



Royal Bahamas Defence Force **Maritime Security Plan 2021**

Decentralized & Intelligence Driven Joint Maritime Interdiction Operations

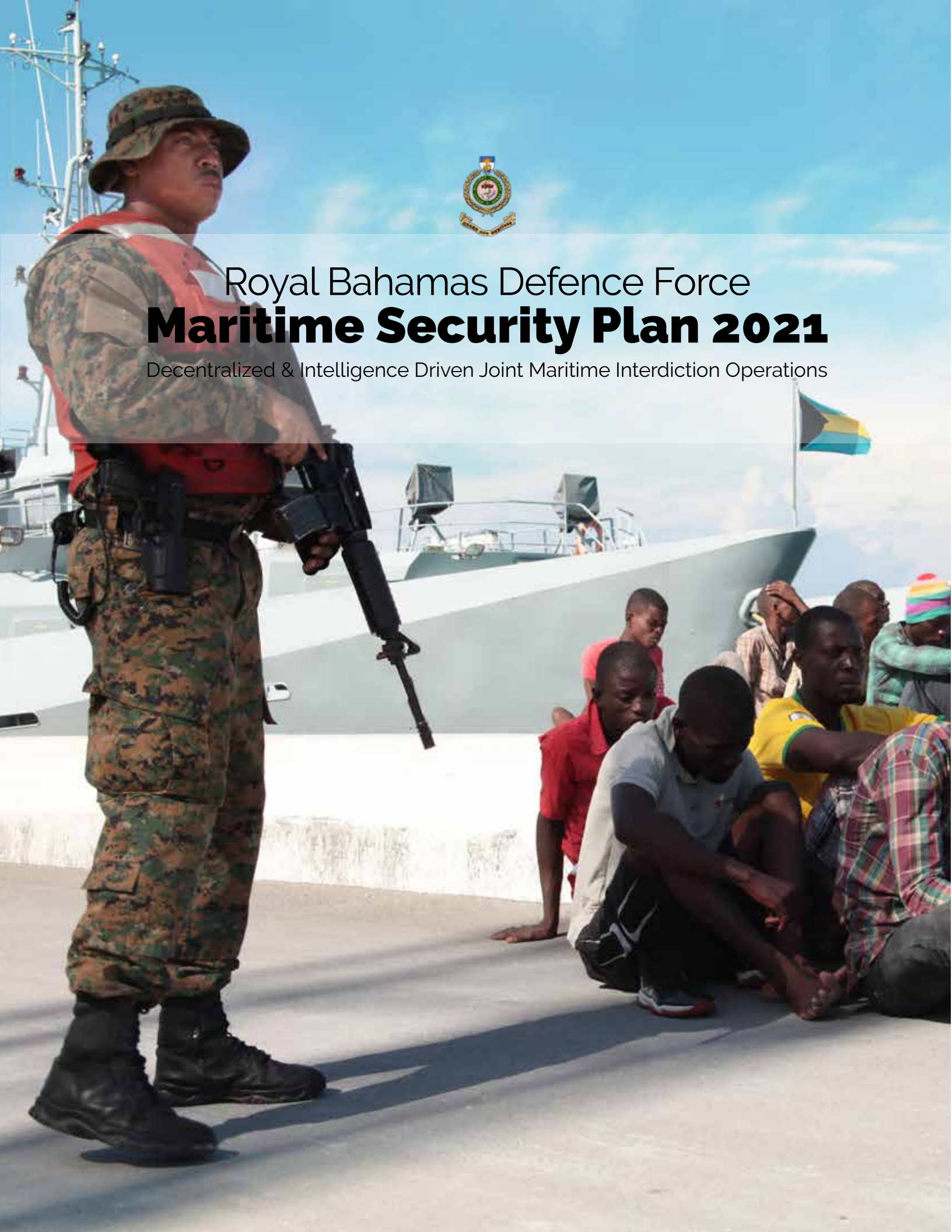


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“The Pursuit of Excellence in Guarding Our Heritage”

Royal Bahamas Defence Force
Maritime Security Plan 2021

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Pursuit of excellence in guarding our heritage.

Operational Goal

Decentralized & Intelligence Driven, and Joint Maritime Interdiction Operations.

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Context

The Bahama Islands extend from approximately 50 miles east of the southern Florida coast in the north to some 90 miles off of the island of Hispaniola (The Dominican Republic and the Republic of Haiti) in the south. The Defence Force has responsibility for patrolling some 100,000 square miles of territorial waters that consist of more than 700 islands, rocks and cays sprawled over a distance of some 600 miles. Our territorial boundaries cover a distance roughly equivalent to the distance between Puerto Rico in the northern Caribbean Chain to the Republic of Trinidad and Tobago in the south. When added together, the combined distance of The Bahamas' coast-line is approximately 2,200 miles, second only to that of the Republic of Cuba, creating a porous border that is difficult to monitor.

The islands of The Bahamas are located at the crossroads of an international maritime highway that has been traveled by ships since the dawn of modern history. Located at this transatlantic crossroads, The Bahamas is nestled between the hemisphere's highest drug producing and drug consuming nations, Columbia and the United States, respectively. Over the years, this transit zone has evolved from a breeding ground for pirates in the late 17th century to a major narcotics smuggling thoroughfare with an expanding number of other transnational illicit activities.

These illegal activities now include migrant and arms smuggling, as well as serious foreign

poaching of fisheries resources within the territorial waters of The Bahamas. Also looming over the horizon is the potential threat of maritime or urban terrorism, as well as an expected increase in trafficking in persons. Compounding this current predicament is the growing demand for search and rescue operations, and the annual threat of natural disasters caused by hurricanes as The Bahamas' chain of islands straddles the region's hurricane belt.

Finally, there is a new and growing threat to the stability and strengthening of The Bahamas' peace and security that is emerging from within. This threat is being created by the lack of guidance and disenfranchisement of our nation's youth, which is resulting in crime and violence.

It is against this backdrop of illicit transnational and national activities, natural disasters, and the need to provide humanitarian assistance in conjunction with local and regional partners. The Royal Bahamas Defence Force is mandated to safeguard the borders of The Bahamas, as well as the lives of people at home and abroad. In view of existing and potential threats, the Defence Force has embarked upon a five-pronged strategy to design a force that is professional, high performance, agile, innovative, results based, and researched focused much of which is espoused by James R. Evans and William M. Lindsay "Managing for Quality and Performance Excellence."

Organizational Campaigns

With the implementation of the Sandy Bottom Project, our strategy over the next five years is to conduct four major campaigns with corresponding goals. These campaigns are as follows:



Organizational Decentralization

The decentralization of Defence Force operations through the establishment of bases in the North, South and Central Bahamas equipped with patrol vessels, aircraft, logistical support and communications network to maximize the use of minimal resources in patrolling the territorial boundaries of our islands. Additionally, it is intended to work more closely with local law enforcement agencies and regional partners through joint operations as well as information sharing as a force multiplier to address current and potential challenges. The Defence Force will also ensure that its men and women are equipped, trained and prepared to provide maritime security training as well as disaster relief and peacekeeping assistance both at home and within the region as a part of the Defence Force's mobilization program.



Organizational Agility

Today, the security environment that we live in given the prospects of terror related activities has become increasingly dynamic with the emergence of non-state actors and surrogates. That is, the security environment has become extremely volatile, uncertain, ambiguous, and complex hence demanding militaries and other law enforcement agencies to become more agile (flexible and adaptable) to its environment to be successful. Therefore, to acquire the necessary agility, the Defence Force is poised to enhance its security posture by means of strategic recruitment exercises, continuous professional training and development, and resource acquisition [Advanced technology] as scientifically proven by Dr. Raymond E. King, 2015 "The effects of Organizational Agility on Transnational Threats in Jamaica."

Organizational Transformation

The transformation of the quality and capabilities of Defence Force personnel to demonstrate excellence in leadership through professionalism thus becoming a High Performance Work force focused on Performance Excellence; that is being research-focused, results oriented, and continuous improvements. Moreover, the degree of transformation required encompasses realization of the following variables:

- Cultivating an Inclusive Working Environment where members service-wide are involved genuinely and meaningfully in the management and-execution of the Defence Force's operations to enhance the levels of camaraderie, team spirit, and synergy between the functional units.
- Workforce Engagement delegation of authority to the lowest levels possible consistent with the tenets of accountability, authority, and responsibility.
- Workforce Empowerment meaningful involvement of service members to achieve shared responsibility for accomplishing the Defence Force's missions.
- Application of contemporary leadership style in consideration of the degree of organizational diversity and generational differences.
- Continued pursuit of advanced technology, and innovation in order to release the passion within the organization's human capital.



Organizational Sustainment

In order to remain as an ongoing concern in the delivery of defence and security services within the Commonwealth of The Bahamas requires sustainable approaches to its viability on the Defence Force's part. In lieu of these requirements, the organization is poised to sustain itself or strategically maintain its relevance (capabilities and capacity) through deliberate emphasis on Talent Management, Succession Planning, further development of the Defence Force Reserve Unit, and Defence Force Rangers program as a form of (National Service and formal Cadet Program for the Defence Force).

The program will be expanded to all high schools throughout The Bahamas and will focus on instilling leadership, character and employable skills among our nation's youth. Consequently, youth will be prepared to qualify for entrance into the Defence Force or the commercial maritime sector or at the entry level of any other public or private sector agency. Additionally, youth will be trained and positioned to set the standard of excellence for other youth in the nation.



Royal Bahamas Defence Force

Guard Our Heritage

Vision

"To develop a Professional and High Performance Workforce focused on Performance excellence in guarding our heritage."

The men and women of the Royal Bahamas Defence Force are required to keep watch on the territorial borders of our nation to ensure that the peace, security and prosperity of our nation are maintained. Consequently, members of the Defence Force are called upon to make sacrifices beyond the ordinary in protecting the sovereignty of The Bahamas. It is interesting to note that a nation is very much like a ship, and may be referred to as a 'ship of state.' Officers and Marines of the Defence Force are therefore extraordinary people who have been called upon to set the standard of excellence in leadership, integrity and achievement in guarding our heritage as our ship of state moves forward, upward, onward, together.

Mission Statement

"Our strategic mission is to defend the sovereignty of The Commonwealth of The Bahamas, assist with maintaining law and order and perform humanitarian tasks in conjunction with local and international partners."

