



Government of The Commonwealth of The Bahamas

Ministry of Finance

Annual Plan for the **2026/2027 Fiscal Year**

27 May 2026

Contents

Message from the Responsible Minister	3
Message from the Financial Secretary	4
Strategic Priorities for the Medium-Term	5
Non-Financial Performance	16
Performance Indicators and Targets.....	16
Service Delivery Standards	17
Performance Monitoring and Improvement	18
Intentions to Develop Resources and Capabilities with Measurable Indicators.....	25
Physical Capability Development.....	25
Human Capability Development	28
Overview of Fiscal Risks	32
Other Ministerial Matters.....	35

Tables

Table 1: Statutory Mandate and Core Functions	6
Table 2: Strategic Priorities for the Medium-Term	14
Table 3: Performance Indicator Table	19
Table 4: Physical Capability Development.....	27
Table 5: Human Capability Development	30
Table 6: Fiscal Risks	33

Message from the Responsible Minister

Following its amendment three years ago, the Public Finance Management Act, 2023 mandates that all government ministries, departments, and agencies submit an Annual Plan outlining a short-term strategic roadmap for the forthcoming fiscal year. In accordance with this requirement, the Ministry of Finance of the Commonwealth of The Bahamas hereby presents its inaugural Annual Plan for the upcoming fiscal year.

The Ministry of Finance plays a central role in advancing the Government's national development agenda. The Ministry's priorities for the year are aligned with the Government's strategic objectives of maintaining macroeconomic stability, supporting inclusive economic development, improving the ease of doing business, and reinforcing confidence in public financial management systems. Through disciplined fiscal policy, effective budget coordination, and strengthened oversight, the Ministry will continue to support growth while safeguarding fiscal sustainability.

The Annual Plan for 2026/27 outlines the Ministry's focus on key policies, programmes, and initiatives aimed at enhancing revenue performance, improving expenditure control, supporting debt sustainability, and modernizing financial management practices across government. These efforts are complemented by continued collaboration with the private sector and other stakeholders to foster an enabling environment for investment and economic expansion.

The year ahead will also present challenges, including global economic uncertainty, fiscal constraints, and increasing demands on public services. At the same time, opportunities exist to deepen reforms, improve efficiency, and strengthen institutions. We are confident that through careful prioritization, strong governance, and effective leadership, these challenges can be managed and opportunities realized.



Hon. Michael Halkitis, M.P.
Minister of Finance

Message from the Financial Secretary

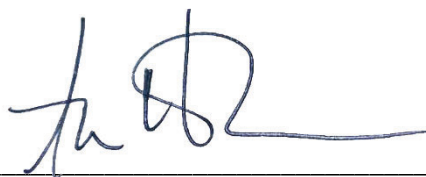
The upcoming 2026/2027 financial year represents a period of focused delivery for the Ministry of Finance as we continue to support the Government's strategic priorities and strengthen fiscal sustainability. This Annual Plan outlines how the Ministry will operationalize national objectives through sound financial management, improved service delivery, and effective oversight of public resources.

During the year, the Ministry will prioritize the development and implementation of policies that promote macroeconomic stability and sustainable socio-economic growth. Key initiatives include strengthening revenue and expenditure management, advancing public financial management reforms, supporting debt sustainability, and coordinating the national budget process to ensure alignment with Government priorities and measurable results.

Operational improvements will remain a central focus. The Ministry will continue to modernize financial systems, enhance reporting and compliance frameworks, and reinforce financial oversight across ministries, departments, and agencies within its remit. Collaboration with the private sector will also be strengthened to improve the ease of doing business and facilitate private-sector-led economic development.

The Ministry acknowledges the challenges that may arise during the fiscal year, including global economic uncertainty, fiscal pressures, and capacity constraints. To address these risks, emphasis will be placed on strong internal controls, prudent risk management, performance monitoring, and ongoing capacity building. The Ministry will also continue to invest in retaining a skilled and motivated workforce operating within an innovative and supportive environment.

The Ministry of Finance remains fully committed to accountability, transparency, and responsible stewardship of public funds. Through disciplined execution of this Annual Plan, we will continue to enhance performance, improve service delivery, and support the Government in achieving its objectives for the benefit of all citizens.



