GOVERNMENT
OF THE
TURKS AND CAICOS ISLANDS

TELECOMMUNICATIONS COMMISSION

SELF-FINANCING

DESCRIPTION

REVENUE

Network Fees

Network Fees payable by carriers are calculated as the greater of 7% of gross revenue or $1,000,000, in accordance with the Fee Structure Regulations 2020. These fees are excluded from the Commission's budget, as they are remitted directly to the Turks and Caicos Islands Government (TCIG) Treasury per Ministry of Finance directives.

Regulatory Fees

Regulatory Fees, as set out in the Fee Structure Regulations 2020, require carriers to pay the greater of $75,000 or 1.8% of gross revenue. In the past two years, carriers' revenues have increased significantly, driven by robust economic performance. Continued growth is anticipated due to the completion of new hotels and condominiums, increased residential construction activity, and a rising workforce and population, all of which are expected to further boost carrier revenues.

Spectrum Fees

Spectrum Fees are assessed in accordance with the Fee Structure Regulations 2020. Although prior-year targets were not fully achieved, increased spectrum demand driven by economic expansion is expected to result in higher revenue.

Other License Fees

Miscellaneous License Fees, including Type Approval Certificates and Aircraft & Handheld Radio Licenses, are prescribed under the Fee Structure Regulations 2020. Collections have been below projections in recent years; therefore, the estimate has been adjusted downward.

Miscellaneous Fees

Application and other prescribed fees are set under the Fee Structure Regulations 2020. An upward trend in application volumes has been observed and is expected to continue, supporting increased revenue projections.

Interest

Interest earned on funds held in the Money Master Account is projected to decrease due to lower account balances. Accordingly, the estimate has been reduced for the upcoming financial year.

OPERATING EXPENDITURE:

COMMISSIONER'S EXPENSES

Commission Meetings

Covers fixed monthly stipends of $1,500 for the Chairman and $1,000 for Members, payable regardless of the number of meetings held. The estimate remains consistent with the previous financial year.

Commission Meeting Cost

Includes printing, meals, refreshments, stakeholder meeting expenses, and related hospitality costs. The estimate remains consistent with the previous financial year.

Commission Travel & Others (Overseas)

Covers travel, accommodation, and registration fees for annual conferences, workshops, and seminars (e.g., PURC, CANTO, CTU, CTO, OOCUR, GSR, GSMA). The estimate remains consistent with the previous financial year.

Commission Travel & Others (Local)

Provides for travel and accommodation when Commissioners attend meetings and community events on other islands. The estimate remains consistent with the previous financial year.

STAFF SALARIES

Covers all employee salaries. Increased to account for expected increments during the financial year.

STAFF BENEFITS

Health/Medical Insurance (Directors)

Provision in accordance with Directors' contractual obligations. The estimate remains consistent with the previous financial year.

National Health Insurance (NHIB) - Contributions

The projected salary adjustment will result in a corresponding increase in statutory contributions.

National Insurance (NIB) - Contributions

Covers statutory NIB contributions for all employees. The estimate remains consistent with the previous financial year.

Staff Benefits and Allowances

Includes housing, telephone, bonus, acting, and responsibility allowances. The estimate remains consistent with the previous financial year.

Pension and Gratuities

Provides for pension contributions for permanent staff and gratuity payments for fixed-term employees. The estimate has decreased as prior past-service obligations have been fully settled.

OFFICE RENT, SERVICES, EQUIPMENT, SUPPLIES & INSURANCE

Office Rent

Covers rental of office space. The estimate has increased due to a projected rent adjustment upon expiration of the current lease in FY 2026/27.

Telephone, Fax & Internet Communications

Includes telephone, internet, cable, and related services. Although recent costs have declined, the estimate remains consistent with the previous financial year to accommodate potential equipment replacement during the year.

Utilities

Covers electricity and water expenses. The estimate has increased to reflect rising utility costs, particularly during peak summer months.

Office Expense

Includes office supplies, uniforms, security services, and minor equipment purchases. The estimate remains consistent with the previous financial year.

Repairs and Maintenance

Covers janitorial services and general office repairs. The estimate remains consistent with the previous financial year.

Insurance (Office furniture and Equipment, etc.)

Provides coverage for office assets and equipment. The estimate remains consistent with the previous financial year.

Bank Service Charges

Covers banking and transaction fees. The estimate remains consistent with the previous financial year.

Depreciation

Provision for depreciation of business assets in accordance with accrual accounting standards. The estimate has increased to reflect office improvements and additional fixed assets.

