



CARIBBEAN DEVELOPMENT BANK

STAFF REPORT

**COUNTRY ENGAGEMENT STRATEGY (2026-2030)
TURKS AND CAICOS ISLANDS**

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Considered at the Three Hundred and Fifteenth Meeting
of the Board of Directors on September 30, 2026

(BD 84/26)

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SEPTEMBER 2026

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CURRENCY EQUIVALENT

Dollars (\$) throughout refer to United States Dollars (USD) unless otherwise specified.

ABBREVIATIONS

BMC	-	Borrowing Member Country
CCCCC	-	Caribbean Community Climate Change Centre
CDB	-	Caribbean Development Bank
CDEMA	-	Caribbean Disaster Emergency Management Agency
CES	-	Country Engagement Strategy
CRMs	-	Country Relationship Managers
CS	-	Country Strategy
CSP	-	Country Strategy Paper
DRM	-	Disaster Risk Management
DRR	-	Disaster Risk Reduction
EU	-	European Union
FY	-	Fiscal Year
GBV	-	Gender-Based Violence
GDP	-	Gross Domestic Product
GM	-	Gender Mainstreamed
GOTCI	-	Government of Turks and Caicos Islands
HBS	-	Household Budget Survey
M&E	-	Monitoring and Evaluation
mn	-	million
MOF	-	Ministry of Finance
MTDS	-	Medium-term Development Strategy
MTEF	-	Medium-Term Expenditure Framework
NSSs	-	National Statistical Systems
NWF	-	National Wealth Fund
ORM	-	Office of Risk Management
PBL	-	Policy-Based Loan
PFMF	-	Public Financial Management Framework
PIM	-	Public Investment Management
PSIP	-	Public Sector Investment Programme
PWDs	-	Persons with Disabilities
RAF	-	Risk Appetite Framework
RE	-	Renewable Energy
RF	-	Results Framework
RMF	-	Results Management Framework
SCCR	-	State of the Caribbean Climate Report
SDDs	-	Sustainable Development Dimensions
SDG	-	Sustainable Development Goal
SLC	-	Survey of Living Conditions
SLR	-	Sea-Level Rise
SNAP	-	Special Needs Association of Providenciales
SWM	-	Solid Waste Management
TA	-	Technical Assistance

TCI	-	Turks and Caicos Islands
TCISA	-	Turks and Caicos Islands Statistical Authority
TVET	-	Technical and Vocational Education and Training
UN	-	United Nations

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Gender Marker	Analysis	Design	Implementation	Monitoring and Evaluation	Score	Code
	1.0	0.5	1.0	0.5	3.0	GM ¹

¹ Gender Mainstreamed (GM): The Country Engagement Strategy is GM and has the potential to contribute significantly to gender equality. See Appendix 1 for the Gender Marker Analysis.

EXECUTIVE SUMMARY

1. This Caribbean Development Bank (CDB/the Bank) Country Engagement Strategy (CES/the Strategy) outlines a new engagement framework with the Government of the Turks and Caicos Islands (GOTCI/the Government) that supports the Government's policy priorities. Vision 2040 sets out a strategic vision to transform the Turks and Caicos Islands (TCI) into a developed-country economy by 2040 while delivering a high quality of life for citizens, residents and future generations.
2. TCI is a high-income British Overseas Territory that has over the past decade converted a tourism-led economic recovery (from Hurricanes Irma and Maria in 2017 and the COVID-19 pandemic) into one of the strongest fiscal positions of any CDB Borrowing Member Country (BMC). TCI has sustained prudent fiscal management, maintained negligible public debt, and the territory holds substantial cash reserves under a Public Financial Management Framework (PFMF) that imposes binding fiscal rules. This fiscal discipline has been matched by important institutional progress.
3. TCI has the opportunity to convert its economic stability and fiscal strength into durable, diversified and resilient growth. Realising this opportunity requires addressing structural constraints and vulnerabilities that fiscal strength alone cannot resolve, including a narrow tourism-dependent economy, infrastructure gaps across the archipelago, high exposure to climate-related hazards, and institutional capacity limitations within a relatively small public service; limitations which constrained the implementation of the Bank's past country strategy (CS) in 2015-18.
4. The new CES 2026-2030 is designed as a focused and selective partnership to help GOTCI translate its strong fiscal position into diversified, inclusive and climate-resilient growth. The CES concentrates support in three mutually reinforcing strategic pillars: (a) Public Sector Efficiency and Effectiveness; (b) Resilient Economic Infrastructure and Environmental Sustainability; and (c) Enhanced Human and Social Development, where the Bank's combination of investment financing, technical assistance (TA), institutional strengthening, and knowledge and advisory support will help generate meaningful development impact. The three strategic pillars agreed with GOTCI, were identified using three principal criteria: (i) alignment with Government development priorities under Vision 2040; (ii) lessons from implementation of the 2015-18 Country Strategy Paper (CSP); and (iii) CDB's comparative advantage in delivering integrated financing and implementation support. Together, the selected interventions are expected to support economic transformation by improving the efficiency and effectiveness of public investment, reducing infrastructure and connectivity constraints, strengthening workforce skills and productivity, expanding opportunities for domestic participation in economic activity, and protecting the natural and physical assets on which long-term growth depends. The Strategy places particular emphasis on strengthening implementation capacity—including in public investment management, procurement, monitoring and evaluation (M&E), and national statistical systems (NSSs)—to better enable the Government to implement and sustain an increasingly ambitious public investment programme.
5. The CES will be implemented with sufficient flexibility guided by Government priorities, project readiness, country absorptive capacity, and implementation performance. Progress will be monitored through the Results Framework (RF), utilising client-centric country engagement approaches throughout the CES cycle including country portfolio reviews and progress reviews of the Strategy. The Strategy will, therefore, be adapted appropriately in response to the implementation experience, changing national priorities and external developments, while maintaining a clear focus on strengthening TCI's resilience to evolving economic and climate-related risks and achieving the Strategy's wider objectives.

1. COUNTRY CONTEXT

Overview

1.01 TCI is a high-income British Overseas Territory comprising approximately 40 islands and cays, 9 of which are inhabited. The country's long-standing stable economic and political environment has underpinned sustained tourism-led growth and low unemployment, that has contributed to TCI achieving a gross domestic product (GDP) per capita of thirty-five thousand one hundred and seventy-two United States dollars (\$35,172) (2025), estimated among the highest in the Region. Prudent fiscal management is a defining feature of TCI's economic performance. The Government maintains operating surpluses, substantial cash reserves and negligible public debt. In fiscal year (FY) 2025/26, the Government's operating surplus reached 2.4% of GDP, cash reserves approximated four hundred and thirty million United States dollars (\$430 mn) (23% of GDP), and public debt of \$0.3 mn, underpinning the country's strong sovereign credit rating² of A-/Stable/A-2 (Internal rating BBB+). In addition, GOTCI has accumulated \$96.6 mn in a national wealth fund (NWF). The medium-term outlook remains favourable. Real GDP growth is projected to remain moderately strong, with employment and fiscal revenues continuing to benefit from the expansion in economic activity (see Table 1.1).

1.02 Notwithstanding these strengths, TCI faces structural constraints that are limiting the achievement of its broader national development goals. TCI's population was estimated at 52,299 in 2025, having grown by 38% over the past decade, driven largely by inward migration linked to tourism, construction and related services. Nearly three-quarters of residents live in Providenciales, the principal economic centre, a concentration that has increased pressure on housing, education, transport, utilities and public services in Providenciales while leaving Grand Turk³ and the Family Islands⁴ facing increasing isolation, limited economic opportunities, and constrained access to services.

1.03 With this, TCI continues to face social and distributional challenges (see Appendix 2 – Social Vulnerability Matrix). The share of persons living below the national poverty line stood at 13.6% in 2022, while 8.8% of households were below the poverty line. The poverty severity index stood at 1.9%, indicating persistent hardship among the poorest. Poverty also varies geographically, with Grand Turk recording the highest incidence, depth and severity. Moreover, 20.1% of the population was multidimensionally poor, reflecting deprivations including limited financial literacy, inadequate health and home insurance, poor-quality employment, limited asset ownership, and chronic illness⁵. Rising housing and living costs and unequal access to economic opportunities therefore remain important sources of vulnerability. Persons with disabilities (PWDs) continue to encounter barriers to education, employment, transport and public services, compounded by inaccessible infrastructure, limited specialist and assistive services, and gaps in disability-disaggregated data, particularly for adults.

1.04 The territory's dispersed multi-island geography increases the cost and complexity of delivering infrastructure and services equitably. Skills shortages, institutional and implementation capacity constraints, infrastructure gaps and pockets of social vulnerability constrain development. These challenges are compounded by TCI's exposure to hurricanes, coastal erosion, flooding, sea-level rise (SLR), and other climate-related hazards (see Appendix 3 – Climate and Disaster Risk screening Analysis). The economy's

² Standard and Poor's Global Ratings (2026).

³ Grand Turk is the administrative and political capital of TCI.

⁴ The Family islands include islands such as North Caicos, Middle Caicos, South Caicos and Salt Cay.

⁵ Poverty and multidimensional poverty estimates are based on the 2022 TCI Survey of Living Conditions and the Household Budget Survey (SLC-HBS) administered by the TCI Statistics Authority using a stratified, two-stage probability sample of 773 households and 1,765 persons across the five most populous islands.

small size and limited natural resources make it highly dependent on tourism for its growth and stability. However, this reliance heightens exposure and vulnerability to external economic conditions and reinforces the need for greater economic diversification. The 2017 hurricane season starkly illustrated this exposure; Hurricanes Irma and Maria caused estimated \$558 mn in combined damage, losses and additional costs, equivalent to about 55% of GDP, across the housing, education, transport, energy, tourism and public infrastructure sectors. Building climate resilience is both a development and fiscal imperative, requiring sustained investment in resilient infrastructure, environmental management and disaster risk reduction (DRR) to safeguard long-term economic growth and fiscal stability (see Appendix 4 – Country Diagnostic: Key Challenges and Constraints).