Royal Bahamas Defence Force Mandate:

1. Defence of The Bahamas.
2. Protection of the territorial integrity of The Bahamas.
3. Patrol of the waters of The Bahamas.
4. Assistance and relief in times of disasters.
5. Maintenance of order in conjunction with law enforcement agencies.
6. Such other duties as determined by the Security Council

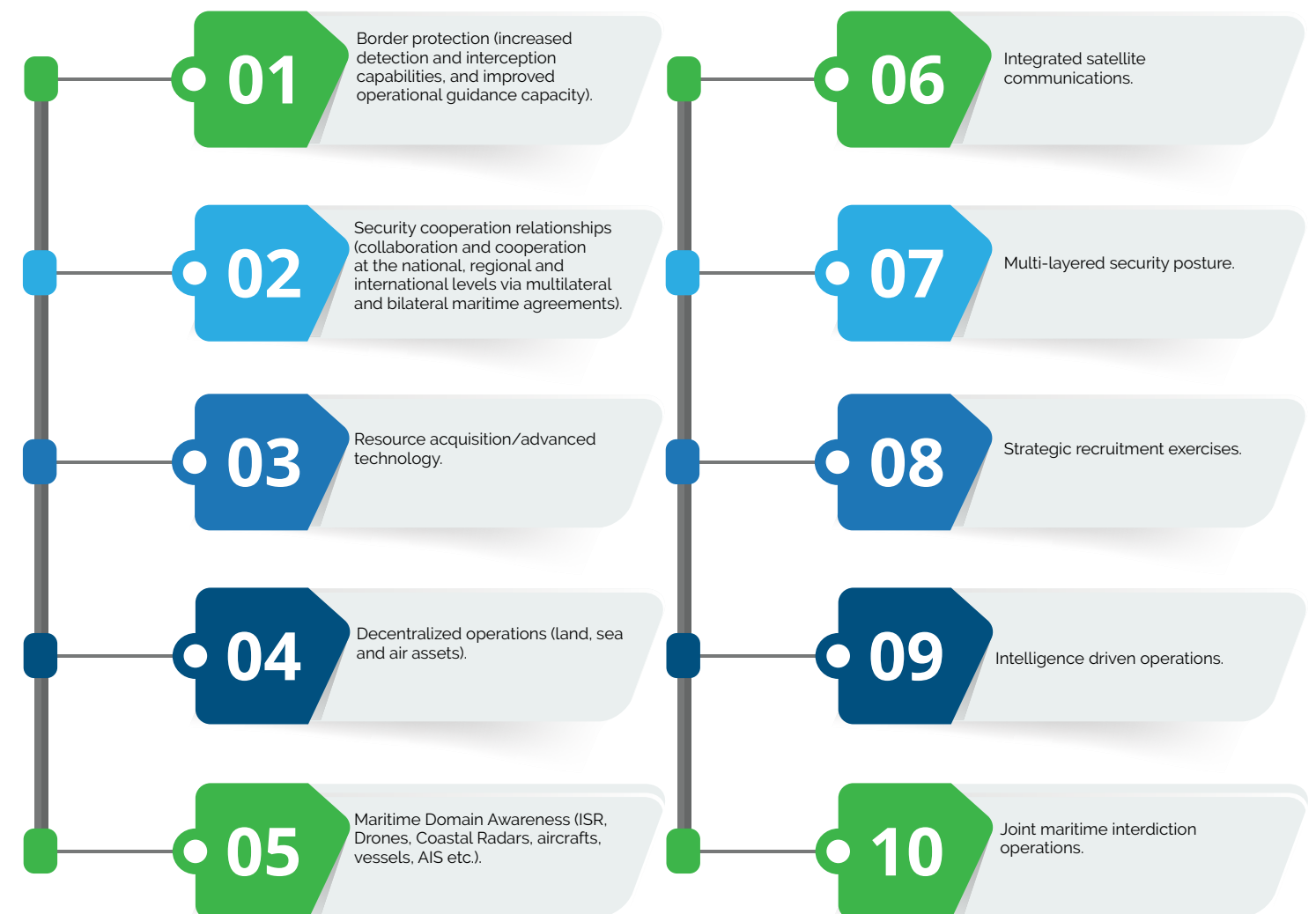
Core Values:

"Fair play, Accountability, Integrity, Transparency, Hard work, Fortitude, Unity, Leadership & Loyalty"

National Security Goals

Royal Bahamas Defence Force

The goal of the Government of The Bahamas is to secure our maritime boundaries and prevent poaching of our marine resources, the influx of illegal immigrants, and entry or transit of illegal drugs and other contraband, including firearms. The government has pledged its commitment to ensuring that the Royal Bahamas Defence Force is manned, trained, and equipped to fully meet its mandate to protect our national borders.





Lines of Effort



Domain Awareness –

Integrate near real-time operational picture of sovereign territory and approaches to detect, identify, track, and share information and intelligence on potential threats.

- Enhance intelligence capabilities and improve inter-agency and regional information sharing.
- Improve sensor coverage for maritime domain awareness.
- Integrate and share common operating picture between disparate command and local/regional partners.
- Improve cybersecurity capabilities and practices to protect mission networks, systems, and information.
- Enhance operational communications capabilities.



Domain Control

Strengthen operational interoperability to conduct joint and combined operations.

- Decentralize the organization to the Northern and Southern Bahamas to enable sustained operations.
- Improve all weather maritime intercept capability.
- Enhance search and rescue capability.



Institutional Capacity Building

Establish institutional capability to identify, prioritize, and resource sustained strategic security and defence capabilities.

- Develop and implement a capabilities-based national security framework.
- Develop a human resource institutional capability to improve force design and enable more efficient and equitable human resource processes.
- Establish a holistic logistics, maintenance, and supply capability that includes obsolescence management.
- Enhance capabilities to rapidly respond to natural disasters throughout the archipelago.

Strategic Concept

“Multi-layered Security” “C4ISR”

This concept makes clear that Maritime Domain Awareness (MDA) contributes to a broad array of the Royal Bahamas Defence Force's missions and appeals to a wide variety of stakeholders, internal and external to the organization.

Successful implementation of this concept requires marshalling a complex set of activities, processes, systems, and agencies to deliver effective maritime domain awareness to decision-makers. However, the magnitude of this effort exceeds the capacity or expertise of any single RBDF Branch or Department. Therefore, employing MDA to accelerate the Defence Force's decision-making processes involves dedicated efforts to technological growth and increased partnerships.

Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR):

- C4ISR – Integrating decentralized units and functions into coordinated operational capabilities.
- Information Dominance – Providing our assets with adequate and timely information and associated tools to plan and execute effectively while denying – through active and passive means – the enemy adequate information on which to plan and execute effectively.



Multi-layered Security Components



Maritime Security Strategy

Operational Goal: Decentralized, Intelligence Driven, and Joint Maritime Interdiction Operations.



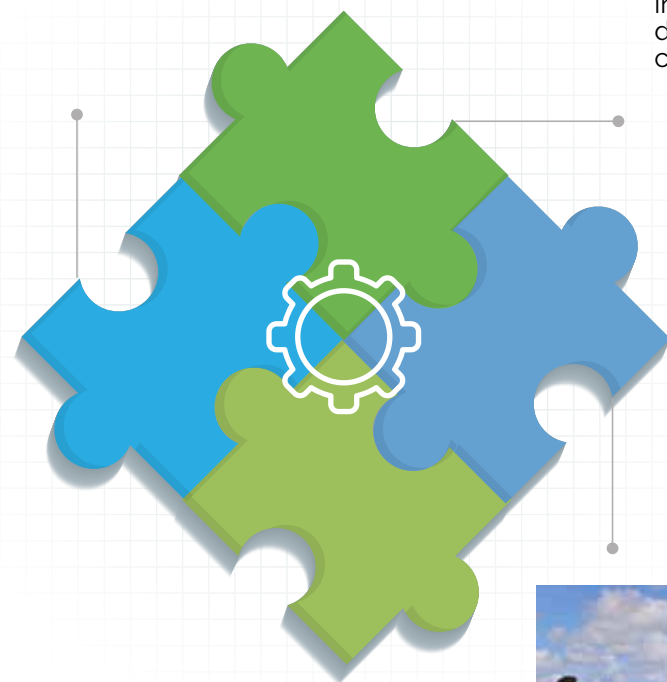
Maritime Domain Awareness

Establishing comprehensive domain awareness to create the desired effect of positively detecting, identifying, tracking, and intercepting all vessels within our sovereign waters if required.



Maritime Domain Control

Effectively dominating the access to and control over the sovereign waters of The Bahamas (Space) to diminish use of desired patrol lanes within our domain inclusive of information dominance while diminishing communication capabilities to adversaries.



Maritime Domain Dominance (Activities)

Effectively dominating the sovereign waters of The Bahamas by means of strategic positioning within, comprehensive patrol of, and conduct of overlapping patrols to dissuade transnational criminal networks from traversing our domain to facilitate organized criminal activities.



Strategic Goals

Conduct routine operations along with more increased and focused activities to:

1. Deny; Make it very difficult for offenders to exploit our territorial integrity.
2. Interdict; Disrupt enemy operations before they are executed.
3. Incapacitate; Neutralize or Capture offenders or potential offenders.
4. Deter future Criminal/Terrorist activities.

Annual Objectives

1. Maintain statistical information regarding the arrest of poachers and apprehension of migrants, i.e. information to create a chart to show migrant apprehensions and poachers arrest. And information in relation to the time a call was placed to notify of poaching activity and response time and credibility of information from calls for diagram purpose.
2. Establish a resource center where navigators and operations officers can go to find information about local harbours, especially in the more treacherous regions of our archipelago, as well as in the region.
3. Ensure Local and International Training for personnel.
4. Conduct Joint Operations with local, regional, and international partners.
5. Execute operations which encompass patrol vessels along with jet skis, enduring friendship, dauntless, and Harbour Patrol Unit assets; aerial support by Air Wing or the Bahamas Unmanned Aerial System (BUAS), and logistical and transport support and sustainment by HMBS LAWRENCE MAJOR.
6. Maintain intelligence-based operations planning and conduct periodic operations, in conjunction with systematic efforts, to guard our heritage during key periods throughout the year in order to deter, deny, and defeat Illegal, Unreported and Unregulated (IUU) Fishing, Illegal Immigrants and potential Terrorist or Terrorist Materials, Illicit Drug/Weapons & ammunition Trafficking and Vessel Theft.

Operational Strategies

Illegal, Unreported, And Unregulated (IUU) Fishing:

Increased craft patrols in the southern and northern Bahamas respectively.

Migrant Smuggling and Human Trafficking

1. Focused craft patrols throughout The Commonwealth of the Bahamas.

Illicit Drugs, Arms & Ammunition Trafficking

1. Focused patrols and interdiction efforts on Haitian Boats and Intrepid, Jupiter, and Contender type vessels coming from the Caribbean, Central and South America.



Operational Summary

Despite the challenges associated with hurricane Dorian and the COVID-19 pandemic during 2020, the Royal Bahamas Defense Force remained Resolute resourceful and determined to accomplish its Mandate of Border Protection of The Sovereign Waters of the Commonwealth of the Bahamas, utilizing 1/3 of its force compliment.

In addition to Border Protection by means of persistent and overlapping vessel and aircraft patrols and Joint maritime law enforcement activities with national and regional partners. The force was able to expertly manage its scarce human capital to successfully execute the following roles and functions;

1. Security operations, alongside the Royal Bahamas Police Force in Abaco and Grand Bahama following the devastating impacts of hurricane Dorian to counter rising crime concerns.
2. Covid-19 pandemic requirements that is Joint Curfew Enforcement Detail, Sentry Detail at Quarantine Facilities, National Food Distribution Centers, Escort Duties with the Ministry of Health Field Service Surveillance Team and at the various National Insurance Check Distribution Outlets.

Moreover, the security cooperation relationship with national law enforcement agencies (Police, Immigration and Customs) and regional partners, (OPBAT, United States Coast Guard, and the Republic of Cuba) has proven to be invaluable to the success realized by the Royal Bahamas Defence Force. In short, these relationships have proven to be the Defence Force's greatest organizational strength.

