY 2021/22



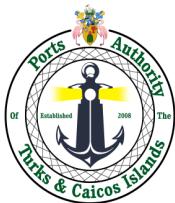
Container Traffic

Information on container throughput is shown in Table 3. The Ports Authority handled 36,673 TEUs during FY 2021/22, a 44% increase against 25,700 tonnes of throughput recorded in financial year 2020/21. Of the total TEUs handled, 19,300 TEUs were inbound while 17,573 were outbound empty containers. TEUs are categorized into four (4) main categories; Containers, Flat Racks, Reefers and ISO

TABLE 3: TEUs BY CATEGORY

TEUs by Type	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Container	17,777	21,694	21,226	22,488	15,461	23,979
Reefer	6,102	6,068	6,127	7,069	5,168	6,315
ISO Tanks	4,465	4,379	5,607	4,652	2,521	3,961
Flat Rack	3,517	5,333	3,987	3,654	2,549	2,718
Total TEUs	31,861	37,474	36,947	37,863	25,700	36,673
% Change	-1%	18%	-1%	2%	-32%	44%

In the previous year FY 2020/21, TEUs fell significantly due to a number of factors directly related to the COVID-19 pandemic. These factors include disruptions in the global supply chain and the economic downturn which reduced imports significantly, particularly those arriving via containers, which lead to blank sailings and shipping cancelations. FY 2021/22's TEUs performance is directly related to the reopening of the economy, specifically the country's Tourism sector, which has helped to return container traffic volumes to pre-pandemic levels.



III. FINANCIAL ANALYSIS

Overview

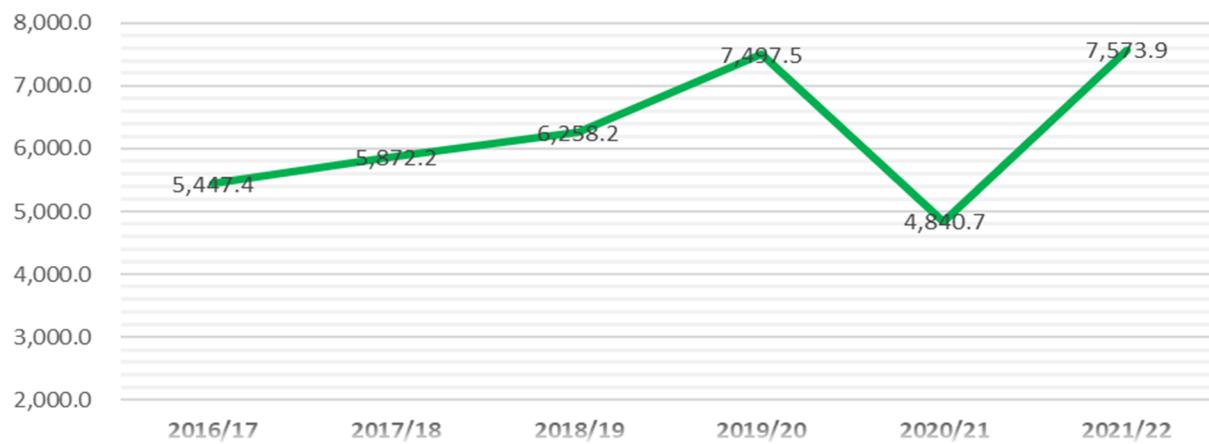
The Ports Authority's financial performance exceeded estimates for fiscal year 2021/22. This outturn is illustrated of the unprecedented rebound of TCI's economy following a significant downturn brought on by the COVID-19 pandemic. With the full reopening of TCI's economy and its borders, FY 2021/22's financial performance is indicative of the country's projected economic growth forecasted prior to the COVID-19 pandemic.

PATCI's budgets are prepared within the context of national and organizational strategic goals and objectives. The allocation of resources across line items, builds on existing work plans which support the operations of the expanding port system. As such, FY 2021/22's operating expenditure budget was 40% higher than the previous year's revised allocation, and prioritized both operating and capital program initiatives that were delayed at the onset of the COVID-19 pandemic.

Financial Performance

Prior to FY 2020/21, PATCI's revenues increased gradually as depicted in Figure 3.1, driven primarily by capital development in the construction and tourism sectors. With the onset of COVID-19, PATCI's unaudited revenues for FY 2020/21 were \$4,840,744, falling by 35% or \$2,656,775 below the previous year's actuals.

**Figure 3.1 Revenue Outturn
FY 2016/17 - 2021/22 (\$000)**



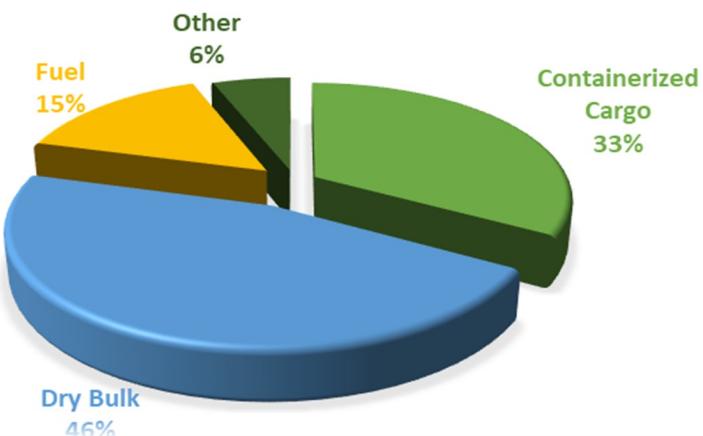
PATCI's total unaudited revenues were \$7,573,895 for the period April 1, 2021 to March 31, 2022. The outturn which is 56% higher than the previous year, is consistent with the post-Covid 19 recovery taking place in the economy discussed previously.



PATCI's revenues are categorized by four main port activities which includes general cargo, fuel and bulk cargo handling. Additional income streams classified as 'other' includes berthing fees, stevedoring commission, interchange fees and port passes.

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

FIGURE 3.2 PERCENTAGE OF REVENUE BY CATEGORY FY 2021/22



46% of revenues generated for FY 2021/22 were derived from dry bulk and other building material imports, while 33% derived from Containerized Cargo, each category increasing significantly from the previous year's outturn, 49% and 75% respectively. The performance of the two major categories is directly correlated to the rebound of TCI's economy post pandemic. Despite the economic downturn of the previous financial year, TCI's construction, wholesale and retail sectors, continue to grow attributing to increased revenues for the Ports Authority.

Figure 3.3 Operating Income FY 2016/17 - 2021/22 (\$'000)

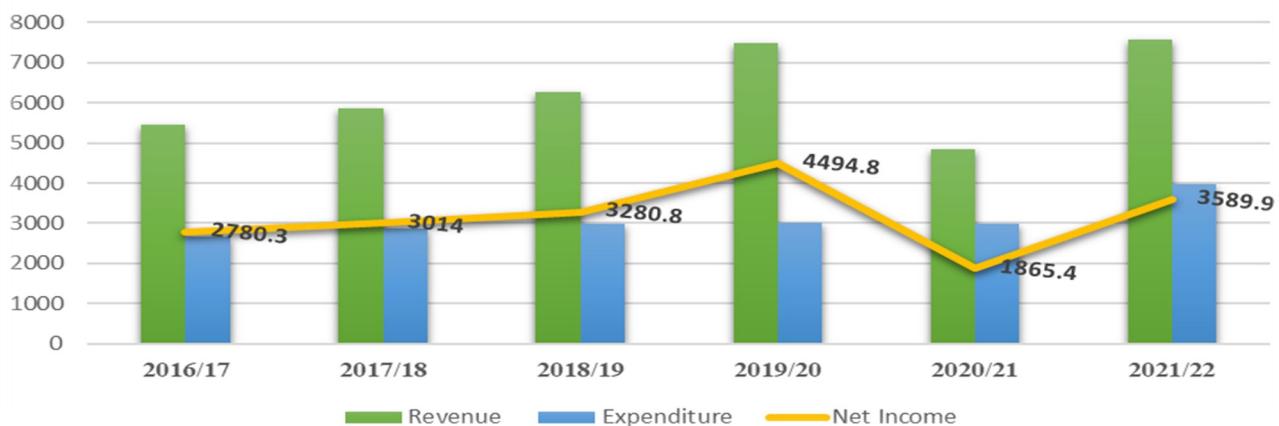




Figure 3.3 illustrates PATCI's net ordinary income from FY 2016/17 to 2021/22. Despite the economic uncertainty coming out of COVID-19 pandemic, PATCI's unaudited net income exceeded approved estimates by \$1,967,387 in FY 2020/21. The revised budgeted net ordinary income was \$1,622,541 while the unaudited outturn was \$3,589,928. Unaudited Operating Expenses for the period were \$3,983,967, 2% higher than approved estimates and includes depreciation and amortization costs. PATCI's excess transfer to TCIG was \$842,543 for the period ended March 31, 2022.

Comparative balances for the Income Statement and Balance Sheet for fiscal years 2017/18 to 2021/22 are shown in Table 4. Total Current Assets increased from \$6,263,586 to \$7,556,726. Cash and cash equivalents increased by \$1,293,140 or 21% as a result of the increase in accounts receivables for the period ending March 31, 2022.

Capital Expenses for the FY 2021/22 were budgeted at \$4,4663,537, \$1,714,109 of which was spent at year end March 31, 2022. Increases in property, plant and equipment totaling \$1,688,610 represents costs for the Bellefield Landing Welcome Center on North Caicos, Rehabilitation of South Caicos Port and the Grand Turk Port Pavement Project.

Current Liabilities increased by \$501,173 to recognize gratuities payable per Section 2.16 of the Ports Authority's Staff Policies and Procedures.