TRANSPORTATION & TRAVEL - No change in estimates

Overseas Travel, Allowances & Other

Covers participation in international conferences, seminars, and workshops (e.g., OOCUR, CANTO, GSMA). Estimates include registration, airfare, accommodation, and related travel expenses, adjusted for the revised travel policy

Overseas Travel, Allowances (Minister of Communications)

Provides for the Minister's attendance at key telecommunications conferences locally and abroad. Costs include registration, airfare, accommodation, and related travel expenses. The estimate remains consistent with the previous financial year.

Local Travel, Allowances & Other

Supports inter-island travel for meetings, spectrum audits, and regulatory oversight activities. The estimate remains consistent with the previous financial year.

Automobile - Repairs & Maintenance /Licenses & Insurance

Covers servicing, repairs, fuel, cleaning, and insurance for the Commission's vehicles. The estimate has increased due to the aging fleet requiring more frequent maintenance.

TRAINING, HOSPITALITY, DUES & SUBSCRIPTION

Staff Training

Supports staff pursuing degree programs and professional certifications to strengthen regulatory capacity and succession planning. The estimate remains consistent with the previous financial year.

Hospitality/Entertainment

Covers stakeholder meetings and staff engagement activities. The estimate remains consistent with the previous financial year.

Dues and Subscriptions

Includes memberships (e.g., CANTO, CTU, OOCUR) and essential software subscriptions (e.g., QuickBooks, Microsoft). An increase is anticipated due to rising software renewal costs and enhanced cybersecurity requirements.

Advertising and Promotions (New)

Covers promotional activities and small community donations supporting corporate social responsibility initiatives. The estimate remains consistent with the previous financial year.

PROFESSIONAL SERVICES

Accountancy Services - (N/A)

Audit Services

Covers the annual external audit of the Commission’s financial statements. An increase is anticipated to reflect market rate adjustments.

Consulting Support & Services

Provides legal, technical, economic, and financial advisory services necessary to address emerging regulatory challenges. The estimate remains consistent with the previous financial year.

Miscellaneous Contingency Expenses

Provision for unforeseen operational expenses. The estimate remains consistent with the previous financial year.

CAPITAL EXPENDITURE

Computer Software & Hardware

Provides for upgrades and replacement of IT infrastructure to maintain operational efficiency and cybersecurity standards.

Office UpKeep

Covers office retrofitting to improve storage capacity and workspace organization.

Server room Upgrade

Provides for the purchase and installation of additional server racks to support expanding data and technology requirements.

STATUTORY BODY SUMMARY	
MISSION:	Our mission is to ensure that all consumers and businesses in the Turks and Caicos Islands have access to quality telecommunications services, at reasonable rates, in a full competitive marketplace. We will continue to work at improving the sector performance so that the economy will achieve growth, increased employment opportunities, revenue inflows and a vibrant telecommunication industry.
SUSTAINABLE DEVELOPMENT GOAL	Goal 9. Build Resilient Infrastructure, promote inclusive and sustainable industrialization and foster inovation
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	2024/25 Unaudited Actuals	2025/26 Approved Budget	2025/26 Revised Budget	2025/26 Unaudited Actuals	2026/27 Budget Estimates	2027/28 Forward Estimates	2028/29 Forward Estimates
Personnel Emoluments	$ 1,131,215	$ 1,149,880	$ 1,149,880	$ 1,139,508	$ 1,110,342	$ 1,123,957	$ 1,123,957
Operating Expenditure	$ 849,015	$ 1,142,280	$ 1,142,280	$ 819,769	$ 1,235,445	$ 1,235,445	$ 1,235,445
Capital Expenditure	$ 75,144	$ 30,000	$ 30,000	$ 27,041	$ 35,000	$ 40,000	$ 40,000
TOTAL AGENCY BUDGET CEILING	**$ 2,055,374**	**$ 2,322,160**	**$ 2,322,160**	**$ 1,986,317**	**$ 2,380,787**	**$ 2,399,402**	**$ 2,399,402**
STATUTORY BODY STAFFING RESOURCES – Actual Number of Staff by Category							
Executive/Managerial	5	5	5	5	5	5	5
Technical/Front Line Services	1	1	1	1	1	1	1
Administrative Support	3	3	3	3	3	3	3
Wages Staff							
TOTAL AGENCY STAFFING	9	9	9	9	9	9	9