Our maritime security strategy encompass three overarching operational goals, **Decentralized, Intelligence-driven Joint Maritime interdiction operations** to successfully achieve and exercise its strategy, that is **Maritime Domain Awareness, Maritime Domain Control and Maritime Dominance** within its sovereign waters. (Activities)

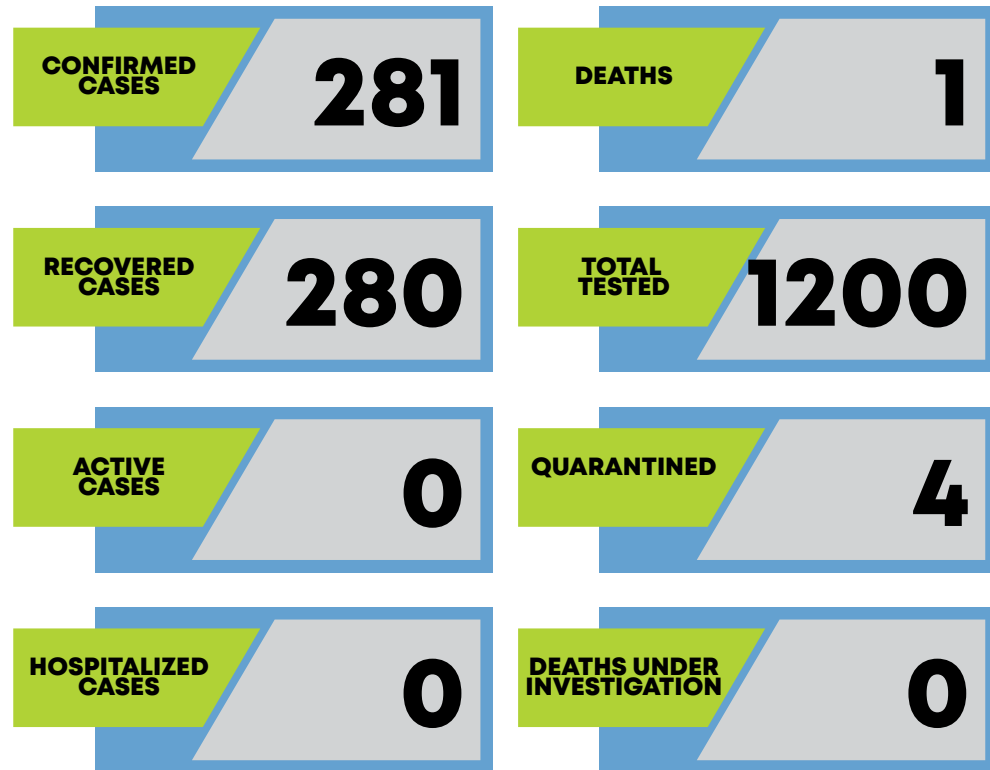
Operational successes include;

1. Effectively dissuading Migrant smuggling from entering the Bahamas. Instead trending towards a Turks and Caicos Islands.
2. Deterring illegal fishing vessels from poaching in the Bahamas evidenced by reduced sightings of poaching vessels, untampered fishing traps and higher fishery yield experience by local fishermen.
3. Increased its involvement in response to intelligence related to illegal drug smuggling vessels in the Southeastern Bahamas alongside the Police Marine Unit, OPBAT, United States Coast Guard and the Republic of Cuba

COVID-19 Impacts

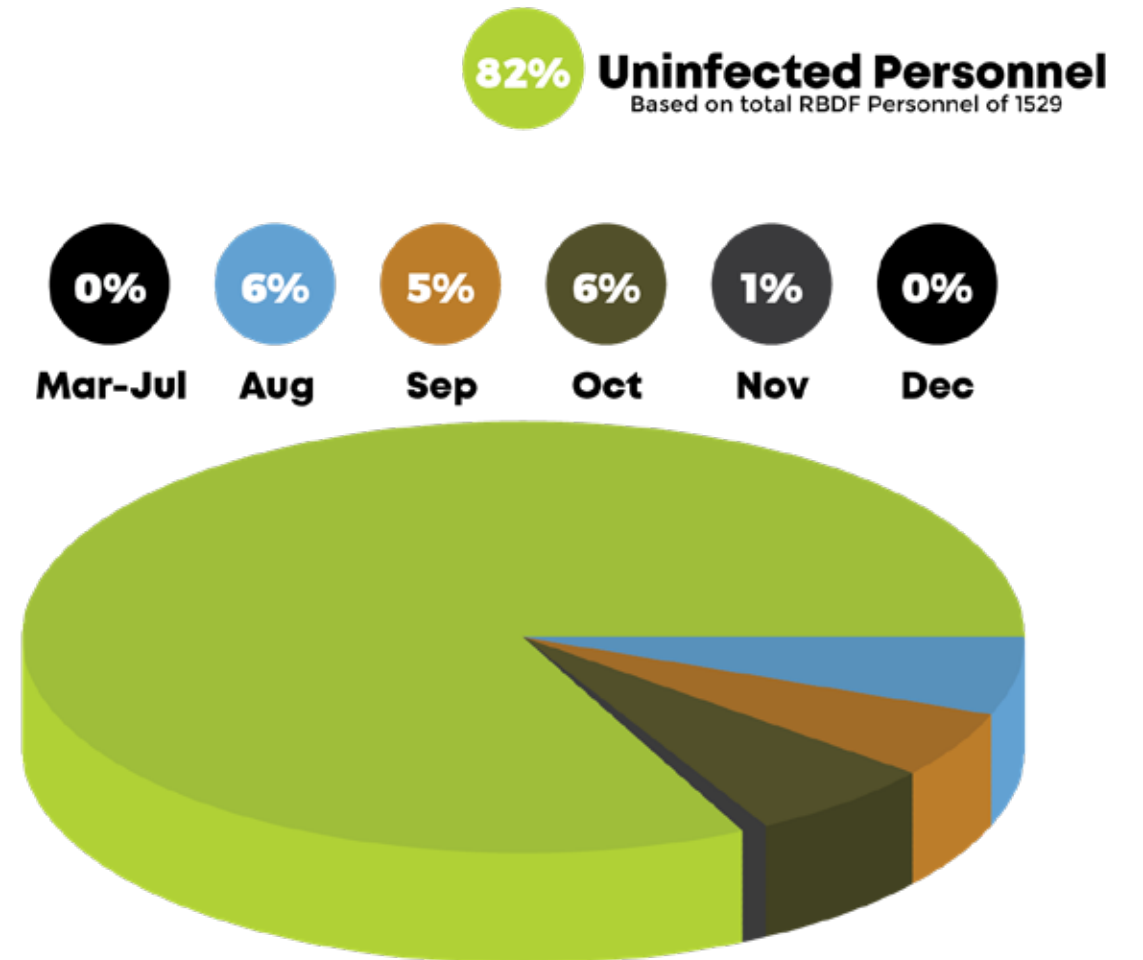
COVID-19 RBDF DASHBOARD MARCH - DECEMBER 2020

- RBDF BASES**
- 221 ⊕ NEW PROVIDENCE
 - 2 ⊕ GRAND BAHAMA
 - 0 ⊕ ABACO
 - 1 ⊕ BIMINI
 - 8 ⊕ INAGUA
 - 0 ⊕ RAGGED ISLAND
 - 49 ⊕ RECRUITS



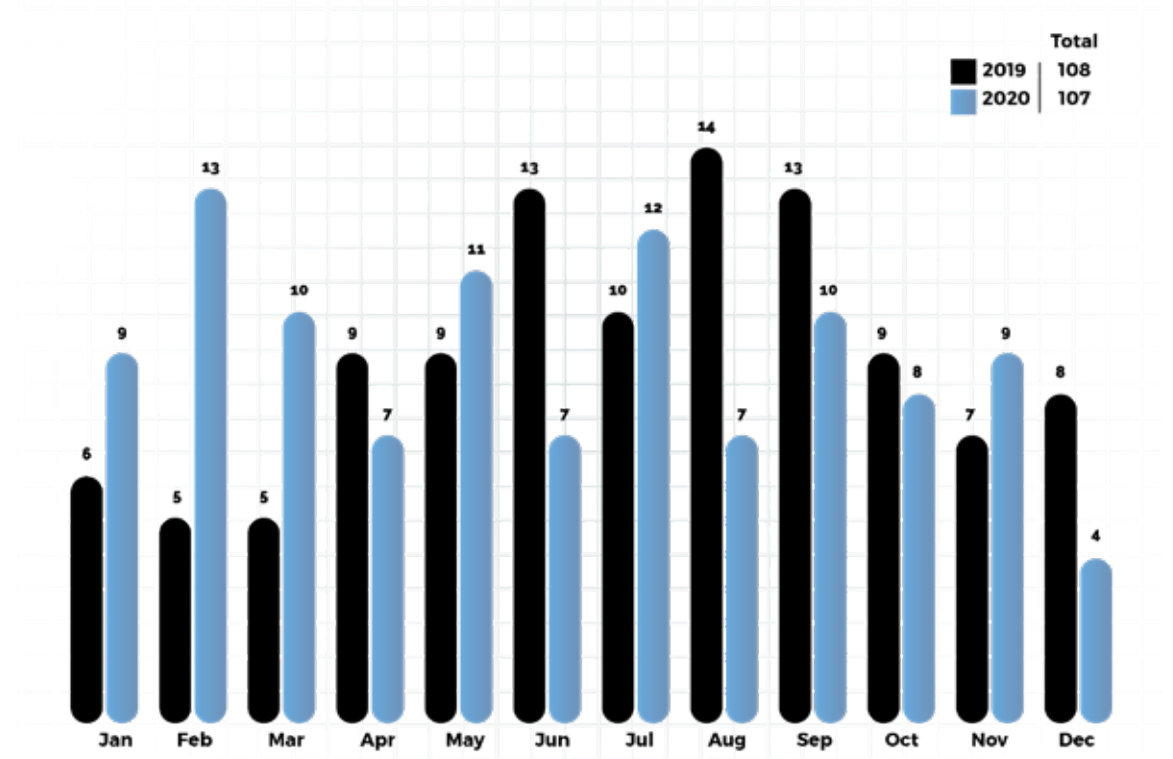
RBDF COVID-19 Case Stats by Month 2020

Month	Positive Covid Cases
March	1
April-June	0
July	7
August	94
September	79
October	87
November	12
December	1
Uninfected Personnel	1248