Table 4: Financial Summary (\$'000')

	2017/18	2018/19	2019/20	Unaudited 2020/21	Unaudited 2021/22
Income Statement	\$	\$	\$	\$	\$
Revenue	5,872.2	6,258.2	7,497.5	4,840.7	7,573.9
Expenditure	2,858.2	2,977.4	3,002.7	2,975.3	3,984.0
Total Income	3,014.0	3,280.8	4,494.9	1,865.4	3,589.9
Balance Sheet					
Assets					
Total Current Assets	9,623.0	9,283.4	11,474.0	6,263.6	7,556.7
Net PP&E	940.8	2,220.3	4,259.9	4,882.2	6,570.8
Non-Current Assets	23.2	25.4	25.4	34.1	26.4
Total Assets	10,587.1	11,529.1	15,759.2	11,179.9	14,153.9
Liabilities & Shareholder's Equity					
Current Liabilities	4,799.7	5,641.6	5,619.7	637.8	1,143.7
Total Liabilities	4,799.7	5,641.6	5,619.7	637.8	1,143.7
Total Equity	5,787.4	5,887.4	10,139.6	10,542.1	13,010.1



Liquidity and Capital Resources

PATCI's primary source of operating liquidity is cash flows generated from operations. PATCI's principal use of cash is to fund budgeted operating expenditures, capital expenditures and excess revenue transfers to TCIG. Despite the economic downfall due to the pandemic, the resumption of construction activity and increased imports for the tourism sector combined with monitoring and containing expenditure has enabled PATCI to exceed its net revenue target. At the present, TCIPA does not have long-term debt outstanding. With a favorable cash balance and ability to generate revenue from operations as the economy rebounds, PATCI has sufficient liquidity to meet its ongoing needs for the financial year.

Critical Accounting Estimates

Management determines the estimated useful lives of the properties, plant and equipment, based on the period over which the assets are expected to be available for use. Depreciation is recorded monthly for each Property, Plant and Equipment category. Controls and Procedures from the Government's management requirements for statutory bodies are outlined in an annual Sponsorship Letter which is issued by the respective Minister. The annual Sponsorship Letter requires statutory bodies to provide a Statement on Internal Control as part of their financial statements that explains how the control environment has operated throughout the year and the Board's assurances from its governance arrangements.

PATCI's Board of Directors recognizes the importance of sound internal controls and risk management practices to good corporate governance. Accordingly, the Board of Directors can provide reasonable assurance against misstatement of management and financial information and records. The management of PATCI is responsible for the establishment and maintenance of its system of internal control in order to identify and manage risks. To this end, the management has established an organizational structure which clearly defines lines of accountability and delegated authority.

Changes in Internal Control over Financial Reporting

There have been no material changes in internal control over the financial reporting period to which this report relates that have materially affected, or are reasonably likely to materially affect, our internal control over financial reporting.

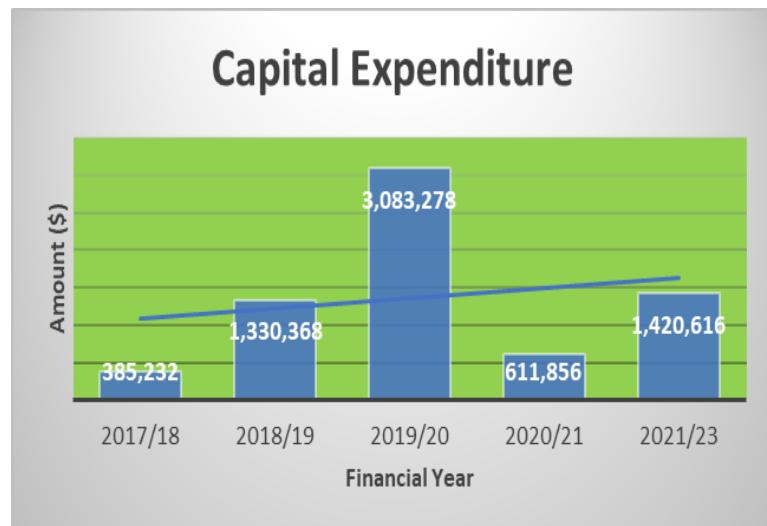
Conclusion

The Board and Management continue to work on ensuring ongoing efforts will be made to enhance budgeting, reporting, and accountability of the Ports Authority of Turk Caicos Islands and therefore fulfil its mission to be a financially self-sustaining public service providing efficient transportation facilities to its users.



IV. CAPITAL PROJECTS

Capital Projects absorption - As shown in the adjacent figure, there was a marked turn-around in capital projects during 2021/22. The outturn for capital projects expenditure is \$1,420,616, - a 132% increase, compared with \$611,856 expended in 2020/21. As part of our third Goal (Resilient Ports), the Ports Authority made good progress on implementing and appraising capital projects on all islands. Importantly, the Ports Authority committed 100% of its approved capital budget allocation (\$4,663,357). This will lay the basis of increased capital projects expenditure during 2022/23



Capital project results according to location

- Grand Turk

The rehabilitation of South Dock, Grand Turk was completed with the installation of a new CCTV system. With a concrete and asphalt container yard and a modern drainage system, the Grand Turk Port represents the ‘gold standard’ for all of our ports. The improved port conditions are paying dividends by reducing wear and tear on stevedoring equipment and enabling efficient port operations. To complete the development of this port, the appraisal of the Grand Turk Port Office building was completed. Funding for this project is included in the 2022/23 budget.



Figure 1 Container Yard Operations Grand Turk



Figure 2. Artist impression of new Grand Turk building

- South Caicos



Figure 3. South Caicos Port ground breaking

The contract for South Caicos Port Rehabilitation Project which includes: installation sea defenses, drainage works and construction of new concert bulkhead was signed in June. The project is under



implementation and is on time for completion in July 2022. Tendering for South Caicos Port Pavement Project, which will pave the container yard with asphalt, was completed. This should be contracted shortly, so it could be complete in July, as well. Expenditure on these projects is estimated at just under \$2 million. Funding is also included in the budget to undertake extensive dredging at South Caicos port; this will improve safe access.



Figure 4 Installation of sheet piles, South Caicos Project

- *North Caicos/ Middle Caicos*



Figure 5 Bellefield Landing Welcome Center groundbreaking



The contract for construction of the Bellefield Landing Welcome Center was signed in June, the project is under implementation and is making remarkable progress. It is on schedule for completion in July 2022. A temporary dock was commissioned to allow the public to safely used Bellefield Landing during construction of the Welcome Center. A contract for the dredging of the Bellefield Landing was signed on January 27th 2022. Project commencement is imminent. With funding from the government a project for construction of boat slips and a new ‘ferry landing’ was tendered. A contract for this project should be awarded during the 1st quarter of the new financial year. These projects represent a total investment of just under \$3.5 million.



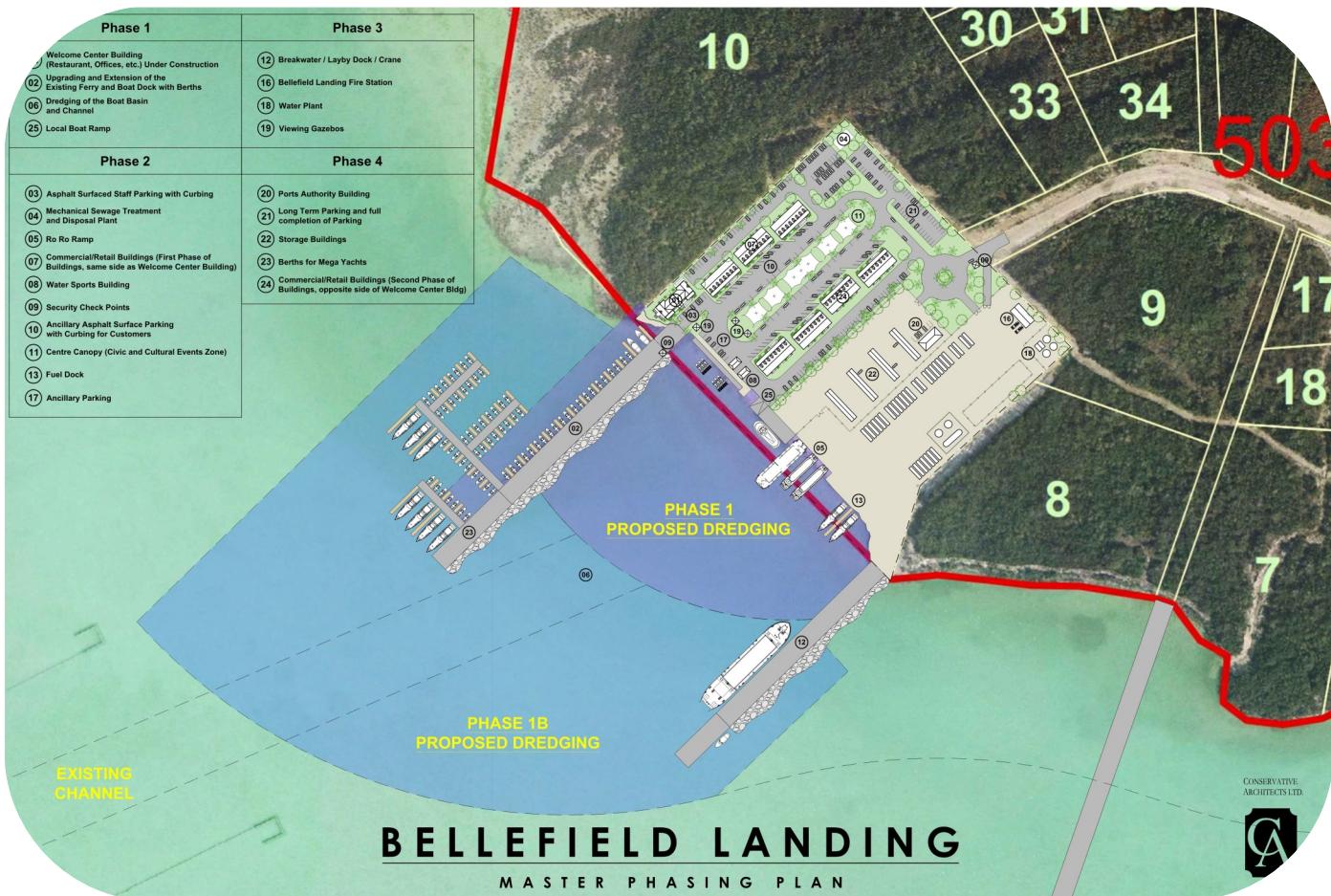
Figure 6 Bellefield Landing Welcome Center under construction



