



2012

THE BAHAMAS DONOR MATRIX (DMX) REPORT DECEMBER 20, 2012

The Private Sector Development Donor Matrix for the Bahamas, sponsored by Compete Caribbean, is intended to be a comprehensive tool to identify, assess and monitor Private Sector Development (PSD) strategies and projects within the country. The aim is to reduce duplication, inefficiencies and fragmentation in maximizing the use of donor resources by improving coordination and alignment. It should also assist in the development of strategic partnerships and maximizing the effects of projects. The DMX should identify gaps and or omissions in existing private sector development frameworks and capture in detail the purpose of donor funded past and present programs. The draft donor matrix and database will be presented to key stakeholders at an exit conference in the form of a workshop. Significant lessons learned will be documented and recommendations made for improvement to the DMX methodology. The DMX database should be updated by a private person as the Public Sector struggles with the maintenance of accurate and reliable records.

I am offering my thanks to the following people who were instrumental in the preparation of this document:

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Executive Summary

Background- Donor Matrix (DMX)

The Private Sector Development Donor Matrix for the Bahamas, sponsored by Compete Caribbean, is intended to be a comprehensive tool to identify, assess, and monitor Private sector Development (PSD) strategies and projects within the country. The aim is to reduce duplication, inefficiencies and fragmentation in maximizing the use of donor resources by improving coordination and alignment. It should also assist in the development of strategic partnerships and maximizing the effects of projects. The DMX should identify gaps and or omissions in existing private sector development frameworks and capture in detail the purpose of donor funded past and present programs.

The donor matrix and database will be presented to key stakeholders at an exit conference in the form of a workshop. Significant lessons learned will be documented and recommendations made for improvement to the DMX methodology.

The DMX database should be updated by a private person as the Public Sector struggles with the maintenance of accurate and reliable records.

The donor community in the Bahamas consists of two broad categories of institutions: the local based and the internationally based. **The local institutions seem to have no clearly defined criteria of timing, frequency and purpose for grants/donations except that the majority are for education and to charitable purposes.** Some of the most well known locally based donors include but are not limited to:

1. Abaco Markets.
2. Bank of the Bahamas.
3. British American Financial.
4. Bahamas Telecommunications Company.
5. Coca Cola.
6. Columbian Emeralds International.
7. Commonwealth Bank.
8. Diamonds International.
9. Family Guardian.
10. First Caribbean Bank.

11. Generali Worldwide.
12. John Bull.
13. Atlantis.
14. UBS.
15. Wyndham Hotel.
16. Bahamas Government.
17. Credit Suisse Americas Foundation.
18. Colina Insurance.
19. Chevron.
20. American Women's Club.
21. Corona Society.
22. Rotary Club.
23. Inner Wheel.
24. Templeton.
25. Lyford Cay Foundation.
26. Cable Cares.
27. Royal Star Insurance.
28. Wendy's.
29. Kentucky.
30. Tropical Shipping.
31. Mediterranean Shipping.
32. NUA.
33. Super Value.

34. Fidelity Bank.

35. Bahamas Cooperative League.

The deficiency in education, knowledge, skills and disciplines of the workforce was seen as one of the largest impediments to private sector development. **Many of the local based donors provide scholarships, loans, grants and technical assistance for education, rather than direct cash donations to private industry. It will be beneficial for them to share information on when, how and what they are doing with regard to assistance in education to better the needs of the private sector.**

The IDB is the largest active financial and non-financial donor in the Bahamas. Other periodically significant internationally based donors providing **mostly non-financial technical assistance to both the private and public sectors include but are not limited to:**

1. Organization of American States (OAS).
2. International Labor Organization (ILO).
3. Peoples Republic of China.
4. European Union (EU).
5. Inter-American Investment Corporation.
6. United Nations Development Program. (UNDP).
7. United States Embassy.
8. Inter-American Institute for Cooperation on Agriculture.
9. Compete Caribbean.

Many donors have concluded that the Bahamas is a relatively wealthy country and does not meet their criteria for grant funding. As a result, the donor community has focused primarily on providing technical assistance as opposed to cash.

Evidence suggests that the Family islands, especially in the extreme southeastern part of the country, do not meet any reasonable criteria for being relatively wealthy. The declining populations live and do business at a cost considerably higher than those in Nassau. Fuel, energy, freight and transportation costs are of the most significant to the businesses accessing the primary markets in Nassau for their goods and produce.

There is some coordination of efforts within the donor community especially between the IDB and its affiliates: the Inter-American Investment Corporation, the Inter-American Institute for

Cooperation on Agriculture and Compete Caribbean. Evidence suggests that the donor matrix will be beneficial in identifying the donors as the initial phase in facilitating coordination of projects and programs. Other stakeholders benefiting are the Government and the private sector especially through the Chamber of Commerce.

Some of the donors have extensive project/program monitoring and evaluation processes in place up to the successful implementation or execution of the project. The continuous monitoring and evaluation in the long-term is required to help sustain the continued success of the projects objectives.

With one exception (IDB), it is difficult to obtain details of the projects/programs that have been executed in the Bahamas.

The Ministry of Finance and The Office of the Prime Ministry are responsible for leading private sector development in the Bahamas.

The Government's explicit policy for the development of the private sector is to expand Tourism, Financial Services, Agriculture and Fisheries.

The laws, regulations and policies are being amended to address the deficiencies as expressed in the recently sponsored World Bank Report which has the Bahamas near the bottom of the list in the region "in the ease of doing business." The report seeks to periodically update the investing public and other stakeholders in assessing the level of efficiency and effectiveness of the business climate within a country in the execution of fundamental business requirements. The report addresses comparative specified criteria for each country and publishes the results.

Economic statistics are available on the Central Bank, the Department of Statistics and the Ministry of Tourism websites, but the information needs to be consistent with the needs of all stakeholders. More detailed databases need to be developed and maintained for the business activity of small and medium sized enterprises (SMEs).

There are opportunities to increase the efficient design and execution of programs. For example, the Government's annual budget can be planned and allocated in coordination with potential donors to maximize the use of both financial and non-financial resources. All programs can be monitored for compliance, quality assurance, measurement of outcome and impact on the intended purpose.

Another significant outcome from the mission to compile this matrix is the stakeholders expression of the impact of social ills on private sector development. There appears to be a lack of attention to adequately address or implement programs to combat the challenges that face the business community resulting from crime, the fear of crime and behavioral issues brought on by recessionary periods. Direct costs such as the cost of implementing security are easy to quantify, but indirect costs that do not appear on the business income/profit/loss statement, such as significant drops in employee productivity, can be substantial and difficult to measure.

Introduction

The Bahamas

The Bahamas (the country) consists of 700 islands, the vast majority being small uninhabited cays, from Abaco in the North to Inagua in the South with a population of approximately 350,000.

During the mid-1960's, the country led by government policy shifted its economic focus from the traditional subsistence farming and fishing to Tourism. Almost concurrently, the Bahamas saw an increased focus on the obtaining of higher learning and training in the pursuit of white collar jobs. Some seven to ten years later, the country started to reap the economic benefits from a booming Offshore Banking and Financial Services Industry. These realities resulted in the virtual abandonment, except for a few communities, of the farming and fishing industries.

Thereafter, the Bahamas became known both locally and internationally as one of the leaders in this region in the Tourism and Financial Services Industries. In 2011, Tourism and Financial Services accounted for approximately 50% and 20% of the GDP respectively.

The worldwide recession along with other factors has contributed to the decline in both the Tourism and Financial Services industries. As a result, The Bahamas Government in 2012 has expressed a renewed focus on revitalizing the farming and fishing industries.