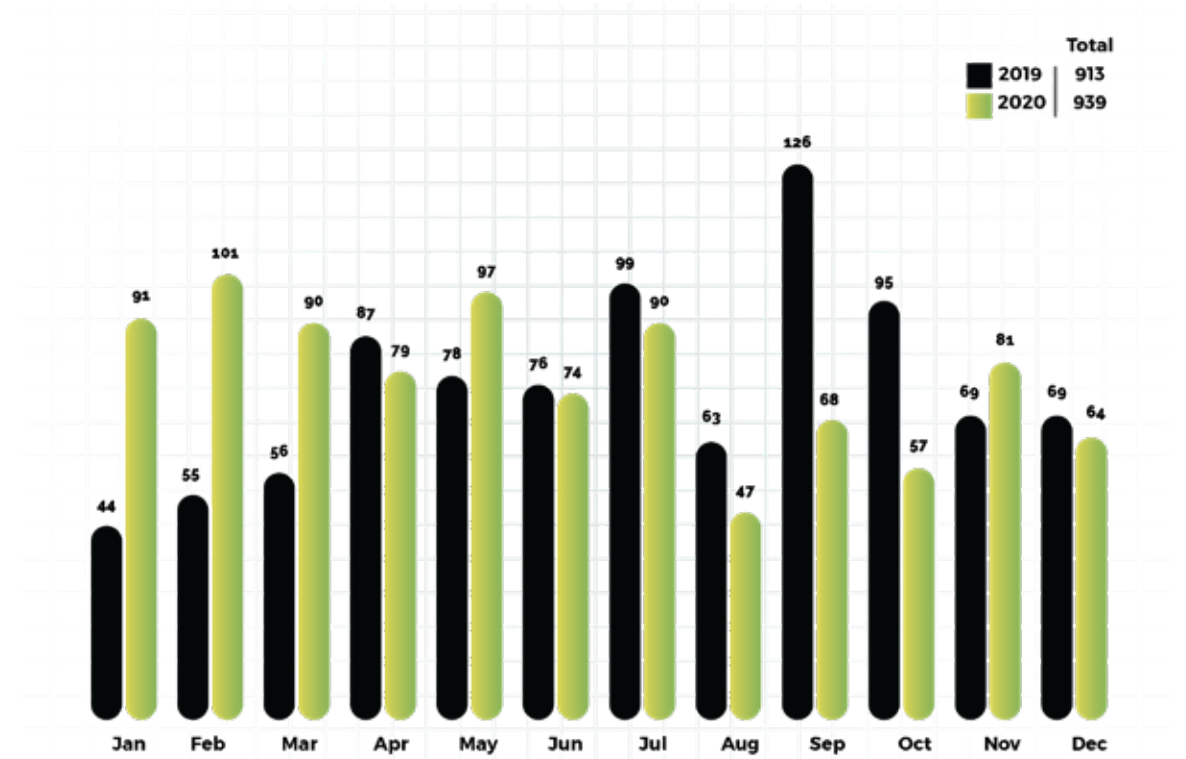


Maritime Interdiction Operations Statistics

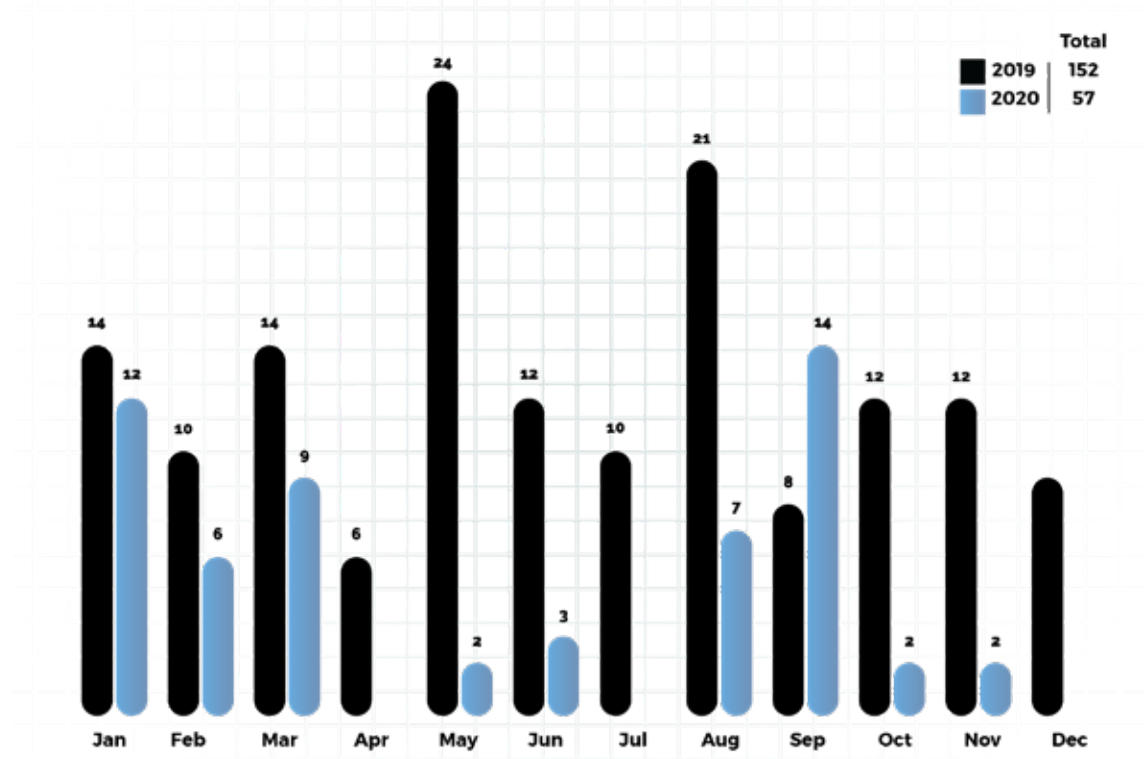
Number of Patrols



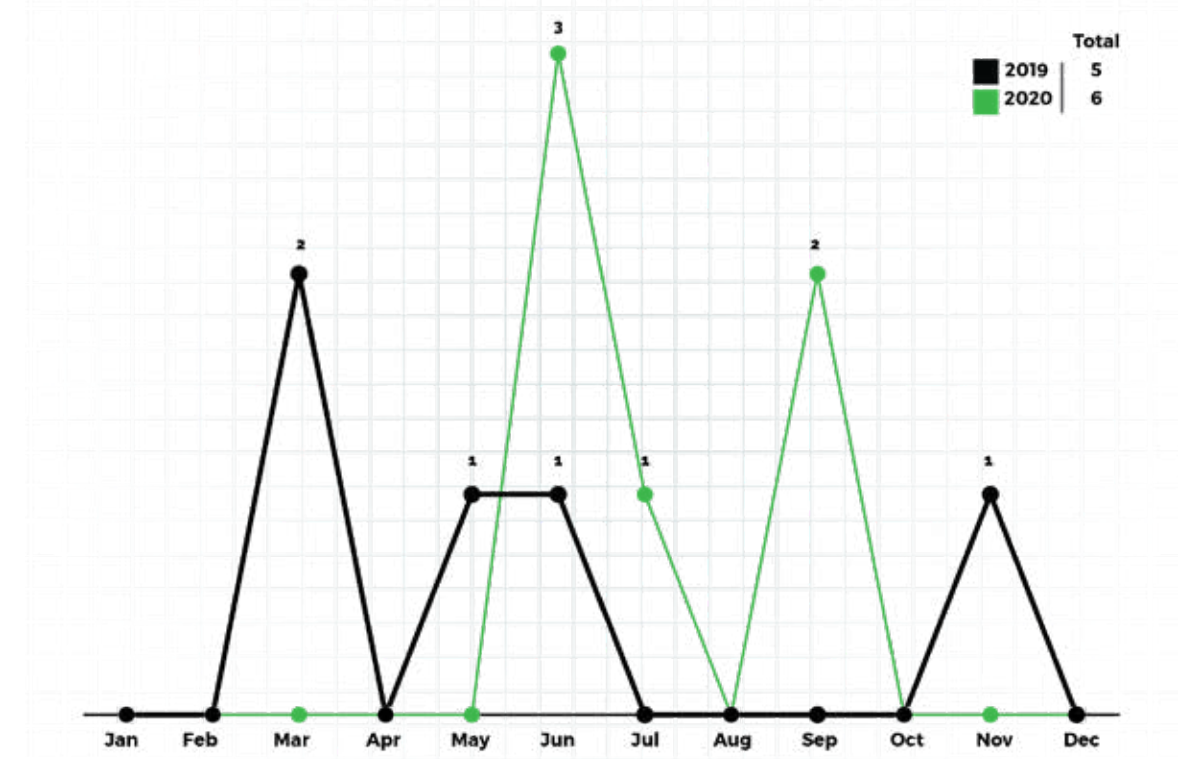
Number of Days at Sea



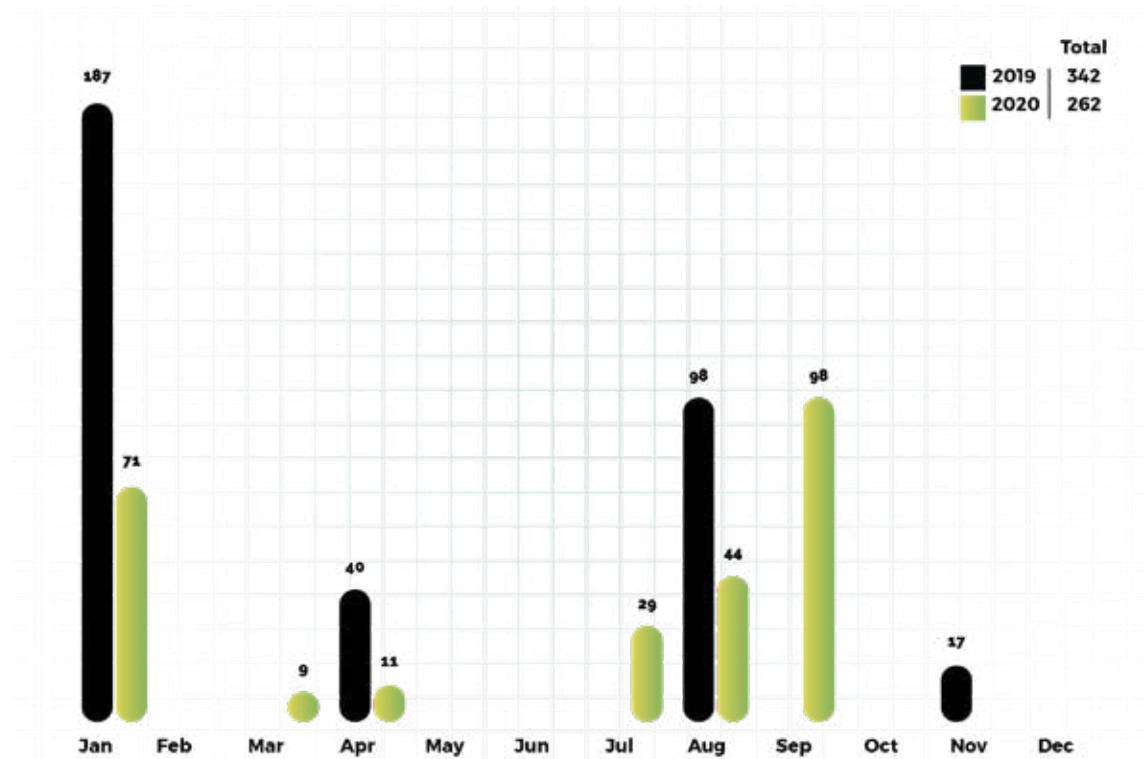
Number of Vessel Boardings



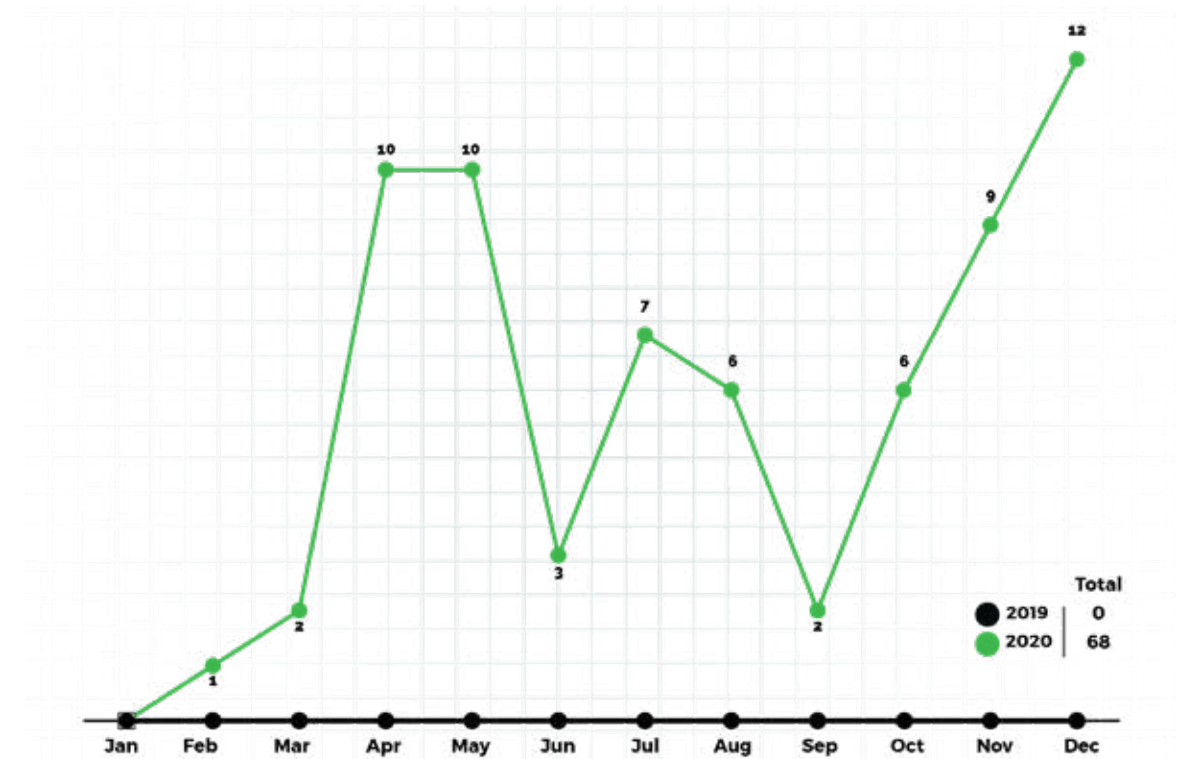
Illegal, Unreported & Unregulated Fishing Interdictions