Simon Wilson
Financial Secretary

Strategic Priorities for the Medium-Term

Statutory Mandates and Core Functions of the Ministry of Finance

Table 1 outlines the Ministry’s legally mandated functions as established under its governing legislative framework. The Ministry of Finance derives its statutory authority and responsibilities primarily from the *Public Finance Management Act, 2023*, the *Public Finance Management (Amendment) Act, 2025*, the *Public Debt Management Act, 2021*, the *Public Procurement Act, 2023*, and the *Maritime Revenue Unit Act, 2025*. Collectively, these Acts define the Ministry’s core purpose and assign responsibility for the management of public finances, public debt, procurement, asset disposal, and specific revenue-generating and regulatory functions.

In accordance with these binding legal instruments, the Ministry is required to deliver specific services, exercise defined oversight and control functions, and comply with prescribed standards, reporting requirements, and timeframes. **Table 1** consolidates these statutory obligations to ensure clarity of mandate and to provide a sound foundation for aligning strategic planning, staffing structures, budget allocations, and performance management systems with the Ministry’s legal responsibilities.

Table 1: Statutory Mandate and Core Functions

Governing Instrument	Section	Legally Mandated Requirement
Public Debt Management Act, 2021	Section 4	Oversee and manage public debt to ensure Government financing needs and payment obligations are met in a timely manner at the lowest possible cost over the medium to long term, consistent with a prudent degree of risk.
Public Debt Management Act, 2021	Section 5 Section 7	Establish and maintain a Debt Management Office within the Ministry responsible for finance to carry out public debt management functions under the direction of the Financial Secretary.
Public Debt Management Act, 2021	Section 6	Establish a Debt Management Committee to provide advisory support on public debt management matters.
Public Debt Management Act, 2021	Section 11 Section 12	Formulate a medium-term public debt management strategy to guide borrowing, refinancing, and risk management decisions.
Public Debt Management Act, 2021	Section 13	Prepare an annual borrowing plan to operationalize the approved debt management strategy for each financial year.
Public Debt Management Act, 2021	Sections 16–18	Borrow funds on behalf of the Government for authorized purposes and within approved limits, including domestic and external borrowing instruments.

Governing Instrument	Section	Legally Mandated Requirement
Public Debt Management Act, 2021	Sections 21–22	Ensure timely payment of principal and interest on public debt and ensure equal treatment of all creditors.
Public Debt Management Act, 2021	Sections 27–30	Maintain accurate registers and records of Government securities, including issuance, ownership, and transfers.
Public Debt Management Act, 2021	Sections 42–46	Establish and apply a policy framework for the issuance and management of Government guarantees and related contingent liabilities.
Public Debt Management Act, 2021	Section 58	Prepare and submit reports on public debt management activities and performance to Parliament in accordance with statutory requirements.
Public Debt Management Act, 2021	Section 61	Publish public debt statistical bulletins to promote transparency and public accountability.
Public Finance Management Act, 2023	Section 5	Ensure the proper management and control of public finances and public resources in accordance with the principles of responsible fiscal management across Government.
Public Finance Management Act, 2023	Sections 18–21	Manage public finances and resources in accordance with general principles of responsible fiscal management, fiscal responsibility principles, and approved fiscal objectives.

Governing Instrument	Section	Legally Mandated Requirement
Public Finance Management Act, 2023	Sections 22–23	Prepare, submit, and publish a Fiscal Strategy Report setting out the Government’s medium-term fiscal framework within prescribed timelines.
Public Finance Management Act, 2023	Sections 34–40	Prepare, present, and publish the annual national budget, including estimates of revenue and expenditure, for Parliamentary approval on an annual basis.
Public Finance Management Act, 2023	Sections 37–38	Ensure that no public expenditure is incurred without Parliamentary authorization through the Appropriation Act.
Public Finance Management Act, 2023	Sections 47–50	Control and monitor public expenditure, commitments, and reallocations to ensure spending remains within approved appropriations
Public Finance Management Act, 2023	Sections 51–65	Manage cash, banking arrangements, public investments, and financial assets of the Government in a prudent and accountable manner.
Public Finance Management Act, 2023	Sections 76–84	Establish and maintain an internal audit framework across Government, including oversight of internal audit functions in ministries, departments, agencies, and Government Business Enterprises.
Public Finance Management Act, 2023	Sections 95–99	Prepare and publish monthly, quarterly, and annual financial reports and statements of the Government within prescribed timeframes to promote transparency and accountability.