1.05 GOTCI plans to utilise its strong economic position to leverage a more inclusive and people-centred development model for TCI that supports durable and resilient long-term growth while strengthening Government's capacity to implement an increasingly complex programme of transformational investments. GOTCI has identified medium-term capital investment needs estimated at \$350 mn⁶. GOTCI is expected to retain adequate fiscal space and a sound public finance position throughout the CES period.

TABLE 1.1: MACROECONOMIC OUTLOOK INDICATORS

	2025	2026 ^p	2027 ^p	2028 ^p	2029 ^p	2030 ^p
Real GDP Growth (annual %)	4.5	4.0	4.0	4.0	4.0	4.0
Inflation (period average)	2.5	3.0	2.5	2.5	2.5	2.5
Revenues and Grants (% of GDP)*	30.6	30.6	30.7	30.8	30.8	30.9
Expenditures (% of GDP)*	29.5	28.3	28.0	27.9	27.7	27.6
Overall Fiscal Balance (% of GDP)*	1.2	2.4	2.7	2.9	3.1	3.2
Unemployment Rate (%)	5.0	4.9	4.0	4.0	4.0	4.0

Source: GOTCI, CDB estimates. p: projection. *Data in FYs.

National Priorities

1.06 GOTCI's long-term development priorities seek to achieve a high quality of life for its citizens, residents and future generations while positioning TCI as a developed-country economy by 2040 (see Appendix 5 – Vision 2040 TCI). GOTCI is committed to equality, inclusion and human development in accordance with TCI's constitutional principles and applicable international obligations relating to human rights, gender equality, children's rights and sustainable development. Consistent with the 2030 Agenda and Vision 2040, the Government seeks to strengthen social cohesion, expand equal opportunity, and increase the participation of Turks and Caicos Islanders in economic activity. Continued investment in education, workforce development, healthcare and social protection will be important to ensure that the benefits of growth are more broadly shared. Strengthening human capital, environmental sustainability and private sector diversification, and scaling up investment in resilient infrastructure and transport systems, drainage, renewable energy (RE), housing, digital government and public sector capacity are also key to sustained, resilient and more inclusive economic development.

1.07 Preserving adequate fiscal and liquidity buffers remains important to safeguard resilience against climate-related shocks and other contingent liabilities. Successfully delivering this ambitious investment

⁶ Budget 2026/27 and Fiscal and Strategic Policy Statement 2026/27-2029/2030.

agenda will also require strengthened implementation capacity, enhanced project preparation and effective public investment management (PIM). Addressing the key constraints relating to human capital, environmental sustainability, resilient infrastructure and public-sector effectiveness is expected to support economic transformation by strengthening productivity, improving the enabling environment for investment and private-sector activity, expanding domestic participation in economic opportunities, and increasing resilience to economic and climate-related shocks. These priorities underpin the strategic foundation for CDB support as set out in the CES pillars in Section 2.

2. COUNTRY ENGAGEMENT STRATEGY 2026-2030

Selectivity and Ambition

2.01 Scaling Ambition. CDB's engagement with TCI has been modest historically compared with other BMCs, reflecting the territory's fiscal position, access to alternative financing sources, and modest capital investment budgets. At the same time, limited implementation capacity, shortages of specialised technical personnel, procurement delays, and challenges in translating capital budgets into executed projects have constrained programme delivery (see Box 1). These factors resulted in delays or scaling back of several planned interventions, particularly in education, infrastructure and private sector development. Between 1970 and 2026, CDB approved \$34.1 mn in loans and \$4.5 mn in grants, of which \$30.3 mn and \$0.4 mn, respectively, were disbursed. CDB's past interventions have supported important policy reforms, institutional strengthening and resilience-building initiatives (Appendix 6 – TCI Country Portfolio Overview).

2.02 Promoting Balanced Development Across the Archipelago. Building on the unfinished agenda of the previous CS, this CES aims to help TCI convert its fiscal strength into diversified, inclusive and resilient growth through three pillars linked to four expected outcomes (see Figure 2.1). Economic transformation will be pursued principally through stronger institutions and public investment systems, improved infrastructure and connectivity, a more skilled and productive workforce, and greater resilience of the natural and physical assets that support economic activity. Consistent with the emphasis on inclusive development, the Strategy will seek to promote more balanced spatial development across TCI by addressing the differing needs of Providenciales, Grand Turk and the Family Islands. Particular attention will be given to strengthening infrastructure, connectivity, environmental resilience and public service delivery in underserved islands, while improving the Government's capacity to plan, coordinate and implement investments across a geographically dispersed archipelago.

2.03 Selectivity in the Face of Multiple Country Challenges. Considering TCI's development priorities, and lessons from prior engagement, the proposed CES adopts a selective approach, concentrating focus under three mutually reinforcing pillars that are strategically relevant for their potential to unlock development progress across the broader Vision 2040 agenda. The three pillars are: (a) Public Sector Efficiency and Effectiveness; (b) Resilient Economic Infrastructure and Environmental Sustainability; and (c) Enhanced Human and Social Development. The CES does not seek to address every element of Vision 2040. Rather, it translates the broader national vision into a selective programme of support in areas where CDB can add the greatest value through financing, TA, institutional strengthening and implementation support. The CES adopts a realistic scope, prioritising thematic areas where CDB has comparative advantage, offers development additionality, and where support can be provided for enabling conditions, with emphasis aimed at providing institutional strengthening and implementation support to improve delivery. GOTCI's own priority-setting, a clear demand and ownership, reinforces this selectivity.

Box 1: Lessons from CDB's Engagement in TCI (2015-18)

- **Implementation capacity is the binding constraint.** Capacity gaps in project preparation, procurement and project management consistently affected delivery of the 2015-18 CS, more than the availability of financing or GOTCI's fiscal capacity to borrow. Stronger institutional capacity in project management, contract management, performance monitoring, and dispute resolution will be essential to safeguard value for money, manage contingent fiscal risks, and improve implementation effectiveness.
- **TA is essential in a small public service with limited specialised skills.** This is most effective when paired directly with financing rather than delivered as a stand-alone product.
- **Successful interventions require continuous portfolio and strategy management through engagement and strong collaboration with national counterparts.** This ensures alignment with evolving priorities and implementation realities.

2.04 Vision 2040 identifies strong public institutions, effective development planning, and public sector effectiveness as foundational priorities, recognising that progress in human capital, infrastructure, environmental sustainability and economic diversification depends on the Government's capacity to plan, finance, coordinate and implement public investment effectively. The CES pillars reflect this logic. The Strategy has also been designed to complement, rather than duplicate, the comparative advantages and support of other development partners. The three pillars are also constructed to deliver directly against CDB's three strategic resilience pillars namely: *Social Resilience*; *Economic Resilience*; and *Environmental Resilience* (Appendix 7 – CDB Strategic Plan). CES Pillar I (Public Sector Efficiency and Effectiveness) advances *Economic Resilience* by strengthening public sector effectiveness, strategic planning and PIM (Outcome 1). CES Pillar II (Resilient Economic Infrastructure and Environmental Sustainability) advances both *Economic Resilience*, by strengthening climate-resilient infrastructure and connectivity, and *Environmental Resilience*, by protecting TCI's natural capital and reducing vulnerability to climate-related hazards (Outcomes 2-3). CES Pillar III (Enhanced Human and Social Development) advances *Social Resilience* by investing in human capital, skills and inclusive social development (Outcome 4). CDB Strategic Plan's cross-cutting themes of Gender Equality, Innovation and Digital Transformation, and Regional Cooperation and Integration cut across all three CES pillars and are set out below, outcome by outcome, in Figure 2.1.

FIGURE 2.1: TCI CES THEORY OF CHANGE

CES Pillars	PILLAR I Public Sector Efficiency and Effectiveness	PILLAR II Resilient Economic Infrastructure and Environmental Sustainability		PILLAR III Enhanced Human and Social Development
CES Outcomes	Outcome 1: Strengthened Public Sector Capacity, Development Planning and Public Investment Management	Outcome 2: Improved Climate- Resilient Infrastructure and Connectivity	Outcome 3: Enhanced Environmental Sustainability and Climate Change Resilience	Outcome 4: Strengthened Education Quality, Skills Development and Social Inclusion
	↑	↑	↑	↑
Intermediate Results	<ul style="list-style-type: none"> • Better prioritised and implementation-ready public investments. • Stronger alignment between national plans, budgets and investment programmes. • More effective implementation, monitoring and oversight of public investments. • Strengthened strategic management of Government estates and assets. • Improved evidence-based decision making. 	<ul style="list-style-type: none"> • More reliable inter and intra-island movement. • Reduced disruption and lifecycle costs. • Improved access to services and markets. • More balanced development and stronger local delivery capacity. 	<ul style="list-style-type: none"> • Reduced pollution and pressure on landfill capacity. • Improved resource and energy efficiency. • Better protected ecosystems and public health. • Reduced vulnerability to climate and disaster risks. 	<ul style="list-style-type: none"> • Improved quality and relevance of education and skills. • Better alignment with labour-market needs. • Improved access to affordable housing and finance. • Improved employability and school-to-work transitions for young people. • Wider access to economic and social opportunities for youth, women, PWDs and residents of the Family Islands.
	↑	↑	↑	↑
Outputs	<ul style="list-style-type: none"> • Strengthened planning, budgeting, PIM, procurement, and M&E. • Improved public-sector and statistical capacity. • Strengthened estate-management planning, frameworks and institutional capacity. • More timely, reliable, disaggregated data and digital systems. 	<ul style="list-style-type: none"> • Better planned, implementation-ready infrastructure investments. • Upgraded, safer and climate-resilient transport, coastal and other public infrastructure. • Stronger infrastructure planning, regulatory, delivery and local contractor capacity. 	<ul style="list-style-type: none"> • Stronger environmental governance, institutional, regulatory and financing systems. • Improved waste-management, resource-efficiency and energy-efficient public infrastructure. • Strengthened climate and disaster risk management (DRM) capacity. 	<ul style="list-style-type: none"> • More accessible and inclusive education, training and social infrastructure. • Strengthened Technical and Vocational Education and Training (TVET), qualifications, digital-learning and workforce-development systems. • Improved capacity to plan and deliver inclusive housing and social investments. • Expanded access to affordable housing finance.
	↑	↑	↑	↑
CDB Support	<ul style="list-style-type: none"> • TA and institutional strengthening for planning, budgeting, PIM, procurement, M&E, statistics, and estate management. • Digital solutions, policy dialogue, knowledge and advisory support. 	<ul style="list-style-type: none"> • Investment financing and TA for climate-resilient transport, coastal protection and other critical public infrastructure. • TA for infrastructure and transport planning, project preparation, engineering and resilience standards, traffic management and contractor development. 	<ul style="list-style-type: none"> • Investment financing, TA and institutional strengthening for environmental governance and climate-resilient environmental infrastructure. • Support for waste management, resource and energy efficiency, DRM, including regional cooperation and contingency-financing readiness. 	<ul style="list-style-type: none"> • Investment financing and TA for inclusive education, skills and social infrastructure, including sport-for-development. • Institutional strengthening and digital solutions for education, TVET, qualifications, housing and social services. • Financing to expand access to affordable housing.
CDB Strategic Plan 2026-2035: Strategic Objectives	Economic Resilience, Social Resilience, and Environmental Resilience			
CDB Operational Priorities	Investing in Youth, Strengthening Institutions, and Accelerating Climate Action			
CDB Cross-cutting Themes	Gender Equality, Innovation and Digital Transformation, and Regional Cooperation and Integration			
TCI Vision 2040: Sustainable Development Priorities	Economic Prosperity, Social Development and Environmental Stewardship			