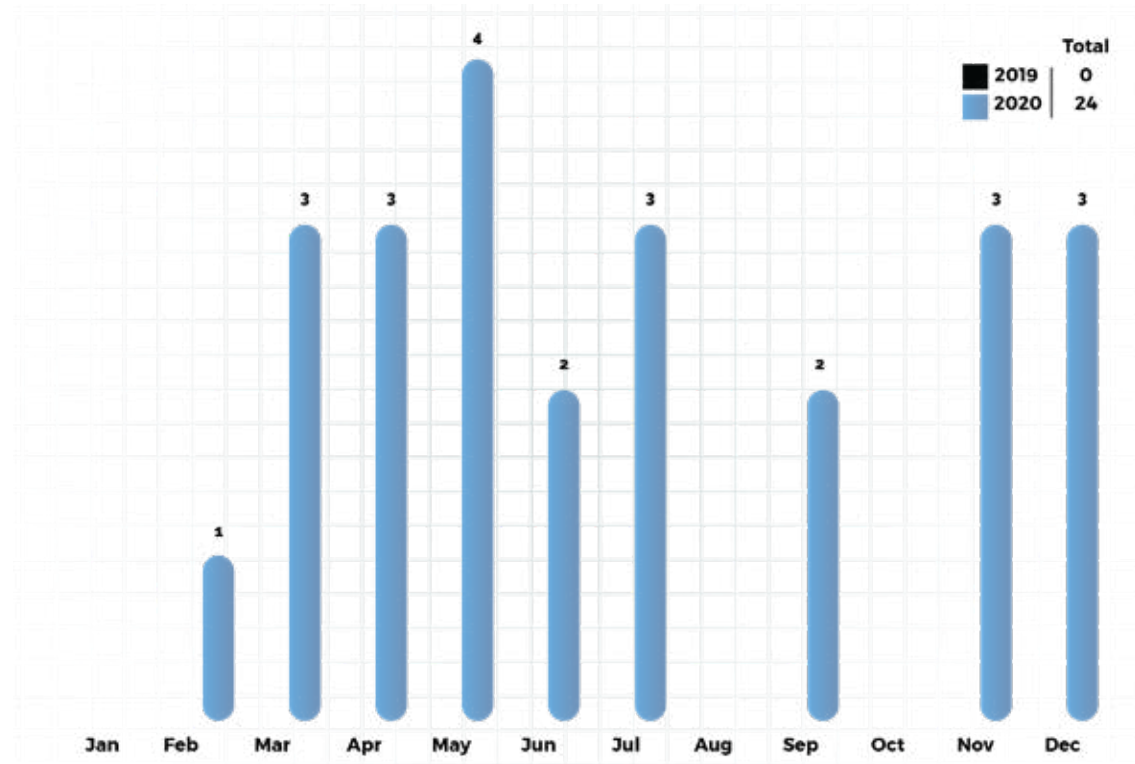
Number of Migrant Arrests



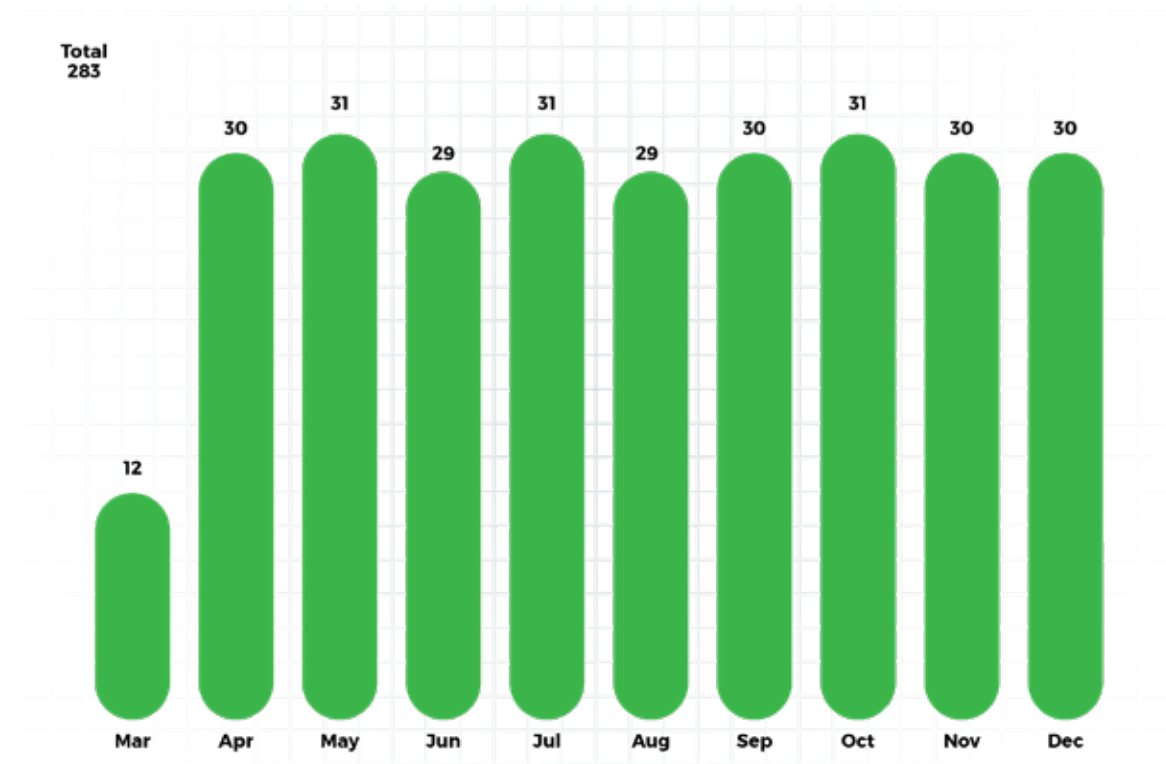
Joint Drug Interdictions



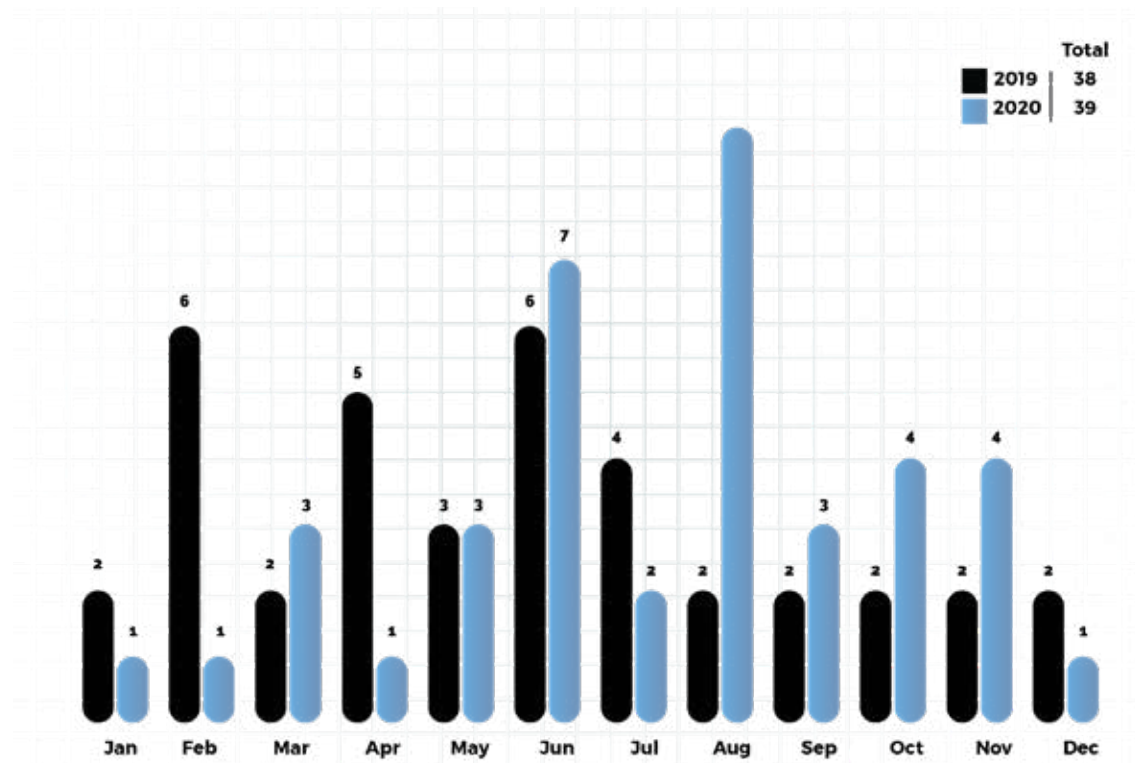
Joint Weapon Interdictions



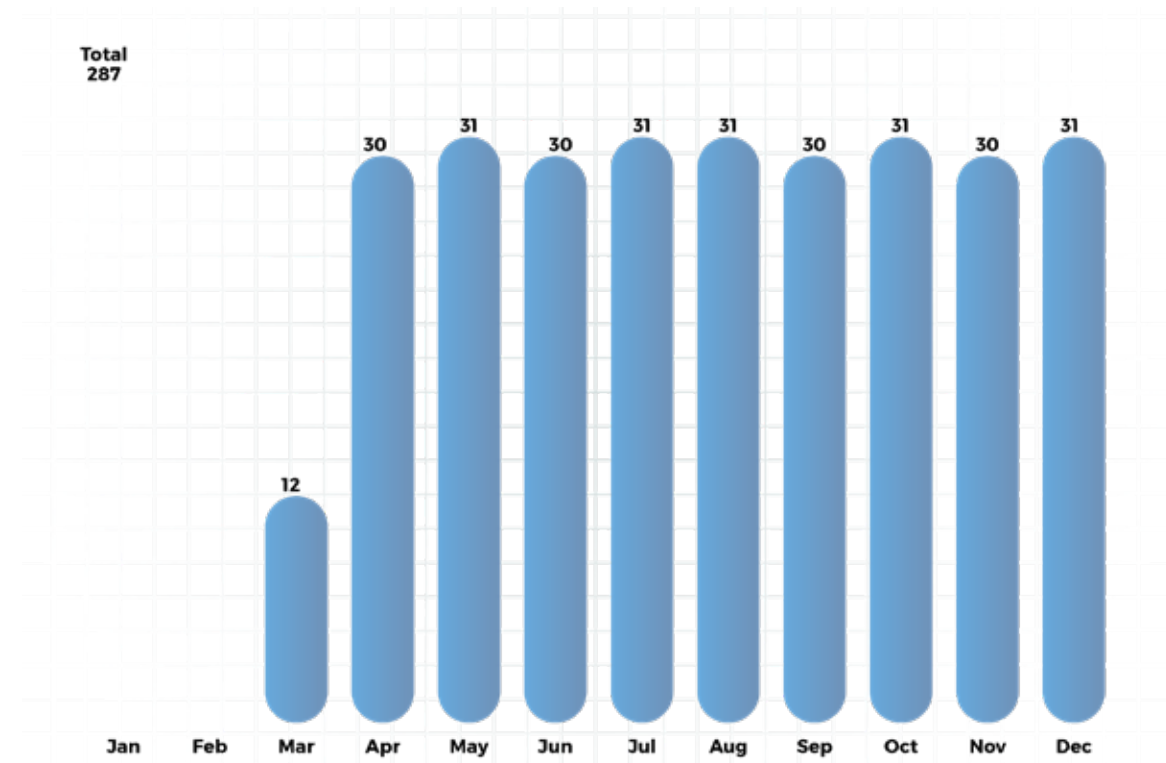
Curfew Enforcement Compliment



Search & Rescue Cases