Figure 7 Passengers at Bellefield Landing temporary dock

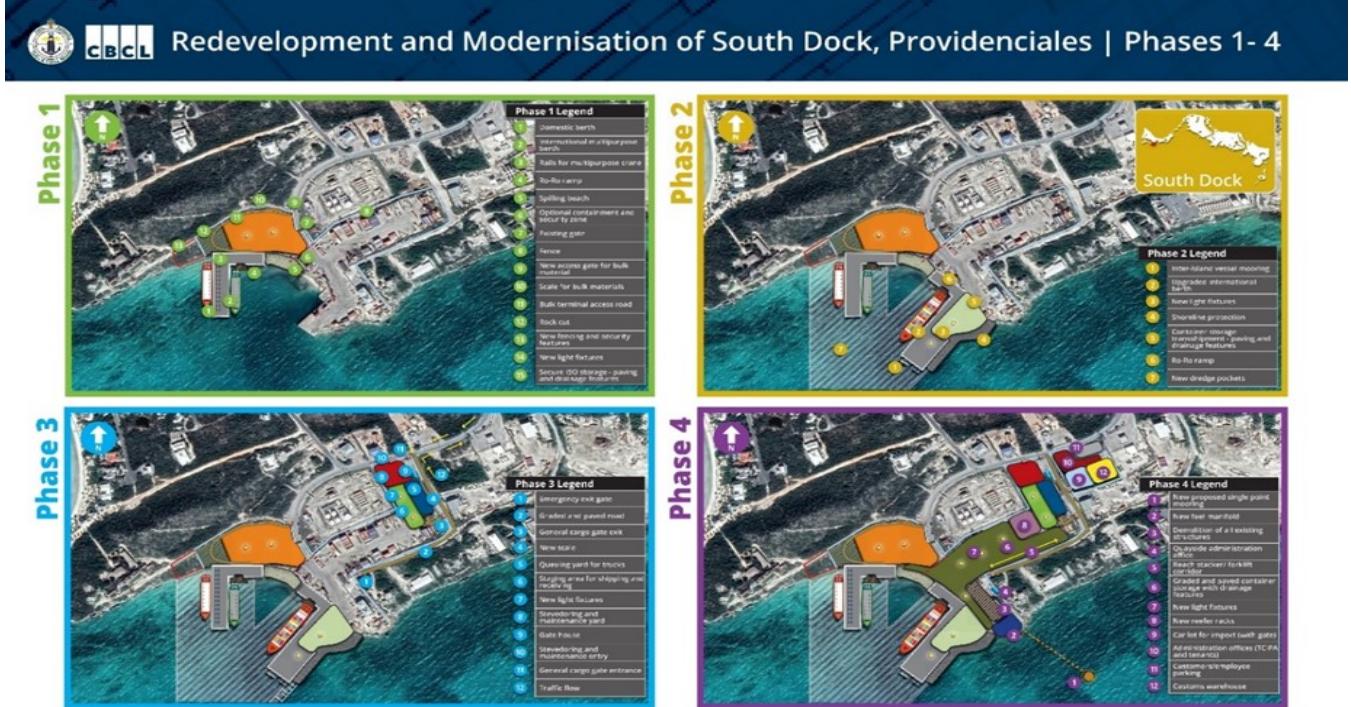


A Masterplan to guide the future development of Bellefield Landing was prepared by Conservative Architects, with extensive community participation. The Masterplan was unveiled by Hon. Musgrove on January 28th. 2022. Projects associated with the Bellefield Landing Masterplan are included in the 2022/23 budget.



- *Capital Projects on Providenciales*

The construction of a modern port on Providenciales is long overdue. With government funding the Ports Authority tendered Phases 1 and 2 of the Redevelopment of South Dock, Provo and construction of a Port Office Complex. These projects are under evaluation. These projects should be contacted during the first quarter of new financial year. During the financial year, appraisal of phases 3 and 4, including a safe fuel mooring system will commence. We anticipate commencing these phases during 2023/24.



The redevelopment project involves:

- Construction a new 241 ft long by 53 feet wide berth and Ro-Ro ramp, for operations for 2 vessels at the same time;
- Construction a new container yard for bulk materials,
- Construction of a safe-water drainage system,
- Construction of a 288 feet long by 85 feet wide berth, absorbing the exiting berth; and including a second Ro-Ro ramp.
- Installation of new mast lighting.
- Dredging a larger turning basin to a depth of 18 feet.
- Construction of a port office complex
- New port fire service and electricity system,
- Improvement of existing container yard: new entrance, gatehouse, scale, staging area and internal roadways.
- Transfer of stevedoring operations
- Installation of plugs for refrigerated containers.
- Construction of a safe fuel mooring system.

Economic benefits:

Reduced cost of living and doing business from berthing of larger vessels, More efficiency stevedoring service and prospects for reduced tariffs. New port systems, procedures and tariff setting regime, Reduced waiting times and demurrage costs for vessels.



V. Human Resources Development

Change is the key word describing workplace atmosphere at PATCI in 2021/22: Changes made in response to the COVID-19 pandemic; changes through promotions and new hires, changes in the way we record time worked, and changes to be realized through organizational restructuring and the revision of our Staff Policy and Procedures manual already in process scheduled to be completed in the next financial year.

Teamwork

PATCI invested in two team collaboration events during the financial year. A leadership workshop for our executive management team, was facilitated by Desiree Adams Training. The purpose of the workshop was to raise the leadership awareness of the team and the importance of communication and collaboration in helping us meet our strategic goals.



Figure: Participants in Virtual DAT Training



PATCI sought to strengthen team spirit through group activities and held a Christmas tree decorating competition between the admin offices and security gate houses. The goal was to build and strengthen relationships as we worked together decorating the trees and create synergy as teams mobilized to solicit likes from family and friends to win the competition.

PATCI launched the “I AM PATCI” poster; a set of “I AM” statements designed to help us manage our image amid a changing work environment by focusing on who we want to be. “I AM” is the mantra repeated with each declaration. The appeal is made to the individual employee because individual commitment to our mission and vision counts. Framed posters of the “I AM PATCI” statements are posted in the Security gate houses as well the office buildings of port facilities.

In October 2021 PATCI recognized staff celebrating 10 years of loyal service at a gala event at Beaches Resort. Thirteen Security Officers and two administrative staff members received gift certificates and plaques thanking them for their part in our journey. This is the second ten year celebration we had in two year period. PATCI boasts a high retention rate; with over 50% of our staff have been with us for over ten years.



COVID-19 Response

In September 2021, PATCI implemented a mandatory covid testing policy for all staff following the government's Public Service Mandatory COVID -19 Testing guidelines. A register was maintained to ensure compliance. Staff who had not been vaccinated were asked to seriously consider doing so and by the end of year 80% of our staff were fully vaccinated.

Organizational Restructuring

In November 2021, PATCI hired Atlantic Group Consultancy to recommend an organizational structure that enables the effective discharge of daily operations consistent with our obligations under Maritime Convention and Codes. The expected outcome is to make the Ports more functional with clearly defined roles, enabling an efficient basis for staff development, promotion and increase job satisfaction. The final report on the restructuring exercise has been delayed to consider TCIs SIRA Risk Assessment of Ports and Internal Waters which will have impact on our proposed Safety Division.

Review of Staff Policies and Procedures Manual

The current Staff Policies and Procedures Manual is under review and should be completed by June 2022. It has been in use for three years now and we have had the opportunity to observe its effectiveness or lack thereof. The aim is to have a workable manual that will guide future employee relations. The revised manual will include new policies to cover topics such as increments, gratuity and timeclock as the means of recording time worked. Staff have been invited to participate in the revision process.

Training

Our training report for the financial year 2021/22 captures a total of 1190 training hours which averages 22 training hours per employee.

Local Training

During December 2021, staff from Elastec facilitated an oil spill equipment familiarization training for staff which was originally scheduled to be held in 2021, but was delayed due to Covid 19 restrictions. The training exposed staff from all ports to operational requirements of Level 1 Oil equipment which was procured with assistance from the UK Maritime & Coastguard Agency (MCA).



Figure 1 Participants Level 1 Oil Spill training



Also with funding support from and MCA the Ports Authority hosted an **IMO Oil Spill, Level 1 training** which was facilitated by Ambipar Response. The purpose of training was to build capacity and collaborative working arrangements among maritime sector stakeholders to respond to oil spills should they occur in the territorial waters of the TCI. The training was conducted over three days, 8th to 10th February 2022. This training was provided to twenty-nine (29) participants from the public and private sectors representing; Ports Authority personnel from Grand Turk, South Caicos and Providenciales, the Department for Environment and Costal Recourses (DECR), Department of Disaster Management and Emergencies (DDME), Fisheries, RT & CPF Marine Branch, TCI Regiment, Sun Oil and Rubis. This training accounted for 384 of the total training hours provided to 12 Security Officers and Management level staff who participated in the training.