Governing Instrument	Section	Legally Mandated Requirement
Public Finance Management Act, 2023	Section 122	Require each Ministry to prepare and submit an Annual Plan outlining objectives, programmes, performance measures, and resource requirements
Public Finance Management Act, 2023	Section 123	Require each Ministry to prepare and submit mid-year and annual performance reports assessing progress against approved plans.
Public Finance Management Act, 2023	Sections 128–134	Provide for the collection of public revenue, including the prioritization of tax payments and enforcement of revenue compliance measures.
Public Procurement Act, 2023	Sections 3–5	Apply the Act to procurement by public bodies and regulate participation in public procurement to ensure fairness, transparency, and value for money.
Public Procurement Act, 2023	Sections 7–8	Continue and operate the Public Procurement Department and perform centralized procurement functions where required in the interest of efficiency and economy.
Public Procurement Act, 2023	Sections 11–12	Establish the Public Procurement Board and assign duties and powers to oversee and regulate public procurement activities.
Public Procurement Act, 2023	Sections 14–15	Require the establishment of procurement units within procuring entities to manage procurement planning, execution, and record-keeping.

Governing Instrument	Section	Legally Mandated Requirement
Public Procurement Act, 2023	Sections 16–18	Establish tender committees and define their functions, powers, and financial thresholds for the review and approval of proposed contracts.
Public Procurement Act, 2023	Section 21	Require procuring entities to prepare procurement plans aligned with approved budgets and operational needs on an annual basis.
Public Procurement Act, 2023	Sections 22–33	Prescribe approved methods of procurement, including open competitive bidding, restricted bidding, direct award, and requests for proposals, and regulate their use.
Public Procurement Act, 2023	Sections 43–55	Govern the bidding process, including invitation to bid, bid submission, evaluation, disqualification, and cancellation procedures to ensure fairness and integrity.
Public Procurement Act, 2023	Sections 56–58	Regulate the award of contracts and require publication of contract award notices and beneficial ownership information.
Public Procurement Act, 2023	Sections 59–63	Establish procedures for complaints, reviews, and appeals, including the operation of an independent Appeals Tribunal.
Public Procurement Act, 2023	Sections 64–68	Provide for the suspension and debarment of suppliers and contractors that fail to meet legal or ethical standards.

Governing Instrument	Section	Legally Mandated Requirement
Public Procurement Act, 2023	Sections 69–71	Impose requirements relating to confidentiality, conflicts of interest, and procurement-related offences.
Public Procurement Act, 2023	Sections 75–76	Require the preparation and submission of an annual procurement report and mandate that the Minister lay the report in Parliament.
Maritime Revenue Unit Act, 2025	Section 3	Set the objectives to develop a multidisciplinary task force to manage maritime activities and to increase efficiency by combining selected revenue and enforcement functions of the Ministry of Finance, law enforcement agencies, and the Port.
Maritime Revenue Unit Act, 2025	Section 9	Require the Director to prepare and submit an annual report on the activities of the Unit within three months after the end of the financial year and require the Minister to table the report in the House of Assembly within six months.

Strategic Priorities over the Medium-Term

Over the medium term, the Ministry of Finance will focus on strengthening fiscal discipline (see **Table 2**), enhancing public financial management, and building institutional capacity to support sustainable economic growth. Central to this agenda is the commitment to transparency and accountability in the management of fiscal affairs, supported by the regular publication of performance reports and improved oversight mechanisms.

These include the following:

- To reinforce fiscal sustainability, the Ministry will prioritize measures to strengthen tax compliance, close VAT loopholes, and support economic expansion. These efforts are aimed at increasing revenue to 25.0 percent of GDP, maintaining both recurrent expenditure to 21.0 percent of GDP, and capital expenditure at 2.3 percent of GDP, while targeting a debt to GDP ratio of 50 percent.
- In line with strengthening governance, the Ministry will ensure effective financial management across all ministries, departments, and agencies within its remit by enforcing compliance with reporting standards under the Public Finance Management Act. This will include improving the timeliness and completeness of public financial management reporting to enhance oversight and decision making.
- The Ministry will invest in human capital by fostering a high performing, innovative, and supportive work environment. Through targeted training workshops, technical staff will be equipped with the skills and knowledge necessary to build capacity and improve overall institutional performance.
- The Ministry of Finance will improve the ease of doing business by promoting transparent and efficient public procurement processes, strengthening stakeholder engagement, reducing administrative barriers, and facilitating greater private sector participation in national economic development initiatives across The Bahamas.
- The Ministry of Finance will operationalize with the Bahamas Maritime Revenue Unit to strengthen the identification, collection, and recovery of unpaid maritime revenues through coordinated enforcement efforts, compliance monitoring, information sharing, and the reduction non-compliant marine activities throughout The Bahamas.
- The Ministry of Finance will regularly release clear and timely performance reports on allocation of funding so citizens, investors, and oversight bodies can see how public