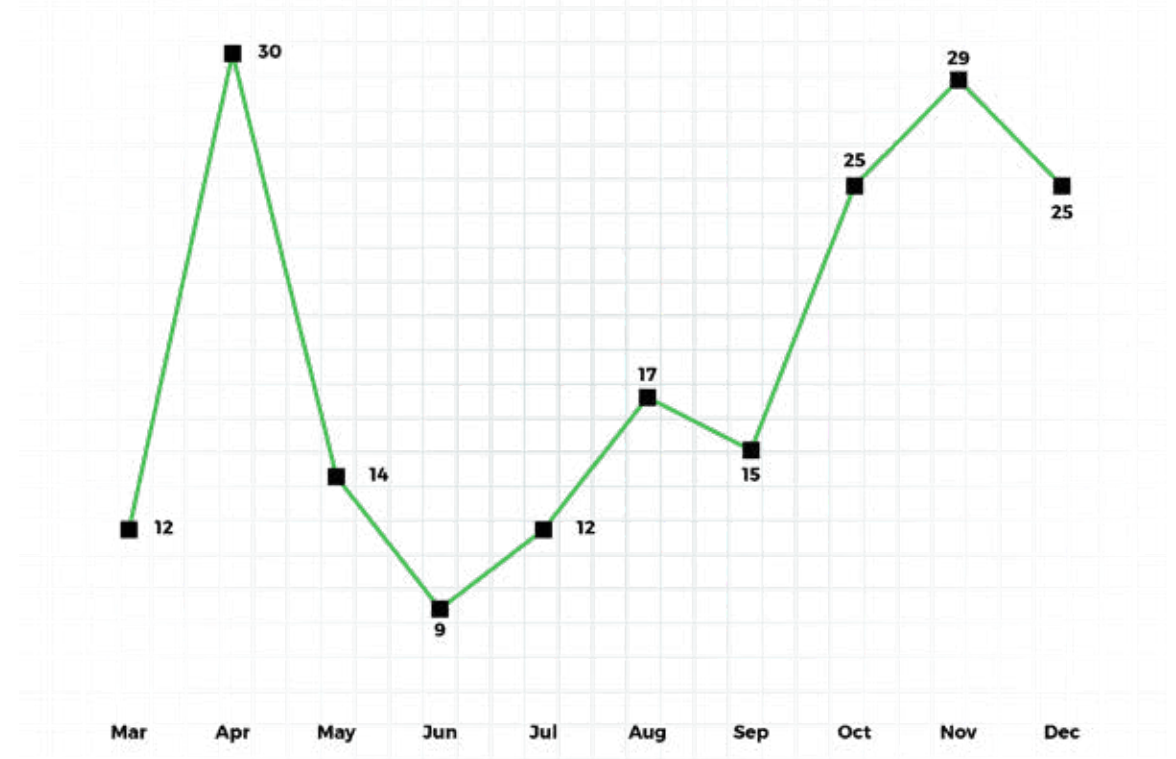
Curfew Operations Conducted



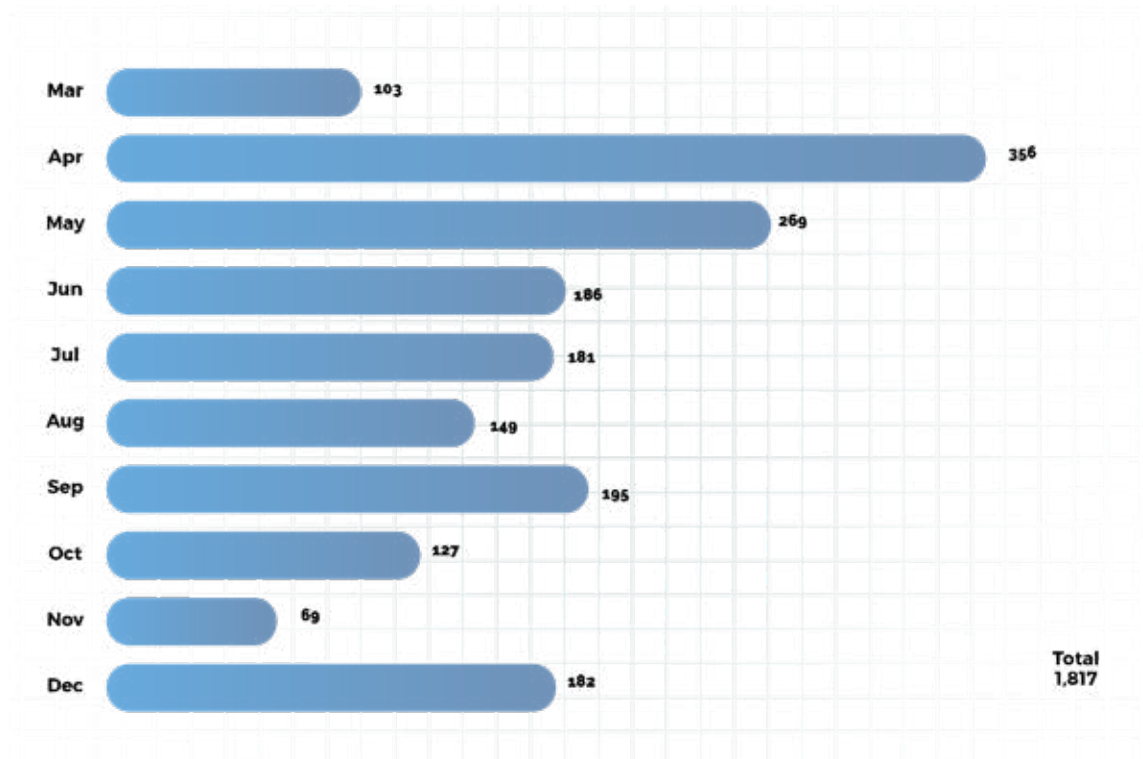
Patrol Zones Vehicle Checkpoints



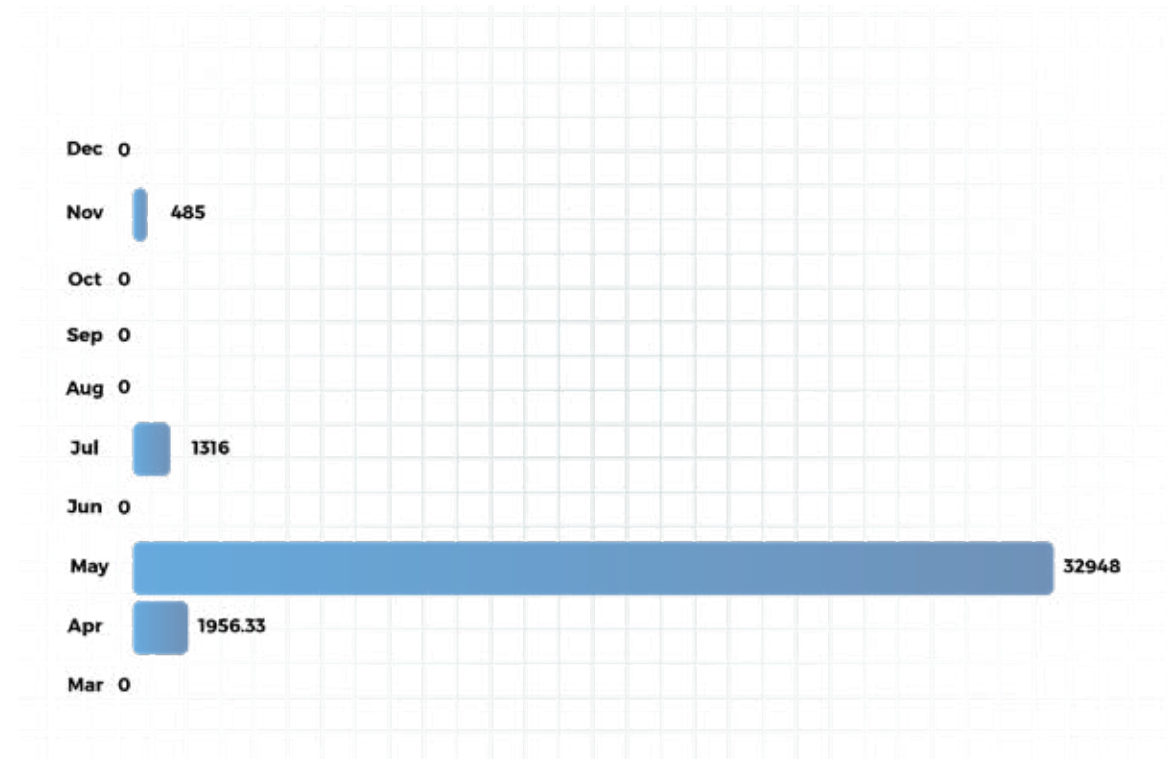
Illicit Drug Arrests



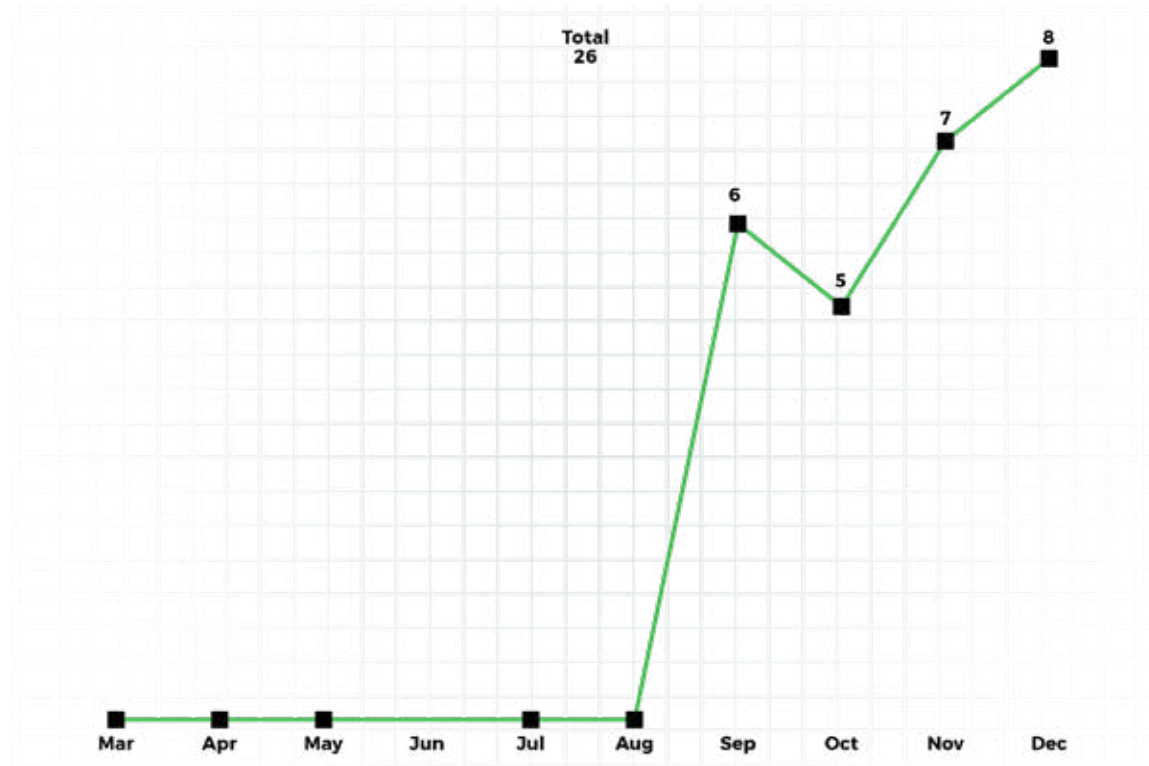
Curfew Enforcement Arrests