2.05 Gender equality: TCI has made important progress in advancing women's participation in education, leadership and public life. However, persistent challenges remain, including gender-based violence (GBV), women's economic vulnerability, and the limited availability of sex-disaggregated data⁷. Consistent with CDB's Gender Equality Policy and Operational Strategy, CDB will support gender mainstreaming of CES outcomes through gender-responsive approaches to project design, strengthening the use of sex-disaggregated data where appropriate, and promoting equitable access to economic and social opportunities. Gender equality cuts across all three strategic pillars and is reflected through the achievement of pillar outcomes rather than through standalone targets. Additionally, TCI will benefit from regional initiatives under CDB's Gender Equality Action Plan in terms of behavioural change programming for the prevention and response of GBV, as well as capacity development in gender mainstreaming.

2.06 Innovation and Digital Transformation: CDB will support digital transformation through the modernisation of NSSs, digitalisation of official statistics and, where appropriate, other digital public sector systems that improve institutional effectiveness, accountability and evidence-based policymaking (Outcome 1). The CES will also support digital learning infrastructure and technology-enabled education to expand access to quality learning across the Family Islands (Outcome 4).

2.07 Regional Cooperation and Integration: CDB will support TCI's continued engagement with regional institutions, including Caribbean Disaster Emergency Management Agency (CDEMA) and the Caribbean Community Climate Change Centre (CCCCC) to strengthen climate resilience and DRM (Outcome 3). Regional cooperation will also facilitate access to technical expertise, standards and capacity-building initiatives that support resilient infrastructure delivery and strengthen institutional and local contractor capacity (Outcome 2).

2.08 The cross-cutting areas will not have standalone results or targets in the RF. Instead, they are mainstreamed across the design and implementation of CES interventions and reflected through the achievement of the four strategic outcomes. Improving outcomes under each pillar will require coordinated investments that strengthen connectivity across TCI's dispersed geography while ensuring that the benefits of growth are shared more equitably, particularly among households in the Family Islands, women, PWDs, and other vulnerable groups, rather than being concentrated disproportionately in Providenciales or among better-connected segments of the population.

Pillar I: Public Sector Efficiency and Effectiveness

2.09 Outcome 1: Strengthened Public Sector Capacity, Development Planning and Public Investment Management. CDB will support the Government's efforts to strengthen public sector effectiveness, strategic planning, and PIM as the foundation for achieving the aspirations of Vision 2040. Emphasis will be on strengthening implementation effectiveness through improved development planning, medium-term budgeting frameworks, PIM, procurement, M&E, and broader institutional capacity, thereby enhancing the Government's capacity to prepare, implement and monitor increasingly complex investment programmes. By improving the quality, prioritisation and execution of public investment, these interventions will strengthen the institutional foundation for productivity-enhancing investments and support more effective delivery of the infrastructure, human capital and resilience investments required for longer-term economic transformation.

2.10 CDB will help to strengthen and modernise NSSs and statistical capacity to improve labour market and other official statistics recognising that reliable data and robust monitoring systems are fundamental to

⁷ TCI Beijing Report 2020-2025, and TCI Draft National Gender Policy 2026.

evidence-based policymaking, effective development planning, implementation, and accountability. The establishment of the Turks and Caicos Islands Statistical Authority (TCISA) represents an important step towards strengthening the NSS, but further institutional and technical capacity will be required to improve the production, quality and timeliness of labour market statistics, poverty estimates, business statistics, environmental indicators, national accounts and sex-disaggregated data.

INNOVATION AND DIGITAL TRANSFORMATION: A modernised NSS, strengthened digitalisation of official statistics, and other digital public-sector systems to improve institutional effectiveness, accountability and evidence-based policymaking (Outcome 1).

Pillar II: Resilient Economic Infrastructure and Environmental Sustainability

2.11 Outcome 2: Improved Climate-Resilient Infrastructure and Connectivity. CDB will support the Government's efforts to improve the quality and resilience of TCI's economic infrastructure while strengthening institutional capacity for infrastructure delivery. Support will focus on enhancing transport connectivity across the archipelago, promoting balanced spatial development between Providenciales, Grand Turk and the Family Islands, improving the climate resilience of critical infrastructure, and strengthening the Government's capacity to plan, procure, deliver and maintain increasingly complex infrastructure investments through improved life-cycle planning, engineering standards and quality assurance systems. Through a combination of investment financing, TA and institutional strengthening, interventions will include transport planning and infrastructure development, climate-resilient transport and coastal protection infrastructure, port and other strategic public infrastructure, and support for engineering standards, road design and regulatory frameworks. The programme will also support contractor training to strengthen the technical, bidding, and contract management capacity of local contractors, improving their participation in and delivery of public infrastructure projects. Collectively, these interventions will improve connectivity, reduce infrastructure-related constraints to private-sector activity and service delivery, strengthen domestic implementation capacity, and support higher productivity and more balanced economic development across TCI.

REGIONAL COOPERATION AND INTEGRATION: Regional standards and quality infrastructure initiatives will support stronger technical standards and local contractor capacity for resilient infrastructure delivery (Outcome 2).

2.12 Outcome 3: Enhanced Environmental Sustainability and Climate Change Resilience. CDB will support the Government's efforts to strengthen environmental sustainability and climate resilience by protecting TCI's natural capital, improving environmental management, and reducing vulnerability to climate-related hazards. Support will focus on strengthening environmental institutions, improving solid waste management (SWM) and resource efficiency, promoting sustainable use of natural resources, enhancing climate-resilient environmental infrastructure, and advancing initiatives that improve energy efficiency and environmental sustainability. Given the increasing frequency and intensity of disasters, CDB will engage with GOTCI and CDEMA on TCI's Comprehensive Disaster Management Country Work Programme to assess its implementation needs, identify any remaining gaps, and determine eligibility for access to a Disaster Response Policy-Based Operation, subject to CDB's applicable requirements and approval processes. Together, these interventions will provide a comprehensive approach to resilience – combining institutional strengthening, disaster preparedness, resilient infrastructure, environmental protection and potential access to rapid financing following a qualifying natural hazard event – while safeguarding the ecosystems that underpin tourism, public health and long-term economic prosperity.

REGIONAL COOPERATION AND INTEGRATION: CDB will support TCI's continued engagement with regional bodies, including CDEMA and CCCCC, to strengthen climate and disaster resilience (Outcome 3).

Pillar III: Enhanced Human and Social Development

2.13 Outcome 4: Strengthened education quality, skills development, and social inclusion. CDB will support the Government's efforts to strengthen human capital, workforce development and social inclusion to improve labour productivity, expand economic opportunities for Turks and Caicos Islanders and reduce reliance on imported labour. Support will focus on improving the quality and relevance of education, enhancing alignment between education, TVET, and labour market needs, and promoting more inclusive access to education, affordable housing, and other essential social services. Particular attention will be given to strengthening pathways for young people from education and training into productive employment through TVET, qualifications development, digital learning, workforce development and other work-relevant skills initiatives, thereby improving employability and supporting school-to-work transitions. Through a combination of investment financing, TA and institutional strengthening, the Bank will support investments in education infrastructure, strengthen education planning and workforce development systems, expand access to affordable housing finance, and promote more inclusive social development. These interventions will contribute to a more skilled, productive and inclusive workforce, strengthen youth employability and economic participation, improve quality of life and support long-term economic transformation.

GENDER EQUALITY: Inclusive access to education, housing, and social services for lower-income households, with attention to gender gaps in workforce participation (Outcome 4). INNOVATION AND DIGITAL TRANSFORMATION: Digital learning infrastructure and improved access to education across the Family Islands will expand educational opportunities and support more equitable access to learning (Outcome 4).

