



TURKS AND CAICOS ISLANDS GOVERNMENT

MINISTRY OF INNOVATION, TECHNOLOGY AND ENERGY

OFFICE OF THE ENERGY AND UTILITIES COMMISSIONER
ENERGY AND UTILITIES DEPARTMENT



TERMS OF REFERENCE

Job Title	Policy Consultant
Contracting Authority	Energy & Utilities Department, TCI
Reports To	Mr. Delano R. Arthur – Energy & Utilities Commissioner TCI
Date of Issue	August 10 th 2026
Date of Deadline	August 31 st 2026
Duration	Twelve (12) months
To Apply	Individual consultants and/or firms are invited to apply for this opportunity: Request for Consultancy Services: 1. Technical Proposal inclusive of the following: 2. Cover letter/overview of the consultant 3. Curriculum Vitae 4. References of previous work completed that is similar to the TOR 5. Contact information for three (3) references. 6. Detailed Hourly Rate for the works outlined in the TOR Please send any clarification questions and proposal submission to: eud@gov.tc with the Subject: Policy Consultant

✉ : eud@gov.tc | drarthur@gov.tc

☎ : +1 (649) 338-3504 (Office of the Commissioner)

Address: 11 Caribbean Place, Providenciales
Turks and Caicos Islands, TKCA 1ZZ



TURKS AND CAICOS ISLANDS GOVERNMENT

MINISTRY OF INNOVATION, TECHNOLOGY AND ENERGY

OFFICE OF THE ENERGY AND UTILITIES COMMISSIONER ENERGY AND UTILITIES DEPARTMENT



1. BACKGROUND

The Government of the Turks and Caicos Islands is undertaking a broad programme of reform across the energy and utilities sectors to strengthen governance, improve affordability and resilience, modernize regulatory arrangements, encourage investment and ensure that essential utility services remain responsive to the future needs of the Islands.

The Energy & Utilities Department (EUD) supports policy development and regulatory oversight across three principal sector areas: (i) energy and electricity, including renewable energy and petroleum/fuels; (ii) water; and (iii) sewerage and wastewater. The Department is also advancing a multi-sector regulatory framework intended to provide coherent and effective oversight across regulated utility services.

These reforms require clear and coordinated Government policy before legislation, regulations, licences, regulatory instruments, infrastructure programmes and implementation arrangements can be developed or amended. The Department therefore requires dedicated policy advisory capacity to support the preparation, review and implementation of coherent, evidence-based and Cabinet-ready policy positions across energy, water and sewerage, while ensuring consistency with Government priorities, affordability objectives, resilience, environmental sustainability, international good practice and the practical operating environment of the Turks and Caicos Islands.

2. OBJECTIVE

The Energy & Utilities Department requires the services of an experienced Energy & Utilities Policy Adviser to provide strategic policy advice, policy analysis and policy development support across the Department's responsibilities for energy and electricity, renewable energy, petroleum and fuels, water, sewerage and wastewater, and multi-sector utility regulation.

The purpose of the assignment is to strengthen EUD's ability to formulate clear, coordinated and implementable Government policy across all regulated utility sectors. The Adviser shall ensure that policy development is balanced across energy, water and sewerage and that common regulatory principles are applied consistently where appropriate, while recognizing the distinct technical, commercial and public-service characteristics of each sector.

Working collaboratively with the Energy & Utilities Department, project team members, the Attorney General's Chambers, regulated utilities, other Government agencies and relevant stakeholders, the Adviser will support the development of policy choices, evaluate their likely impacts, prepare recommendations for Government decision-making and assist EUD in translating approved policy into practical implementation programmes.

✉ : eud@gov.tc | drarthur@gov.tc

☎ : +1 (649) 338-3504 (Office of the Commissioner)

Address: 11 Caribbean Place, Providenciales
Turks and Caicos Islands, TKCA 1ZZ



TURKS AND CAICOS ISLANDS GOVERNMENT

MINISTRY OF INNOVATION, TECHNOLOGY AND ENERGY

OFFICE OF THE ENERGY AND UTILITIES COMMISSIONER

ENERGY AND UTILITIES DEPARTMENT



The Adviser will be responsible for:

- Reviewing existing and proposed Government policies affecting energy and electricity, renewable energy, petroleum and fuels, water, sewerage and wastewater, and multi-sector utility regulation.
- Identifying policy gaps, overlaps, inconsistencies and emerging issues within and across the energy, water and sewerage sectors requiring Government direction.
- Preparing evidence-based policy options and recommendations for consideration by the Energy & Utilities Commissioner, Permanent Secretary, Minister and Cabinet.
- Undertaking comparative policy research and benchmarking against Caribbean, Commonwealth and other relevant jurisdictions.
- Assessing the economic, social, environmental, institutional, consumer, resilience and implementation implications of proposed policy choices.
- Supporting the development and revision of policies for electricity and renewable energy, petroleum/fuels, water supply, sewerage/wastewater and multi-sector utility regulation.
- Preparing policy papers, Cabinet papers, briefing notes, decision memoranda, consultation documents and implementation roadmaps.
- Supporting stakeholder consultations and objectively assessing stakeholder feedback for incorporation into final policy recommendations where appropriate.
- Ensuring policy consistency across EUD workstreams and identifying consequential changes required in legislation, regulations, licences, institutional arrangements and administrative procedures.
- Providing strategic policy advice on affordability, consumer protection, utility investment, climate resilience, energy and water security, service quality, infrastructure development, emerging technologies and regulatory governance.

3. SCOPE OF WORK

3.1 Policy Framework, Research and Gap Analysis

Undertake a structured review of existing policies, Cabinet decisions, legislation, regulatory instruments, utility licences, sector studies and current reform initiatives relevant to EUD. The review shall separately assess the energy, water and sewerage sectors and identify areas where policy direction is absent, outdated, inconsistent or insufficient to support effective legislation, regulation or implementation. The Adviser shall recommend priority policy

✉ : eud@gov.tc | drarthur@gov.tc

☎ : +1 (649) 338-3504 (Office of the Commissioner)

Address: 11 Caribbean Place, Providenciales
Turks and Caicos Islands, TKCA 1ZZ



TURKS AND CAICOS ISLANDS GOVERNMENT

MINISTRY OF INNOVATION, TECHNOLOGY AND ENERGY

OFFICE OF THE ENERGY AND UTILITIES COMMISSIONER ENERGY AND UTILITIES DEPARTMENT



matters and an appropriate sequencing of policy development across the Department's work programme.

3.2 Energy and Electricity Policy

Provide strategic policy advice on electricity sector governance, generation and network development, energy security, reliability, affordability, integrated resource planning, utility investment, market structure, licensing, service standards and long-term sector development. Policy advice shall consider the particular needs of an island electricity system and the relationship between Government policy, utility obligations, regulatory oversight and consumer outcomes.

3.3 Renewable Energy and Energy Transition Policy

Provide strategic policy advice on distributed and utility-scale renewable energy, independent power production, net billing or other compensation mechanisms, energy storage, grid integration, renewable energy procurement, customer participation, investment incentives, energy efficiency, emerging technologies and the treatment of renewable energy within utility regulation. Recommendations shall balance affordability, reliability, resilience, investment, competition, consumer protection and the long-term development of the TCI energy system.

3.4 Petroleum and Fuels Policy

Provide policy advice relating to the importation, storage, transportation, distribution, sale, quality and regulation of petroleum and petroleum products, including licensing, fees, safety, environmental protection, emergency preparedness, fuel security, fuel quality, reporting, inspection, compliance and emerging or alternative fuels. The Adviser shall support alignment between approved petroleum/fuels policy, regulations, administrative instruments and broader energy security objectives.

3.5 Water Policy

Provide policy advice on potable water production, bulk water supply, distribution, utility appointments or licences, service standards, tariff policy, infrastructure investment, non-revenue water, water quality, supply security, conservation, public-private participation,

✉ : eud@gov.tc | drarthur@gov.tc ☎ : +1 (649) 338-3504 (Office of the Commissioner)

Address: 11 Caribbean Place, Providenciales
Turks and Caicos Islands, TKCA 1ZZ



TURKS AND CAICOS ISLANDS GOVERNMENT

MINISTRY OF INNOVATION, TECHNOLOGY AND ENERGY

OFFICE OF THE ENERGY AND UTILITIES COMMISSIONER ENERGY AND UTILITIES DEPARTMENT



consumer protection and future sector development. The Adviser shall support policy arrangements that promote reliable, affordable, safe and financially sustainable water services across the Islands.

3.6 Sewerage and Wastewater Policy

Provide policy advice on sewerage collection, wastewater treatment, disposal and reuse, service coverage, environmental and public-health outcomes, utility responsibilities, infrastructure investment, service standards, tariffs and cost recovery, public-private participation, resilience and future sector development. The Adviser shall identify policy reforms needed to support sustainable expansion and effective oversight of sewerage and wastewater services across the Islands.

