



Government of The Commonwealth of The Bahamas

**Port Department**  
**Ministry of Energy and Transport**  
**Annual Plan for the 2026/27 Fiscal Year**

May 27th, 2026

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## Strategic Priorities for the Medium-Term

Table 1: Statutory Mandate and Core Functions

<i>Governing Instrument</i>	<i>Section</i>	<i>Legally Mandated Requirement</i>
<i>Port Authorities Act (Ch.269)</i>	<i>Section 41A</i>	<b>Seabed Leases:</b>  The Minister shall, by Order, prescribe the rates for a seabed lease and prescribe the rate of the seabed environmental levy fee.
<i>Port Authorities Act (Ch.269)</i>  <i>Potters Cay Wharf Regulations</i>	<i>Section 6</i>	<b>Potters Cay Dock:</b>  All cargo to be loaded onto or discharged from any ship berthed at the wharf and all cargo handling equipment on the wharf shall be stored in such manner and at such places on the wharf as may be approved by the Port Director.
<i>Port Authorities Act (Ch.269)</i>	<i>Section 19 (B)</i>	<b>Removal of Derelict Vessels:</b>  It is the Port Controller's duty to notify the owner of any vessel that has sunk in the Nassau Harbour, or is ashore. If considered a nuisance by the Port Authority, the vessel must be removed without delay. If the owner fails to do so, or does not take necessary steps in doing so, the Port Authority may carry out the removal itself at the owner's expense.

**Table 2: Strategic Priorities for the Medium-Term**

<b>Priority Policies</b>	<b>Priority Programmes and Projects</b>	<b>Strategic Objectives</b>	<b>Sector Outcomes</b>
<b>1. Modernize Operations at Potter's Cay Dock</b>	- Infrastructural development and improvement	- Enhance security features, increase lighting, increase signage, remove derelict vessels, ensure compliance with cargo or container stowage and increase the presence of port officers on the dock	- Transformation of Potter's Cay Dock to a safe, secure, efficient and modern work environment that is user-friendly for both operators and patrons  - Increased berthing spaces  - Increased timely collection of revenue
<b>2. Review Service Fees</b>	- Seek to amend Harbour Dues fees	- Conduct a review of existing fees and compare to current mailboat fees	- Increase revenue collection from public docks
<b>3. Seabed Lease Fee Schedule</b>	- Propose a seabed lease fee schedule  <i>See proposed schedule in Annex I</i>	- Formalize the transition of existing seabed lease files and revenue collected from The Department of Lands and Survey	- Increased revenue collection  - Elimination of uncertainties regarding seabed lease applications
<b>4. Digitization</b>	- Utilization of new digital service platform  - Manual data input and scanning of hard copy documents	- Vendor training to operate the portal  - Advertise / promote use of the platform to the public	- Streamlined services  - Ease of location data  - Ease of statistical data overview  - More efficient and adequate application processes

<b>5. Office Relocation</b>	Increase workspace	Secure an office space with sufficient capacity to house staff compliment	<ul style="list-style-type: none"> <li>- Increased office spaces</li> <li>- Increased parking for staff and customers</li> <li>- Ability to increase staff capacity</li> </ul>
<b>6. Inspector / Enforcement Officer Training</b>	Build capacity with maritime organizations such as BMA and IMO	<ul style="list-style-type: none"> <li>- Identify training courses offered locally and regionally</li> <li>- Identify staff to undergo training opportunities</li> <li>- Continue inspectors training program with BMA to understudy flag state inspectors as per MOU</li> </ul>	<ul style="list-style-type: none"> <li>- Increased capacity for local vessel inspections and port state inspections</li> <li>- Improved turnaround time for inspection services</li> <li>- Trained and qualified and inspectors and enforcement officers</li> </ul>
<b>7. Propose Contingency Fund for Maritime Incidents</b>	Seek to have contingency funds allocated and readily accessible for oil pollution incidents, vessel recovery and vessel removals	Seek Ministry of Finance approval	Quick response to mitigate navigational and environmental risks or hazards and general public confidence

## Non-Financial Performance

### Performance Indicators and Targets

#### 1. Modernize Operations at Potter's Cay Dock

- Complete at least 80% of planned infrastructure upgrades within 18 months
- Expand berthing capacity by at least 20% within 18–24 months
- Achieve 80% compliance with cargo/container stowage standards within 12 months
- Improve revenue collection efficiency to achieve a 90% collection rate of Government Dock related fees by end of fiscal year

## **2. Review Service Fees**

- Complete Harbour Dues fee review within 3 - 6 months
- Submit proposed fee amendments for approval within 6 - 8 months
- Increase revenue from public docks by at least 10-15% within 12 months of implementation

## **3. Seabed Lease Fee Schedule**

- Seek approval of proposed seabed lease fee schedule within 3 months
- Transition of 50% of existing seabed lease files from the Department of Lands and Survey within 12 months

## **4. Digitization**

- Train 100% of relevant staff within 2 - 3 months
- Achieve 65% of applications submitted online within 12 months