funds are being used and what results are being achieved. Strengthening accountability by allowing the tracking of progress against national priorities, identify inefficiencies early, and ensure corrective action where needed. It also enhances transparency by improving confidence in how the Government manages resources and delivers services across the islands.

- The Ministry of Finance will develop new strategic policies through the Budget Department and the Revenue Department focuses on aligning fiscal planning and revenue management with national priorities. This involves using data and economic analysis to improve how public resources are allocated and how revenues are collected. Together, both departments support policies that strengthen fiscal sustainability, improve efficiency, and enhance financial governance.

Table 2: Strategic Priorities for the Medium-Term

Priority Policies	Priority Programmes and Projects	Strategic Objectives	Sector Outcomes
Demonstrate accountability and transparency in the management of fiscal affairs	Performance Reports	Ensure the timely release of reports to promote transparency.	This enables the public and investors to better understand financial developments within the economy, providing greater insight, strengthening investor confidence, and improving financial awareness among individuals.
Ensure appropriate financial management of ministries, departments and agencies that fall within the purview of the Ministry of Finance	Public Financial Management Reporting	Ensure that ministries departments and agencies complete all necessary reporting requirements stipulated by the Public Financial Management Act.	Compliance and receipt of submitted reporting requirements from ministries, departments and agencies.
Retain a team of high performing professionals operating in an innovative and supportive work environment	Training Workshops for Technical Staff	Equip technical staff with knowledge to increase technical capacity.	Trained Technical Staff
Develop policies and manage resources to maximize sustainable socio-economic growth and stability	Budget Department and Revenue Department	Manage the proper allocation of funds and monitor incoming revenue collection.	Development of new strategic policies providing long term sustainability to increase of revenue to 25.0% GDP. Maintain recurrent expenditure to a target of 21.0% of GDP and prioritize capital expenditure to be 2.3% of GDP. Aim for a debt to GDP to be 50% in the medium term.

Collaborate with the private sector to improve the ease of doing business and facilitate private sector involvement in economic development	Public Procurement Board Unit	To provide access to procurement opportunities for micro, small, and medium sized enterprises, promoting broader participation in government procurement processes.	Effective facilitation of duly awarded government contracts for future development
Collaborate with the Maritime Revenue Enforcement Task Force to facilitate revenue collections	Maritime Revenue Enforcement Task Force	Focus on identifying, collecting and recovering lost or unpaid revenue from marine based enterprises and vessels. Ensuring proper fee payment, and conduct compliance checks throughout the family islands	Improved maritime revenue collection and compliance through stronger enforcement

Non-Financial Performance

The Ministry of Finance is responsible for the oversight of Government's resources, including fiscal policy implementation, budget execution, public financial management systems, and regulatory compliance. In this regard, the Ministry employs a structured performance framework to monitor operational effectiveness, strengthen accountability, and enhance transparency in the management of public finances.

Non-financial performance is assessed through clearly defined indicators across key programme areas, including budgetary reporting, public financial management systems, investor relations, compliance and enforcement activities, and maritime revenue operations. These indicators measure outputs and outcomes such as the timeliness of reports, adherence to statutory requirements, system implementation progress, stakeholder engagement, and regulatory compliance.

The Ministry's performance framework is guided by international best practices, including the IMF Fiscal Transparency Code, the PEFA Framework, and the OECD Recommendation on Budgetary Governance, which emphasise timely reporting, transparency, and results-based management.

Performance Indicators and Targets

The Ministry utilises measurable and time-bound indicators to track performance across its core functions. Key indicators and targets include the following:

- The Ministry will produce mandated fiscal and budgetary reports in accordance with statutory and policy requirements, with a target of achieving ninety percent compliance in FY2026/27 and full compliance over the medium term.
- The Ministry will improve the timeliness of fiscal reporting by ensuring that at least eighty percent of reports are published within three months of the review period, increasing to full compliance over the medium term.
- The Ministry will strengthen staff capacity through the delivery of technical training, with the number of trainings monitored on a quarterly basis.
- The Ministry will enhance stakeholder engagement by increasing user activity on the Investor Relations website to an average of three thousand monthly interactions, with a medium-term target of five thousand interactions.
- The Ministry will advance public financial management systems by completing the implementation of core Oracle financial modules and ensuring their effective operation.