3.7 Multi-Sector Regulatory Policy and Cross-Sector Harmonization

Support the continued development and refinement of Government policy for multi-sector utility regulation across energy, water and sewerage, including regulatory independence, governance, accountability, funding, institutional structure, decision-making responsibilities, appeals, enforcement, reporting, transparency and the relationship between Government, the regulator and regulated utilities. The Adviser shall identify common regulatory principles that can be harmonized across sectors, while preserving sector-specific requirements where necessary.

3.8 Affordability, Consumer Protection and Quality of Service

Assess the consumer and affordability implications of proposed utility policies across energy, water and sewerage, including tariffs, subsidies, fuel cost mechanisms, renewable energy programmes, water and wastewater charges, service standards, disconnection practices and regulatory decisions. Develop policy options that protect consumers, including vulnerable customers, while preserving transparent price signals, fiscal sustainability, appropriate cost recovery and the financial viability of essential utility services.

3.9 Resilience, Security and Sustainable Infrastructure Policy

Provide cross-sector policy advice on climate resilience, disaster preparedness, continuity of essential services, energy security, water security, critical infrastructure

 : eud@gov.tc | drarthur@gov.tc  : +1 (649) 338-3504 (Office of the Commissioner)

Address: 11 Caribbean Place, Providenciales
Turks and Caicos Islands, TKCA 1ZZ



TURKS AND CAICOS ISLANDS GOVERNMENT

MINISTRY OF INNOVATION, TECHNOLOGY AND ENERGY

OFFICE OF THE ENERGY AND UTILITIES COMMISSIONER ENERGY AND UTILITIES DEPARTMENT



protection, redundancy, emergency restoration, environmental sustainability and long-term infrastructure planning. Recommendations shall consider TCI's island geography, exposure to hurricanes, reliance on imported fuels and the importance of reliable energy, water and sewerage services to communities and the economy.

3.10 Regulatory Impact and Policy Options Analysis

For major policy proposals, prepare structured options analyses identifying the problem, available choices, benefits, costs, risks, affected stakeholders, implementation requirements and recommended course of action. Where appropriate, undertake or coordinate proportionate regulatory impact assessments and identify unintended consequences, implementation barriers and transitional arrangements before recommendations are finalized.

3.11 International Benchmarking and Good Practice

Review relevant policies, regulatory models and reform experiences from Caribbean, Commonwealth and comparable small-island jurisdictions across energy, water and sewerage. Identify practices that may be appropriately adapted to TCI's scale, geography, institutional capacity, market structure, infrastructure needs and economic circumstances rather than relying on direct replication of foreign models.

3.12 Cabinet and Government Decision Support

Prepare and review Cabinet papers, policy papers, briefing notes, ministerial submissions, speaking notes, decision memoranda and other Government documents required to secure policy direction or approval. Advice shall clearly identify the decision required, available policy choices, rationale, financial and institutional implications, key risks, stakeholder considerations and recommended next steps.

3.13 Stakeholder Engagement and Inter-Agency Coordination

Support EUD in designing and conducting policy consultations with electricity, petroleum, water and sewerage utilities and operators; consumers; businesses; Government agencies; industry associations; investors; development partners and other stakeholders. Prepare consultation papers, presentations, issues matrices and consultation reports, and

 : eud@gov.tc | drarthur@gov.tc

 : +1 (649) 338-3504 (Office of the Commissioner)

Address: 11 Caribbean Place, Providenciales
Turks and Caicos Islands, TKCA 1ZZ



TURKS AND CAICOS ISLANDS GOVERNMENT

MINISTRY OF INNOVATION, TECHNOLOGY AND ENERGY

OFFICE OF THE ENERGY AND UTILITIES COMMISSIONER ENERGY AND UTILITIES DEPARTMENT



support coordination where policy responsibilities intersect with other Ministries, Departments or statutory bodies.

3.14 Policy Implementation, Monitoring and Review

Translate approved policies into practical implementation plans identifying responsible parties, milestones, dependencies, required legal or regulatory instruments, resource needs, stakeholder actions and implementation risks. Develop appropriate performance indicators and review mechanisms for energy, water and sewerage policies so EUD can assess whether approved policies are achieving their intended outcomes and recommend adjustments where necessary.