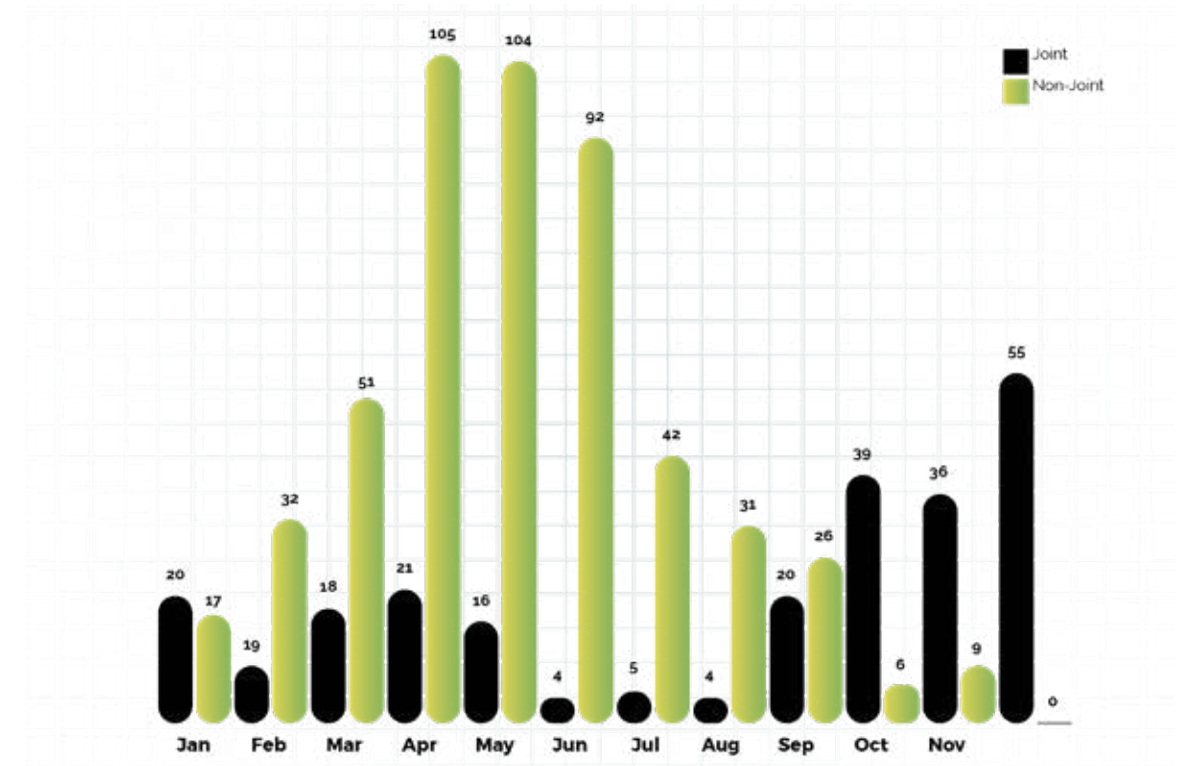
Currency Confiscated



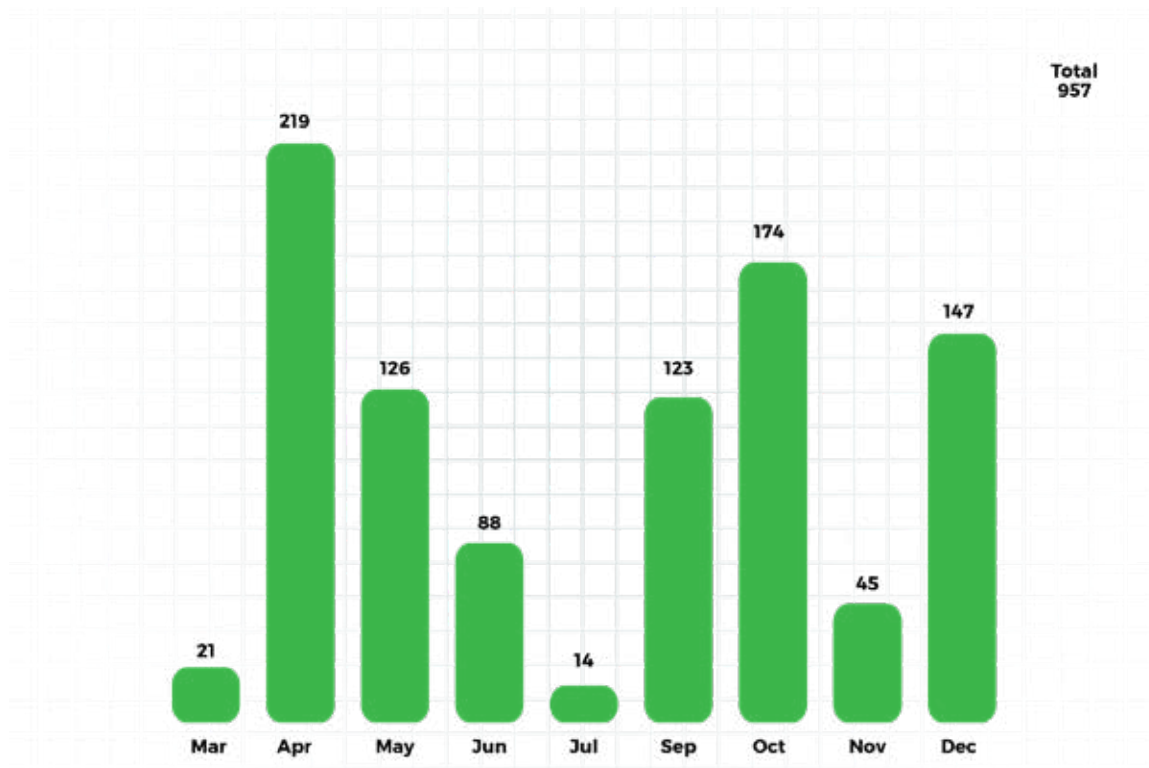
Total Citations Issued



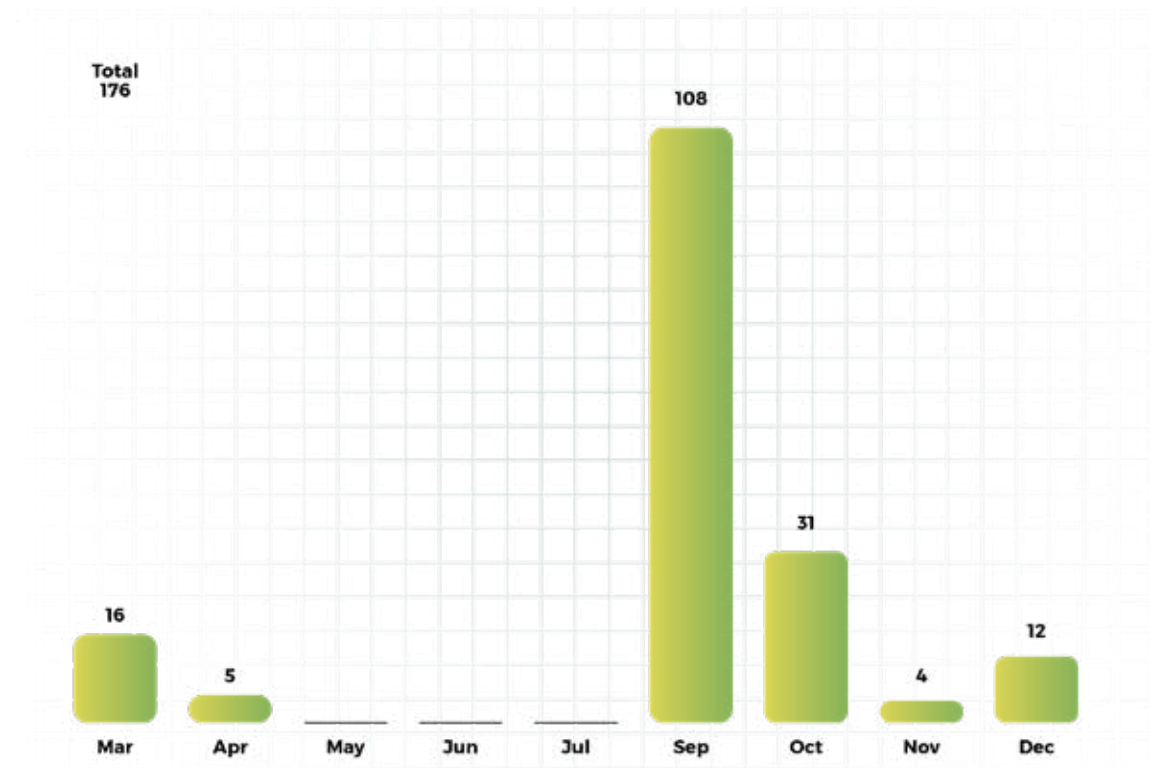
Security Operations Conducted



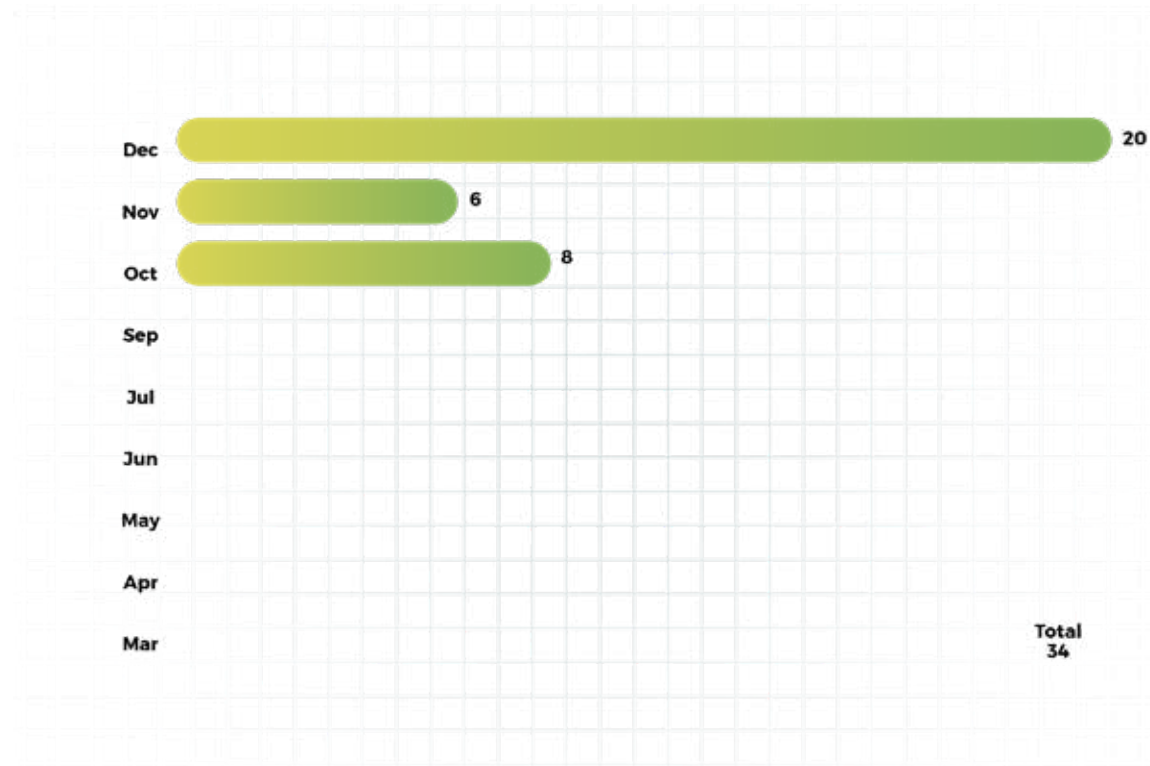
Joint Security Operations Abaco & Cays Total Personnel