- The Ministry will issue budget circulars and guidelines in accordance with the requirements of the Public Finance Management Act, 2023, with full compliance maintained annually.
- The Ministry will ensure that all Ministries, Departments, and Agencies complete budget hearings within the approved schedule, with a target of one hundred percent compliance.
- The Ministry will strengthen budget preparation capacity by increasing the number of filled technical budget officer positions over the planning period.
- The Ministry will enhance compliance and enforcement within maritime operations by increasing the percentage of entities assessed annually and improving post-intervention compliance rates to ninety percent over the medium term.
- The Ministry will increase the number of joint enforcement operations and audits conducted annually to support regulatory compliance and revenue collection.
- The Ministry will strengthen audit and monitoring functions by increasing the number of financial audits and monitoring exercises conducted each year.
- The Ministry will improve foreign charter compliance rates and advance the digital transformation of manual processing systems, with medium-term targets of eighty percent for both indicators.

Service Delivery Standards

The Ministry applies established service delivery standards to ensure the efficient, reliable, and transparent delivery of its functions. These standards include the following:

- The Ministry will produce and publish fiscal and budgetary reports within established statutory timelines to ensure timely availability of information to stakeholders.
- The Ministry will issue budget circulars and guidance documents in advance of the budget cycle to support effective planning by Ministries, Departments, and Agencies.
- The Ministry will ensure that all outputs are prepared in accordance with the Public Finance Management Act, 2023, and other relevant policy frameworks to maintain compliance and consistency.
- The Ministry will ensure that fiscal reports are accurate, complete, and aligned with established reporting standards.
- The Ministry will complete budget hearings within approved schedules to support timely budget preparation and execution.

- The Ministry will deliver enforcement, audit, and compliance activities in accordance with approved annual work plans.
- The Ministry will maintain accessible and functional digital platforms to facilitate stakeholder engagement and information dissemination.

Performance Monitoring and Improvement

The Ministry maintains a structured approach to performance monitoring and continuous improvement to ensure the effective delivery of its mandate. This approach includes the following:

- The Ministry will monitor performance through monthly, quarterly, and annual reporting across all programme areas, with progress assessed against established targets and timelines.
- The Ministry will maintain internal oversight through senior management review, including supervision by the Financial Secretary and coordination across departments.
- The Ministry will conduct periodic performance reviews to assess programme outcomes, identify gaps, and implement corrective measures where necessary.
- The Ministry will utilise performance data to inform policy decisions, resource allocation, and operational improvements.
- The Ministry will continue to strengthen systems and processes through the implementation of digital solutions and the reduction of manual interventions.

Table 3: Performance Indicator Table

Strategic Priority	Programme / Activity	Indicator Type	Performance Indicator	Baseline FY2025/26	FY2026/27 Target	FY2026/27 Mid-Year Target	Medium-Term Target FY2029/30	Reporting Frequency
Demonstrate accountability and transparency in management of fiscal affairs	Budgetary Performance Reports	Output	Percentage of mandated reports produced in accordance with statutory and policy requirements.	68%	90%	76%	100%	Annually
Demonstrate accountability and transparency in the management of fiscal affairs	Budgetary Performance Reports	Output	Percentage of reports published within three months of the review period	71%	80%	75%	100%	Annual
Retain a team of high performing professionals operating in an innovative and supportive work environment	Training Received from External Parties	Output	Number of Trainings Received per Quarter	4	2	1	1	Quarterly

Strategic Priority	Programme / Activity	Indicator Type	Performance Indicator	Baseline FY2025/26	FY2026/27 Target	FY2026/27 Mid-Year Target	Medium-Term Target FY2029/30	Reporting Frequency
Provide efficient and effective service to all stakeholders	Investor Relations Website User Activity	Output	Average Monthly User Actions	2,698	3,000	1,500	5,000	Monthly
Strengthen Public Financial Management Systems and Reporting	Annual Budget & Mid-Year Guidelines	Output	Budget circular and guidelines issued in accordance with PFMA requirements and timelines	Yes	Yes	Yes	Yes	Annual
Strengthen Public Financial Management Systems and Reporting	Oracle Implementation for Budget Unit Reporting	Outcome	% of core Oracle financial modules implemented and operational	0%	100%	75%	100%	Annual

