GOVERNMENT
OF THE
TURKS AND CAICOS ISLANDS

TELECOMMUNICATIONS COMMISSION

SELF-FINANCING

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS
Programme and Performance Indicators for April 2025 - March 2026
TELECOMMUNICATIONS COMMISSION

STATUTORY BODY SUMMARY

MISSION:	Our mission is to ensure that all consumers and businesses in the Turks and Caicos Islands have access to quality telecommunications services at reasonable rates in a fully competitive marketplace. We will continue to work to improve the sector performance so that the economy will achieve growth, increased employment opportunities, revenue inflows, and a vibrant telecommunication industry.
SUSTAINABLE DEVELOPMENT GOAL	Goal 9. Build Resilient Infrastructure, promote inclusive and sustainable industrialization, and foster innovation
VISION 2040 - SUSTAINABLE DEVELOPMENT DIMENSION	SDD 1: High National Income and Wealth
VISION 2040 - NATIONAL CONDITIONS	**STRATEGIC PRIORITIES:**
NC1.6 Adequate infrastructure (transportation, roads, ports, energy, water and telecommuications)	Smart Regulation, Stewardship, Cost Cutting, Efficiency, Safety, and Quality.

PROGRAMME EXPENDITURE

Item	2023/24 Unaudited Actuals	2024/25 Approved Estimates	2024/25 Revised Estimates	2024/25 Unaudited Actuals	2025/26 Estimates	2026/27 Forward Estimates	2027/28 Forward Estimates
Personnel Emoluments	$ 1,099,447	$ 1,036,138	$ 1,135,294	$ 1,136,316	$ 1,149,880	$ 1,106,994	$ 1,114,219
Operating Expenditure	$ 873,854	$ 1,277,300	$ 1,277,300	$ 831,999	$ 1,142,280	$ 1,142,280	$ 1,142,280
Capital Expenditure	$ 89,994	$ 79,000	$ 79,000	$ 75,144	$ 30,000	$ -	$ -
TOTAL AGENCY BUDGET CEILING	**$ 2,063,295**	**$ 2,392,438**	**$ 2,491,595**	**$ 2,043,458**	**$ 2,322,160**	**$ 2,249,274**	**$ 2,256,500**

STATUTORY BODY STAFFING RESOURCES – Actual Number of Staff by Category

Item	2023/24	2024/25 Approved	2024/25 Revised	2024/25 Unaudited	2025/26	2026/27	2027/28
Executive/Managerial	5	5	5	5	5	5	5
Technical/Front Line Services	1	1	1	1	1	1	1
Administrative Support	4	4	3	3	3	3	3
Wages Staff							
TOTAL AGENCY STAFFING	10	10	9	9	9	9	9