3.15 Strategic and Emerging Policy Advice

Provide ongoing strategic advice to the Energy & Utilities Commissioner on emerging matters affecting energy, water and sewerage. This may include distributed energy resources, battery storage, alternative fuels, electrification, water reuse, desalination, wastewater technologies, digital utility systems, public-private partnerships, utility investment, data governance, market reform and other matters arising during the assignment.

4. DELIVERABLES

- Inception Report and detailed annual policy work plan covering energy, water and sewerage.
- Energy, Water and Sewerage Policy Review and Gap Analysis.
- Policy options papers and recommendations on priority electricity and renewable energy matters.
- Policy options papers and recommendations on priority petroleum and fuels matters.
- Policy options papers and recommendations on priority water-sector matters.
- Policy options papers and recommendations on priority sewerage and wastewater matters.
- Multi-Sector Regulatory Policy and cross-sector harmonisation recommendations.
- Revised or new policy documents as assigned by EUD across the regulated sectors.
- Regulatory impact and policy options assessments for major reform proposals.
- Comparative policy and international benchmarking reports.
- Cabinet papers, policy papers, briefing notes and decision memoranda as required.

 : eud@gov.tc | drarthur@gov.tc

 : +1 (649) 338-3504 (Office of the Commissioner)

Address: 11 Caribbean Place, Providenciales
Turks and Caicos Islands, TKCA 1ZZ



TURKS AND CAICOS ISLANDS GOVERNMENT

MINISTRY OF INNOVATION, TECHNOLOGY AND ENERGY

OFFICE OF THE ENERGY AND UTILITIES COMMISSIONER ENERGY AND UTILITIES DEPARTMENT



- Stakeholder consultation papers, issues matrices and consultation reports.
- Implementation roadmaps for approved policies, including milestones, responsibilities and performance indicators.
- Quarterly strategic policy advisory reports identifying progress across energy, water and sewerage, emerging issues, decisions required and priority actions.
- Final Policy Advisory Report summarizing work completed, outstanding policy matters and recommendations for the next stage of the reform programme.

5. SCHEDULE AND WORK PLAN

The Energy & Utilities Policy Adviser shall prepare and maintain a detailed work plan identifying priority policy workstreams, activities, stakeholder engagements, dependencies, milestones, deliverables and anticipated completion dates. The work plan shall provide balanced coverage across energy, water and sewerage and shall be reviewed periodically with the Energy & Utilities Commissioner and adjusted to reflect Cabinet priorities, legislative developments and emerging sector issues.

Because the Adviser will support several concurrent policy workstreams, the work plan shall clearly distinguish between priority assignments, recurring advisory support and longer-term policy development activities and shall identify any dependencies between sector-specific and multi-sector reforms.

6. PROJECT DURATION

The assignment shall be for an initial period of twelve (12) months. The contract may be extended based upon project requirements, funding availability and satisfactory consultant performance.

7. RESOURCES

The Energy & Utilities Policy Adviser will collaborate with technical consultants, legal advisers, financial advisers, programme management personnel, the Attorney General's Chambers and other project team members appointed by the Energy & Utilities Department. The Department will provide reasonable access to relevant policies, legislation, Cabinet decisions, consultant reports, utility information and other documentation required for the assignment.

 : eud@gov.tc | drarthur@gov.tc

 : +1 (649) 338-3504 (Office of the Commissioner)

Address: 11 Caribbean Place, Providenciales
Turks and Caicos Islands, TKCA 1ZZ



TURKS AND CAICOS ISLANDS GOVERNMENT

MINISTRY OF INNOVATION, TECHNOLOGY AND ENERGY

OFFICE OF THE ENERGY AND UTILITIES COMMISSIONER ENERGY AND UTILITIES DEPARTMENT



The Adviser may also be required to liaise with electricity and petroleum sector participants, water and sewerage service providers, Government ministries and departments, statutory bodies, regional organizations, development partners, industry participants, consumer representatives and other stakeholders as necessary to support policy development and consultation.