Implementing the Strategy

2.14 **Approximately \$150 mn of CDB financing over 2026-2030⁸.** The CES provides an indicative financing envelope of \$150 mn (see Table 2.1). This scales up the Bank's financing assistance compared with past cumulative approvals since 1970 which totalled approximately \$34.1 mn in loans and \$4.5 mn in grants, and will allow for impactful support in line with Government's development agenda under Vision 2040 and the scale of the transformational investments required to strengthen infrastructure, human capital, institutional capacity and climate resilience in support of diversified, inclusive and resilient growth. This envelope represents an indicative planning ceiling rather than a committed allocation. Individual project lending remains contingent on project-by-project confirmation of available debt headroom, compliance with CDB's RAF metrics and exposure limits, risk-adjusted capital consumption, pricing, and project readiness. Actual disbursements over the Strategy period may therefore vary from the amounts indicated above, depending on how these factors evolve.

⁸ This resource envelope could potentially be increased to approximately \$250 mn, subject to overall portfolio growth, continued compliance with Risk Appetite Framework (RAF) metrics, the implementation of additional Balance Sheet Optimisation transactions, and the strength of the Bank's capital adequacy position. Should the need arise, the Office of Risk Management (ORM) would assess the proposed increase and its implications for the Bank's overall risk profile and key metrics.

TABLE 2.1: CES INDICATIVE ASSISTANCE PROGRAMME

Outcome	Share of Indicative Financing Envelope
Pillar I: Public Sector Efficiency and Effectiveness	
Outcome 1: Strengthened Public Sector Capacity, Development Planning and PIM	0.8% (\$ 1.2 mn)
Pillar II: Resilient Economic Infrastructure and Environmental Sustainability	
Outcome 2: Improved Climate-Resilient Infrastructure and Connectivity	57.8% (\$ 86.7 mn)
Outcome 3: Enhanced Environmental Sustainability and Climate Change Resilience	10.6% (\$ 15.9 mn)
Pillar III: Enhanced Human and Social Development	
Outcome 4: Strengthened education quality, skills development, and social inclusion	30.8% (\$46.2 mn)

2.15 Consistent with TCI's Group 1 classification, the Strategy will be financed primarily through Ordinary Capital Resources, complemented, where eligible, by other special facilities available to all BMCs, including Environmental Resilience Grants and Loans and Gender Equality Grants. Given TCI's strong liquidity position and access to alternative financing sources, CDB's additionality will derive not only from the provision of development financing but from its integration with project preparation, TA, institutional strengthening, climate and resilience standards, implementation support and regional knowledge. CDB financing is therefore intended to complement, rather than substitute for, Government self-financing and other available financing sources. The programme combines investment financing with TA, and institutional strengthening to support project preparation, implementation readiness, and the delivery of transformational investments aligned with Vision 2040. Debt analytics indicate that the proposed financing envelope can be accommodated within TCI's PFMF, without jeopardising fiscal sustainability. ORM has estimated that the marginal exposure remains within country, sector and single-obligor limits.

2.16 **Criteria for programming and sequencing CDB support.** Two criteria will guide the sequencing and scaling of CDB support over the CES period:

- (a) Readiness and implementation capacity. Priority within each pillar will be given to interventions that demonstrate strong national ownership and implementation readiness in TCI. This approach reflects the importance of matching the programme to GOTCI's implementation capacity and project readiness, while concentrating CDB resources on a realistic and manageable pipeline of operations with a high likelihood of successful delivery during the strategy period. Large operations would be assessed against the RAF, with particular attention to the sequencing of disbursements to ensure continued compliance with applicable liquidity metrics and key risk indicators.
- (b) Institutional sustainability. Priority will also be given to interventions that strengthen institutional systems, human capacity, policy frameworks and implementation arrangements—including development planning, PIM, procurement, and NSSs—to improve the Government's capacity to prepare, implement and sustain development programmes beyond the life of individual CDB-supported interventions.

2.17 Building institutional capacity across the programme. Particular emphasis is placed on strengthening the core institutional systems underpinning effective public investment and project cycle management, including project preparation, PIM, procurement, M&E, and broader institutional capacity, to address implementation bottlenecks and support effective programme delivery. The CES will improve implementation support where appropriate, and reinforce the systems and capacities needed to deliver increasingly complex public investments.

2.18 Improvements in development planning, PIM, procurement, M&E, NSSs and broader institutional capacity will enhance the Government's ability to prepare, implement and sustain investments across all three strategic pillars. New operations will continue to emphasise implementation readiness, reflecting the lesson from the 2015-18 CSP that implementation delays were driven primarily by institutional and project preparation constraints.

2.19 In parallel, the Government intends to engage an advisor to guide debt management to assess financing options for priority infrastructure investments, evaluate debt affordability and borrowing strategies, and strengthen debt management and fiscal planning capacity. As implementation capacity and project readiness improve, the Bank will work with GOTCI to progressively advance the preparation and implementation of priority investment operations in line with the indicative programme and absorptive capacity.

2.20 Leveraging partnerships. CDB will work closely with key development partners to optimise development impact, leverage complementary expertise and resources, and ensure coordinated support for the implementation of Vision 2040. The United Kingdom, through the Foreign, Commonwealth and Development Office, remains TCI's principal development partner in governance, institutional reform, climate resilience, and environmental management, while the Caribbean Regional Technical Assistance Centre provides support for macroeconomic management, public financial management and statistics. United Nations (UN) agencies contribute to governance, education, social inclusion and DRR, while regional organisations—including the Caribbean Public Health Agency, CDEMA, CCCCC, and the Caribbean Community Regional Organisation for Standards and Quality—provide TA in public health, DRM, climate adaptation and quality infrastructure. CDB will seek to leverage its accreditation and partnerships with relevant global infrastructure facilities, including the Multilateral Cooperation Center for Development Finance and the Global Infrastructure Facility, to mobilise project preparation and TA resources for future infrastructure initiatives. Where opportunities arise for private sector participation in infrastructure provision, such facilities could help support the preparation and structuring of viable projects, subject to Government priorities, project suitability and the applicable requirements of the respective facilities.

Monitoring and Adaptive Management

2.21 Results-based monitoring and learning. The RF, which establishes the expected outcomes, indicators, baselines and targets for the 2026-2030 period, will guide CES implementation (see Appendix 8 – Results Framework). The RF will serve as the principal instrument for monitoring implementation, assessing development results, and strengthening accountability throughout the strategy period, drawing on the best available national data, including the 2022 SLC/HBS until updated official statistics become available. The CES will help enable Government to strengthen evidence-based decision making and results-based management beyond the life of the Strategy.

2.22 Adaptive programme and strategy management. Continuous engagement underpinned by planned initiatives to enhance pipeline management, portfolio and strategy management will support adaptive management throughout CES implementation. The proposed piloting of Country Relationship Managers (CRMs) is expected to strengthen engagement with BMCs and provide a more consistent

institutional interface with GOTCI. The CRM function will support end-to-end coordination, monitoring and implementation of the CES; portfolio oversight and management, including monitoring of disbursement and project implementation performance; coordination of policy dialogue with Government officials; and engagement with development partners. Country portfolio performance reviews and progress reviews of the CES, with a mid-term review of the Strategy, will enable CDB and GOTCI to adjust priorities, implementation arrangements and the pipeline, where appropriate, in response to implementation experience, evolving national priorities, institutional capacity, economic developments and climate-related shocks. This adaptive approach will help embed and sustain country ownership, promote institutional learning, and ensure that the CES remains responsive to changing development needs while maintaining accountability for results and supporting the successful implementation of Vision 2040.

2.23 The five-year CES period will coincide with the preparation and early implementation of the Government's forthcoming Medium-term Development Strategy (MTDS), the preparation of which will be supported under the Strategy through targeted TA. The MTDS will provide an important mechanism for translating Vision 2040 into prioritised policies, public investments and institutional reforms. Accordingly, flexibility and adaptability will remain important features of the CES, enabling CDB and GOTCI to respond to evolving national priorities, implementation performance and external developments while maintaining alignment with the broader objectives of Vision 2040.

3. RISK ANALYSIS AND MITIGATION

3.01 Implementation of the CES is subject to risks that could affect the timely achievement and sustainability of its expected outcomes. Consistent with the diagnostic in Section 1 and the lessons from previous CDB engagement, the principal risks relate to institutional and implementation capacity constraints within a relatively small public service, TCI's high exposure to climate-related hazards, its continued dependence on tourism and external demand, and governance, regulatory and reputational risks. ORM has assessed the overall risk of the CES as Moderate and within the Bank's risk appetite, provided the mitigation measures outlined below are effectively implemented (see Table 3.1). Monitoring of these risks will form part of country portfolio reviews and implementation monitoring throughout the strategy period.

TABLE 3.1: RISKS AND MITIGATING MEASURES

Risk	Description	Inherent Rating	Mitigating Measures	Residual Rating
Developmental - Institutional Capacity	Limited institutional and technical capacity could delay project delivery, raise implementation costs and weaken the sustainability of outcomes, particularly as Government undertakes increasingly complex investments and contractual arrangements that may create contingent fiscal obligations.	Major	CDB will use early institutional and implementation readiness assessments to sequence support and address identified capacity gaps through targeted actions. Assistance will strengthen development planning, procurement, PIM, contract management, M&E and executing agency capacity. The proposed CRM function pilot, together with regular portfolio reviews, policy dialogue and targeted supervision, will support coordination, monitoring and timely resolution of implementation bottlenecks.	Moderate