Strategic Priority	Programme / Activity	Indicator Type	Performance Indicator	Baseline FY2025/26	FY2026/27 Target	FY2026/27 Mid-Year Target	Medium-Term Target FY2029/30	Reporting Frequency
Strengthen Public Financial Management Systems and Reporting	Budget Policy Updates Circulars	Outcome	Provides procedural policy and guidelines to support Agencies operations during the Fiscal Year.	Yes	Yes	Yes	Yes	Annual
Strengthen Public Financial Management Systems and Reporting	Budget Call Circular I & II	Output	Issuance of Call Circular I by deadline (Yes/No)	Yes	Yes	Yes	Yes	Annual
Strengthen Public Financial Management Systems and Reporting	Budget Hearings	Output	% of MDAs completing hearings within schedule	100%	100%	100%	100%	Annual
Strengthen Public Financial Management Systems and Reporting	Technical Budget Team	Output	Filled technical budget officer positions	8	9	9	10	Annual

Strategic Priority	Programme / Activity	Indicator Type	Performance Indicator	Baseline FY2025/26	FY2026/27 Target	FY2026/27 Mid-Year Target	Medium-Term Target FY2029/30	Reporting Frequency
<i>Maritime Revenue Unit</i>								
Compliance and regulatory oversight	Entity compliance coverage	Output	Percentage of identified maritime entities assessed annually	16	16	8	20	Annually
Compliance and regulatory oversight	Compliance rate improvement	Output	Percentage of entities meeting full regulatory compliance after intervention	75%	85%	80%	90%	Annually
Enforcement Effectiveness	Enforcement Actions Executed	Output	Number of joint operations and audits conducted	20	20	10	30	Annually
Enforcement Effectiveness	Vessel Seizures due to illegal operations such as illegal chartering, poaching, and	Output	Number of enforcement operations conducted	15	5	3	20	Annually

Strategic Priority	Programme / Activity	Indicator Type	Performance Indicator	Baseline FY2025/26	FY2026/27 Target	FY2026/27 Mid-Year Target	Medium-Term Target FY2029/30	Reporting Frequency
	unlicensed operations							
Enforcement Effectiveness	Arrest-to-Charge Conversion Rate	Output	Percentage of arrests resulting in formal charges	80%	85%	88%	90%	Annually
Improve Revenue Performance	Revenue Collection efficiency	Output	Percentage of identified revenue successfully collected	3%	15%	10%	20%	Annually
Audit and Monitoring Activity	Full Financial Audits Initiated	Output	Number of Full Financial Audits Initiated	10	12	6	15	Annually
Audit and Monitoring Activity	Full Financial Audits Initiated	Output	Number of monitoring exercises conducted	12	12	6	15	Annually

Strategic Priority	Programme / Activity	Indicator Type	Performance Indicator	Baseline FY2025/26	FY2026/27 Target	FY2026/27 Mid-Year Target	Medium-Term Target FY2029/30	Reporting Frequency
Audit and Monitoring Activity	Foreign Operator Regulation	Output	Foreign Charter Compliance Rate	60%	70%	65%	80%	Annually
Audit and Monitoring Activity	Digital Transformation and systems	Outcome	Reduction in Manual Processing Time	0%	50%	25%	80%	Annually
Audit and Monitoring Activity	Infrastructure and National Coverage	Output	Number of Moorings installed in New Providence	75	90	80	100	Annually
Audit and Monitoring Activity	Infrastructure and National Coverage	Output	Number of Anchorage Zones Established Nationwide	5	8	6	10	Monthly

Intentions to Develop Resources and Capabilities with Measurable Indicators

This section sets out the Ministry of Finance’s annual intentions to develop and sustain the physical, human, and institutional capabilities required to fulfil its mandate of effective public financial management, fiscal oversight, economic policy coordination, and accountability. The initiatives below identify clear actions, measurable targets, timelines, and responsible officers in accordance with Section 122 of the Public Finance Management Act, 2023.

Physical Capability Development

The Ministry of Finance will strengthen its physical infrastructure to support secure operations, efficient workflows, and resilience in delivering financial management functions.