Security Operation Arrests



Total Citations Issued



Maritime Security Plan Enablers

#1

Increased Detection and Tracking Capabilities–Communications Architecture:

- Fully networked capabilities to maintain positive command and control while rapidly deploying anywhere within the archipelago.
- A redundant system capable of leveraging fielded communications assets while incrementally adding new capabilities.
- Seamless integration of air, land, and sea forces into a common operational picture of which can also be leveraged by forces deployed throughout the archipelago.
- A highly trained force of command, control, and communications experts who directly support command authority.
- Capability to interoperate with United States and CARICOM Nations on a secure common network while maintaining Bahamas' sovereign communications.

#2

Increased Detection and Tracking Capabilities–Communications Capabilities:

- Utilization of Over the Horizon Tactical Tracking System for vessel tracking and interdiction coordination between the operations center and patrol vessels and aircraft.
- Deployment of Vector Tracking and Communications Systems between land bases and patrol vessels.
- Use of Satellite Communications support (imagery of our sovereign waters) courtesy of our Canadian partners with ongoing collaboration with the Bahamas Maritime Authority regarding the similar capabilities.
- Ongoing installations of Maritime Surveillance Systems (Coastal Radars) strategically throughout The Bahamas (Great Inagua–completed, New Providence–ongoing, with future installations in Exuma and Andros in 2022, and Ragged Island in 2023).
- Utilization of Drones from strategic locations in The Bahamas such as New Providence, Inagua, Ragged Island, Exuma, and Andros. Additionally, drones will be deployed from patrol vessels at sea to increase the craft's detection and tracking capabilities.

#3

Maritime Security Partnerships – Regional Agreements and Ongoing Discussions:

- United States of America – Bilateral Security Cooperation Framework for coordinating bilateral military security assistance between United States Northern Command Campaign Plan and the Royal Bahamas Defence Force's Strategic Plan (Maritime Domain Awareness,

Maritime Domain Control, and Institutional Capacity Building) with respect to developing the following organization's capabilities and capacities:

- Intelligence, cybersecurity, and operational communications capabilities.
- All weather maritime intercept capability, decentralized operations, and Search and Rescue capabilities.
- Capabilities based security framework, logistical capacity, and disaster management (rapid) response mechanisms.
- United States of America – Letter of Intent (Information Sharing) between United States Northern Command and the Royal Bahamas Defence Force with emphasis on developing the organization's intelligence capability and capacity.
- United States of America – Biometrics Memorandum of Cooperation which focuses on the exchange of biometric identification information of individuals to prevent, deter, and respond to threats against national security.
- Republic of Cuba–Memorandum of Understanding with respect to the exchange of information and intelligence related to illicit drug and weapons smuggling, illegal fishing, and search and rescue within the respective jurisdictions.
- United Kingdom/Turks and Caicos Island – Ship Rider and Comprehensive Maritime Agreements to effectively counter transnational threats such as trafficking in persons; illicit drug trafficking; weapons smuggling; illegal, unreported, and unregulated fishing; and the unsafe transport and smuggling of migrants.
- Republic of Haiti – Ship Rider Agreement to facilitate the exchange of personnel and expand jurisdictional autho-

riziation in the execution of maritime law enforcement exercise against transnational threats common to both nations.

- Dominican Republic – Memorandum of Understanding to cooperate fully against illegal fishing, illicit drug trafficking, illicit trafficking in firearms, and illegal immigration.

#4

Maritime Security Partnerships – National Agreements and Ongoing Discussions:

- Aircraft Accident Investigation Authority – Memorandum of Understanding to guide the professional conduct of search and rescue incidents and investigation of aircraft casualties within the maritime domain between the AAIA and the Royal Bahamas Defence Force.
- Bahamas Civil Aviation Authority – Search and Rescue Policy and Manual for coordinated search and rescue responses involving maritime and aerial incidents within the Commonwealth of The Bahamas inclusive of the AAIA as partners of a Joint Rescue Coordination Center to ensure compliances with International Civil Aviation Organization (ICAO) Annex 12 requirements and the International Maritime Organization (IMO) obligations.
- National Fisheries Association – Memorandum of Cooperation to assist with information sharing and technical advice on matters related to illegal, unreported, and unregulated fishing throughout the Commonwealth of The Bahamas.

#5

Acquisition of Advanced Technologies:

- Maritime Surveillance Systems courtesy of the United States Office of Defence Cooperation in The Bahamas

for the continued delivery of Coastal Radar Systems with infra-red, video recording, vessel automatic identification system, detection and tracking capabilities among others strategically placed throughout The Bahamas to achieve maximum overlapping detection and tracking coverage.

- Satellite Based Communications (OTTHS and V-TACS among others) courtesy of the United States Office of Defence Cooperation onboard all patrol craft and service aircraft for detection, tracking, and vessel intercept capabilities.
- Drone Technology to be strategically sited throughout the Commonwealth of The Bahamas particularly the Southern Bahamas and onboard Defence Force Patrol Craft for expanded detection and tracking capabilities.
- Nano Satellite Imagery of the Commonwealth (sovereign waters) courtesy of the Canadian Government to facilitate the detection of AIS (Automatic Identification System) and non-AIS targets of interest traversing The Bahamas.

#6

Decentralized Operations – aided by the dredging of harbours, development of docks/jetties, and erection/refurbishment of lodging facilities at HMBS Coral Harbour, Gunn Point Ragged Island, and Great Inagua.

- Staging or permanent/continuous Defence Force presence at Ragged Island is 97% completed.
- Staging or permanent/continuous Defence Force presence at HMBS Matthew Town and the Maritime Facility in Great Inagua are 97% and 100% completed respectively.
- Funding approvals secured for the development of fuel farms in Great Inagua and Ragged Island and expanded

capacity at Coral Harbour Base, New Providence.

- Sustained deployment of Service Aircraft will proceed following avionics upgrades, replacement of critical parts/systems and repairs in the near and medium terms.
- Continued overlapping and persistent vessel patrols of the Northern, Central, and Southern Bahamas to achieve Maritime Domain Awareness, Maritime Domain Control, and Maritime Domain Dominance of our sovereign waters.

#7

Strategic Concept/Maritime Domain Awareness and Control –

(Multilayered security approach using C4ISR framework to achieve maximum maritime domain awareness, control and dominance):

- Intelligence and Information Operations – further development of intelligence, surveillance, and reconnaissance capabilities including the conduct of ISR missions using persistent aircraft and patrol crafts, coastal radar systems, joint maritime interdiction operations with regional partners and national law enforcement agencies, and eventual use of drones to achieve maximum maritime domain awareness, control, and dominance.
- Command and Control – continued construction of Operations Command Centers strategically placed throughout the Commonwealth of The Bahamas to achieve common and integrated operating pictures to maximize detection, identification, tracking, and interception opportunities/capabilities.
- Communications and Computers – enhanced use of portable and fixed short, medium, and long ranged communication radios with secured voice, data and email capabilities which includes Harris Radios, Satellite Push To Talk phones,

Motorola Land Marine Radios among others to ensure continuous communications with operating units.

#8

Joint Maritime Interdiction Operations:

Perhaps the organization's greatest strength is its relationship with local, national, regional and international maritime security partners noted below:

- OPBAT (Operations Bahamas and Turks and Caicos) – United States, United Kingdom/Turks and Caicos, and the Bahamas.
 - United States Coast Guard
 - Republic of Cuba (Cuban Border Control)
 - Royal Bahamas Police Force Marine Unit
 - Royal Bahamas Police Force Airwing Unit
 - Department of Immigration
 - Customs Department
 - Port Department
 - National Fisheries Association

#9

Fleet Maintenance

The Royal Bahamas Defence Force is poised to engage Damen Group (builder of the entity's newest fleet of vessels) in a three-year Integrated Logistics Support System to ensure the extension of the useful life of its vessels by means of proactive maintenance programs and the other services below:

- Training and development with all equipment, machinery, and systems onboard the fleet of Damen vessels inclusive of the refitted Bahama Class vessels.
- Planned maintenance

- Breakdown and corrective maintenance
- Access to spares and equipment
- Warehousing and Supply Management Inventory Control System
- Technical support with vessels dry-docking

Steps have also been taken to acquire a 150 ton travel lift to affect maintenance and dry-docking requirements to its fleet of vessels (30 meters and smaller) at Coral Harbour Base within the next budget period.

#10

Search and Rescue (SAR) Development –

Several initiatives have been taken to enhance the organization's SAR response and case management during aerial and maritime incidents at sea:

- Establishment of a SAR Department
- Appointment of a SAR Coordinator
- MOU signed with the AAIA for coordinated aerial incidents at sea.
- Ongoing discussions with BCAA reference the development of an official SAR Policy and Manual for The Bahamas.
- SAR MOU signed between the United States of America and The Bahamas
- Anticipated institutional capacity building (SAR training and development, access to SAR Modelling software, and access to SAR related equipment to outfit the SAR Department).

#11

Commander's Intent – Operation Transformation

- In keeping with this strategic pillar it is intended that the Training Branch evolve to set the national standard of excellence in leadership, integrity and

achievement for the peace, security and prosperity of The Bahamas.

- To become the Caribbean's Premier Maritime Defence Training Institution through the development and implementation of Defence and Maritime Law Enforcement academic and competency based training programs that inspires the highest standards of professionalism, integrity and excellence.
- This process will adopt and attain international standards in order to develop an accredited Maritime Training Academy for officer and enlistment-training specializing in professional development programs as well as Naval Infantry School.
- Establish a Centre of Excellence for Leadership for Defence personnel.
 - This goal outlines the Acquisition of qualifications in order approval to become a City and Guilds Institute of Leadership and Management (ILM) Centre. All preliminary ground work have been completed including course work and subject.
- Obtain international accreditation for RBDF training programmes.
 - This process is ongoing. Course curriculum is under review with the aim to be adjusted to meet international training standards.
- Establish and execute RBDF Officer Training
 - This process is ongoing. DFIs are complete, Course curriculum is complete, and Officer Training manual is being finalized.

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