In order for this renewed focus on farming and fishing to be successful, Private Sector Development (PSD) funding of projects in these areas are essential. Financial support should include the funding of technical assistance in farming and fishing techniques as well as financial and business management skills. It is estimated that between 65% and 75% of small and medium sized businesses in the Bahamas do not have adequate accounting and reporting systems making it very difficult for business owners/operators, potential donors or even commercial lenders to objectively assess their business performance and credit worthiness.

Potential international donors erroneously conclude that the Bahamas is a wealthy country and does not qualify for grants and donations resulting in virtually no direct funding to the private sector, except for the IDB, who appears to have a more accurate understanding of the Bahamian economy than many others.

In fact, this prevailing inaccurate interpretation of the Bahamas is pointed out in a December 2008 paper jointly sponsored by the European Union (EU) and The Bahamas Government. The Country Strategy Paper presents the framework which will govern EU cooperation with the Commonwealth of the Bahamas for the period 2008-2013. While GDP per capita is high, at approximately \$19,000, this is misleading when considering the realities of the Family Islands, especially those located in the remote south-eastern part of the country. An extract from the EU paper states, "There is a significant amount of poverty in the more remote south-easterly islands of the Bahamas, which was first revealed in the results of the 2001 Living Conditions Survey. A

considerable amount of infrastructure development is therefore required, to boost trade and economic growth and ultimately eradicate poverty.”

One of the most significant impediments to private sector growth is energy costs, especially for the most south-easterly islands. For example, fuel costs reach up to 40% in excess of the cost in Nassau. This provides a compelling challenge for business operators in every industry, especially those involved in the agriculture and fishing industries. After production, there are additional costs incurred in transporting their goods hundreds of miles away to the primary market in Nassau. The evidence here suggests that it may be glamorous for stakeholders to talk about the need for Family Island growth in the private sector, but few have compiled adequate and realistic costing data to support the economic feasibility of their private sector development projects and businesses.

If the agriculture and fishing industries are to contribute more than the 5% of GDP that it is currently producing, clustering and energy saving essentials must be adopted, (a good research project for the consideration of a potential donor). The concept of clustering is not easily sold as the previous efforts in the formation of cooperatives were not as successful as anticipated. In practice, business owners simply do not trust their colleagues for fear of stealing their business ideas. The pooling of resources can be mutually beneficial to businesses in both the agriculture and fisheries sectors, particularly in the Family Islands (ie those islands other than New Providence).

The citizenry of the Bahamas has shown a lack of tolerance for the perceived poor performance by Government by changing the Government every five years over the past fifteen years. This has proven to be good for democracy but not necessarily fruitful for economic growth. For example, as one government (political party) establishes a national policy for private sector development and begins an implementation process, and the government is removed from office shortly thereafter, the new government changes the policy and direction of the country. The private sector and indeed potential donors have expressed frustration in this apparent frequent change in national policy, even in instances where some programs and projects in progress appear to be working and meeting important national goals.

As private sector business is on the decline, government revenue collection is not keeping pace with the citizens demands for services. Inevitably, government borrowings continue to escalate to finance the ongoing fiscal deficits. Customs duties, accounting annually for between 55% and 60% of all government revenues, is under pressure not only facing challenges from evasion schemes but also in its mere existence. The government is presently engaging considerable dialogue on the need to change the primary tax generator from Customs duties to some other form of taxation.

The Public Sector faces challenges with the undesirable levels of effectiveness and efficiency in which it delivers services to its citizens and the investing public both domestically and internationally. This was reflected in the issuance of a World Bank report in 2011 which ranked the Bahamas near the bottom of the list of countries in the ease of doing business.

Background- Donor Matrix (DMX)

The Private Sector Development Donor Matrix for the Bahamas is intended to be a **comprehensive tool to identify, assess, and monitor Private Sector Development (PSD)** strategies and projects within the country. The aim is to reduce duplication, inefficiencies and fragmentation in maximizing the use of donor resources by improving coordination and alignment. It should also assist in the development of strategic partnerships and maximize the effects of projects. The DMX should identify gaps and or omissions in existing PSD frameworks and capture in detail the purpose of donor funded past and present programs.

Chapter 1- Description of the donor community

The donor community in the Bahamas may be categorized as local donors and international donors. The former, in the eyes of the Bahamian public is seen as largely insensitive to the needs of the public and selfish in their attitudes towards giving back to this small community. The financial records of many of the larger local businesses in the Bahamas with headquarters located overseas indicate that they have made substantial profits in the country for in excess of sixty years. These organizations belong primarily to the financial services sector.

Local Donors consist of several organizations belonging to various sectors of the Bahamian business community primarily for education and other purposes that have a significant impact on private sector development. **While the vast majority of these grants are for under \$50,000.00 at a time, the grants are worth mentioning here because educational deficiencies are sighted by stakeholders as the largest impediment to private sector development in the Bahamas.**

As for the international Donors, many of the most well known have erroneously categorized the Bahamas as a wealthy country and, according to their individual criteria, such as Gross Domestic Product, Per Capita Income, among others, renders the Bahamas not eligible for grants, donations and the like. Some donors saw it appropriate to give support in the form of technical assistance and other forms of non-cash contributions. This category of assistance is often difficult to quantify in dollar amounts, but the objectives and impact of these programs have been significant.

The largest and most consistent multilateral donor in the Bahamas is the Inter-American Development Bank.

Table 1- LIST OF DONOR COMMUNITY WITH PRIVATE SECTOR DEVELOPMENT (PSD) PROGRAMS AND PROJECTS

Name of Institution	Description	Current Private Sector Development Activity
	Donor Community	
Inter-American Development Bank (IDB)	<p>Plans, coordinates, communicates Programs and Projects closely with the Ministry of Finance and the Private Sector, including the Bahamas Chamber of Commerce to determine the needs and priorities. Coordination efforts also include communication with other donors.</p>	<p>The IDB has several Vehicles that it uses to fund PSD projects and programs. The primary one is called the Multilateral Investment Fund (MIF), established in 1993 was created to develop effective approaches to support economic growth through private sector led development. The focus was intended to be on micro, small and medium sized enterprises.</p> <p>Under the MIF, loans are available directly to the private sector at interest rates of 4 – 8 percent with 100 percent collateral. IDB also has grants that are funded 70% from the MIF and 30% from the executing agency.</p> <p>The MIF also provides grants to non-profit organizations for amounts ranging from \$150,000 to \$2,000,000.</p> <p>Compete Caribbean has an existing Enterprise Innovation Challenge Fund (EICF) that provides grants of up to \$500,000.</p> <p>The IDEAS Program provides grant funding for energy programs.</p> <p>The Cultural Grant Program provides grand funding for cultural programs.</p>

		<p>IDB also executes Technical Assistance Private Sector programs with the Bahamas Government.</p> <p>A Civil Society Group also meets at the IDB monthly when information on pipeline and existing programs are communicated to both private and public sector representatives.</p>
<p>Inter-American Investment Corporation (IIC)</p>	<p>The IIC is a multilateral financial institution that is a member of the Inter-American Development Bank (IDB) Group. The IIC's mission is to promote the economic development of its regional member countries encouraging the establishment, expansion and modernization of private enterprises. Funding is provided in the form of equity investments, loans, guarantees and others, including advisory services.</p> <p>Provides loans to the private sector for businesses/projects that are developmental in nature.</p>	<p>Credit is available under a financing product called FINPYME. Qualified PSD enterprises may obtain loans of up to US\$600,000.</p> <p>The primary purpose of this credit program is to provide technical capacity building.</p>
<p>United Nations Development Program (UNDP)</p>	<p>Technical assistance only.</p>	<p>No known activities currently in progress.</p>
<p>USAID</p>	<p>According to the Bahamas</p>	<p>No known activities currently in</p>

United States Embassy	Chamber of Commerce the US Embassy provides technical assistance to the private sector.	progress.
Organization of American States (OAS)	Provides technical training and assistance.	Currently involved in providing technical training and assistance to personnel involved in airport security. Ex. Document examination and screening skills training.
International Labor Organization	Provides technical training and assistance to the Bahamas Department of Labor and the Private Sector.	Status of current activities are unknown.
Peoples Republic of China	Significant capital contribution made to the public sector, but very limited to the private sector.	Status of current activities are unknown.
European Union (EU)	There is evidence that the Bahamas has not taken advantage of available funding either because of negligence or ignorance.	Status of current activities are unknown.
Inter-American Institute for the Cooperation on Agriculture	Coordinates activities closely with the IDB and other donors.	Currently provides technical assistance and training in Agriculture to both the private and public sectors. Current focus is on the Family Islands and females in the handycraft industry.
Bahamas Cooperative League	Provides technical assistance to its members in pursuit of private sector development	Currently assisting members with Accounting training.