Developmental - Environment and Climate Context	TCI's high exposure to hurricanes, storm surge, coastal erosion, SLR and other climate hazards could disrupt economic activity, damage infrastructure and increase fiscal and financing pressures.	Major	Climate resilience, DRR and environmental sustainability are mainstreamed across the CES, with climate-resilient standards incorporated into relevant infrastructure investments. TCI's fiscal reserves, NWF and participation in the Caribbean Catastrophe Risk Insurance Facility Segregated Portfolio Company provide additional buffers against climate shocks, while adaptive programming allows implementation priorities to be adjusted following major events. Relevant CDB-financed assets will also incorporate appropriate resilience, maintenance, insurance and business-continuity arrangements.	Moderate
Developmental - Macroeconomic (Sector Concentration)	TCI's high dependence on tourism, particularly the United States of America market, which accounts for more than four-fifths of stayover visitors, exposes economic activity, employment and Government revenues to external demand shocks. A significant downturn could reduce fiscal flexibility, affect private investment, and slow implementation of the Government's public investment programme.	Major	TCI's strong fiscal position, negligible public debt, substantial cash reserves, NWF and PFMF provide important buffers against external shocks. The CES will further strengthen resilience through investments in public sector capacity, human capital, climate-resilient infrastructure and environmental services, while adaptive programming will allow the scale and sequencing of support to respond to changing conditions.	Moderate
Developmental - Governance, Regulatory and Reputational	In November 2025, the Organisation for Economic Cooperation and Development Forum on Harmful Tax Practices called for further action by TCI to strengthen enforcement of economic substance requirements. In February 2026, the European Union (EU) subsequently added TCI to its list of non-cooperative jurisdictions for tax purposes. Continued listing could heighten reputational, regulatory and financial integrity risks and, if prolonged, affect external financing, investment flows and financial-sector relationships.	Major	The Government has initiated regulatory, systems and capacity-building reforms to strengthen enforcement of economic substance requirements, including enhanced sanctioning authority, reporting systems and institutional capacity. CDB will monitor implementation progress, the EU review process, and any emerging market-access or financial-sector risks.	Moderate

GENDER MARKER ANALYSIS

Strategy Stage	Criteria	Score
Analysis	Consultations with relevant categories of males and females, and relevant gender-related public/private sector organisations and Non-Governmental/Community-Based Organisations will take/have taken place.	0.5
	Socioeconomic, Sector and/or Institutional analysis considers gender risks and/or gender disparities that impact the achievement of project outcomes.	0.5
Design	Project interventions/policies address existing gender disparities.	0.5
	Project objective/outcome includes the enhancement of gender equality or the design of gender-responsive policies or guidelines.	0.0
Implementation	Implementation arrangements include either:	
	<ul style="list-style-type: none"> • Capacity building initiatives to enhance gender mainstreaming of the executing and/or implementing agency; or • Active participation of representatives of gender-relevant stakeholders in project execution. 	0.5
	Terms of Reference of consultancy/project coordinating unit/project management unit includes responsibilities and resources, including budgets for gender mainstreaming.	0.5
M&E	Sex-disaggregated data included in the baselines, indicators and targets of the Results Management Framework (RMF) Or Collection of sex-disaggregated data is part of the project.	0.5
	At least one gender-specific indicator at the outcome and/or output level in the RMF or included in tranche releases of Policy-based Loans.	0.0
Scoring Code		3.0
Gender Mainstreamed: the CES has the potential to contribute significantly to gender equality.		

SOCIAL VULNERABILITY MATRIX

Beneficiaries	Types of Risks/Vulnerabilities Faced	Existing Policies and Programmes	Partners	Recommendations for Mitigation
Low-income, poor and near-poor households	<ul style="list-style-type: none"> • High food, housing and utility costs; limited savings/insurance 	<ul style="list-style-type: none"> • Social welfare assistance; Home Help Programme • School Feeding Programme • National Insurance Scheme • National Health Insurance Plan 	<ul style="list-style-type: none"> • Ministry of Health and Human Services • Education Administration • TCI National Insurance Board • National Health Insurance Plan 	Create a unified social registry; index benefits to living costs; link assistance to employment, skills and financial-literacy services
Women, female-headed households, and GBV survivors	Care burdens, weaker asset/tenure security and labour market gaps; exposure to domestic and sexual violence, especially for migrant women.	<ul style="list-style-type: none"> • Department of Gender Affairs • Draft Gender Equality Policy • Domestic Violence Protocol update • Batterer Intervention Programme 	<ul style="list-style-type: none"> • Department of Gender Affairs • UN-Women 	<ul style="list-style-type: none"> • Review and adopt the Gender Equality Policy • Expand behavioural change programmes • Implement capacity development for gender focal points • Expand childcare and women's economic programmes
Youth	<ul style="list-style-type: none"> • Crime and Violence • Unemployment • Poor educational outcomes • Lack of mentorship • Poor parental guidance 	<ul style="list-style-type: none"> • School Feeding Programme • Scholarships • Tuition Free Community College • National Internship and Apprenticeship Programme; Special Needs Association of Providenciales (SNAP)/special-needs services 	Department of Youth Affairs Ministry of Education, Youth, Sports and Library Services	<ul style="list-style-type: none"> • Expand early-childhood, school-feeding and psychosocial support. • Implement TVET Policy and National Qualifications Framework; strengthen school-to-work pathways and youth participation.
PWDs	<ul style="list-style-type: none"> • Poverty • Social exclusion • Lack of opportunities for gainful employment • Education 	<ul style="list-style-type: none"> • Special Needs Policy (2015) • 2009 Education Ordinance • SNAP Centre • Wellness Centres (2) • Therapeutic Services (visiting) 	<ul style="list-style-type: none"> • Special Needs Unit (Ministry of Health and Human Services) • Ministry of Education, Youth, Sports and Library Services 	<ul style="list-style-type: none"> • Apply universal design to investments • Update policy • Expand assistive technology and inclusive education
Migrants, work permit holders and dependants	<ul style="list-style-type: none"> • Insecure status • Barriers to gainful employment • Barriers to access social services • Poverty 	<ul style="list-style-type: none"> • Immigration Ordinance • Employment Ordinance • Anti-trafficking and border arrangements 	Immigration and Border Services	<ul style="list-style-type: none"> • Strengthen labour inspection and ethical recruitment • Provide multilingual rights information and safe referral channels

CLIMATE AND DISASTER RISK SCREENING ANALYSIS

Programme Title	Turks and Caicos Islands Country Engagement Strategy 2026-2030
Country	Turks and Caicos Islands
Sector(s)	Solid Waste; Education; Coastal Infrastructure; Transport Infrastructure; Housing; Port Infrastructure
Programme Outcomes and Brief Description	
<p>The TCI CES 2026-2030 establishes the strategic framework for collaboration between CDB and GOTCI. The programme supports Vision 2040 and is organised around three mutually reinforcing pillars: (a) public sector efficiency and effectiveness; (b) resilient economic infrastructure and environmental sustainability; and (c) enhanced human and social development. The expected outcomes include strengthened public sector capacity, development planning and PIM; improved climate-resilient infrastructure and connectivity; enhanced environmental sustainability and climate change resilience; and strengthened education quality, skills development, and social inclusion.</p>	
Summary of Climate and Disaster Risk Screening	
<p><u>Context/Background.</u> TCI is a low-lying, multi-island coastal territory whose economy, settlements and critical infrastructure are highly concentrated in coastal zones. The principal climate and disaster hazards relevant to the CES are SLR, coastal flooding, storm surge, stronger tropical cyclones, intense rainfall and flooding, drought, higher temperatures and sea surface temperature increases. These hazards are especially significant because tourism, ports, roads, coastal protection assets, housing, schools and waste management facilities are closely linked to coastal land, scarce freshwater resources and sensitive marine and terrestrial ecosystems.</p>	
Exposure: Hazards Likely to Affect the Programme	
Hazard/Climate Risk	Description
Precipitation	<p><u>Current:</u> TCI has a relatively dry tropical marine climate, with observed 1991-2020 annual precipitation of approximately 800 millimetres in Providenciales and strong seasonal variability, including a wetter late-season period and comparatively dry summer months. Intense rainfall associated with tropical storms and hurricanes can cause flash flooding, ponding, drainage failures, disruption of road access and damage to public facilities. Periods of low rainfall and drought also affect scarce freshwater resources.</p> <p><u>Projected:</u> The SCCR identifies increasing rainfall variability as a key regional risk, with heavy rainfall events expected to become more intense even where annual rainfall trends remain uncertain. For TCI, projected conditions should therefore be treated as increased design rainfall intensity during storm events, alongside continuing drought and water-security risk. This may increase flooding, drainage stress, service interruptions and water security concerns for housing, schools, waste facilities, ports and transport corridors.</p>
Temperature	<p><u>Current:</u> TCI is characterised by warm conditions year-round. Observed 1991-2020 climatology for Providenciales indicates an</p>

	<p>annual average temperature of about 26.6°C, with average maximum temperatures around 29.9°C, and average minimum temperatures around 23.0°C. Historical analysis indicates warming of approximately 0.22°C per decade since 1970, consistent with the SCCR's finding of sustained Caribbean warming. High temperatures already affect worker safety, building comfort, energy demand, road surface performance, waste decomposition and public health.</p> <p><u>Projected:</u> Average and extreme temperatures are expected to continue rising. The Coupled Model Intercomparison Project Phase 6 projections indicate higher mean temperatures, higher average daily maximums, and more frequent hot days through mid and late-century, particularly under higher-emissions pathways. Rising heat is expected to increase heat stress, cooling demand, occupational health risks, and stress on buildings and materials. Education facilities, housing and waste management operations are particularly sensitive.</p>
SLR and Sea Surface Temperature	<p><u>Current:</u> Low-lying coastal areas, ports, coastal roads, tourism assets, settlements and ecosystems are exposed to coastal flooding, storm surge, erosion and saltwater intrusion. Regional evidence cited in the SCCR indicates that the Caribbean sea level is rising and that the pace of global SLR has accelerated in recent decades. Marine ecosystems are also vulnerable to increasing sea surface temperatures and coral bleaching.</p> <p><u>Projected:</u> The Intergovernmental Panel on Climate Change Sixth Assessment Report sea-level projections, used by the World Bank Climate Change Knowledge Portal, indicate continued relative SLR for TCI through mid and late-century under all emissions scenarios. Continued SLR will increase the frequency and severity of coastal inundation, shoreline erosion, saltwater intrusion and storm surge impacts. Higher sea surface temperatures will intensify stress on coral reefs and marine ecosystems that provide natural coastal protection and support tourism.</p>
Tropical Cyclones, Storm Surge and High Winds	<p><u>Current:</u> TCI lies within the North Atlantic hurricane belt and is exposed to tropical storms, hurricanes, storm surge, extreme rainfall and high winds. Hurricanes and tropical storms pose major risks to buildings, schools, housing, ports, roads, coastal defences, solid waste facilities, and emergency access routes.</p> <p><u>Projected:</u> The State of the Caribbean Climate Report (SCCR) notes that future Atlantic tropical cyclones are expected to be associated with higher rainfall rates and a greater proportion of intense storms, although changes in overall storm frequency remain uncertain. For TCI, higher sea levels will compound storm surge and coastal flooding risk. Critical infrastructure should therefore be designed for higher resilience standards, including wind resistance, drainage capacity, emergency access and coastal inundation allowances.</p>