PROGRAMME PERFORMANCE INFORMATION

VISION 2040 NECESSARY CONDITIONS	KEY PROGRAMME STRATEGIES FOR 2025/26	ACHIEVEMENTS/PROGRESS IN 2025/26
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.	Preliminary work for Phase Two has been completed, including a strategic outline business case covering network design, landing sites, and costs, which has been submitted to the Government. The project is now pending a decision on funding or a Public-Private Partnership (PPP) approach. All Invitation to Tender (ITT) documents have been finalized and are ready for publication once a decision is confirmed.
	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 that the local telecommunications market could benefit from introducing NP in TCI across mobile and fixed platforms. This project will conclude the implementation stage.	Phase Two of the Number Portability project is progressing, with minor delays due to the impact of Hurricane Melissa in Jamaica. The original launch date of June 2026 has been deferred to August 2026. All porting agreements between service providers and the clearing house have been signed. Technical testing, initially scheduled for December 2025, has been rescheduled to April 2026.
	Telecommunications Ordinance /Broadcasting Regulations: The Commission desire is to seek and obtain amendments to areas of the Telecommunications Ordinances 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.	A consultant has been engaged to support the Commission in developing a policy for Cabinet's approval. This policy will outline the framework for the repeal and replacement of the existing Telecommunications Act with a modern ICT Act, designed to address regulatory gaps and capture new and emerging services arising from technological convergence. The draft policy is expected to be recieved in Q1 FY 2026/2027.
	Maritime Ship Radio licensing: The continuation of the Commission's efforts to work with the Maritime Department to ensure regulation of ship radio.	The Commission has renewed and extended its MOU with the Maritime Department to continue administering ship radio licensing on its behalf. This arrangement will remain in place until the Commission establishes an internal administrative regime to manage licensing and oversight directly. The Commission anticipates concluding this transition in Q3 FY 2026/2027.
	Electromagnetic Field (EMF) System: The Commission will continue its efforts to program and install all existing EMF equipment around the islands.	The Commission has successfully installed EMF monitoring systems at key locations across all inhabited islands. Ongoing remote monitoring is in place, and the Commission continues to assess additional sites on each island to determine if further installations are required.
	Fee Structure Regulations: The Commission will its ongoing efforts to update the Fee Structures Regulations.	The Commission has completed consultation on fees for Mobile Satellite Services (MSS), a new category to be incorporated into the Fee Structure Regulations. These proposed updates are expected to be submitted to Cabinet by the end of Q4 FY 2025/2026. Further assessment of the fee structure will be undertaken as part of the broader review and implementation of the ICT Act.
	Universal Service Fund: To review the existing Universal Service Fund regulations. This will provide for the Government and the services providers to pay into the fund through Communications tax, to provide financial assistance to build or rebuild telecommunications networks to provided services at low rate to consumers, where the service providers do not have a business case to facilitate.	The Commission has developed and submitted a new regulatory regime for the Universal Service Fund (USF) to Cabinet for approval. While the initial submission was not considered, the Commission has since resubmitted the proposal for Cabinet's review and decision. The revised framework proposes utilizing a portion of the telecommunications tax paid by consumers to fund the USF. The Commission remains hopeful that approval will be granted to allow implementation within the current financial year.

VISION 2040 NECESSARY CONDITIONS	**KEY PROGRAMME STRATEGIES 2026/27 (Aimed at improving programme performance)**
NC1.6 Adequate infrastructure (transportation, roads, ports, energy, water and telecommuications)	**National Fiber Ring (Phase two)**: This project aims to establish a domestic fiber network connecting six inhabited islands in the Turks and Caicos Islands, improving quality of service and strengthening network resilience during disasters and emergencies. Phase Two focuses on implementing the domestic fiber link as a long-term broadband solution for the TCI. We anticpate work to begin in Q4 FY 2026/2027
	Number Portability (NP) Second Phase: Phase Two focuses on the implementation of Number Portability (NP), enabling consumers to retain their numbers while switching to the provider that best meets their needs. The Commission considers NP a key initiative to enhance competition and consumer choice across both mobile and fixed platforms in the TCI. This phase will complete the full implementation of the NP framework. Expected to be completed in Q3 of FY 2026/2027
	Telecommunications Ordinance of Information Communications and Technology (ICT): The Commission is advancing the development of a policy to modernize the regulatory framework for telecommunications within today's evolving technology landscape. This includes the repeal and replacement of the existing Telecommunications Ordinance and Regulations with comprehensive ICT legislation. The policy, to be submitted for Cabinet approval, will address both current and emerging networks and services. Following approval, the Commission will proceed with drafting the new ICT legislation to guide and regulate the sector over the next 15–20 years. Completion targeted for Q3 FY 2026/2027.
	Maritime Ship Radio licensing: While an MOU remains in place between the Commission and the Maritime Department for the administration of ship radio licensing, the Commission is progressing the development of the necessary policies to transition this function in-house. Full implementation of the internal licensing regime is targeted for completion by Q4 FY 2026/2027.
	Fee Structure Regulations: The Commission will continue its efforts to update the Fee Structure Regulations to incorporate new and emerging services. A comprehensive review will also be undertaken in alignment with the development of the ICT Ordinance, with completion targeted for Q3 FY 2026/2027.
	Universal Service Fund: The Commission will review the existing Universal Service Fund (USF) framework to enable the allocation of funds for supporting telecommunications infrastructure in underserved areas. This approach is intended to facilitate network development and service affordability without introducing additional taxes on consumers or service providers. USF framework revised by Q3 of FY2026/27.
	Approval of Installers: The Commission will implement and enforce a regulatory regime for the approval and authorization of telecommunications technicians, in accordance with the Telecommunications Act. This will ensure that only qualified and certified individuals are permitted to install customer premises equipment, radio communications apparatus, submarine cables, and other telecommunications infrastructure, strengthening compliance, safety, and service quality across the sector. Framework implemented by Q2 FY26/27.