PROGRAMME PERFORMANCE INFORMATION

VISION 2040 NECESSARY CONDITIONS	KEY PROGRAMME STRATEGIES FOR 2024/25	ACHIEVEMENTS/PROGRESS IN 2024/25
NC1.6 Adequate infrastructure (transportation, roads, ports, energy, water and telecommuications)	**National Fiber Ring (Phase two)**: This project will seek to establish a domestic fiber connection to connect six inhabited islands of the TCI, to improve the quality of service and network resilience during disasters and emergencies. Also, the transmission capacity on the fiber would be made available to licensed operators on a wholesale lease basis. This year, Phase two of this project focuses on the implementation of the Domestic Fiber link for a long-term broadband solution for the TCI.	This project is awaiting approval for new expenditures related to domestic and international fiber. Additionally, the Commission is anticipating procurement approval for a single source to connect to the Trans Americas Fiber System (TAM-1). This connection to TAM-1 will enable future international connections if needed. Once approved, it is estimated to take 18 months to complete
	Number Portability (NP) Second Phase: To commence the second stage to bring value to the consumers by enabling them to move their numbers to a provider of their choice that best meets their needs. The Commission believes the local telecommunications market could benefit from introducing NP in TCI across mobile and fixed platforms. This project will conclude the implementation stage.	The project is currently in the last stage of completing the business rule contract between PXS, Digicel, and Flow. On signing the contract, the implementation and testing phase will begin. Expected to be completed in Q4 of FY2025/26
	Telecommunications Ordinance /Broadcasting Regulations: The Commission's desire is to seek and obtain amendments to areas of the Telecommunications Ordinance and Regulations to address regulatory weaknesses and to include provisions for the licensing and regulating broadcasting services in TCI. This would enable the Commission to regulate the price and content aspects of the services, where necessary, and improve accountability within the sector.	The Commission presented the proposed amendments to the Telecommunications Ordinance to the Cabinet for approval. Since several amendments were included in the Cabinet Paper, the Cabinet decided it would be best to repeal and replace the current Telecommunications Ordinance to encompass the proposed amendments as well as new technologies and services that need regulation in today's telecom industry. The Cabinet also instructed the Commission to develop a policy for the ordinance amendment process. The Commission will initiate this process in Q1 of the new financial year 2025-2026.
	Maritime Ship Radio licensing: The continuation of the Commission's efforts to work with the Maritime Department to ensure regulation of ship radio.	During the year, the Commission undertook several tasks to address gaps related to Maritime Ship radio licensing and ensure compliance with the TCI's Maritime III Code obligations. This resulted in the development of various policies and measures, including a joint Memorandum of Understanding (MOU) for one year between the Telecommunications Commission and the Maritime Department. This MOU codified the responsibilities and duties of each agency in administering ship radio licenses.
	Electromagnetic Field (EMF) System: The Commission will continue its efforts to program and install all existing EMF equipment around the islands.	During the year, the Commission deployed an EMF system on Salt Cay, with one remaining unit to be deployed in the TCI. All of the inhibited islands now have an EMF device monitoring continuously to capture any harmful wireless emissions.
	Fee Structure Regulations: The Commission will continue its ongoing efforts to update the Fee Structure Regulations.	The revision of the Fee Structure Regulations was pending approval of the proposed Telecommunications Ordinance and Regulations amendments. Since the proposed amendments to the ordinance were deferred for repeal and replacement, the Commission will address necessary amendments to the Fee Structure in the first quarter of the financial year 2025-2026.
	Universal Service Fund: To review the existing Universal Service Fund regulations. This will provide for the Government and the service providers to pay into the fund through the Communications tax, to provide financial assistance to build or rebuild telecommunications networks to provide services at a low rate to consumers, where the service providers do not have a business case to facilitate.	To prevent a financial burden on consumers and service providers under the current USF regulations set for 2025, the Commission has not implemented or enforced these regulations to avoid increasing taxation for service providers. The objective of the USF is to finance telecommunications networks and services in communities where service providers have a return on investment (ROI). The Commission is awaiting Cabinet approval on its proposal to repeal or amend the Taxation Ordinance to enable the Commission to manage the funds for implementing the USF.

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS
Estimates of Income and Expenditure for April 2025 - March 2026
TELECOMMUNICATIONS COMMISSION