In February 2022, Security Officers Courtney Forbes and Jarrad Forbes benefited from 24 hours of safety training over two days at Fortis, provided by the Government's Environmental Health and Safety Department. This training involved safety operations at industrial construction sites, giving officers the tools to maintain safety not only to personnel but also the environment. This training is consistent with efforts to build a port safety culture at the Ports Authority.

As part of efforts to build staff capacity the Ports Authority commenced sponsorship of an Associated Degree in Business Administration course at the Community College for Security Supervisor Ronadio Roberts.

External Training



PATCI benefited from 392 hours of overseas workshops and online training through its partnership with PMAC. Several of our female security officers and administrative staff were awarded scholarships by the International Maritime Organization for 'Women in Ports' to undertake courses facilitated by the Galilee International Management Institute of Israel. Security Officers Natessa Morre, Catherina Turker, Ivenia Penn and Roseanna Henry participated in Maritime and Port Security course; and Project Accountant Sarhea Rigby, Business & Communication Manager Paula Stewart and Security Office Natessa Moore participated in the Port Senior Management course. Through courses the staff were exposed to modern port security requirements and management concepts such as smart ports, port digitization, port logistics and port environmental management.

Internal Training

Due to the Covid-19 pandemic, we relied on the virtual platforms to conduct security staff training sessions. A number of training programs were successfully undertaken.

Figure 2 Officer Natessa Moore, with certificates from Galilee courses



Seven (7) new security officers completed Safety Level I training totaling 84 training hours. This is a three-day training where new security officers are introduced to security awareness, International Maritime Dangerous Goods (IMDG), recognition of Improvised Explosive Devices (IED's) and Incendiary Improvised Devices (IID's) component parts, search techniques for baggage and pedestrians, etc. Upon successful completion, they were awarded a PATCI certificate.

Additionally, all current security officers received 63 hours of refresher training designed to reinforce awareness of their regular duties. Another 243 hours of miscellaneous training was realized this financial year, including 47 hours dedicated to developing supervisory skills, for six officers, and a review of our policy and procedures for workplace communication, for a further twenty-five staff.



Figure 4 Officer F Forbes, repairing engine during oil spill refresher training



Figure 3 Officer Alena Todd, receiving L1 certificate from PSFO Sharrona Walkin

Safety Officer, Pierre Clerveaux facilitated post-oil spill deployment refresher training for Security officers at South Dock, Provo. This provided hands-on training to the officers to ensure the oil spill containment equipment is kept in good state of repairs for future deployment.



Figure 5 Participants in Oil Spill Training



Awards and Recognition

PATCI aims to build an organizational culture where good work done by employees is valued and their tremendous efforts are recognized. The awards and recognition program was revised in the latter part of 2020 to include the Chairman's Award which replaced the supervisor of the Year Award, and the Director's Award which recognizes outstanding Administrative Staff. Provisions were made in the 2021/22 budget and the Chairman's and Director's awards were conferred for the first time this financial year.

Employee of the Quarter FY 2021/22

June 2021



Jamal Williams



Lynvel Seymour

September 2021



Ronadio Roberts



Jarrad Forbes

December 2022



Gilbert Ewing



Lisa Robinson

March 2022



Vincent Parker



**Luandra Clarke
Simmons**



Chairman's Award Year 2022



Agatha Walkin

Director's Award Year 2022



Dorothy Malcolm

Congratulations, Job Well Done

NEW HIRES



Shamol Williams



Aleno Todd



Cameo Lightbourne



McKenzie Ingham

FAREWELL



Taurain James



Khyron Simmons



Bon Voyage, Walter



In 2004, Mr. Hanchell joined the then Port Security Administration. He was actively involved in the initial assessment and preparation of the first port security plan under the direction of representatives from the UK Department of Transportation. His duties went beyond his prescribed job description and included managing the installation of aids to navigation as well as the demarcation of the Bellfield Landing channel in North Caicos. Mr Hanchell was also instrumental in the procurement of oil spill equipment, writing the standard operating procedures for handling that equipment as well as the security operations manual envisioning the standardization of operations throughout the port system.

Mr Hanchell, after over 12 years of service now retires from the Ports Authority after transitioning in 2010. A reception at Beaches Resort was organized by the Ports Authority honoring Mr Hanchell and his many contributions to the Ports over the years. Expressions of appreciation and admiration for Mr Hanchell's stellar service were brought by Chairman, Jason Francis, Director, Delton Jones, President of the Stakeholders Committee Carl Simmons and PFSO Sharonna Walkin. Mr Hanchell was credited as being a walking repository about everything ports, dedicated employee passionate about his work. Also gathered to give their support were members of the Board, Deputy Permanent Secretary, Deputy Police Commissioner, Stakeholders Committee, Ports' staff, his family and friends and invited guests.

Mr Hanchell, retirement is not the end of the road. It is the beginning of the open highway. We wish you all the best on the road ahead.~





STAFF PROMOTIONS



We congratulate Ms. Shawna Lewis on her promotion to the post of Deputy Director of Ports. Ms. Lewis joined the port family in 2011 as PATCI's first Financial Controller. She was twenty-six years old at the time and the youngest member of the senior management team. As Financial Controller she was responsible for the day to day operations of the finance department such as reporting, budget preparations, training and lead on the annual audits. Most recently, Ms. Lewis established the Employee Savings Plan and is currently the lead person for the masterplan of the Bellfield Landing project on North Caicos.

Pierre began his tenure at the port in 2004 as a Supervisor prior to the founding of the Ports Authority. After the establishment of the Ports Authority in 2007 Pierre continued in that role with a private company contracted for security services and joined the Ports Authority officially in 2011. Pierre was appointed as Acting PFSO in October 2016. He served faithfully in that capacity for over a year until his promotion to PFSO became effective on March 1, 2018. On October 1st, 2021 he was promoted to the position of Port Safety Officer. We congratulate Pierre on his hard work and dedicated service that has helped to prepare him for this promotion.



Congratulations to Sharonna Walkin-Brown on her promotion to PFSO effective October 1, 2021. Ms. Walkin-Brown commenced employment at the port in 2004 with a private firm as a security officer, and was promoted to supervisor, all prior to the establishment of the Ports Authority of the Turks and Caicos Islands (PATCI) in 2007. In October 2011 she was transferred to PATCI as a security supervisor. Sharonna celebrated 10 years with PATCI in November 2021.



STAFF PROMOTIONS

The Ports Authority of the Turks and Caicos Islands is pleased to announce the appointment of Ms. Sarhea Rigby to the position of Financial Controller. Ms. Rigby is a finance professional with over 12 years of experience in both private and public sector financial management. She joined the Ports Authority in 2015 starting as an Accountant and was later promoted to the position of Projects Accountant in 2019. As Projects Accountant she was responsible for assisting with the monitoring and execution of the capital budget, and was instrumental in advancing several capital projects and initiatives including the South Dock Providenciales Port Redevelopment and Modernization Project, where she acted as project liaison, compiling data and information from stakeholders and regional partners which helped to produce a Master Plan for Providenciales, and secure government funding and approval for the project. As Financial Controller Ms. Rigby will be responsible for the day-to-day operations of the Port Authority's finance department.



Jarrad Forbes, from the port facility in Providenciales and Ronadio Roberts from the facility in Grand Turk were promoted to security supervisors effective December 1, 2021. Jarrad commenced employment in October 2015 while Ronadio commenced in September 1 2010. Both Officers are noted for their consistency in performance and were the recipients of several awards for employee of the quarter.

Promotions at PATCI follow a process of internal posting of vacancies, applicant response, training, a written test, review of most recent performance appraisals and a review of personnel file. We congratulate both Officers for having successfully completed the process.



Jarrad Forbes



Ronadio Roberts



STAFF

10th

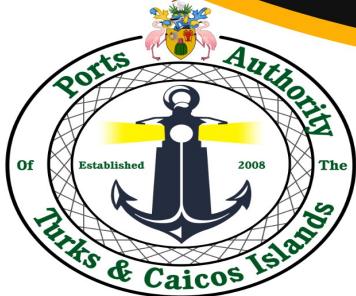
ANNIVERSARY

Shawna Lewis Pierre Clerveaux Sharonna Walkin Javar Gray Agatha Walkin

Elihu Higgs Gilbert Ewing Catherine Tucker Courtney Forbes Jerome Parker

Ronadio Roberts Deangelo Hanna Ermilie Laloy Renardo Palmer Vincent Parker

**Thank you for your
part in our journey**



' I AM ' PATCI



- * I am a Port Professional
- * I am well-groomed and fully uniformed
- * I am well-informed about port operational procedures
- * I am fully committed to my self-development
- * I am fully aware of the need to practice and ensure safe work habits
- * I am fully committed to ensuring compliance with international codes
- * I am a part of a bigger team offering essential services to the Turks and Caicos Islands
- * I am fully committed to the realization of PATCIs mission, vision and strategic goals



VI. AWARENESS, PARTNERSHIPS AND COLLABORATION

Overview

The Ports Authority is committed to educating the Turks and Caicos Islands on the vital role ports play in our community and support social developments in them. Through our Community Outreach Program, we continued to be a good neighbor, responding to the needs of our community under the mantra '*Open Hands, Open Hearts*.' In this section of the Annual Report, we provide information on our key Community Outreach and awareness activities during 2021/22.

Community Outreach

We began the year with waning covid-19 restrictions and we were still able to meet the needs of different groups and promote the ports in new and fun ways.

Nurses' Week Observances

Nurses continue to be a constant in their continued service to our healthcare system, enriching others' lives particularly during the pandemic. In May 2021, the Ports Authority hosted ceremonies in partnership with Inter-Health Canada at the two major hospitals on Grand Turk and Providenciales and health clinic on South Caicos and North Caicos to honor nurses in observance of Nurse's Week. Our nurses work across communities to keep their patients happy and healthy. To celebrate our nurses countrywide, the Ports Authority presented tokens of appreciation to show our gratitude for the important work that they do which at times take them away from their families for extended periods of time and in stressful environments.