## **5. Office Relocation**

- Identify and secure suitable office space within 9 - 12 months
- Complete relocation and full operational setup within 24 months
- Increase workspace capacity by at least 30%
- Provide sufficient parking to meet 90% of staff and customer demand

## **6. Inspector / Enforcement Officer Training**

- Identify and enroll 100% of targeted staff in relevant training programmes within 6 months
- Ensure at least 75% of inspectors complete certified training within 12 - 24 months
- Reduce inspection turnaround time by 30% within 12-18 months

## **7. Contingency Fund for Maritime Incidents**

- Develop and submit contingency fund proposal to Ministry of Finance within 6 months
- Secure approval and funding allocation within 12 months
- Establish response protocols and fund access procedures within 12 months

## Service Delivery Standards

The Port Department's service delivery standards are targeted at ensuring efficiency, reliability, and customer satisfaction. Additionally, the Department will regularly review performance metrics and customer feedback to identify areas for improvement, ensuring that services remain responsive, transparent, and aligned with the Department's strategic plan.

- Vessel and dock applications are aimed to be completed within 1-2 days of receipt
- Vessel inspections are aimed to be conducted within 1-2 days of the request
- Any customer inquiries received by phone, email or in-person are aimed to be promptly addressed with responses by knowledgeable staff within 1 day

## Performance Monitoring and Improvement

Internal monitoring is conducted by senior port officers assigned to the projects. Progress reports are submitted periodically. Management and oversight is conducted by the Controller and executive team.

**Table 1: Performance Indicator Table**

Strategic Priority	Programme/ Activity	Indicator Type	Performance Indicator	Baseline (2025/26)	FY (2026/27) Target	FY (2026/27) Mid-Year Target	Medium-Term Target	Reporting Frequency
1.	Digitization	Outcome and Output	- Monitoring the number of registrants on the portal	NIL	500 Users	250 Users	1,000 + Users (2027)	Annually
2.	Inspector / Enforcement Training	Output	- Increased number of inspectors  - Enhance capacity building  - Inspection turnaround time	2	4	4	6	Annually

## Intentions to Develop Resources and Capabilities with Measurable Indicators

The Port Department seeks to develop and sustain critical resources through continued investments into the modernization and maintenance of infrastructure, equipment, and technologies. Through these investments the Department can continue enhancing the digitization of records and services while promoting policy analysis and data sharing. The Department also seeks to engage professional development programs for staff training, strengthen performance appraisal systems, and enhance staff welfare and retention.

### Physical Capability Development

**Table 2: Physical Capability Development**

Area	Current Status	Initiative	Annual Target	Timeline	Accountability
<b>Asset Condition</b>	Good	Seek alternative office space due to inadequate office space and parking	- Suitable location for employees and the general public  - Office housing in Nassau capability of 60 to 70 persons	2027/28	Administration / Ministry of Finance
<b>Maintenance Performance</b>	Good	Maintain current status	NIL	NIL	Administration / Accounts
<b>Infrastructure Readiness</b>	Functional	Maintain current status	NIL	NIL	Administration / Accounts

# Human Capability Development

Table 3: Human Capability Development

Area	Current Status	Initiative	Annual Target	Timeline	Accountability
<b>Staffing Levels &amp; Vacancies</b>	Inadequate manpower	Seek to acquire additional manpower with preferred skill sets.	10 - 20 Staff  (Nassau and Family Islands)	January 2027	Administration / HR
<b>Training &amp; Development</b>	(1) staff quarterly	Increase Technical Staff Training	(4 - 6) staff annually	May 2026 - May 2027	Administration / HR
<b>Workforce Challenges</b>	Overdue Salary Review	Seek to initiate a salary scale review.	15 - 20% Increment	July 2027	Administration / HR / Ministry of Finance

## **Other Ministerial Matters**

*[This section outlines any additional matters that the Responsible Minister has directed the Ministry (or Local Government) to address in the Annual Plan. These matters may relate to policy priorities, operational directives, compliance requirements, strategic focus areas, or emerging national issues]*

*[Examples of matters that may be included:]*

- *[Special reporting requirements or supplementary information requested by the Minister]*
- *[New programmes or initiatives not captured under other sections]*
- *[Additional performance or resource indicators]*
- *[Compliance or risk reporting directives]*
- *[Other matters deemed necessary to support transparency, accountability, or policy objectives]*

*[The Ministry (or Local Government) shall ensure that all additional matters are clearly documented, properly resourced, and aligned with the overall strategic objectives of the Annual Plan.]*

## 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**

<b>Risk Identified</b>	<b>Risk Description</b>	<b>Likelihood</b>	<b>Impact on Fiscal Variables</b>	<b>Estimated Fiscal Impact (B\$M)</b>	<b>Mitigation Measures</b>
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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# Annex 1

## SEABED LEASE FEES

- A. The annual fee of **\$5,000** per acre or any fraction thereof shall apply to industrial seabed leases granted under this Act
  
- B. The annual fee of **\$3,000** per acre or any fraction thereof shall apply to commercial seabed leases granted under this Act
  
- C. The annual fee of **\$1,000** per acre or any fraction thereof shall apply to private seabed leases granted under this Act

Note: Include an interpretation to distinguish private, industrial and commercial seabed leases