Bahamas Telecommunications Company	Supports the sporting community in private sector development.	Status of current activities are unknown. Is particularly known to give considerable grant and support to The Bahamian national sporting events.
Royal Bank of Canada (RBC)	Supports multiple activities in the form of grants.	Multiple purpose grants of up to \$300,000.
Templeton	An investment corporation donating primarily to educational initiatives.	Extent of current activities are unknown.
Scotia Bank	Supports multiple activities in the form of grants.	Extent of current activities are unknown.
Fidelity Bank	Provides technical assistance to the Private sector.	Extent of current activities are unknown.
Bahamas Agriculture and Industrial Corporation	A quasi Government Institution whose mission is to support manufacturing and light industries.	Grants/loans and technical support to the private sector.

Chapter 2- Description of Local Stakeholders

The Bahamas Chamber of Commerce represents the largest group of small, medium and large enterprises in the Bahamas. There are a number of small groups of associations, organizations and clubs representing each sector of the economy. Many have no legal status except for being recognized as a voice for a cause or the industry in which they work or participate.

As of May 2012, the Bahamas had a total labor force of 191, 455, representing 55% of the entire population. Women represent approximately 51% of the labor force. Advocacy groups say that there is still discrimination against women in the workplace, but evidence supporting this claim is less conspicuous over the past fifteen to twenty years. Virtually every institution of higher learning in the country produces more female graduates on an annual basis. As the private sector reports that the unavailability of skilled workers is a major impediment to the growth of the private sector, it appears that women will continue to fill this void by educating themselves at a faster pace than men.

It is important to reference the existence of unions as the Bahamian economy is well over 70% attributed to Tourism. Although many have charged that unions have been counterproductive to the extent that they have unjustly supported the negative behavior of some members, their role continues to be a key element in protecting the rights of workers in the Tourism Industry. It is perplexing as to why the Bahamas puts 70% of efforts into an industry which at best 25% of the year (the so called slow period/season) the employees become essentially part-time employees as they are working 3 to 4 days of the week or being temporarily laid-off. The unemployment rate in the Bahamas in May of 2012 was deemed to be approximately 14.7%. It will be interesting to see what the rate was (unavailable) during the so called slow period for Tourism, July through September.

In order to understand the unique dynamics of the stakeholders, it is important to obtain an understanding of the distribution of the Bahamian population as shown below. With at least 75% of the academic, social, business, economic and criminal activity occurring in the capital Nassau, it is easy to see what challenges the private sector faces in the Family Islands. The study and recognition of the demographics is critical to the success of private sector development in the Bahamas.

Table 2- Bahamas Population Data

ISLAND	2000		2010	
	POPULATION	PERCENTAGE	POPULATION	PERCENTAGE DISTRIBUTION
ALL BAHAMAS	303,611	100	353,658	100
NEW PROVIDENCE	210,832	69.44	248,948	70.39
GRAND BAHAMA	46,994	15.48	51,756	14.63
ABACO	13,170	4.34	16,692	4.72
ACKLINS	428	0.14	560	0.16
ANDROS	7,686	2.53	7,386	2.09
BERRY ISLANDS	709	0.23	798	0.23
BIMINI	1,717	0.57	2,008	0.57
CAT ISLAND	1,647	0.54	1,503	0.42
CROOKED ISLAND	350	0.12	323	0.09
ELEUTHERA	7,999	2.63	7,826	2.21
EXUMA AND CAYS	3,571	1.18	7,314	2.07
HARBOUR ISLAND	1,639	0.54	1,702	0.48
INAGUA	969	0.32	911	0.26
LONG ISLAND	2,992	0.99	3,024	0.86
MAYAGUANA	259	0.09	271	0.08

Source- Bahamas Department of Statistics

Another significant issue facing the Bahamian social and economic community is the impact of illegal gambling. Gambling in the Bahamas is illegal for Bahamians. A public referendum is scheduled for early 2013 when the country will decide whether it wants gambling to be legal for Bahamians. At the moment, the industry which is obviously unregulated and having a growing impact on the economy is not accounting for untold millions of dollars on a daily basis. The debate goes on as to which way is the right way to go, but casino gambling existed for tourists for many decades. There are those who say that if morally unacceptable, it should be outlawed for all (including tourists), if deemed acceptable, it should be acceptable for all.

Table 3- List of Local Stakeholders and Private Sector Development Support

Name of Institution	Description	Area of Private Sector Development Activity.
Bahamas Chamber of Commerce	Represents the interests of all sectors of the private sector.	Negotiates on behalf of its members, provide education and training for its members and the business community.
Bahamas Commercial Fisheries Alliance	An association devoted to protecting the interest of commercial fishermen.	Technical assistance to commercial fisherman.
Bahamas Christian Council	Represents the interest of the religious community	Conducts forums and issues important opinions on issues of national importance affecting the private sector.
Bahamas Public Service Union	Represents the interest of employees of the public sector.	Resulting activities have a profound impact on private sector development

Chapter 3- Description of Information Available for Analysis of Private Sector Characteristics, Development of Initiatives and Results

The widespread concern expressed by the private sector is the unavailability of timely, accurate and reliable public information for consideration in the making of business decisions.

The three major public institutions charged with disseminating business information for public consumption are the Department of Statistics, Ministry of Tourism and Central Bank.

A considerable amount of information is available throughout the country but is not captured in databases for easy access, resulting in the inefficient use of time to conduct meaningful research for business decision making. The Family Islands suffer mostly from this deficiency as many entrepreneurs form private entities based upon their imagination or emotions with utilization of little objective information to make informed decisions.

Another impediment to private sector development as a result of the frequent change in government is the difficulty in determining fact from fiction as the business climate is heavily influenced by politics. At least, this is the opinion expressed by a cross section of the private sector. Independent assessments of the economy performed by the International Monetary Fund (IMF), Moodys, World Bank, Inter-American Development Bank (IDB) and others have far less of an impact/influence on the conduct of domestic business than that of the political culture.

Chapter 4- Identification of Opportunities to Increase Efficient Design and Execution of Programs and Projects

One significant step in the process of increasing the opportunities to design and execute efficient and effective programs and projects lies in this mission of the compilation of the DMX sponsored by Compete Caribbean. At a minimum, the major donors (or lack thereof) are identified for further consultation as to when, how, where and what they are doing to form allegiance to maximum outputs. The sharing of lessons learned will assist in improving current and future program/project plans, increasing the probability of successes and reducing the chances of failures.