The former Minister of Health Hon. Jay Saunders brought remarks during the observances. The Permanent Secretary for the Ministry, the Chief Medical Officer and healthcare workers other administrative staff were present to share and participate on the occasion.





The Community Outreach Program enables the Ports Authority to help all sectors of our communities. In partnership with the Department of Social Development, the Ports Authority was able to help spread the joys of giving at Christmas time and brightened the lives of over 50 children ranging in ages from two years up to 18 years old in the foster care system. This was done with a view to helping as many children as possible to be on the receiving side of Christmas. Directors, led by Chairman Urban Francis, participated in this Christmas Community Outreach event along with members of staff. In his remarks, Chairman Francis noted that '*it was an honor for the Port to give back to the community that it serves as the benefits go both ways when ports focus on the vulnerable and the community at large.*'





Awareness

The Navigator

The Navigator continues to be a major platform for the Ports Authority to create awareness of issues in the maritime sector which affect the Turks and Caicos. Three (3) editions of the Navigator were published and distributed throughout the TCI during year. Some of the topical issues captured in the Navigator this year included:

1. Importance of Supply Chains
2. Disruption of shipping due to blockage of the Suez Canal
3. Organizational Metamorphosis
4. PATCI Emerging Issues and Work Plans
5. Basic concepts and consideration on Inflation

On-line Photo Competition

During the summer, an online photo competition (#inandoutofports) was launched. The competition centered on bringing out the unique contributions of people, places and things in the shipping industry to the development of the people and economy of the Turks and Caicos Islands.

Photos were restricted to people, places, or objects in the work environment, in and out of ports or activities that highlighted life in the shipping industry. The competition received 40 entries, an impressive 2,500 people reached, 330 engagements and numerous reactions. The competition ran for three months, from April 1, to June 25, 2021. Entries to the contest were judged solely by the Facebook voting public. The photo capturing the largest number of likes was deemed the winner.

The photo ‘Leading Light’ submitted by Nicholas Freites, attracted 128 likes and captured first place with a \$250 cash prize. Meanwhile, Jermaine Lowe, captured both second and third place finishes for ‘No Task Too Great’ and ‘Ready To Go’ with 62 and 55 likes respectively and \$200 collectively. Select photos from the competition were featured in the 2022 calendar.





Jermaine Lowe second place runner-up



Additional photos from photo competition



Valentine's Day Cup

The Ports Authority took delight in co-sponsoring, for the first time, the 20th annual Valentine's Day Cup Model Sailboat races. The event is an annual activity on the island of Middle Caicos which was making a comeback after a 2-year hiatus due to Covid-19 restrictions on gatherings. With over 24 boats in the fleet, the Valentine's Day Cup is a national event that the locals of Middle Caicos look forward to. The event is organized by a not-for-profit committee which features boat races, and seeks to foster amazing fellowship of music, food and traditional culture of Middle Caicos. The event has great significance as it preserves and promotes local culture.





World Maritime Day

In observance of World Maritime Day 2021 (last Thursday in September) the Port celebrated under the International Maritime Organization's (IMO) theme "*Seafarers: at the core of shipping's future*". Messages from both the IMO Secretary-General and our very own Minister of Immigration and Border Services were shared on our Facebook page.

In our efforts to show appreciation to seafarers, the Ports Authority delivered over 50 care bags to seafarers who regularly visit our shores, bringing our food and medical supplies, and dry goods.





Spotlight on Local Seafarers

We began publishing a series of stories recounted by our local seafarers of the past in quarterly issues of the Navigator. Stories as told by Mr. Edgar Stanley Jennings (ABS) and 2nd Mate Theodore Been and others (Ben Johnson, Leslie Williams, Lee Astwood, Clement Lightbourn, Harry Lightbourne, Raymond Maxwell Simmons) Franklyn Roberts and Herbert Robinson gave insight into their lives at sea, traversing the globe to provide for their families.



Mr. Edgar Stanley Jennings



Mr Theodore Been

PATCI published two articles in the TCI Sun Newspaper (Volume 17, Issue 41, 45) taking us back to that time in our history when our men built their own boats to enable trade between the islands as well as informal trade with neighboring Caribbean Islands. We thought to capture some of their stories from the perspective of their sons:



Mr. Llewlyn Handfield, Owner and CEO of Lew 1 Shipping, comes from a line of seafarers that go back about four generations. He recalled his great grandfather, Laban Handfield who was born in the 1800s, was a mariner who worked on

the construction of the Panama Canal.



Pastor Bradley Handfield recounted the story of his father Jeffrey Handfield, AKA Baba Jeff, who was born in 1930. Baba Jeff built the first motorized vessel in the Turks and Caicos Islands. He christened his boat AJ and S Seaview, (Alma, Jeffrey and Sons), in honor of his family in 1968.

Stakeholder Relations and Community Consultations

The Stakeholders' Association continued its consolidation during the year. The Ports Authority coordinated and consulted with the Association on important issues affecting port operations during the year. In May 2021 a consultation on Covid-19 vaccination for port stakeholders was facilitated by Dr. Darren Hall. As a result of this consultation stakeholders resolved to promote vaccinations amongst their staff and to enforce safety protocols. Stakeholders were also consulted on major work plans such as preparation of the Ports Authority Strategic Plan.



Virtual Stakeholder Consultation on Covid 19

Port Management Association of the Caribbean

The Ports Authority was the virtual host of the 24th Ports Management Association of the Caribbean (PMAC) Annual General Meeting (AGM). The PMAC, is a body of regional ports whose mission is “*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 AGM brought together members ports and associate members of PMAC to discuss critical issues affecting regional ports, particularly during the pandemic.

At this year’s meeting the Ports Authority was successful in winning the 2021 Nova Port Cup as best performing member port of the PMAC. The Nova Port Cup is awarded at the end of each AGM to the member with the highest score based on a composite of five key performance indicators which are:

- Total Cargo Volumes
- Total Revenue Generated per Revenue Ton
- Total Expenses per Revenue Ton
- Net Profit per Revenue Ton
- Total Staff per Revenue Ton

The Chairman of Ports Authority was elated on this accomplishment and congratulated and dedicated the Cup to the staff of PATCI. Director of Ports, Mr. Delton Jones, was also appointed PMAC Vice Chair for two years.





FORWARD LOOK

Forward Work Plan 2022/23

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



Goal 1 Secure Ports

- Implement agreed recommendations for Organizational Restructuring Report to enhance port security and safety obligations
- Complete arrangements for an Independent Port Security Audit by the end of October 2022
- Update PFSPs based on UK/DFT requirements

Goal 2- Safe Ports

- Prepare a 3 year work plan to take forward observations from the III Code Audit related to PATCI and the IALA/ SIRA Risks assessment of port approaches and internal waters of the TCI
- Facilitate a revision of the Ports Authority Ordinance to take into consideration the new Merchant Shipping Ordinance
- Prepare Port Maintenance Policy and Plans (including port dredging) to improve safety of navigation

Goal 3 – Resilient Ports

- Implement infrastructure projects on all islands: complete ongoing projects, finalize contracts to implement projects currently being evaluated and appraise projects approved as part of 2022/23 budget
- Build staff capacity to increase their involvement in appraising and implementing capital projects in accordance and in compliance with approved procurement regulations
- Formulate infrastructure maintenance plans for all ports
- Assess options to carry out port maintenance dredging plans
- Undertake a valuation of ports authority assets

Goal 4 – Sustainable Ports

- Formulate and implement Organizational change program with input of staff to enhance job satisfaction, productivity and build staff moral
- Prepare a work plan to take forward recommendations of Organizational Restructuring consultancy over the next 3 years
- Undertake an Organizational Culture consultancy
- Complete arrangements to complete outstanding financial audits
- Evaluate statistical programs and conclude arrangements to participate in PMAC Data Intelligence



Project to increase availability of timely and accurate information to inform decision making

- Revise the Disaster Preparedness Plan in line with the PMAC's Model Port Emergency Management Plan

Goal 5 – Effective Partnerships

- Build effective working relationships with government departments and other stakeholders to promote digitalization of supply chain operations
- Facilitate formation of a Port Sector Information Management working group
- Undertake a survey to assess impact of Ports Authority publications



Ports Authority

2022 / 2023 Sponsorship Letter



OFFICE OF THE MINISTER MINISTRY OF IMMIGRATION AND BORDER SERVICES

Three Degree Office Complex
Airport Road, Grand Turk,
Turks & Caicos Islands,
British West Indies
Tel: 1 (649) 338-2937/2982/2983
Email: infobordercontrol@gov.tc

Government Business Park
Airport Road, Providenciales,
Turks & Caicos Islands,
British West Indies
Tel: 1 (649) 338-5750/5643
Email: infobordercontrol@gov.tc

May 13, 2022

Mr. Urban Jason Francis
Chairman
Turks and Caicos Islands Ports Authority
Providenciales
Turks and Caicos Islands

Dear Mr. Francis,

Sponsorship Letter – Turks and Caicos Islands Ports Authority

This letter sets out the requirements under the regulations issued in accordance with the Public Finance Management Ordinance 2012 from the Ministry of Finance, Trade and Investment to the TURKS AND CAICOS ISLANDS PORTS AUTHORITY, herein after TCIPA.

It explains how the TCIPA is expected to support the Ministry's mandate and policies, financial expectations and reporting requirements. It also sets the level of delegated authority that the body may have in terms of committing expenditures or creating liabilities. This letter does not supersede any legal requirements that the Statutory Body may have under the Public Finance Management Ordinance 2012 or the TURKS AND CAICOS ISLANDS PORTS AUTHORITY ORDINANCE.