8. QUALIFICATIONS

- Bachelor's degree or higher in Public Policy, Economics, Energy Policy, Water or Environmental Policy, Public Administration, Law, Engineering, Business Administration, Political Science or another relevant discipline. A master's degree or other postgraduate qualification is highly desirable.
- Minimum fifteen (15) years of progressively responsible experience in public policy, utility regulation, infrastructure policy, Government advisory services or a related field.
- Demonstrated experience developing or advising on Government policy across utility or infrastructure sectors. Experience spanning more than one of the energy/electricity, petroleum/fuels, water, sewerage/wastewater sectors is strongly preferred.
- Demonstrated ability to prepare high-quality policy papers, Cabinet submissions, briefing notes, options analyses and implementation strategies for senior Government decision-makers.
- Strong knowledge of regulatory governance, utility policy, institutional reform and the relationship between policy, legislation, regulation and implementation.
- Demonstrated understanding of affordability, consumer protection, infrastructure investment, resilience, service quality and financial sustainability considerations in essential utility services.
- Experience conducting policy consultations and objectively assessing stakeholder submissions.
- Experience with regulatory impact assessment, policy options analysis, economic or social impact analysis and implementation planning.
- Experience working in Caribbean, Commonwealth, small-island or comparable jurisdictions will be considered a significant asset.
- Ability to work effectively with senior Government officials, legal drafters, economists, engineers, regulators, utilities and other multidisciplinary project team members.
- Excellent analytical, research, writing, presentation, facilitation and strategic advisory skills.

 : eud@gov.tc | drarthur@gov.tc

 : +1 (649) 338-3504 (Office of the Commissioner)

Address: 11 Caribbean Place, Providenciales
Turks and Caicos Islands, TKCA 1ZZ



TURKS AND CAICOS ISLANDS GOVERNMENT

MINISTRY OF INNOVATION, TECHNOLOGY AND ENERGY

OFFICE OF THE ENERGY AND UTILITIES COMMISSIONER ENERGY AND UTILITIES DEPARTMENT



9. PROPOSAL EVALUATION CRITERIA

Proposals will be evaluated on the basis of the consultant's or firm's demonstrated ability to provide high-quality, practical and Government-focused policy advice across the Energy & Utilities Department's mandate, including energy and electricity, renewable energy, petroleum and fuels, water, sewerage/wastewater and multi-sector utility regulation.

Criterion	Weight	Assessment Focus
Technical Approach & Policy Methodology	25%	Clear, practical and evidence-based methodology for developing, reviewing and implementing Government policy. Demonstrates an ability to assess policy options, identify trade-offs, undertake regulatory/policy impact analysis, and convert technical, financial and legal inputs into clear policy recommendations and Cabinet-ready advice.
Relevant Policy & Utility-Sector Experience	25%	Demonstrated experience advising governments, regulators or public-sector institutions on utility or infrastructure policy. Experience should show appropriate breadth across energy/electricity and preferably water, sewerage/wastewater, petroleum/fuels or multi-sector regulation, with Caribbean or small-island experience considered an advantage.
Qualifications & Experience of Key Personnel	20%	Qualifications and senior-level experience of the individual consultant or, for a firm, the proposed Lead Policy Adviser and key personnel. Assessment will consider policy analysis, utility regulation, public policy development, stakeholder engagement, Government decision-making and the ability to work effectively with multidisciplinary technical, financial and legal teams.
Understanding of TCI Policy Priorities & Proposed Work Programme	15%	Demonstrates a sound understanding of the policy challenges facing TCI's utility sectors and presents a realistic work programme for supporting renewable energy and energy transition, affordability, resilience, multi-sector regulation, petroleum/fuels, water and sewerage policy. The approach should recognize the need for consistency and coordination across sectors.
Stakeholder Engagement, Cabinet	10%	Demonstrated ability to facilitate consultations, manage competing stakeholder interests, prepare policy briefs,

✉ : eud@gov.tc | drarthur@gov.tc

☎ : +1 (649) 338-3504 (Office of the Commissioner)

Address: 11 Caribbean Place, Providenciales
Turks and Caicos Islands, TKCA 1ZZ



TURKS AND CAICOS ISLANDS GOVERNMENT

MINISTRY OF INNOVATION, TECHNOLOGY AND ENERGY

OFFICE OF THE ENERGY AND UTILITIES COMMISSIONER ENERGY AND UTILITIES DEPARTMENT



Support & Communication		Cabinet papers, options papers and executive-level presentations, and communicate complex policy matters clearly to technical and non-technical decision-makers.
Knowledge Transfer & Institutional Capacity Building	5%	Practical approach to strengthening EUD's internal policy capability through templates, policy-development tools, guidance, mentoring and knowledge transfer.

TOTAL: 100%

EUD reserves the right, at its sole discretion, to accept or reject any candidate or proposal.

 : eud@gov.tc | drarthur@gov.tc

 : +1 (649) 338-3504 (Office of the Commissioner)

Address: 11 Caribbean Place, Providenciales
Turks and Caicos Islands, TKCA 1ZZ