	2023/2024	2024/2025			2025/2026	2026/2027	2027/2028
	Unaudited Actuals	Approved Estimates	Revised Estimates	Unaudited Actuals	Estimates	Forward Estimates	Forward Estimates
Regulatory Fees	1,241,693	1,185,000	1,185,000	1,333,946	1,212,000	1,224,120	1,248,602
Spectrum Fees	1,419,972	1,344,000	1,344,000	1,192,583	1,344,000	1,357,440	1,384,589
Other License Fees	40,855	78,245	78,245	56,390	78,240	78,240	79,805
Miscellaneous	27,522	36,000	36,000	340,828	36,000	36,000	36,720
Interest	634	1,000	1,000	233	600	600	612
TOTAL INCOME	**2,730,676**	**2,644,245**	**2,644,245**	**2,923,980**	**2,670,840**	**2,696,400**	**2,750,328**
Salaries	838,325	792,780	930,662	939,289	941,916	945,823	952,789
Allowances	89,241	109,056	58,656	53,449	66,300	66,300	66,300
Pension and Gratuities	123,978	84,156	94,529	93,153	90,504	43,594	43,802
National Insurance Contributions	26,570	28,080	28,080	27,980	28,080	28,080	28,080
National Health Insurance Contributions	21,332	22,066	23,367	22,445	23,080	23,197	23,248
Employment Costs	**1,099,447**	**1,036,138**	**1,135,294**	**1,136,316**	**1,149,880**	**1,106,994**	**1,114,219**
Local Travel and Subsistence	6,344	9,000	9,000	9,541	15,000	15,000	15,000
International Travel and Subsistence	58,285	66,000	76,000	73,401	76,200	76,200	76,200
International Travel and Subsistence (Minister)	12,429	18,000	21,000	13,988	21,000	21,000	21,000
Utilities	43,253	36,800	36,800	35,845	38,640	38,640	38,640
Communications Expenses	26,787	34,000	31,000	26,519	38,000	38,000	38,000
Office Expenses	18,128	30,000	27,000	23,326	30,000	30,000	30,000
Rental of Assets	79,159	83,460	83,460	83,460	83,460	83,460	83,460
Maintenance Expenses	52,091	52,440	58,440	57,916	52,440	52,440	52,440
Professional and Consultancy Services	277,137	500,000	476,250	93,873	400,000	400,000	400,000
Insurance	6,554	6,300	10,050	7,936	9,600	9,600	9,600
Hosting and Entertainment	15,249	120,000	120,000	116,478	30,000	30,000	30,000
Training	36,408	50,000	50,000	39,817	50,000	50,000	50,000
Subscriptions and Contributions	15,544	15,600	26,600	28,407	27,000	27,000	27,000
Advertising & Promotions	14,608	18,000	18,000	13,890	21,000	21,000	21,000
Auditing and Accounting	15,000	20,000	20,000	18,000	20,000	20,000	20,000
Board Expenses	90,368	122,400	122,400	104,781	134,640	134,640	134,640
Depreciation and Amortization	86,794	68,400	68,400	70,675	68,400	68,400	68,400
Bad debt write off/increase provisions	3,200	1,400	1,400	529	1,400	1,400	1,400
Bank Charges	4,359	7,500	7,500	4,382	7,500	7,500	7,500
Other Operating Expenses	12,157	18,000	14,000	9,235	18,000	18,000	18,000
Operating Costs	**873,854**	**1,277,300**	**1,277,300**	**831,999**	**1,142,280**	**1,142,280**	**1,142,280**
Total Expenditure	**1,973,301**	**2,313,438**	**2,412,595**	**1,968,315**	**2,292,160**	**2,249,274**	**2,256,500**
Operating Surplus before Capital Projects	**757,375**	**330,807**	**231,650**	**955,665**	**378,680**	**447,126**	**493,828**
Capital Projects	**89,994**	**79,000**	**79,000**	**75,144**	**30,000**		
Cash Funding Required to Support Operating Expenditure and Capital Projects	**1,973,301**	**2,322,638**	**2,421,795**	**1,972,254**	**2,252,360**	**2,179,474**	**2,186,700**
Transfer to TCIG	**(300,000)**	**(300,000)**	**(200,844)**	**(200,844)**	**(350,000)**	**(400,000)**	**(400,000)**
Surplus/Deficit after Capital Expenditure and Transfer to TCIG	**457,375**	**21,607**	**21,606**	**750,882**	**68,481**	**116,926**	**163,628**
Transfer from Reserve Fund to Fund Capital Expenditure							
Net Deficit/Surplus	**457,375**	**21,607**	**21,606**	**750,882**	**68,481**	**116,926**	**163,628**

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS
Estimate of Human Resources for April 2025 - March 2026
TELECOMMUNICATIONS COMMISSION

	Telecommunications	**2024/2025**		**2025/2026**	
		Human Resources	**Payroll Cost Estimate**	**Human Resources**	**Payroll Cost Estimate**
	Director General	1	187,906	1	187,906
	Director Technology	1	143,212	1	143,212
	Legal Advisor	1	103,889	1	106,486
	Finance Manager	1	98,883	1	103,889
	Corporate Services Manager	1	103,889	1	103,889
	Telecommunications Engineer	1	71,732	1	71,732
	Senior Accountant Officer	1	79,178	1	81,158
	Consumer and Public Affairs Officer	1	66,610	1	68,275
	Adminstrative & HR Officer	1	75,363	1	75,363
	Salary Staff	**9**	**930,662**	**9**	**941,910**
	Waged Staff	**0**	**-**	**0**	**-**
		9	**930,662**	**9**	**941,910**

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS

Estimates of Capital Projects for April 2025 - March 2026

TELECOMMUNICATIONS COMMISSION

Project Number	Funding Source	Project Title	Cost	Estimates 2025/2026	Estimates 2026/2027	Estimates 2027/2028
20251	TCITC	Computer Software & Hardware	30,000 -	30,000		
		Telecommunications	**30,000**	**30,000**	**-**	**-**