A second step is for potential donors to allocate some resources in the performance of their own analysis/diagnosis of any proposed need or request made by potential recipients. Often inaccurate information will be presented or even no information at all, will be used to support the need. Additionally, donor assets should be allocated to monitor the continued success of a program/project in the long term even after the program/project has been declared completed. In this regard, an effective “internal auditing” function should be implemented.

Chapter 5- Identification of Opportunities to Address Omitted Priority Issues

Important information gaps are evident in the absence of meaningful Family Island Business Data. The compilation of detailed information on the state of Family Island business development will demonstrate compelling reasons why donors and other stakeholders should establish different criteria for assistance to these rural communities.

The business data should be compiled by an independent person/entity. There is an eroding degree of confidence expressed in data produced by the public sector.

There must be a dedicated shift, or at least, a decrease in the allocation of resources away from tourism and financial services to manufacturing and the more traditional fishing and agriculture industries. Clustering can be effective, but stakeholders and business owners will only be convinced by presenting practical data results and potential benefits derived from the compilation of their own local business data. Merely, quoting results and experiences from parts of the Bahamas or other countries will not be sufficient to persuade business owners or potential owners of the potential benefits from clustering ideas.

It is important that the public is properly educated on the implications of the rising public debt. The Bahamas is fortunate to be relatively economically strong when compared to other countries in the region and other parts of the world. There is indisputable evidence that deterioration in

virtually all aspects of the economy has been in motion for the past five to eight years. The top priority issue should be to learn from and prevent the occurrence of the experience of other countries rather than excessive reliance on misleading publicized information.

Summary of Private Sector Development

Private sector development in the Bahamas continues to be primarily in the capital city Nassau. The focus continues to be on tourist related enterprises ranging from the currently in progress multi-billion dollar BAHAMA MAR Project expected to culminate into a large five star hotel and supporting facilities. Smaller tourist related enterprises continue to emerge while previously existing ones discontinue their operations.

The impact of the Government's ambitious \$200M road works in the capital city of Nassau has been devastating on many small and medium sized enterprises, resulting in many discontinued operations. Road works started some three years ago and are yet to be completed.

Annex 1- List of contributors/persons interviewed facilitating the compilation of the DMX.

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Chapter 6- Stakeholders Recommendations

From the Public Sector

1. Donors in considering the eligibility of the Bahamas for grants, donations, loans etc. should dissect the Bahamas into two distinct categories, namely New Providence and the Family Islands. The survey results clearly indicate distinct disadvantages in virtually all aspects of the requirements for economic growth in comparing New Providence with the Family Islands. Some of these disadvantages for the Family Islands include but are not limited to:
 - a. Geography. The islands that are further to the south depend on receiving virtually all goods and services from New Providence.
 - b. Organizational structure of the Public Sector. Approval of business and personal applications must be done in person in New Providence.
 - c. Educational opportunities. Students at high school and post high school levels often have to relocate to New Providence to obtain the required education and or training that is only available in the capital city.
 - d. Economic opportunities. There are very limited existing economic activities in the Family Islands, including the availability of jobs. There is considerable potential for increased earnings in the areas of Agriculture and Fisheries.
 - e. Small populations and excessive individualistic approach to doing business. The existing negative effects of the overreliance on politicians, selfishness, distrust, deficiency in fundamental business management skills, and monopoly such as the existence of a single gas/service station on an entire island, among others.

The above mentioned (a through e) contributes directly to the substantial increase in the cost of doing business in the Family Islands as compared to doing business in New Providence.

These are compelling reasons why potential donors should make a distinction between New Providence and The Family Islands when considering the criteria for giving grants, donations or concessionary loans for developmental projects.

2. There needs to be a separate Government Agency, or at a minimum, a separate unit charged with the responsibility for private sector development in order to promote efficiency and effectiveness in responding to private sector needs.

From the Private Sector

1. Training and Education. This is by far the most significant recommendation coming from the private sector. The recommendation suggests a complete overhaul of the education system to address the teaching of work attitudes at the high school level and concluding with the adequate preparation of the work force in technical and vocational areas.
2. Cost of Energy. One estimate places the cost of energy at between 30% and 40% of total overhead costs for many small businesses. The recommendation is for this to be addressed as one of a national urgency, as it has a potentially crippling effect on many small and medium sized enterprises.
3. Business Management Skills and Record Keeping. The business public at large needs awareness and practical training in the fundamentals of business management and decision making. Additional training is required in the maintenance of adequate books and accounts. In the absence of these fundamental skills, businesses should seek professional assistance.

Further, the few businesses that do maintain acceptable business records will rarely give any attention to business continuity planning. There are documented incidents of several large and smaller enterprises both in the private and public sectors, becoming almost crippled after the occurrence of a disaster. Over the past ten to twelve years, the Bahamas has come to expect the arrival of a hurricane almost on an annual basis. With the potential impact of this phenomenon ranging from business downtime, loss of property, human life, business data and many others depending upon the industry, the level of preparedness and even bad luck, make the absence of proper business continuity planning a major risk for most businesses. **The recommendation here is for donors to consider funding risk management and business continuity training including disaster recovery planning for the Bahamian business community.**

4. Social and Moral Challenges. The society struggles with the rise of crime and the growing costs to businesses for providing adequate physical security for their establishments. This has become a major challenge for many businesses not only for business establishments that engage in daily cash transactions but others such as those in agriculture and other industries where theft of produce is an issue. The recommendation here is for donors to consider ways in which they can develop and fund adequate programs/projects that will incorporate both preventative and corrective solutions for businesses operating in high risk areas.
5. The Absence of a National Plan for the Bahamas. A national plan for the Bahamas needs to be developed.
6. Threats to the Growth of the Financial Services Sector. The passing of the Foreign Account Tax Compliance Act (FATCA) by the United States of America requires US citizens holding financial assets outside of the United States to disclose the assets to the Internal Revenue Service (IRS). FATCA requires that foreign financial institutions

report directly to the IRS certain information regarding the holdings of its taxpayers. The requirement is to be enforced in 2016 retroactively to the year 2013. **The recommendation here is for the Bahamas to consider the ramifications of this costly requirement to the industry and plan accordingly.**

7. Other Observations/Recommendations

- a. Government should stay out of private business except in instances where it is in the common good of all. Political involvement in private business is extensive to the detriment of business growth.
- b. There is no need for additional taxes, simply enforce the law and collect receivables that are on the books.
- c. Donors should consider funding to assist with rectifying the noted issues.

From Donors

1. Donors need to do a better job of informing the public of what funding opportunities are available.
2. The private sector needs and wants funding but is often not prepared to meet fundamental requirements such as becoming a legal entity, for example business incorporation and providing reasonably accurate financial statements.
3. Improved coordination among donors could help to maximize the use of resources.

From the Preparer of this Document

The observations, challenges and recommendations noted by the stakeholders are incredibly consistent and intentionally not repeated. Accordingly, the recommendations that are made previously will be expanded to include the following concepts and definitions:

Condition- *what is in place or happening.*

Criteria- *what should be in place or happening*

Cause- *why the condition occurred.*

Effect- *what is the consequence.*

Recommendation- *what is to be done to rectify what is happening.*

SUMMARY OF OBSERVATIONS AND RECOMMENDATIONS

1. Condition- In some instances international donors conclude that the Bahamas is a rich country and do not qualify for financial assistance.

Criteria- Per capita income is primarily used to make this determination but should be broken down by islands, zones, foreign employees, domestic employees among others.

Cause- Standard evaluation criteria are being used.

Effect- Misleading conclusions are being reached as an estimated 65% - 75% of the entire Bahamas' economic output comes from New Providence. Detailed accurate data is not available for analysis and consideration. Economic activity in the southeastern Bahamas is extremely limited and it follows that the standard of living of the natives are parallel.