Sector Screening Summary			
Sector	Relevant CES Interventions	Main Climate and Disaster Hazards	Screening Summary
Solid Waste	Waste Management Authority capacity building; national recycling programme; capital investments in SWM infrastructure and services.	Extreme rainfall and flooding; hurricanes and high winds; storm surge; SLR; higher temperatures.	Moderate to high exposure where facilities, access roads or collection routes are in flood-prone or coastal areas. Service continuity, landfill stability, leachate management, vector control and public health safeguards will be important.
Education	Student dormitory; community college expansion; special needs school retrofit; national library expansion; TVET and hospitality institute design.	Extreme heat; hurricanes and high winds; flooding; storm surge in coastal locations; water scarcity.	Moderate exposure. Buildings must be designed or retrofitted for hurricane resistance, thermal comfort, drainage, emergency access and continuity of learning.
Coastal Infrastructure	Priority coastal defence infrastructure in Grand Turk, Providenciales and Salt Cay.	SLR; storm surge; coastal erosion; wave action; stronger hurricanes.	High exposure. Assets are directly intended to manage coastal hazards and should be informed by site-specific coastal modelling, nature-based solutions where feasible and lifecycle maintenance planning.
Transport Infrastructure	North-Middle Caicos Causeway; East-West secondary road network; Millennium Highway upgrade; Transport Master Plan; Spine Road; traffic management;	Flooding; storm surge; SLR; extreme rainfall; hurricanes and high winds; coastal erosion.	Moderate to high exposure, particularly for low-lying roads, causeways and coastal corridors. Design should incorporate higher drainage standards, elevated road sections where justified, resilient materials and emergency connectivity.

	road ordinance and design manual.		
Housing	Line of credit to TCI Mortgage Corporation; housing programme structuring; National Housing Needs Assessment.	Extreme heat; hurricanes and wind damage; flooding; storm surge; SLR; water scarcity.	Moderate exposure, with higher risk in low-lying and coastal settlements. Screening should support climate-resilient siting, building standards, affordability safeguards and risk-informed mortgage lending.
Port Infrastructure	Phase II of the Port Expansion and Redevelopment Programme.	SLR; storm surge; wave action; stronger hurricanes; extreme rainfall; higher sea surface temperatures.	High exposure because port assets are coastal and critical for trade, tourism and disaster response. Design should incorporate climate-resilient elevations, breakwater and drainage adequacy, emergency operations and business continuity planning.
<p>Adaptive Capacity Assessment</p> <p>The CES includes several measures that can strengthen adaptive capacity, including TA for PIM, transport planning, road design standards, contractor capacity, waste management institutional strengthening, environmental resilience, statistics, monitoring and evidence-based policy making. These interventions can improve the Government's ability to plan, design, finance, implement and maintain resilient infrastructure and services. However, adaptive capacity remains constrained by the multi-island geography, high exposure of coastal assets, dependence on tourism, limited local implementation capacity, and the need for robust asset management, climate data, enforcement of building standards and long-term maintenance financing.</p>			
<p>Overall Risk Assessment Summary</p> <p>Overall Risk Assessment Rating: <u>Moderate</u>. Based on the screening, the overall climate and disaster risk rating for the CES is assessed as <u>Moderate</u>. The portfolio includes several sectors with high intrinsic exposure, particularly coastal infrastructure, ports and low-lying transport corridors. However, the CES is programmatic and includes TA, planning, institutional strengthening and project preparation activities that can integrate resilience measures before investment designs are finalised. The rating should be revisited at the project level once locations, designs, costs and implementation arrangements are confirmed.</p>			

COUNTRY DIAGNOSTIC: KEY DEVELOPMENT CHALLENGES AND CONSTRAINTS

1. **Poverty.** Despite its high-income status, TCI continues to face social and distributional challenges. The 2022 SLC/HBS indicates that the share of persons living below the national poverty line declined from 21.6% in 2012 to 13.6% in 2022, while the proportion of households living below the poverty line fell from 16.0% to 8.8%. Notwithstanding this improvement, the poverty gap increased modestly from 4.0% to 4.4%, while the poverty severity index rose from 1.4% to 1.9%, indicating persistent hardship among the poorest. Poverty also varies considerably across the islands. Grand Turk recorded the highest poverty incidence at 23.6%, together with the highest poverty gap (7.6%) and severity (3.4%), compared with national averages of 13.6%, 4.4% and 1.9%, respectively. Moreover, 30.2% of the population is considered multidimensionally poor, reflecting deprivations including financial illiteracy, inadequate health and home insurance, poor-quality employment, limited asset ownership and chronic illness. Rising housing and living costs and unequal access to economic opportunities remain important sources of vulnerability.
2. **Inequality.** TCI has made progress on gender equality, particularly in women's educational attainment and representation in senior public-sector leadership, supported by the Department of Gender Affairs, gender-responsive budgeting and enhanced services for survivors of GBV. Nevertheless, women remain disproportionately exposed to domestic and sexual violence and economic vulnerability, and the TCI Beijing+30 Report¹ and draft National Gender Equality Policy² identify persistent gender norms, limited sex-disaggregated data, and uneven gender mainstreaming as continuing barriers to substantive equality. Disability inclusion has advanced through legislation, specialised education and the work of the Special Needs Unit, though PWDs continue to encounter barriers to education, employment, transport and public services, compounded by inaccessible infrastructure and gaps in disability-disaggregated data, particularly for adults.
3. **Human Capital, Housing and Social Inclusion.** Education, workforce development, skills and access to adequate and affordable housing are important national priorities for supporting more inclusive development and improving quality of life. Despite advances in education, significant skills gaps persist across key sectors, constraining productivity and limiting the extent to which Turks and Caicos Islanders can participate fully in a growing and increasingly complex economy. Strengthening TVET, improving alignment between education and labour market needs, and expanding opportunities for skills development will therefore be important to building a more productive domestic workforce and reducing reliance on imported labour. At the same time, rapid population growth, rising housing and living costs, and constraints on access to affordable housing and housing finance contribute to social and economic vulnerability, particularly among lower-income households. Strengthening housing planning and expanding access to affordable housing finance, alongside continued investment in education, healthcare and social protection, will be important to improving household welfare, supporting asset ownership and ensuring that the benefits of growth are more broadly shared.
4. **Climate Resilience and Environmental Sustainability.** TCI is among the most climate-vulnerable territories in the Caribbean, owing to its low elevation, dispersed island geography, concentration of people and infrastructure along the coast, and dependence on climate-sensitive ecosystems. Key hazards include hurricanes, storm surge, coastal flooding, SLR, coastal erosion, saltwater intrusion, drought, heat stress and extreme rainfall. The territory's small-island characteristics amplify these risks, as a single major event can simultaneously disrupt essential services, damage critical infrastructure and generate economy-wide losses across multiple islands. The 2017 hurricane season starkly illustrated this exposure; Hurricanes Irma and Maria caused an estimated \$558 mn in damage, losses and additional costs, equivalent to about 55% of GDP, with significant impacts across housing, education, transport, energy, tourism and public infrastructure.

¹ TCI Beijing Report 2020-2025.

² TCI Draft National Gender Policy 2026.

5. TCI's economy and livelihoods also depend heavily on its natural capital, including coral reefs, mangroves, seagrass beds, beaches, wetlands and fisheries, which provide coastal protection, support biodiversity and underpin the tourism industry. Rapid population growth, urbanisation and tourism-led development are placing increasing pressure on land, water and SWM systems, particularly in Providenciales, while coastal and marine ecosystems face growing pressures from habitat degradation, pollution and unsustainable resource use. Limited natural freshwater resources and dependence on desalination also heighten vulnerability to disruptions in critical infrastructure and essential services. Strengthening environmental governance and SWM, protecting natural resources, improving resource efficiency, and investing in climate-resilient environmental and coastal infrastructure will therefore be critical to safeguarding TCI's natural assets, protecting public health and supporting long-term economic and fiscal resilience.

6. **Resilient Infrastructure and Connectivity.** TCI faces significant infrastructure deficits, particularly in transport connectivity, coastal protection and other strategic public infrastructure needed to support a growing population and economy. Continued population growth and tourism-led development are placing increasing pressure on transport networks, drainage, utilities and public services, while the archipelagic nature of the territory and the geographic isolation of the Family Islands increase the cost and complexity of infrastructure provision and service delivery. Addressing transport bottlenecks, strengthening coastal resilience, and expanding climate-resilient infrastructure will be essential to enhancing productivity, improving connectivity and promoting more balanced development across the islands. Effective delivery of the Government's expanding infrastructure programme will also require stronger domestic implementation capacity. Gaps in the technical, bidding, procurement and contract management capabilities of local contractors can constrain their effective participation in public infrastructure investments and contribute to reliance on external firms. Strengthening contractor capacity, together with improved infrastructure planning, engineering and regulatory standards, procurement and project implementation systems, will therefore be important to improving infrastructure delivery and increasing domestic participation in the investment programme.

7. **Energy.** The near-total dependence on imported fossil fuels for electricity generation exposes the economy to volatile fuel prices and elevated energy costs that affect competitiveness, while fragmented island electricity systems remain vulnerable to hurricanes and other climate-related hazards. Achieving the National Energy Policy target of generating 33% of electricity from renewable sources by 2040 will require sustained investment in RE, battery storage, grid modernisation and an enabling regulatory framework to improve energy security, resilience and long-term sustainability.