Governance Requirements

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

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

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



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

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

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

Estimates of Expenditures

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

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

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

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

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



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

Key Programme Strategies

On the passage of the budget for FY2022/2023 the following key program strategies will be applicable in the assessment of the full-year performance of the TCIPA:

1. Complete arrangements for an Independent Port Security Audit by the end of October 2022.
2. Prepare a 3-year work plan by the end of the 1st quarter to take forward observations from the III Code Audit related to TCIPA and the IALA/ SIRA Risks assessment of port approaches and internal waters of the TCI.
3. Assess options to insure port buildings and other physical assets by the end of October 2022.
4. Revise the Disaster Preparedness Plan in line with the Model Port Disaster and Emergency Management Plan prepared by the OSA by the end of May 2022.
5. Undertake a valuation of ports authority assets by the end of September 2022.
6. Facilitate a revision of the Ports Authority Ordinance by March 2023 to take into consideration new Merchant Shipping Ordinance and clarify financial provisions.
7. Prepare Port Maintenance Policy and Plans (including port dredging) by the end of the second quarter to improve safety of navigation and effectiveness of assets.
8. Prepare a work plan by the end of the first quarter to take forward recommendations of Organizational Restructuring consultancy over the next 3 years.
9. Prepare a work plan to implement recommendations from the Sustainable Stevedoring Services Consultancy.
10. Facilitate formation of a Port Sector Information Management working group by December 2022.
11. Undertake an Organizational Culture consultancy by the end of October 2022 to improve working relations and job satisfaction.
12. Undertake a survey by the end of December 2022 to evaluate the impact of TCIPA's public awareness program.



Human Resources

Approval has been granted for a staff complement of 66 at a cost of \$2,294,544. There is to be no reconfiguration of roles/posts by deletion or consolidation. This would be deemed as operating in contravention to the approvals and is strictly prohibited.

Financial Management Responsibilities

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

Financial expectations

As per the approved appropriation for 2022/2023, the TCIPA agrees the following targets:

Revenue	\$9,378,478
Employment Cost	\$2,987,887
Operating Cost	\$1,989,968
Capital Projects	\$5,034,000

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

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

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

Additional Financial Provisions 2022/2023

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

• South Dock Port Redevelopment	\$11,900,000
• Bellefield Landing Civilian Safety Project	\$500,000
• Refurbishment of the GDT Office for Ports Authority	\$300,000

Financial Reporting Requirements

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



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

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

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

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

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

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

ALL Statutory Bodies will be required to submit their accounts to the Auditor General in accordance with the requirements of the Ordinance. Sections 19-23 of the National Audit Office Ordinance 2012 refer.

All Statutory Bodies are required to, unless notified differently, be overseen by the TCI Government's Internal Audit Functions. For those bodies with an existing internal audit team, required access will include working papers etc. Section 25 (7) and (8) of the Public Finance Management Regulations 2012 refers.

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

Delegations

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

Risk Register

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



Statutory Board Review Report

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

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

1. Standardization of Performance Appraisal Systems and Templates
2. Compilation of Annual Reports
3. Adoption of a Code of Practice
4. Provision of an annual Internal Control Statement (Primary Accountability Document)

Transparency

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

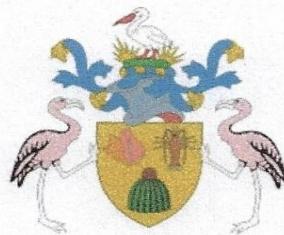
I would be grateful if you could confirm in writing your acceptance of this letter and provide assurance that you will comply with these requirements.

Sincerely,

Hon. Arlington A. Musgrove
Minister of Immigration and Border Services



GOVERNMENT OF THE TURKS AND CAICOS ISLANDS



**PORTS AUTHORITY
SELF-FINANCING**



PORTS AUTHORITY NOTES AND ASSUMPTIONS FINANCIAL YEAR 2022-2023

The Ports Authority of the Turks and Caicos Islands' 2018/19 - 2022/2023 Strategic Plan, outlines the strategic The Goals/ Strategic Objectives in the Plan are as follows:

The FY 2022/23 Budget is prepared within context of strategic goals/objectives, building on the Ports Authority's current work plans through the allocation of resources. With the post pandemic recovery of the TCI economy and residual gains from the advancement of capital expenditure projects in FY 2021/22 particularly on North Caicos, the Ports Authority is forecasting an increase in revenue.

Expenditure programs have been prioritized to progress strategic priorities. The proposed budget builds on existing workplans that will develop the Ports Authority's organizational structure and ensure compliance with international codes and conventions. Additional provisions have been allocated across existing line items to support the operations of the expanding port system. Through budgetary provisions, the Ports Authority seeks to build capacity, improve service delivery to stakeholders, maintain and develop port infrastructure to support economic prosperity throughout the Turks and Caicos Islands.

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

1. Maintain compliance with international security and conventions and codes and good practices
2. Entrench safety culture in accordance with international conventions and codes and good practice
3. Refurbish, expand and maintain the ports system to support prosperity and poverty reduction in the TCI
4. Consolidate partnerships and awareness programs
5. Minimize environmental impacts from shipping and port related activities

Revenue

The Ports Authority's revenue estimate for FY 2022-23 is \$9,378,478 which 70% above FY 2021/22's estimates of \$5,528,692

The Ports Authority's revenue is primarily driven by increased economic development particularly in TCI's Construction Sector, which has been boosted by large scale investments in tourism related projects. Additionally, increased volumes in general cargo are estimated as local retailers increase imports to supply new hotels and businesses in TCI's growing tourism sector.

Recurrent Revenue for the Ports Authority is expected to grow by 3% against FY 2021/22's un-audited actuals of \$7,607,009 which were 38% higher than approved estimates. In addition, new income streams for FY 2022/23 include Rental Income of \$41,370 from the North Caicos Bellefield Landing Complex, and \$1,500,000 in Non-Recurrent Revenue from the sale of sand, a residual gain from the Bellefield Landing dredging project based on current market prices.

FY 2022/23's revenue estimates were formulated using FY 2021/22's outturn, import projections from major building materials and bulk importers, and TCI's GDP growth rate.



PORTS AUTHORITY NOTES AND ASSUMPTIONS FINANCIAL YEAR 2022-2023

Expenses

The Ports Authority is proposing a recurrent expenditure budget of \$4,977,855 for FY 2022/23 which is an increase from the previous year's allocation of \$3,906,151. Significant expenditure items are explained in the notes which follow:

1. Salaries and Allowances

A 1% increase in Salaries is being proposed to existing post within the TCIPA to ensure that employees are not adversely impacted by the NIB rate increase (1%) in the new financial year. Additionally, TCIPA is recommending four new positions which include the IT Manager to replace services currently outsourced, two Administrative officers and a cleaner for North Caicos, as well as a Contract Administrator to assist with the management of TCIPA's contracts, namely the Provo Stevedoring contract, up for renewal in 2023. The Senior Port Facility Officer will be reclassified in FY 2022-23 as Harbour Master, to bring forth a key recommendation highlighted in the Ports Authority Organizational Restructuring consultancy report.

The Harbour Master will bring marine technical expertise to the executive branch of the Ports Authority to regulate Port Safety operations and to assist in meeting TCIPA coastal state obligations in collaboration with other maritime sector stakeholders.

Safety Allowance -The proposed estimate will provide officers with a safety responsibility allowance of \$100 per month as of July 2022. In accordance with 2020/21 key programme strategies, TCIPA commenced the training of port security officers in the area of safety, consistent with Port Marine Safety codes and international recommended practices, as outlined under Objective 2 (Safe Ports) in the Ports Authority's Strategic Plan. Security Officers trained under this initiative will assist managers in conducting safety and environmental assessments, as well as preparing oil spill plans for improved responses to safety incidents and environmental hazards.

Increments - The allocation proposed is for the issuance of increments following an officer's successful performance appraisal calculated at a maximum of 2% of an employee's annual salary. The renumeral increments will commence in September 2022 pending approval and is therefore budgeted for half of the financial year. The provision takes forward recommendations from a Job Evaluation Exercise consultancy the Ports Authority conducted in FY 2019/20, with the objective of ensuring that post within the organization were appropriately classified to achieve internal and external equity.

Pension and Gratuities

Provisions under this Vote are consistent with a March 31st, 2022 Cabinet decision for the participation of statutory bodies into the Multiple Employee Pension Plan (MEPP).



PORTS AUTHORITY NOTES AND ASSUMPTIONS FINANCIAL YEAR 2022-2023

Operating Costs

1. Director's Fees

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

2. Local Travel and Subsistence

This includes travel between Grand Turk, Providenciales, South and North Caicos for staff and other support personnel. Bulk tickets are purchased at both local airlines (Inter Caribbean and Caicos Express) and for ferry services to NCS (Caribbean Crusin'). Subsistence, where applicable, is in line with the TCIG's Travel Policy. The Ports Authority is currently undertaking several development projects on South Caicos, Grand Turk, North Caicos and Providenciales. The allocation will be used to facilitate interisland travel for the appraisal and supervision of these projects and delivery of key programme strategies.

3. International Travel and Subsistence

The estimate provided is to facilitate international travel for participation in international conferences and seminars, as well as port attachments for fact finding missions. The previous year's allocation was reduced due to travel uncertainties arising from the pandemic. FY 2022/23 provisions will facilitate travel for capacity building in conjunction with the port redevelopments. All travel and subsistence costs are budgeted in line with the TCIG's travel policy.

4. Utilities

Utilities budget takes into consideration water and electricity costs at port facilities across the TCI. The increase against the prior year's allocation includes provisions for Bellefield Landing complex on North Caicos, which is scheduled for completion by July 2022.