Effect- As a consequence, the Bahamas is denied grants/donations that it might otherwise obtain if it produced accurate and reliable data to supplement the facts. Accordingly, the Bahamas has resorted to loans to finance many of its financial needs culminating into a rising unsustainable pace of the public debt.

Recommendation- The Bahamas as a whole, perhaps culturally, has not made a priority of producing accurate and reliable business information. This is particularly evident with small and medium sized enterprises. The trend must be reversed by education, training and possibly the incorporation of incentive programs to business owners who implement and maintain adequate business and accounting records. It is useful, yet somewhat disturbing to reveal, that many business owners perceive the maintenance of accurate accounting records as cumbersome and an unnecessary expense inflicted by lending institutions rather than that of a basis for them to make sound judgments in their business decisions.

2. Condition- Inadequate Education of the Work Force. All stakeholders express this as a major challenge in the availability of skills and disciplines that are required of the work force.

Criteria- There should be an improved communication between the private sector and academia. Academia is not providing industry with their needs.

Cause- Academia is not aware of the needs/requirements of the job market.

Effect- Academia is producing graduates with inadequate fundamental skills. Additionally, those that do graduate at the top of the class are equipped in the areas with limited or diminishing demand for their skills. For example, the Bahamas has produced well over 1,000 well trained lawyers, many of whom are migrating to other professions. An increasing amount of MBA's and Chartered Accountants are facing the same dilemma. On the other hand, according to private industry, substantial

deficiencies and shortages exist in skilled technical personnel such as information technology and agricultural specialists, among others.

Recommendation- The Bahamas Government should do more by demonstrating their commitment to the areas of deficiency in the labor force by developing a national plan for the country and providing incentives. The incentives should include but not limited to scholarships based on known published criteria, training opportunities, tax incentives, assistance with marketing and distribution of certain products, removal of barriers, perceived discrimination and other known impediments.

Additionally, representatives from the private sector must allocate time to academia to present seminars and even training for teachers as it is impossible for teachers to have the level of practical experience needed to have an appreciation for the requirements/needs of the private sector. Donors can consider ways in which they can sponsor programs/projects designed to bridge the gap.

3. Condition- Escalating Cost of Energy. All stakeholders express the need to urgently address this dilemma. This is a major cost of doing business.

Criteria- A concerted effort should be made to reduce costs.

Cause- Politics. Failure to aggressively pursue alternative energy sources.

Effect- Energy costs continue to escalate and to extremes at times without expectation.

Recommendation- Remove some of the regulatory restrictions prohibited with wide scale implementation of alternative energy sources.

4. Condition- The absence of a risk management process in business operations.

Criteria- Risk management processes and planning should be in place as a part of the prerequisite for donations/grants/loans.

Cause- The average business operator is unaware of the concept and is unable to implement the principles or appreciate the value of such a framework.

Effect- Some of the otherwise manageable business challenges could prove to be overwhelming.

Recommendation- Development of a “business risk management framework” by business sector (example, for agriculture, fishing, handy crafts, services etc.) covering financial and non-financial risks should be produced as an industry standard guide for the Bahamas. This is urgently needed and a great project for a potential sponsor/donor.

5. Condition- The absence of an effective internal auditing function.

Criteria- According to the Institute of Internal Auditors, “internal auditing is an independent appraisal and consulting function” designed to add value to a business. Accordingly, the internal auditor performs analyses, research, advises and presents possible practical solutions to the business challenges. Essentially, this involves an objective look at all facets of the business operation. The responsibilities extend far beyond the confines of accounting and financial issues.

Cause- The lack of knowledge as to the purpose and usefulness is the primary reason for not installing an internal audit function. The average Bahamian entrepreneur focuses on the opportunity “to be the boss” rather than business growth and long term sustainability.

Effect- Even after obtaining adequate funding for programs and projects, challenges continue due to the absence of continuous monitoring and adaptation to changing environments.

Recommendation- Consistent with the concept and objective of Compete Caribbean, in accepting this recommendation, significant ongoing donors should sponsor an internal audit function to ensure that recipients of funding, be it grants, donations or loans, comply with the conditions of the said facility and to provide ongoing business advisory services to businesses. This will help to ensure that so called “good money” is not wasted or culminated in undesirable outcomes.

6. Condition- Weak internal control structures.

Criteria- The installation or implementation of a basic internal control structure is vital to the safeguarding of the assets of any business. In the Bahamas, small and medium sized enterprises are rarely aware of this basic concept, resulting in significant fraud, waste and abuse perpetrated by customers, suppliers/vendors, employees and business owners.

Cause- A lack of knowledge of the purpose and importance of internal controls.

Effect- Fraud and theft losses amount to millions of dollars on an annual basis. One well known large business owner estimates his annual revenue losses to be short by up to 18% due to this phenomenon. The internal control structure of this business was deemed to be reasonably strong. It is not difficult to accurately estimate the losses of the majority of businesses which have little or poor internal controls.

Recommendation- As an inclusion of the recommended risk management framework, one requirement for businesses requesting donor funding should be for them to establish and maintain a proper system of internal control. Enterprises in the business

of holding significant stock/inventory for resale are particularly vulnerable. (I have probably encountered a minimum of 150 inventory record-keeping systems over the past 20 years, 80% of the entities were either under utilizing or improperly utilizing their existing systems), resulting in substantial undetected losses due to fraud and theft schemes. Donors may wish to provide assistance in this important area.

7. Condition- The Absence of a National Plan for the Bahamas.

Criteria- There is urgent need for the dissemination and communication of a national plan for the Bahamas. In the absence of a plan the country will continue to produce skilled workers in areas with diminishing demand resulting in increased unemployment and avoidable additional investment in retraining.

Cause- The political culture continues to focus on the short-term goal of re-election to office resulting in a continued focus on Tourism and Financial Services.

Effect- Innovation and creativity is virtually non-existent. Investment in education and the knowledge, skills and disciplines required for the work force are not being met. For many, it is difficult to determine the short-term and long-term needs of work force. As some 5,500 students graduate from high schools each year, it is important for them to know where the needs of the work force lie.

Recommendation- The national plan should be designed with significant input from all stakeholders. There is substantial evidence that Tourism and Financial Services as is will not be adequate for the country moving forward.

8. Condition- The inevitability of FATCA will undoubtedly result in increased administrative costs and loss of clients in the Bahamas offshore banking industry.

Criteria- An action plan needs to be in place to study the impact and formulate ways to combat the challenges.

Cause- The United States wants to further curtail its citizens tax evasion practices.

Effect- Further loss of economic benefits from the offshore banking industry is inevitable. Opportunities are available to pursue business from other jurisdictions not affected by FATCA.

Recommendations- The Bahamas offshore banking industry has been impacted by previously implemented requirements of the United States over ten years ago, resulting in the decline of business over the years. Other jurisdictions within the industry facing the same dilemma has since designed other financial instruments and taken other steps to attract business to the industry. The Bahamas has been grossly negligent in this regard. The recommendations here are as follows:

- a. The Bahamas Government should work with significant donors, perhaps through the mechanism of counterpart funding, to study the economic impact of the FATCA requirements, document the findings and report objectively.
- b. Present the economic data to the United States authorities and negotiate how they may assist the Bahamas in replacing this inevitable economic loss.
- c. Prepare for compliance.
- d. Design and implement new financial products and services for existing and potential clients.
- e. Escalate the relatively immaterial present efforts to promote the traditional industries of fishing and agriculture to capitalize on both the domestic and international markets.
- f. The Bahamas Government should provide direct incentives to the participants of the above mentioned industries (e) to the extent of the incentives being offered to the players in the Tourism Industry. The commitment should be reflected in the Government's annual budget, granting of scholarships for Bahamians wanting to study overseas to become specialists and improvement to local programs.
- g. The foundational institutions of primary and secondary schools should be equipped with programs to inform the students of the economic benefits in practical terms (ie. dollars to be earned). A conscious effort should be made to glamorize these industries that Bahamians are currently not particularly interested in at the moment. The current approach to education is much too theoretical. For example, put the reality question to the average student, "Do you prefer five to seven years of study in university to become a lawyer or an MBA with no job available when you are finished, or do you prefer to study for two years in university with an immediate well paid job available in fishing or agriculture when your are finished?" Economic realities may produce some surprising answers.
- h. Redesign the education system to be in line with the national plan. If the national plan for the country is going to be fishing and agriculture, then the educational plan needs to be congruent.