The Ministry of Finance’s physical capability comprises office accommodation, furniture, ICT equipment, and a small fleet of official vehicles used to support financial management, policy coordination, and administrative operations. The Ministry is currently co-located with the Office of the Prime Minister and the Department of Information and Communications Technology, which places additional demands on space, shared facilities, and asset utilisation.

The Ministry will focus on maintaining existing assets, improving asset lifecycle management, and ensuring that physical resources remain fit for purposes to support staff productivity and service delivery.

Key physical assets managed by the Ministry include:

- Office accommodation and shared facilities
- Office furniture (desks, chairs, cabinets)
- ICT equipment (laptops, monitors, peripherals)
- Official vehicles
- Records storage equipment

Maintenance and replacement of vehicles, laptops, and office equipment occur regularly due to operational use and shared-space demands.

Physical Capability Rating Scale

Rating	Definition
New	Recently constructed or acquired assets; no material defects; fully compliant with current standards; minimal maintenance required.
Excellent	Assets are in very good condition; well maintained; operating efficiently; no major risks or service interruptions anticipated.
Good	Assets are generally sound with minor wear and tear; routine maintenance required; performance meets operational needs.
Functional	Assets are operational but aging; increased maintenance required; moderate risk of service disruption if upgrades are delayed.
Poor	Assets are deteriorated or unreliable; frequent breakdowns; high maintenance costs; significant risk to service delivery.

Table 4: Physical Capability Development

Area	Current Status	Initiative	Annual Target	Timeline	Accountability
Asset Condition	Functional: Ministry located in shared building with OPM and DICT; space constraints exist	Improve space utilisation and minor refurbishments	Office space maintained to support operational needs	Ongoing	Asset Management Unit
Maintenance Performance	Good: Maintenance conducted as issues arise	Formalize preventive maintenance and tracking system	Maintenance logs maintained for 100% of critical assets	End of FY2026/2027	Asset Management Unit
Office Furniture (Desks, Chairs, Storage)	Good: Furniture functional but uneven in condition due to regular use	Implement rolling replacement and maintenance plan	90% of workstations meet ergonomic and condition standards	Ongoing	Asset Management Unit
ICT Equipment (Laptops & Devices)	New: Laptops and devices heavily used; frequent repairs and replacements required	Establish ICT asset lifecycle and replacement schedule	80% of laptops within recommended lifecycle	Ongoing	Asset Management Unit
Vehicle Fleet	Functional: Vehicles in regular operational use; maintenance performed frequently	Implement preventive maintenance schedule for official vehicles	100% of vehicles serviced according to schedule	Ongoing	Asset Management Unit

Human Capability Development

The Ministry of Finance will enhance workforce capacity through targeted recruitment, structured training, performance management, and succession planning to ensure continuity and professional excellence.

The Ministry of Finance's human resources capability is organized across core functional units responsible for public financial management, fiscal policy, revenue administration, asset stewardship, and corporate services. The Ministry employs a mix of permanent and contract staff to deliver these functions and to address emerging policies.

In response to expanding mandates, particularly in public private partnerships (PPPs), sovereign debt management, and oversight of state-owned enterprises (SOEs), the Ministry intends to strengthen staffing levels and skills in selected technical areas over the planning year.

The Ministry's human resources are currently structured across the following units:

- Accounts Unit
- Asset Management Unit
- Budget Unit
- Debt and Fiscal Management Unit
- Human Resources Unit
- Procurement Unit
- Revenue Unit

Key staff categories include:

- Finance Associates and Accountants
- Budget Analysts
- Revenue Analysts
- Economists
- Policy and Technical Advisors
- Administrative, Clerical, and Support Staff

These roles collectively support budget preparation and execution, fiscal analysis, debt management, revenue oversight, asset management, and internal governance.

The approved establishment of the Ministry of Finance is 205 positions, distributed across executive management, technical, administrative, and support functions. While core units are operational, capacity constraints remain in specialized and emerging areas that require advanced financial, analytical, and advisory skills.

Over the planning period, the Ministry intends to increase staffing levels and technical depth in the following priority areas:

- Public-Private Partnerships (PPP) Unit
- Debt Management Office
- State-Owned Enterprises (SOE) Oversight Function

These increases will be subject to approved budget allocations, establishment controls, and availability of suitably qualified candidates.