5. Communications Expense

These charges are in respect of local and international calls, internet charges and line rentals, increased against the prior year's budget for the North Caicos office.

6. Office Expenses

This includes cleaning material, stationery, and kitchen supplies for the various offices across the TCI. Increased to include COVID-19 emergency sanitization and testing.

7. Rental of Assets

The proposed allocation is in accordance with Sand mining/leasing arrangements for the Sale of Sand on North

8. Maintenance Expense

Navigational Lights: This includes maintenance of the navigational lights and markers, under the Port Authority's remit.

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



PORTS AUTHORITY NOTES AND ASSUMPTIONS FINANCIAL YEAR 2022-2023

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

South Dock Grading: Provision will allow for periodic grading of South Dock container yard on Providenciales. The cost is based on current rates in the sector and frequency of the regrading to facilitate safe stevedoring operations and freight haulage at the port facility.

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

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

9. Uniforms

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

10. Professional and Consultancy Services

Provisions made for legal fees and annual membership fees to port management associations, AAPA and PMAC.

Additional funding is proposed for consultancy services under the following initiatives:

- South Caicos Masterplan
- Technical Support for South Caicos Dredging Tender
- Structural survey Grand Turk Main berth
- Property Valuations of Port Assets
- Dredging Supervision on North Caicos, Bellefield Landing Channel
- Architectural Drawings Phase 2 Bellefield Landing
- Professional Support for Sale of Sand, North Caicos

11. Insurance

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

12. Computer License and Software

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



PORTS AUTHORITY NOTES AND ASSUMPTIONS FINANCIAL YEAR 2022-2023

13. Training

The proposed allocation for FY 2022/23 brings forward local and international training programs that were deferred due to the pandemic. This includes programs such as the Cultural Change initiative, an objective listed in the Port Authority's 2019/20- 2022/23 Strategic Plan. Training plans are developed to build capacity within the organization and strengthening staff competencies. The Ports Authority views training as a critical component of effectively managing port operations. Additional training plans will focus on safety and moving officers throughout the islands to train new recruits across the port network.

14. Advertising and Promotions

Advertising and Promotions costs include those in relation to supporting management in maintaining a strategy to increase business development efforts and increase revenue within the Ports Authority. Costs include comprehensive marketing, public relations, proactive and responsive communications, outreach efforts, community programs and services for the Ports Authority to educate and build trusted relationships with key stakeholders and the community. Amounts were also budgeted for hosting of Maritime Week in the Turks and Caicos Island's high schools.

15. Audit and Accounting

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

16. Board Expenses

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

17. Depreciation

This provision is being made to reduce the value of assets over its useful life span. The increase in depreciation takes into account the completion of South Caicos Rehabilitation works, South Caicos' and Grand Turk office refurbishment works, and North Caicos office complex upon completion.

18. Bad Debt Write Off

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

19. Bank Charges

Provision for bank service charges, transactions and fees.

20. Other Operating Expenses

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



PORTS AUTHORITY NOTES AND ASSUMPTIONS FINANCIAL YEAR 2022-2023

21. Transfer to TCIG

This provision is in accordance with Section 12(3) of the Ports Authority Ordinance. For FY 2022/23, \$3,000,000 of operating surplus is budgeted as a transfer to TCIG.

Capital Projects Overview-

The Ports Authority embarked on several capital development projects across the Turks and Caicos Islands during FY 2021/22. A total of \$1,420,816 was spent against a budget of \$4,663,357. Despite the underspending, sufficient appraisal works for capital projects were done during FY 2021/22 to progress development plans and bring forward several key initiatives in the new fiscal year.

Accordingly, \$3,674,000 has been committed in FY 2022/23 to continue the advancement of projects that started and had been appraised during FY 2021/22. This includes \$800,000 for North Caicos Port Infrastructure Development which includes the Bellefield Landing Welcome Centre, \$1,410,00 for Bellefield Landing Dredging Project, \$900,000 and \$564,000 for South Caicos Port Rehabilitation and Port Pavement Project respectively.

In line with commitments under the FSPS only, \$1,360,000 is being proposed as new capital expenditure for FY 2022-23. These include: Phase 2 of the Bellefield Landing Masterplan \$500,000, \$600,000 for South Caicos Port dredging, Main berth improvements in Grand Turk \$125,000, \$75,000 for Grand Turk Roro Ramp Improvements and \$60,000 for Port Vehicles and Office Furnishing for the Bellefield Landing complex on NCS.

In FY 2021/22, progress was made to advance several projects which are being funded by TCIG: Phases 1 and 2 of the Redevelopment Project, Grand Turk Office Refurbishment, Construction of Port Office Block and Installation of Boat Slips at Bellefield Landing. These projects will continue in FY 2022/23. In addition, funding of project management and detailed design cost for phase 3 of the Providenciales redevelopment project, should take place during FY 2022/23.

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



GOVERNMENT OF THE TURKS AND CAICOS ISLANDS

Programme and Performance Indicators for April 2022- March 2023
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:							
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	2020/21 Actual	2021/22 Approved Budget	2021/22 Revised Budget	2021/22 Forecast Outturn	2022/23 Budget Estimates	2023/24 Forward Estimates
Personal Emoluments							
Operating Expenditure		\$ 2,975,453	\$ 3,586,151	\$ 1,604,865	\$ 3,931,937	\$ 4,977,855	\$ 4,600,720
Capital Expenditure		\$ 611,856	\$ 4,663,357	\$ 4,663,357	\$ 1,420,816	\$ 5,034,000	\$ 1,000,000
TOTAL AGENCY BUDGET CEILING		\$ 3,587,309	\$ 8,249,508	\$ 6,268,222	\$ 5,352,753	\$ 10,011,855	\$ 5,600,720
STATUTORY BODY STAFFING RESOURCES – Actual Number of Staff by Category							
Executive/Managerial		7	9	9	8	10	10
Technical/Front Line Services		34	36	36	37	41	41
Administrative Support		7	8	8	8	9	9
Wages Staff		5	5	5	5	6	6
TOTAL AGENCY STAFFING		53	58	58	58	66	66
PROGRAMME PERFORMANCE INFORMATION							
KEY PROGRAMME STRATEGIES FOR 2021/22				ACHIEVEMENTS/PROGRESS IN 2021/22			
1. Oversee work plans to introduce port safety 'culture' enhancements by end of October 2021				A Safety Division has been established. The UK/MCA funded staff oil spill training and a safety risk assessment of ports and territorial waters during the year. The Safety Division will enable greater compliance with our core maritime safety mandates and international codes and conventions.			
2. Support assessment of labor relations climate and introduction of formal team building arrangements to improve employee satisfaction and staff relations by end of September 2021				Two team building seminars were undertaken. Organizational cultural cards were prepared and distributed to staff. Two staff committees, including security personnel, were created to discuss and carryout new initiatives for the financial year. Initial steps toward building greater internal cohesion and staff moral have began. These will be consolidated in the near term through the 'change initiative.'			
3. Undertake an Organizational Restructuring consultancy improve functionality, effectiveness and employee job satisfaction by end of 3rd quarter.				Consultancy completed in the fourth quarter. Recommendations were reviewed and will form part of the revised strategic plan for 2022-2025 to improve organization productive and staff job satisfaction.			
4. Assess options to insure port buildings and other physical assets by end of the December 2021, to take effect in the 2022/23 Budget.				Properties were vested to the Port in the second quarter. Valuations on the property and obtaining insurance coverage will be completed in the fourth quarter.			
5. Complete appraisals and other arrangements for commencement redevelopment of South Dock, Providenciales (Phase 1 and 2) and office complex by the second quarter in FY 2021/22.				The Geotech technical appraisal completed in Quarter 4. The report will be used to support design and construction activities such as dredging of the new basin and turning circle, construction of two (2) new sheet pile wharf structures, installation of shore-protection, excavation and fill activities, and development of civil landside infrastructure for the redevelopment of the Providenciales port.			
6. Complete arrangements for contracting and implementation of approved capital projects for South Caicos and North Caicos to facilitate their commencement by May 2021.				Contracts for North and South Caicos were signed during the first quarter of the financial year. This included infrastructure development projects for North Caicos Bellefield Landing, and the rehabilitation of the wharf, port pavement and office refurbishment on South Caicos. Completion of these project will support economic development on these Islands and improve port efficiency.			
7. Oversee arrangements for hosting of Port Management Association of the Caribbean's Annual General Meeting which is to take place in the TCI in June 2021				Meeting hosted virtually for regional attendees. Opening ceremony held at Beaches Turks & Caicos in June 2021.			
8. Facilitate a review and update of the Ports Authority's Strategic Plan by October 2021 to address delays in 2020/21 due to Covid-19 impacts				Review and update completed within the financial year, with newly developed strategic goals and objectives for PATCI. Updates included recommendations arising from Organizational Restructuring and Stevedoring consultancies carried out during the financial year. Revised plan will be made public in the first quarter of FY 2022/23. The new plan will put the Ports Authority in a better position to full its core mandates.			
9. Facilitate revision of Ports Authority Ordinance by March 2022 to take into consideration implications of new Merchant Shipping Ordinance and clarify financial provisions				Progress on this activity is dependent on the passage of the new Merchant Shipping Ordinance. This initiative will help to regulate Port Safety operations and assist PATCI with coastal state obligations in collaboration with other maritime sector stakeholders.			
10. Coordinate arrangements to support vesting of properties from the Crown to the Ports Authority by March 2022.				Vesting completed in Quarter 2 of the financial year and concludes the registration of properties and assets owned by the Ports Authority/PATCI.			
11. Facilitate a review of the stevedoring agreement to ensure sustainable successor arrangements are agreed by April 2022				Consultancy was undertaken in Quarter 4 of the financial year to review the existing stevedoring agreements, by employing a mixture of desk based reviews and consultations with port stakeholders. Implementation of recommendation of the consultancy will provide a basis for sustainable stevedoring service delivery in the future			
12. Prepare port maintenance dredging plan by end of second quarter to improve safety of access to navigation channels				Works on this KPI commenced during the financial year and will take forward recommendations arising from NASH (Navigational and Shipping Assessments) conducted during the Q4 of the financial year. Recommendations will improve PATCI's mandate to ensure navigational safety within TCI's territorial waters.			