CHAPTER 7- DMX MONITORING AND EVALUATION

The responsibility for monitoring, evaluating and updating the DMX should be assigned to a private person/entity. The following table shows guidelines that should be used in this process. Others should be added with input obtained from donors and other stakeholders.

CHAPTER 8- Inventory of Private Sector Development Programs and Projects [by Donor]

Description of Programs/ Projects	Number of months to execute	Geographical sector reach		Funding source	Funding amount	Donor	Donor amount	Reporting unit	Executing Agency	Repayment Requirement	Status	Programs/ Projects Classification	
Linking Agriculture with Tourism	44	National		IDB		IDB/MIF		Inter-American Development Bank	Bahamas Agriculture Producers Association	Grant	C	<i>AF</i> <i>IS</i>	<i>ML</i>
Technical Support for the North Abaco Fisheries Cooperative	Not available	North Abaco	West,	IDB	165,697.76	IDB/MIF	100,687.76 65,000.00	Inter-American Development Bank	North Abaco Fishing Cooperative	Grant	A	<i>BE</i> <i>IS</i>	<i>ML</i>
Bahamas Virtual Platform	Not available	National		IDB	499,618.00	IDB/MIF	313,568.00 186,050.00	Inter-American Development Bank	Bahamas Chamber of Commerce	Grant	A	<i>BE</i> <i>CA</i> <i>IS</i> <i>RI</i>	<i>ML</i>
Support to the Bahamas Public Procurement System through ICT and MSMEs	Not available	National		IDB	332,196.00	IDB/MIF	239,196.00 92,900.00	Inter-American Development Bank	Ministry of Finance	Grant	A	<i>BE</i> <i>IS</i>	<i>ML</i>
Supporting for SME Participation in International Trade Negotiations	Not available	National		IDB	218,985.72	IDB/MIF	143,985.72 75,000.00	Inter-American Development Bank	Bahamas Chamber of Commerce	Grant	A	<i>BE</i> <i>IS</i>	<i>ML</i>
Strengthening the Bahamas Contractors' Association	Not available	National		IDB	225,000.00	IDB/MIF	150,000.00 75,000.00	Inter-American Development Bank	Bahamas Contractors' Association	Grant	A	<i>BE</i> <i>IS</i>	<i>ML</i>

Programs/Projects' Links:

Linking Agriculture with Tourism:

<http://www5.iadb.org/mif/en-us/home/projects/projectdatabase/projectprofile.aspx?prj=BH-M1004>

Technical Support for the North Abaco Fisheries Cooperative

<http://www5.iadb.org/mif/en-us/home/projects/projectdatabase/projectprofile.aspx?prj=BH-M1005>

Bahamas Virtual Platform:

<http://www5.iadb.org/mif/en-us/home/projects/projectdatabase/projectprofile.aspx?prj=BH-M1006>

Support to the Bahamas Public Procurement System through ICT and MSMEs:

<http://www5.iadb.org/mif/en-us/home/projects/projectdatabase/projectprofile.aspx?prj=BH-M1007>

Supporting for SME Participation in International Trade Negotiations:

<http://www5.iadb.org/mif/en-us/home/projects/projectdatabase/projectprofile.aspx?prj=BH-M1008>

Strengthening the Bahamas Contractors' Association:

<http://www5.iadb.org/mif/en-us/home/projects/projectdatabase/projectprofile.aspx?prj=BH-M1009>

Status Key

P= Programs
 PJ= Projects
 C= Concluded
 A= Active
 IP= In preparation

Programs/ Projects Classification Key:

IS= Institutional support	FT= Trade and foreign investment	ML=Multilateral
CA= Coordination, access to donors, international entities	LF= Labor flexibility	
AF= Access to finance	IC= Supply of infrastructure communications and energy	
CT= Corporate tax framework	ER= Environmental concerns including the regulatory framework	
BE= Business environment	OT= Others	
RI= Investment in research, innovation,		
GE= Gender quality, including the elimination Including technology transfers of discrimination and equal access to opportunities.		

Inventory of Private Sector Development Programs and Projects [by Funding Source]

Description of Programs/ Projects	Number of months to execute	Geographical sector reach		Funding source	Funding amount	Donor	Donor amount	Reporting unit	Executing Agency	Repayment Requirement	Status	Programs/ Projects Classification	
Linking Agriculture with Tourism	44	National		IDB		IDB/MIF		Inter-American Development Bank	Bahamas Agriculture Producers Association	Grant	C	<i>AF</i> <i>IS</i>	<i>ML</i>
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Support to the Bahamas Public Procurement System through ICT and MSMEs	Not Available	National		IDB	332,196.00	IDB/MIF	239,196.00 92,900.00	Inter-American Development Bank	Ministry of Finance	Grant	A	<i>BE</i> <i>IS</i>	<i>ML</i>
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Strengthening the Bahamas Contractors' Association	Not Available	National		IDB	225,000.00	IDB/MIF Bahamas Contractors Association	150,000.00 75,000.00	Inter-American Development Bank	Bahamas Contractors' Association	Grant	A	<i>BE</i> <i>IS</i>	<i>ML</i>

With few exceptions, the business culture of the Bahamas requires that any programs/projects that are offered for the benefit of the private sector require that participants travel to the capital city of Nassau in order to participate. Few projects are designed for a specific island. As a result, many potential beneficiaries of sponsored programs find it challenging to bear the expense of travelling to Nassau.

The two most critical lessons learned are as follows:

1. The accessibility of accurate and reliable business information is a challenge.
2. The Bahamas (for donor and business purposes) is seen as the islands of the northwestern section of the archipelago.

Table 4- DMX Monitoring Indicators

Purpose of the DMX	Indicator	Output	Result
Compile an inventory of programs and projects.	<p>Number of programs and projects.</p> <hr/> <p>Examination of DMX for completeness.</p>		
Provision for access to the updated inventory of programs and projects. Facilitate stakeholders and donor community communication to maximize utilization of resources.	Examination of website usage and timeliness of updates compared to when programs and projects are established/implemented.		
Identification of duplication of effort.	<p>Identification of programs and projects that overlap in timing, objectives, content, mission and targeted population.</p> <p>Potential opportunities identified to enhance future efficiency and effectiveness in the execution of projects and programs.</p>		
Identification of omissions and gaps in donor supported programs requiring attention to meet the needs of private sector development.	Number of material gaps and omissions noted.		
Extent to which all recommendations have been acknowledged and steps toward corrective action taken.	Identification of improved outcomes and achievement of programs and projects objectives.		