KEY PERFORMANCE INDICATORS	**2024/25 Unaudited Actuals**	**2025/26 Approved Budget**	**2025/26 Revised Budget**	**2025/26 Unaudited Actuals**	**2026/27 Budget Estimates**	**2027/28 Forward Estimates**	**2028/29 Forward Estimates**	**UN DEVELOPMENT TARGET**
Output Indicators (the quantity of output or services delivered by the programme)								9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all. 9.C Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020. 9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.
Number of telecommunications licenses (e.g. Network, Spectrum or other) applications received	41	75	75	62	80	80	80	
Number of complaint/disputes received	5	7	7	22	20	20	20	
Number of Miscellaneous services received (Miscellaneous income or other)	53	80	80	86	85	85	85	
Outcome Indicators (the planned or achieved outcomes or impacts of the programme and/or effectiveness in achieving programme objectives)								
% of number of telecommunications licenses Network & Spectrum applications approved	73.10%	99%	99%	94%	99%	99%	99%	
% of complaints/disputes resolved	40%	85%	85%	95%	90%	90%	90%	
% of other License applications approved	94%	100%	100%	100%	100%	100%	100%	

Green Impact		
(How will this programme impact on existing and planned baseline performance in (i) priority climate change mitigation, resilience, disaster preparedness and (ii) the environment).	The amendments to the Laws and Regulations will address weaknesses and allow the Commission to regulate more effectively to improve the quality of services, throughout the country to provide for minimal impact during disasters. Also, the introduction of Number Portatibity will provide resilience to customers with the ability to change operators of their choice. The office building will be a facility for hurricane shelters, it will increase the ability to monitor the spectrum at a central location.	**13.b Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities .**
Gender Impact		
(How will this programme impact on existing and planned baseline performance with regard to gender equity, including addressing gender gaps)	The Commission can provide more awareness of the telecommunications sector and the various employment opportunities offered in the technology industry. This can be done via workshops, and media outreach through various Social Media platforms.	**5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.**