GOVERNMENT OF THE TURKS AND CAICOS ISLANDS

Programme and Performance Indicators for April 2022- March 2023

PORTS AUTHORITY

KEY PROGRAMME STRATEGIES 2022/23 (Aimed at improving programme performance)							
KEY PERFORMANCE INDICATORS	2020/21 Actual	2021/22 Planned	2021/22 Revised Estimates	2021/22 Unaudited Actuals	2022/23 Estimate	2023/24 Forward Estimate	2024/25 Forward Estimate
	No inter-Island TEUs facilitated by the ports system	50	60	39	50	60	60
	Number of training programs offered to improve staff performance and satisfaction and increase compliance with staff policies and procedures	25	20	12	5	15	20
	Financial reports produced in a timely manner consistent with Generally Accepted Accounting Principles	16	16	16	16	16	16
	Number of compliant vessels cleared to enter ports in accordance with international codes and conventions	488	358	358	276	370	370
	Number of TEUs processed to ensure timely and least cost delivery to port customers	18,444	13,556	8,675	17,543	17,331	16,550
	No of local vessels cleared to enter the ports	132	139	139	48	70	70
	Output Indicators (the quantity of output or services delivered by the programme)						
	No inter-Island TEUs facilitated by the ports system	50	60	39	50	60	60
	Number of training programs offered to improve staff performance and satisfaction and increase compliance with staff policies and procedures	25	20	12	5	15	20
	Financial reports produced in a timely manner consistent with Generally Accepted Accounting Principles	16	16	16	16	16	16
	Number of compliant vessels cleared to enter ports in accordance with international codes and conventions	488	358	358	276	370	370
	Number of TEUs processed to ensure timely and least cost delivery to port customers	18,444	13,556	8,675	17,543	17,331	16,550
	No of local vessels cleared to enter the ports	132	139	139	48	70	70
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%	N/A	100%	100%	100%
Employee job satisfaction (% based on job satisfaction surveys)		60%	60%	N/A	75%	75%	80%
Improve Port security (% of audit queries addressed within required deadline)		100%	100%	N/A	80%	90%	100%
Increase accuracy of financial reports (% of audit queries rectified). The outcome indicator was adjusted from reduction in audit queries to percentage of audit queries resolved and will be adjusted as of FY 21/22.		20%	20%	N/A	61%	80%	90%



GOVERNMENT OF THE TURKS AND CAICOS ISLANDS

Estimates of Income and Expenditure for April 2022 - March 2023

PORTS AUTHORITY

	2020/21	2021/2022			2022/2023	2023/2024	2024/2025
	Unaudited Actuals	Approved Budget	Revised Budget	Unaudited Actuals	Estimate	Forward Estimate	Forward Estimate
Berthing	190,910	205,130	205,130	233,130	233,040	240,031	247,232
Cargo Dues	3,367,008	3,873,308	3,873,308	5,384,529	5,559,474	5,726,258	5,898,046
Security Fees	1,122,315	1,291,103	1,291,103	1,795,421	1,853,158	1,908,753	1,966,015
Interchange Forms	47,140	49,310	49,310	62,730	59,595	61,383	63,224
Passes	14,260	14,400	14,400	24,670	25,540	22,000	24,000
Stevedoring Dues	99,090	95,441	95,441	106,529	106,301	110,000	110,000
Other(Sale of Sand)					1,500,000		
North Caicos Rent					41,370	71,000	71,000
TOTAL INCOME	4,840,724	5,528,692	5,528,692	7,607,009	9,378,478	8,139,425	8,379,518
Salaries	1,733,936	1,936,968	1,936,968	1,839,791	2,230,272	2,400,605	2,400,605
Wages	58,499	59,160	59,160	59,686	64,272	68,721	68,721
Holiday Pay	20,390	24,921	24,921	23,898	27,400	27,948	27,948
Allowances	69,988	128,460	128,460	104,775	160,740	173,607	173,607
Increments					22,944	24,006	24,006
Vacation Pay	(1,338)	-	-	(59,847)	-	-	-
Rewards and Incentives	3,000	9,500	9,500	10,083	4,000	4,000	4,000
MEPP					137,334	148,160	148,160
Pension and Gratuities	-	-	-	511,827	147,000	-	-
National Insurance Contributions	76,297	79,437	79,437	80,829	120,592	127,203	127,839
National Health Insurance Contributions	56,210	62,840	62,840	59,313	73,333	79,220	79,220
Employment Costs	2,016,983	2,301,286	2,301,286	2,630,356	2,987,887	3,053,470	3,054,106
Directors' fees and expenses	78,000	78,000	78,000	78,000	78,000	78,000	78,000
Local Travel and Subsistence	11,035	21,240	21,240	27,887	33,000	32,000	32,000
International Travel and Subsistence	2,515	8,000	8,000	8,231	30,000	31,000	31,000
Utilities	96,093	97,743	97,743	118,142	115,300	118,759	122,322
Communications Expenses	59,840	66,000	66,000	70,085	73,000	75,190	77,446
Office Expenses	44,719	48,000	48,000	59,349	70,000	72,100	74,263
Rental of Assets	43,200	43,200	43,200	18,000	65,000	-	-
Maintenance Expenses	235,740	203,400	273,400	220,347	460,000	250,000	250,000
Subscriptions, Periodicals, Books, etc.	995	2,500	2,500	1,582	2,500	2,500	2,500
Uniforms & Protective Clothing	4,331	24,800	24,800	16,292	28,000	28,840	29,705
Professional and Consultancy Services	21,264	235,210	485,210	158,696	410,475	220,000	220,000
Computer License Software and Hardware Maintenance	58,208	55,458	55,458	63,651	45,000	45,230	46,587
Insurance	11,374	11,907	11,907	11,907	34,885	35,932	35,932
Hosting and Entertainment	14,211	51,000	51,000	54,335	54,000	48,000	48,000
Training	20,447	36,000	36,000	35,793	72,000	72,000	75,000
Advertising and Promotions	9,143	15,800	15,800	15,217	25,000	30,000	30,000
Subscriptions and Contributions	-	5,000	5,000	5,300	5,000	5,000	5,000
Auditing and Accounting	25,000	25,000	25,000	25,000	25,000	30,000	30,000
Board Expenses	2,400	13,000	13,000	13,155	17,000	17,000	17,000
Depreciation and Amortisation	167,746	198,000	198,000	248,022	296,400	305,292	314,451
Bad debt write off/increase provisions	35,767	35,000	35,000	35,000	35,000	35,000	35,000
Debt service Interests	-	-	-	-	-	-	-
Bank Charges	3,345	3,408	3,408	3,055	3,408	3,408	3,408
Other Operating Expenses	13,097	7,200	7,200	14,536	12,000	12,000	12,000
Operating Costs	958,470	1,284,865	1,604,865	1,301,581	1,989,968	1,547,250	1,569,613
Total Expenditure	2,975,453	3,586,151	3,906,151	3,931,937	4,977,855	4,600,720	4,623,719
Operating Surplus before Capital Projects	1,865,271	1,942,541	1,622,541	3,675,072	4,400,623	3,538,705	3,755,799
Transfer to TCIG	1,779,836	842,541	522,541	842,543	3,000,000	3,000,000	3,000,000
Operating Surplus/Deficit before Capital Projects	85,435	1,100,000	1,100,000	2,832,529	1,400,623	538,705	755,799
Capital Projects	611,856	4,663,357	4,663,357	1,420,816	5,034,000	1,000,000	1,500,000
Expenditure and Capital Projects	3,587,309	8,249,508	8,569,508	5,352,753	10,011,855	5,600,720	6,123,719
Surplus after Capital Expenditure	(526,421)	(3,563,357)	(3,563,357)	1,411,713	(3,633,377)	(461,295)	(744,201)
Funding from Cash in Bank	526,421	3,563,357	3,563,357	-	3,633,377	461,295	744,201



GOVERNMENT OF THE TURKS AND CAICOS ISLANDS
 Estimates of Capital Expenditure for April 2022 - March 2023
PORTS AUTHORITY

Project No.	Funding Source	Project Title	Cost	Budget	Budget	Budget
				2022-23	2023-24	2024-25
Committed Projects:						
TCIPA07/18	TCIPA	South Caicos Rehabilitation	900,000	900,000		
TCIPA 05/20	TCIPA	North Caicos Port Infrastructure Development	800,000	800,000		
TCIPA 03/19	TCIPA	Bellefield Landing Development Project	1,410,000	1,410,000		
TCIPA 01/21	TCIPA	South Caicos Port Pavement Project	564,000	564,000		
Uncommitted Projects:						
TCIPA 03/21	TCIPA	Ro Ro Ramp improvements	75,000	75,000		
TCIPA 02/22	TCIPA	Dredging South Caicos	600,000	600,000		
TCIPA 03/22	TCIPA	Main berth improvements Grand Turk	125,000	125,000		
TCIPA 04/22	TCIPA	Bellefield Landing Master Plan Phase 2	3,000,000	500,000	1,000,000	1,500,000
TCIPA 05/22	TCIPA	Port Security Vehicles	30,000	30,000		
TCIPA 06/22	TCIPA	Port Office Furnishing	30,000	30,000		
		Total	7,534,000	5,034,000	1,000,000	1,500,000



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STAFF OF PORTS AUTHORITY