Annex 2- Survey/Questionnaire used to collect information for the DMX

Bahamas Survey/Questionnaire
Collection of DMX Data

From: DMX Guidelines
Executed by:
Date executed:

Section i: Description of the Donor Community (questions for each donor)

Name of Donor: _____ Source of Responses: _____

	<u>Yes</u>	<u>No</u>	<u>Comments</u>
1. Are you an active donor?			
2. Are there explicit processes for coordination with other donors/stakeholders?			
3. Are there implicit or informal processes for coordination with others donors/stakeholders?			
4. Which areas of PSD support are included in your work programs and how are the priorities identified?			
5. Are gender considerations included in programs and products?			
6. Are there strategic partnerships between yourselves and local stakeholders?			
7. Describe your efforts to monitor execution and measure impact and to evaluate programs and projects.			
8. List of Specific programs and projects for The Bahamas.			

Section ii: Description of Local Stakeholders.

Public Sector:

1. Which Government Department/Ministry is responsible for leading PSD efforts?

2. Does the Ministry of Finance have an explicit policy towards PSD?
ie. Tax policy
Fiscal responsibility to improve business climate?

3. Is there a review of such PSD promoting laws and regulations?

4. Is there an inventory of pro-business laws and regulations.

5. Do gender-quality institutions exist?

6. Describe efforts to monitor execution and measure impact and to make evaluation of programs and projects.

Private Sector:

1. Which private institutions/associations, academia (business schools etc) support PSD?

2. Do gender-quality institutions exist?

3. Do they have explicit coordinating processes?

4. Do they have implicit or informal coordinating processes?

5. Which areas of PSD support are included in the work programs of local institutions/associations?

6. Describe efforts to monitor execution and measure impact and to make evaluations of programs and projects.

7. Is there an inventory of programs and projects?

Section iii: Description of information available for the analysis of private sector characteristics, development initiative and results.

1. What substantive information is publically available about private sector activities in the Bahamas?

For example, providers by type of service, goods, number of companies, by characteristics etc.

Who is responsible for updating the information?

How often is the information collected?

Is the information reported/available by gender?

2. Does the Central Bank or Department of Statistics or others maintain a database with information about the characteristics of the private sector?

Section iv: Identification of opportunities to increase efficient design and execution of programs

1. Are there overlaps and duplication of PSD efforts in the country?

2. Is it possible to merge/consolidate these overlapping duplicating programs?

Section v: Identification of opportunities to address omitted priority programs.

1. Are there omitted priority areas for PSD?

Section vi: Information gaps

Section vii: Recommendations

Recommendation(s) for improving:

1. Coordination among the donor community.
2. Coordination among the donor community and the local stakeholders.
3. Coordination between the donor community and public sector representatives.
4. PSD related information systems and monitoring and evaluation of results.

INVENTORY OF PRIVATE SECTOR DEVELOPMENT PROGRAMS AND PROJECTS
Worksheet

Description of Programs/ Projects	Number of months to execute	Geographical Sector reach	Funding source	Funding amount	Donor	Donor Amount	Reporting Unit	Executing Agency	Repayment Requirement

Status Key

P= Programs
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 C= Concluded
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 IP= In preparation

Programs/ Projects Classification Key:

IS= Institutional support
 CA= Coordination, access to donors, international entities
 AF= Access to finance
 CT= Corporate tax framework
 BE= Business environment
 RI= Investment in research, innovation,
 GE= Gender quality, including the elimination of discrimination and equal access to opportunities.

FT= Trade and foreign investment
 LF= Labor flexibility
 IC= Supply of infrastructure communications and energy
 ER= Environmental concerns including the regulatory framework
 OT= Others

Table 5- DMX Record, Field Name, Description and Options

Field Name	Field Type	Description
ID	Text	Program or project ID
P_name	Text	Program or project name
P_description	Memo	Program or project description
P_approval_year	Date/Time	Program or project approval date
P_status	Text	Concluded, Active or in Preparation
P_execution	Memo	Summary of program or project execution as of the date of the publication of the DMX
P_link	Hyperlink	Hyperlink to donor or stakeholder website where this program or project can be found
Country	Text	Name of CARIFORUM country, use "Regional" if the program or project is regional in scope
P_classification_1	Text	Classification following Compete Caribbean Private Sector Development Assessment Guide--see DMX Guidelines Table 3
P_classification_2	Text	Classification following Compete Caribbean Private Sector Development Assessment Guide--see DMX Guidelines Table 3
P_classification_3	Text	Classification following Compete Caribbean Private Sector Development Assessment Guide--see DMX Guidelines Table 3
P_classification_4	Text	Classification following Compete Caribbean Private Sector Development Assessment Guide--see DMX Guidelines Table 3
P_classification_5	Text	Classification following Compete Caribbean Private Sector Development Assessment Guide--see DMX Guidelines Table 3
P_timeframe	Text	Classification into short, medium and long-term (Short, Medium, Long)
P_geography	Text	Classification by geographic reach (National, Sub_regional, Municipal)
P_sector	Text	Classification by sector (Agriculture, Industry, Services)
P_funding	Text	Classification by funding source (Multilateral, Bilateral, Domestic_private, Domestic_public)
P_amount_original	Currency	Amount of the program or project when it was approved
P_donor_1	Text	Name of donor that is funding this program or project
P_donor_2	Text	Name of donor that is funding this program or project
P_donor_3	Text	Name of donor that is funding this program or project
P_amount_1	Currency	Amount in US\$ that is funded by donor 1
P_amount_2	Currency	Amount in US\$ that is funded by donor 2
P_amount_3	Currency	Amount in US\$ that is funded by donor 3
P_amount_executed	Currency	Amount of the program or project executed when it was

		approved
P_reporting_unit	Memo	Name of the unit to which this program or project reports
P_executing_agency_type		Classification by type of executing unit (Public_non_financial, Public_financial, Public_decentralized, Private_non_financial, Private_financial, Academia)
P_loan_or_grant	Text	Classification by repayment requirement (Grant, Loan)
P_type	Text	Classification into a Program or a Project
P_currency	Text	US\$, Euro, Yen or other
Donation_purpose	Text	Purpose of funding

Table 6- List of Programs and Projects

Sponsoring institution	Name	Description												
IDB- MIF	BH-M1009 Support to the Bahamas Public Procurement System through ICT and MSMEs	<p>Project goal: To contribute to the modernization of the Government procurement systems that will be more aligned to regional and international standards.</p> <p>Project purpose- To increase MSMEs competitive participation in the Bahamas public procurement system by facilitating access through ICT and by enhancing the efficiency and transparency of the contracting processes.</p> <p>Basic information: Executing Agency-Ministry of Finance. Project Number- BH-M1009 ATN/ME-12661-BH Type- Technical Cooperation Status- Approved. Approval date- March 02, 2011.</p> <table border="0"> <tr> <td></td> <td style="text-align: right;">FOMIN</td> </tr> <tr> <td>Disbursed amount</td> <td style="text-align: right;">\$23,900</td> </tr> <tr> <td>Amount available</td> <td style="text-align: right;">215,296</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">239,196</td> </tr> <tr> <td></td> <td style="text-align: right;">Counterpart</td> </tr> <tr> <td>Amount available</td> <td style="text-align: right;">92,900</td> </tr> </table>		FOMIN	Disbursed amount	\$23,900	Amount available	215,296	Total	239,196		Counterpart	Amount available	92,900
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Disbursed amount	\$23,900													
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		<p>Goal- To contribute to enhancing the competitive of the Bahamian construction industry by building technical capacity amongst key industry personnel that will allow greater access to regional and international markets.</p> <p>Project purpose- Supporting the Bahamas Contractors Association (BCA) in instituting an effective and self-regulatory system that would build the capacity and enhance the competitiveness of the Bahamian</p>												