	2024/2025	2025/2026			2026/2027	2027/2028	2028/2029
	Unaudited Actuals	Approved Budget	Revised Budget	Forecast Outturn	Estimate	Forward Estimate	Forward Estimate
Regulatory Fees	1,333,946	1,212,000	1,212,000	1,382,236	1,280,400	1,336,230	1,349,592
Spectrum Fees	1,192,583	1,344,000	1,344,000	1,187,069	1,357,440	1,371,014	1,384,725
Other License Fees	56,390	78,240	78,240	60,000	60,000	55,000	57,750
Miscellaneous	340,828	36,000	36,000	40,830	40,000	42,000	44,100
Interest	233	600	600	236	300	300	300
TOTAL INCOME	**2,923,980**	**2,670,840**	**2,670,840**	**2,670,371**	**2,738,140**	**2,804,544**	**2,836,467**
Salaries	939,290	941,916	941,916	941,916	949,128	961,877	961,877
Allowances	53,449	66,300	66,300	55,928	66,300	66,300	66,300
Pension and Gratuities	88,052	90,504	90,504	90,504	43,693	44,398	44,398
National Insurance Contributions	27,980	28,080	28,080	28,080	28,080	28,080	28,080
National Health Insurance Contributions	22,445	23,080	23,080	23,080	23,141	23,302	23,302
Employment Costs	**1,131,215**	**1,149,880**	**1,149,880**	**1,139,508**	**1,110,342**	**1,123,957**	**1,123,957**
Local Travel and Subsistence	6,441	15,000	15,000	11,547	16,500	16,500	16,500
International Travel and Subsistence	73,401	76,200	92,200	90,645	86,000	86,000	86,000
International Travel and Subsistence (Minister)	13,988	21,000	21,000	6,429	21,000	21,000	21,000
Utilities	35,845	38,640	42,194	42,060	40,572	40,572	40,572
Communications Expenses	26,517	38,000	33,000	25,799	38,000	38,000	38,000
Office Expenses	23,326	30,000	30,000	22,213	30,000	30,000	30,000
Rental of Assets	76,506	83,460	83,460	83,460	87,633	87,633	87,633
Maintenance Expenses	57,916	52,440	59,206	58,694	60,000	60,000	60,000
Professional and Consultancy Services	93,873	400,000	384,000	120,000	400,000	400,000	400,000
Insurance	8,266	9,600	9,600	7,074	9,600	9,600	9,600
Hosting and Entertainment	119,578	30,000	30,000	28,800	30,000	30,000	30,000
Training	41,728	50,000	44,680	25,423	50,000	50,000	50,000
Subscriptions and Contributions	27,767	27,000	27,000	26,931	30,000	30,000	30,000
Advertising & Promotions	13,890	21,000	21,000	19,750	21,000	21,000	21,000
Auditing and Accounting	18,000	20,000	20,000	1,800	30,000	30,000	30,000
Board Expenses	104,781	134,640	134,640	112,900	134,640	134,640	134,640
Depreciation and Amortization	89,382	68,400	68,400	120,000	120,000	120,000	120,000
Bad debt write off/increase provisions	529	1,400	1,400	-	5,000	5,000	5,000
Bank Charges	6,259	7,500	7,500	3,244	7,500	7,500	7,500
Other Operating Expenses	11,022	18,000	18,000	13,000	18,000	18,000	18,000
Operating Costs	**849,015**	**1,142,280**	**1,142,280**	**819,769**	**1,235,445**	**1,235,445**	**1,235,445**
Total Expenditure	**1,980,230**	**2,292,160**	**2,292,160**	**1,959,277**	**2,345,787**	**2,359,402**	**2,359,402**
Operating Surplus before Capital Projects	**943,750**	**378,680**	**378,680**	**711,094**	**392,353**	**445,142**	**477,064**
Capital Projects	**75,144**	**30,000**	**30,000**	**27,041**	**35,000**	**40,000**	**40,000**
Cash Funding Required to Support Operating Expenditure and Capital Projects	**1,965,462**	**2,252,360**	**2,252,360**	**1,866,317**	**2,255,787**	**2,274,402**	**2,274,402**
Transfer to TCIG	**(200,844)**	**(350,000)**	**(350,000)**	**(731,787)**	**(350,000)**	**(400,000)**	**(400,000)**
Surplus/Deficit after Capital Expenditure and Transfer to TCIG	**757,674**	**68,480**	**68,480**	**72,267**	**132,354**	**130,142**	**162,064**
Transfer from Reserve Fund to Fund Capital Expenditure							
Net Deficit/Surplus	**757,674**	**68,480**	**68,480**	**72,267**	**132,354**	**130,142**	**162,064**

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS

Estimate of Human Resources for April 2026 - March 2027

TELECOMMUNICATIONS COMMISSION

		2025/2026		2026/2027	
	Telecommunications	**Human Resources**	**Payroll Cost Approved**	**Human Resources**	**Payroll Cost Estimate**
	Director General	1	187,906	1	187,906
	Director Technology	1	143,212	1	143,212
	Legal Advisor	1	106,486	1	106,486
	Finance Manager	1	103,889	1	106,486
	Corporate Services Manager	1	103,889	1	106,486
	Telecommunications Engineer	1	71,732	1	71,732
	Senior Accountant Officer	1	81,158	1	83,187
	Consumer and Public Affairs Officer	1	68,275	1	68,275
	Adminstrative & HR Officer	1	75,363	1	75,363
	Salary Staff	**9**	**941,910**	**9**	**949,133**
	Waged Staff	**0**	**-**	**0**	**-**
		9	**941,910**	**9**	**949,133**

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS

Estimates of Capital Projects for April 2026 - March 2027

TELECOMMUNICATIONS COMMISSION

Project Number	Funding Source	Project Title	Cost	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
20251	TCITC	Computer Software & Hardware	10,000	10,000		
		Office upkeep	20,000	20,000		
		Server room Upgrade	5,000	5,000		
			-			
			-			
			-			
		Total Telecommunications	**35,000**	**35,000**	**-**	**-**