Table 5: Human Capability Development

Area	Current Status	Initiative	Annual Target	Timeline	Accountability
Staffing Levels & Vacancies	Approved establishment of 205 positions; some vacancies in technical positions; mix of permanent and contract staff	Workforce gap analysis and targeted recruitment for priority roles	Vacancy rate below 10% of establishment	End of FY2026/2027	Director of Human Resources
Staffing Levels & Vacancies	Budget Unit Capacity	% of positions filled with qualified technical staff	10 technical officers in total	End of FY2028/2029	Director of Human Resources
Training & Development	Training delivered through IMF CARTAC, IDB, Debt Advisors, and Bilateral/Multilateral Partners	Formalize annual training plan leveraging development partner programmes	At least 70% of technical officers participate in partner-supported training	End of FY2026/2027	Director of Human Resources
Debt Management & Fiscal Policy Skills	Specialist debt management training delivered intermittently	Continue structured debt-focused training with advisors and IFIs	Minimum of 4 specialised debt/fiscal workshops delivered annually	Q4 FY 2026/2027	Director, Debt Management

Area	Current Status	Initiative	Annual Target	Timeline	Accountability
Institutional Knowledge Transfer	Reliance on external expertise for technical advisory services	Embed knowledge-transfer clauses in consultant and advisory engagements	Knowledge-transfer plans included in 100% of major advisory contracts	Ongoing	Permanent Secretary
Administrative & Support Staff Development	Skills levels vary across administrative and clerical roles	Implement foundational training supported by partners where applicable	80% of admin/support staff complete skills training	End of FY2026/2027	Director of Human Resources
Leadership & Succession Development	Limited formal leadership development	Leverage partner leadership programmes and in-house mentoring	100% of executive roles have identified successors	Q3 FY 2026/2027	Permanent Secretary
Ethics & Professional Standards	Ethics training conducted periodically	Integrate ethics modules into partner-supported training programmes	100% of staff complete annual ethics training	End of FY2026/2027	Director of Human Resources

Overview of Fiscal Risks

Fiscal Risks are potential conditions or events that, if they occur, could prevent or delay the forecasted implementation of programs, projects, or policy initiatives, and could negatively affect the Ministry (or Local Government)’s financial position or the achievement of its budgetary objectives.

Probability/Likelihood Definitions

Probability Category	Description
High	Very likely to occur if no controls exist; the threat is motivated and capable of occurring, and current controls are ineffective.
Medium	Could occur; the threat is motivated and capable, but controls exist that may reduce likelihood or impede occurrence.
Low	Unlikely; the threat lacks motivation or capability, or controls are effective in preventing occurrence.

Mitigation Categories

Mitigation Category	Description
Avoid	Withdraw or redesign the activity causing the risk (e.g., stop a service offering).
Reduce	Take action to reduce likelihood and/or impact of the risk (e.g., operational adjustments, tighter controls).
Share	Transfer or share part of the risk (e.g., outsourcing, insurance, partnerships).
Accept	Acknowledge the risk and monitor; no immediate action taken.

Table 6: Fiscal Risks

Risk Identified	Risk Description	Likelihood	Impact on Fiscal Variables	Estimated Fiscal Impact (B\$M)	Mitigation Measures
Lower than expected revenues	Tax revenue receipts shortfall due to economic slowdown	Medium	Revenue	143.3	Accept the risk
High Expenditures	Overall expenditure surpassing budgeted limit	Medium	Expenditure	127.8	Reduce
Slow Economic Growth	Economy is expanding at a weaker pace over time which created challenges	Medium	Higher unemployment, lower consumer confidence	271.1	Mitigate
Guarantee Debt	Some arrangements backed by the government default, forcing the Government to assume the debt.	Low	Total Expenditure and Debt	637.7	Reduce
Environmental Risk	Hurricanes and tropical storms affect The Bahamas based on our geographical location. This places a strain via recovery expenditure.	Medium	Higher Expenditure	516.0	Reduce

Geopolitical Tensions	Geopolitical conflict could disrupt tourism, trade and investment flows while increasing government security and emergency spending, placing pressure on fiscal revenues and expenditure	Low	Higher Expenditure and Lower Revenue	N/A	Accept the risk
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Other Ministerial Matters

In the upcoming FY2026/2027, The Ministry of Finance will work toward the following strategies:

- Implementation of The Bahamas Inaugural Sovereign Sustainability Finance Framework;
- Implementation of the Public Private Partnerships Framework; and
- Increase the number of multinational enterprises will register on the Domestic Minimum Top Tax portal.