8. **Public Sector Capacity and Statistics.** Institutional capacity in the public sector remains one of the principal constraints to achieving Vision 2040: limited human and technical resources continue to affect policy coordination, project preparation, procurement, implementation and M&E across Government, and these constraints are becoming increasingly significant as the scale and complexity of the Government's investment programme expands. GOTCI has made important progress in strengthening the NSS, marked by the May 2026 launch of TCISA, though further institutional and technical capacity is required for TCISA to deliver its mandate and improve the production, quality and timeliness of labour market, poverty, business, environmental and sex-disaggregated statistics that support evidence-based policy making, results-based management, and effective monitoring of national development priorities.

VISION 2040 TURKS AND CAICOS ISLANDS



VISION 2040

TURKS AND CAICOS ISLANDS

Building a Prosperous, Resilient and Inclusive Nation



OUR MISSION

“A high quality of life enjoyed by citizens, residents and future generations.”

Transforming the Turks and Caicos Islands into a developed-country economy by 2040 through sustainable development and shared prosperity.

THE FIVE SUSTAINABLE DEVELOPMENT DIMENSIONS (SDDs)

1	2	3	4	5
HIGH NATIONAL INCOME AND WEALTH	A SOCIALLY COHESIVE SOCIETY	A HEALTHY NATURAL ENVIRONMENT, HERITAGE AND CULTURAL ASSETS	CITIZEN SECURITY AND JUSTICE	GOOD GOVERNANCE
Sustained economic growth, macroeconomic stability and resilience, economic diversification, increased productivity, entrepreneurship, innovation, competitiveness, quality infrastructure and a dynamic private sector.	Quality education and lifelong learning, accessible healthcare, affordable housing, social protection, decent employment opportunities, social inclusion and an improved quality of life for all residents.	Environmental conservation, sustainable management of marine and terrestrial ecosystems, climate resilience, disaster risk management, renewable energy, sustainable land use, waste management, and preservation of cultural and historical heritage.	Safer communities, strengthened border security, effective policing, efficient justice institutions and enhanced public safety.	Accountable and transparent public institutions, effective political and technical leadership, evidence-based policy-making, integrated national development planning, digital transformation, citizen participation and efficient public service delivery.

ENABLING NECESSARY CONDITIONS (NCs)

NC1.1 Stable macro-economic environment and resilience NC1.2 Export market penetration including tourism markets NC1.3 Appropriate levels of foreign investments NC1.4 Optimal private sector development NC1.5 Inclusive growth NC1.6 Adequate infrastructure (transportation, roads, ports, energy, water, and telecommunications) NC1.7 Adequate skills and capacity to facilitate economic growth, diversification and sustainable development	NC2.1 Equitable access to education opportunities, youth development and lifelong learning NC2.2 Adequate access to health care and optimal health status of the population NC2.3 Adequate social insurance NC2.4 Adequate access to housing NC2.5 Adequate social protection NC2.6 Decent work NC2.7 Strong national identity, culture, and future vision NC2.8 Social inclusion	NC3.1 Good ecosystems, marine and aquatic resource management NC3.2 Disaster risk management and climate resilience NC3.3 Good management of heritage and cultural areas NC3.4 Adequate rural and urban planning NC3.5 Adequate waste management and pollution control	NC4.1 Minimal adverse social and economic factors that help fuel crime NC4.2 More effective policing NC4.3 More effective administration of justice NC4.4 National security	NCS.1 Good technical governance NCS.2 Good political governance NCS.3 Effective implementation of national plans
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NATIONAL DEVELOPMENT PRIORITIES

1. GOTCI's long-term development priorities seek to achieve "a high quality of life enjoyed by citizens, residents and future generations" while positioning TCI as a developed-country economy by 2040. Vision 2040, provides the overarching national development framework and adopts a

whole-of-government approach to sustainable development, founded on the principles of economic prosperity, social inclusion and environmental stewardship. It identifies five interrelated Sustainable Development Dimensions (SDDs) that collectively provide the framework for achieving developed country status:

- (a) **High National Income and Wealth**, through sustained economic growth, macroeconomic stability, economic diversification, productivity, entrepreneurship and a dynamic private sector.
- (b) **Socially Cohesive Society**, supported by quality education, accessible healthcare, affordable housing, social protection, decent employment and social inclusion.
- (c) **Healthy Natural Environment, Heritage and Cultural Assets**, through environmental conservation, climate resilience, DRM, RE, and sustainable land use.
- (d) **Citizen Security and Justice**, through safer communities, strengthened border security, effective policing and efficient justice institutions.
- (e) **Good Governance**, through accountable and transparent public institutions, effective leadership, evidence-based policy making, integrated national development planning and efficient public service delivery.

2. Vision 2040 recognises that these dimensions are mutually reinforcing and must be advanced through integrated planning and coordinated implementation. It therefore identifies a set of Necessary Conditions, including strong governance, human capital development, private sector development, quality infrastructure, economic diversification, climate resilience and access to development finance, that enable progress across multiple development outcomes. The Vision is intended to be implemented through successive MTDSs, which translate the long-term vision into prioritised policies, programmes and public investments. The preparation of a new MTDS, supported by a Medium-Term Expenditure Framework (MTEF) for the Public Sector Investment Programme (PSIP), will strengthen planning, budgeting, PIM, and results-based implementation.

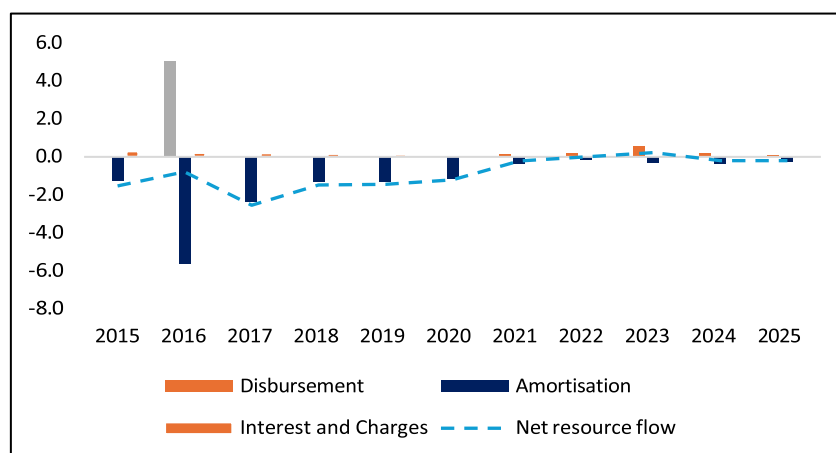
COUNTRY PORTFOLIO OVERVIEW

1. CDB's engagement with TCI has historically been modest relative to other BMCs, reflecting the territory's strong fiscal position and access to alternative financing sources. Between 1970 and 2026, CDB approved \$34.1 mn in loans and \$4.5 mn in grants, of which \$30.3 mn and \$0.4 mn, respectively, were disbursed. Bank support has been focused primarily on fiscal and institutional reform, climate resilience and environmental sustainability. Key loan interventions included the: Macroeconomic Policy-based Loan (PBL) (\$5.0 mn), approved in 2015; Climate Resilient Coastal Protection and Management Project (\$0.44 mn), approved in 2017; and Integrated SWM Project (\$0.67 mn), approved in 2018. Complementing these investments, the Bank approved several TA grants, including the: Transport Infrastructure Master Plan (\$0.2 mn) in 2015; Diagnostic Assessment to Determine the Feasibility of Establishing a Partial Credit Guarantee Fund to Support Enterprise Development (\$0.12 mn) in 2019; and Enhancing TCI Multi-Hazard Early Warning System (\$0.75 mn) project in 2024. Collectively, these interventions have supported efforts to strengthen fiscal resilience, environmental management, disaster preparedness and private sector development, while laying the foundation for more resilient and sustainable growth.

2. Although the overall scale of engagement has been relatively modest, CDB's interventions have supported important policy reforms, institutional strengthening and resilience-building initiatives. Through the 2015 PBL and associated TA, the Bank supported reforms to strengthen fiscal discipline and economic resilience, including preparation of a public consultation paper that informed the establishment of a reserve fund and subsequently the NWF. The Bank also supported preparation of the MTDS, strengthening of project implementation capacity, reforms to improve the competitiveness of micro, small and medium-sized enterprises, and the establishment of a public-private sector forum to strengthen stakeholder dialogue and governance. Complementary regional TA was provided in project cycle management, public policy analysis and results-based management further enhanced institutional capacity.

3. Net resource flows to TCI were primarily negative during 2015-2025, reflecting limited borrowing demand and the Government's strong fiscal position. However, the increasing scale and complexity of the country's investment requirements, particularly in infrastructure, climate resilience and human capital development, suggest a greater role for development financing and technical support going forward.