IDB-MIF	BH-M1006 Strengthening the Bahamas Contractors' Association.	<p>construction industry.</p> <p>Basic information: Executing agency- Bahamas Contractors Association Project number- BH, ATNME-12494-BH Type- Technical Cooperation Topic-Small and Medium Enterprise Development, Business Development Approval Date- Nov. 01, 2010</p> <p>Financial Information- FOMIN Disbursed amount \$80,614.71 Available amount 69,385.29 Total \$150,000.00 Counterpart Available amount 75,000.00</p> <p>Components:</p> <ol style="list-style-type: none"> 1. BCA Training Design and Delivery. Compilation of skills and qualifications data to identify gaps in skill requirements for the industry. 2. BCA Strengthening and Construction Management- Assistance to the BCA with a review of the contract documents currently employed in the Bahamian construction industry to provide comparison with industry best practices both regionally and internationally. 3. Network Building and Knowledge Transfer- To facilitate network building and knowledge transfer between BCA and similar associations in other jurisdictions around the region. <p>Project performance indicator- Of the eight clearly established elements of the components 63% (five) was completed. Goal- To help strengthening the local handicraft industry through the introduction of ICT.</p>
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IDB- MIF	BH-M1008 Bahamas Virtual Platform	<p>Project purpose- Development of a virtual platform to facilitate easier access to regional and global material sourcing and sales markets.</p> <p>Basic information: Executing Agency- Bahamas Chamber of Commerce. Project Number- BH-M1008, ATN/ME-12265-BH Type- Technical Cooperation Topic- Small and Medium Enterprise Development, Technology for Business Development. Approval Date- July 16, 2010.</p> <p>Financial Information-</p> <table border="1"> <thead> <tr> <th></th> <th>FOMIN</th> <th>Counterpart</th> </tr> </thead> <tbody> <tr> <td>Disbursement amount</td> <td>\$96,000</td> <td>\$96,000</td> </tr> <tr> <td>Available amount</td> <td>217,568</td> <td>90,050</td> </tr> <tr> <td>Total</td> <td>313,568</td> <td>186,050</td> </tr> </tbody> </table> <p>Components: Business Requirements Identification- 1.To conduct review and analysis with stakeholders to garner broad support from associations, independents and others, to assist with the validation of deliverables and the gathering of additional information for the completion of a business requirement document. 2. Platform Technical Design- To deliver the specifications for the virtual portal, which will portray the Bahamas as a ‘tier one’ provider of quality goods, on par with any other region of the world. 3. Platform Development- Development of the Bahamas Virtual Platform. 4. Portal Launch and Promotion- The platform to go live and promotional efforts initiated.</p> <p>Project performance indicator- Of the clearly established thirteen elements of the components 38% (5) was completed.</p>		FOMIN	Counterpart	Disbursement amount	\$96,000	\$96,000	Available amount	217,568	90,050	Total	313,568	186,050
	FOMIN	Counterpart												
Disbursement amount	\$96,000	\$96,000												
Available amount	217,568	90,050												
Total	313,568	186,050												

IDB-MIF	BH-1007 Technical Support for the North Abaco Fisheries Cooperative	<p>Goal- To assist the fishing operators in North Abaco to consolidate their presence in the export market.</p> <p>Project purpose- To enhance the enabling environment for the fishing industry in North Abaco.</p> <p>Basic information: Executing Agency- North Abaco Fishing Cooperative. Project Number- BH-M1007, ATN/ME-11668-BH Type- Technical Cooperation Topic- Small and Medium Enterprise Development, Business Development. Approval Date- June 24, 2009.</p> <p>Financial Information-</p> <table border="1"> <thead> <tr> <th></th> <th>FOMIN</th> <th>Counterpart</th> </tr> </thead> <tbody> <tr> <td>Disbursement amount</td> <td>\$100,697.76</td> <td>\$2,720.09</td> </tr> <tr> <td>Available amount</td> <td>-</td> <td>62,279.91</td> </tr> <tr> <td>Total</td> <td>100,697.76</td> <td>65,000.00</td> </tr> </tbody> </table> <p>Components:</p> <ol style="list-style-type: none"> 1. Public and Participant Awareness- Improvement of public awareness of fisheries issues and the fishing community especially among the youth. 2. Institutional Strengthening of the North Abaco Fishing Cooperative- Support for the development of producer clusters which will help individual fisher folk improve their market penetration prospects. 3. Entrepreneurship Training and Skill Development- Development and deliverance of a training program that will equip fishing operators with practical business tools. <p>Project Performance Indicator- Of the clearly established twelve elements of the components, one is completed, ten are delayed and one is on course.</p>		FOMIN	Counterpart	Disbursement amount	\$100,697.76	\$2,720.09	Available amount	-	62,279.91	Total	100,697.76	65,000.00
	FOMIN	Counterpart												
Disbursement amount	\$100,697.76	\$2,720.09												
Available amount	-	62,279.91												
Total	100,697.76	65,000.00												

IDB-MIF	BH-M1005 Support for SME Participation in International Trade Negotiations	<p>Goal- To contribute to the preparation of the Bahamian private sector for effective participation in international trade arrangements.</p> <p>Project purpose- To strengthen the capacity of the Bahamas Chamber of Commerce to represent the interest of small and medium sized enterprises in international trade negotiations and related policy dialogue.</p> <p>Basic Information: Executing Agency- Bahamas Chamber of Commerce Project Number- BH-M1005, ATN/ME-11276-BH Type-Technical Cooperation Topic- Small and Medium Enterprise Development, Trade and Investment. Approval Date- September 24, 2008</p> <p>Financial Information:</p> <table border="1"> <thead> <tr> <th></th> <th>FOMIN</th> <th>Counterpart</th> </tr> </thead> <tbody> <tr> <td>Disbursement amount</td> <td>\$143,985.72</td> <td>\$51,309.01</td> </tr> <tr> <td>Available amount</td> <td>-</td> <td>23,690.99</td> </tr> <tr> <td>Total</td> <td>143,985.72</td> <td>75,000.00</td> </tr> </tbody> </table> <p>Components:</p> <ol style="list-style-type: none"> 1. Establishment of SMESU- Assisting the Bahamas Chamber of Commerce in aligning its organizational structure with the needs of its membership through technical support. 2. Awareness and Capacity Building- Financing the design and implementation of a program to increase private sector awareness, interest in trade issues and dissemination of relevant information. 3. Representation at Trade Meetings- Support for the interests of SMEs sectors to be represented at the negotiations for WTO accession and bilateral agreements with the USA and Canada. <p>Project Performance Indicator- Of the clearly established seven elements of the components, 100% is completed.</p>		FOMIN	Counterpart	Disbursement amount	\$143,985.72	\$51,309.01	Available amount	-	23,690.99	Total	143,985.72	75,000.00
	FOMIN	Counterpart												
Disbursement amount	\$143,985.72	\$51,309.01												
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Total	143,985.72	75,000.00												

IDB- MIF	BH-M1004 Linking Agriculture with Tourism	<p>Project purpose- To equip participating farmers and the Bahamas Agriculture Producers Association with the technical and institutional capacity to compete with imported agricultural products on the basis of quality and price.</p> <p>Basic Information: Executing Agency- Bahamas Agriculture Producers Association. Project Number- BH-M1004, ATN/ME-10722-BH</p> <p>Type- Technical Cooperation</p> <p>Topics- Environment, Sustainable Agriculture</p> <p>Approval Date- October 26, 2007</p>
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Annex 3- DMX INFORMATION ISSUES VALADATION AND UPDATING ON AN ONGOING BASIS

The information contained in this document was obtained from interviews with personnel from the public and private sectors, donors and other stakeholders and official websites of the relevant parties. Additionally, analyses and conclusions reached by the author of this report are based upon a combined 38 years of experiences gained in the public and private sectors as a manager, accountant, auditor, educator, business advisor and others.

The individual retained to periodically update this report should make the necessary adjustments as appropriate.