PORTFOLIO FLOWS (\$ mn)



CDB STRATEGIC PLAN 2026-2030



RESULTS FRAMEWORK

Country Development Priorities (Vision 2040 Sustainable Development Dimensions and Necessary Conditions)	Outcome	Sector Outcomes	Outcome Indicators	Targeted Areas for Support
Pillar I - Public Sector Efficiency and Effectiveness				
<p>SDD 5 – Good Governance</p> <p>NC 5.1 Good technical governance</p> <p>NC 5.3 Effective implementation of national plans</p> <p>Supporting: SDD 1 – High National Income and Wealth</p> <p>NC 1.1 Stable macro-economic environment and resilience</p> <p>NC 1.7 Adequate skills and capacity to facilitate economic growth, diversification and sustainable development</p>	<p><u>Outcome 1</u> Strengthened Public Sector Capacity, Development Planning and PIM</p>	<p>(i) Improved national development planning and PIM.</p> <p>(ii) Strengthened public sector effectiveness and institutional capacity.</p> <p>(iii) Improved production and dissemination of official statistics for evidence-based decision making.</p> <p>(iv) Strengthened capacity for the strategic, efficient and sustainable management of public estates and assets.</p> <p>[Sustainable Development Goal (SDG) 16 – Peace, Justice and Strong Institutions; and SDG 17 – Partnerships for the Goals]</p>	<p>(i) DR-07: Institutions benefitting from TA and Capacity Building support.</p> <p><i>Baseline (2025): 0.</i></p> <p><i>Target (2028): 2.</i></p>	<p><u>Ongoing (already approved)</u></p> <p>n.a.</p> <p><u>Pipeline (Indicative areas)</u></p> <p>(i) Ministry of Finance (MOF): TA for the modelling and preparation of a new MTDS.</p> <p>(ii) MOF: TA for the preparation of a MTEF for the PSIP.</p> <p>(iii) MOF: TA for the preparation and implementation of a National Strategy for the Development of Statistics.</p> <p>(iv) Statistical Authority: TA to support the preparation of the Labour Force Survey.</p> <p>(v) Statistical Authority: TA to strengthen digitalisation in official statistics.</p> <p>(vi) TA for the development of an Estate Management Strategy.</p>

Country Development Priorities (Vision 2040 Sustainable Development Dimensions and Necessary Conditions)	Outcome	Sector Outcomes	Outcome Indicators	Targeted Areas for Support
Pillar II: Resilient Economic Infrastructure and Environmental Sustainability				
<p>SDD 1 – High National Income and Wealth</p> <p>NC 1.6 Adequate infrastructure (transportation, roads, ports, energy, water and telecommunications)</p> <p>NC 1.7 Adequate skills and capacity to facilitate economic growth, diversification and sustainable development</p> <p>Supporting: SDD 3 – A Healthy Natural Environment, Heritage and Cultural Assets</p> <p>NC 3.2 DRM and climate resilience</p> <p>NC 3.4 Adequate rural and urban planning</p> <p>Supporting: SDD 5 – Good Governance</p> <p>NC 5.1 Good technical governance</p>	<p><u>Outcome 2</u> Improved Climate-Resilient Infrastructure and Connectivity</p>	<p>(i) Improved safety, efficiency, capacity, sustainability, and resilience of the transport infrastructure – land and sea.</p> <p>(ii) Enhanced inter and intra-island connectivity.</p> <p>(iii) Strengthened resilience of critical coastal infrastructure to climate hazards.</p> <p>(iv) Enhanced capacity of contractors to deliver safe, quality and climate-resilient infrastructure.</p> <p>(v) Improved efficiency and accessibility of justice services through fit-for-purpose infrastructure.</p> <p>[SDG 8 – Decent Work and Economic Growth; SDG 9 – Industry, Innovation and Infrastructure; SDG 13 – Climate Action; and SDG 16 – Peace, Justice and Strong Institutions]</p>	<p>(i) DR-06: Beneficiaries of Improved Infrastructure and Connectivity.</p> <p><i>Baseline (2025): 0.</i></p> <p><i>Target (2030): 60,000 (30,600 M / 29,400 F).</i></p> <p>(ii) DR-11: Beneficiaries of Improved Climate Resilience.</p> <p><i>Baseline (2025): 0.</i></p> <p><i>Target (2030): 60,000 (30,600 M / 29,400 F).</i></p> <p>(iii) DR-07: Institutions benefitting from TA and Capacity Building support.</p> <p><i>Baseline (2025): 0.</i></p> <p><i>Target (2030): 2.</i></p>	<p><u>Ongoing (already approved)</u></p> <p>n.a.</p> <p><u>Pipeline (Indicative areas)</u></p> <p>(i) Construction of sea defenses at priority sites in Grand Turk, Providenciales and Salt Cay.</p> <p>(ii) Phase 2 of Port Expansion and Redevelopment Project.</p> <p>(iii) TA – Design of the Causeway between North and Middle Caicos.</p> <p>(iv) TA – Design for the expansion of the East-West Secondary road network in Providenciales.</p> <p>(v) TA – Feasibility study and design of the upgrade of Millennium Highway, including secondary road network expansion in the Blue Hills – Wheeland Area.</p> <p>(vi) TA – Feasibility Study for Spine Road (linking Providenciales to South Caicos)</p>

Country Development Priorities (Vision 2040 Sustainable Development Dimensions and Necessary Conditions)	Outcome	Sector Outcomes	Outcome Indicators	Targeted Areas for Support
Supporting: SDD 4 – Citizen Security and Justice NC 4.3 More effective administration of justice				(vii) Public Works Dept: TA – Development of Road Ordinance and Design Manual. (viii) TA – Drilling down of the Transport Masterplan. (ix) TA – Enhanced Traffic Management Capacity and Congestion Reduction. (x) TA – Contractors Training. (xi) Construction of Court Estate.
SDD 3 – A Healthy Natural Environment, Heritage and Cultural Assets NC 3.1 Good ecosystems, marine and aquatic resource management NC 3.2 DRM and climate resilience NC 3.5 Adequate waste management and pollution control Supporting: SDD 1 – High National Income and Wealth	<u>Outcome 3</u> Enhanced Environmental Sustainability and Climate Change Resilience	(i) Increased national institutional capacity for waste management. (ii) Reduced landfill pressure and lower risk of waste leakage into coastal/marine environments. (iii) Increased financial sustainability of the SWM system. (iv) Improved access to modern, climate-resilient SWM infrastructure and services. (v) Improved energy efficiency and sustainability of public lighting infrastructure.	(i) DR-06: Beneficiaries of Improved Infrastructure and Connectivity. <i>Baseline (2025): 0.</i> <i>Target (2030): 57,500 (29,300 M / 28,200 F).</i> (ii) DR-10a: Net annual greenhouse gas emissions avoided through CDB-supported clean energy and energy efficiency operations (tCO ₂ e/year). <i>Baseline (2025): 0.</i>	<u>Ongoing (already approved)</u> Enhancing TCI Multi-Hazard Early Warning System. <u>Pipeline (Indicative areas)</u> (i) TA – SWM Authority. (ii) TA – Establishment of Recycling Programme. (iii) Capital – SWM Investments. (iv) TA to upgrade and expand energy-efficient street lighting across the islands.

Country Development Priorities (Vision 2040 Sustainable Development Dimensions and Necessary Conditions)	Outcome	Sector Outcomes	Outcome Indicators	Targeted Areas for Support
NC 1.4.5 Technological adaptation and innovation, including the use of green technology. NC 1.6 Adequate infrastructure (transportation, roads, ports, energy, water and telecommunications).		[SDG 7 – Affordable and Clean Energy; SDG 11 – Sustainable Cities and Communities; SDG 12 – Responsible Consumption and Production; SDG 13 – Climate Action; and SDG 14 – Life Below Water]	<i>Target (2030): 3,000 tonnes.</i> (iii) DR-07: Institutions benefitting from TA and Capacity Building support. <i>Baseline (2025): 0.</i> <i>Target (2030): 2.</i>	
Pillar III - Enhanced Human and Social Development				
SDD 2 – A Socially Cohesive Society NC 2.1 Equitable access to education opportunities, youth development and lifelong learning NC 2.4 Adequate access to housing NC 2.6 Decent work NC 2.8 Social inclusion	<u>Outcome 4</u> Strengthened education quality, skills development and social inclusion.	(i) Improved access, equity and inclusion in education. (ii) Enhanced skills development, employability and school-to-work transitions for young people and other priority groups. (iii) Strengthened governance and certification of skills. (iv) Enhanced education quality via digital transformation. (v) Stronger capacity to plan and deliver inclusive housing.	(i) DR-03: Beneficiaries of improved access, quality, relevance and inclusive education. <i>Baseline (2025): 0.</i> <i>Target (2030): 800 (400 M / 400 F).</i> (ii) DR-02: Beneficiaries of initiatives to support Youth Development. <i>Baseline (2025): 0.</i> <i>Target (2030): 500 (250 M / 250 F).</i>	<u>Ongoing (already approved)</u> n.a. <u>Pipeline (Indicative areas)</u> (i) Grand Turk Campus Dormitory. (ii) Retrofitting of TCI Community College to include nursing component. (iii) Hospitality Institute/School (TA for Concept and Designs) (iv) Library Expansion

Country Development Priorities (Vision 2040 Sustainable Development Dimensions and Necessary Conditions)	Outcome	Sector Outcomes	Outcome Indicators	Targeted Areas for Support
Supporting: SDD 1 – High National Income and Wealth NC 1.5 Inclusive growth NC 1.7 Adequate skills and capacity to facilitate economic growth, diversification and sustainable development		(vi) Improved evidence base for housing policy and investment. (vii) Enhanced capacity for investing in sports for development. (viii) Expanded access to affordable mortgage finance for eligible households. [SDG 3 – Good Health and Wellbeing; SDG 4 – Quality Education; SDG 8 – Decent Work and Economic Growth; and SDG 11 – Sustainable Cities and Communities]	(iii) DR-07: Institutions benefiting from technical support and capacity building. <i>Baseline (2025): 0.</i> <i>Target (2030): 4.</i> (iv) DR-08: Beneficiaries of increased access to financial services, entrepreneurship support and MSME development. <i>Baseline (2025): 0.</i> <i>Target (2030): 240 (120 F/ 120 M).</i>	(v) TA for building out the TVET Policy. (vi) TA – TVET School (design). (vii) TA for the Establishment of a National Qualification Framework. (viii) TA for the development of an Information and Communications Technology and National Artificial Intelligence Policy for the Education Sector. (ix) Retrofitting of Special Needs School. (x) TA for structuring housing programmes. (xi) TA to conduct a National Housing Needs Assessment for the Department of Housing and Community Renewal. (xii) TA – Design of The Aquatic Centre. (xiii) Line of Credit – Funding for the Mortgage Corporation.