



## 2019-2021 STRATEGIC AGENDA



## SECTION 1: STRATEGIC AGENDA 2019-2021

### VISION STATEMENT

*“The principle National authority for standards and quality.”*

### MISSION STATEMENT

*“Advance national development through the facilitation and promotion of quality services in standardization, metrology and conformity assessment to protect the consumer, enhance international trade and competitiveness of goods and services.”*

### CORE VALUES

The Core values as outlined in the map support our vision and mission, and help to shape the culture and ideals of the staff, Standards Council and all stakeholder groups. We believe that these values are the essence of BBSQ's identity. We will continue to strive for excellence in everything we do as a standards setting body. We will continue to perform self-reflection exercises and evaluate how best these values shape our beliefs of governance and operations in our strategic agenda for 2019-2021.

CORE VALUE	BELIEF
Accountability	We are accountable to all our stakeholders. We operate transparently and encourage public participation in our decision-making whenever possible.
Integrity	We are honest, fair, and respectful in our treatment of everyone.
Professional Development	We continuously build capacity to maximise on our potential and foster the expansion of our National, Regional and International brand and corporate image.
Networking	We build and maintain relationships and partnerships towards holistic development of our mandate.
Relevance	We pride ourselves in meeting the real needs of our stakeholders.
Service-Oriented	We draw inspiration through our holistic thrust of providing excellence in the service of standards promotion.

## SECTION 2: STRATEGIC THEMES, OBJECTIVES AND INDICATORS

### STRATEGIC MATRIX – THEME 1

#### Institutional Strengthening and Capacity Enhancement

BBSQ continues to build a cohesive unit focused on its vision, mission, and objectives with shared leadership and mutual accountability.

1.0. Results: Effective and efficient staff providing results-driven services to all stakeholders					
Objectives	Outcome	Key Performance Indicators (KPIs)	Activities/Initiatives	Budget (BSD)	Responsible Centre
<b>1.1.</b> <b>To strengthen further the proficiencies of BBSQ</b>	1.1.1. Achieve Full compliance or exceed target objectives of the 2019-2021 strategic agenda.  1.1.2. Proficient Quality Infrastructure (QI) services (standards, metrology, conformity assessment, and the administration arm of BBSQ)	<ul style="list-style-type: none"> <li>• 100% success rate of target objectives are met in 2019-2021 strategic plan, based on baseline data from 2018.</li> <li>• 100% of standard operating procedures (SOPs) reviewed and updated for QI departments by EOY 2019.</li> <li>• 100% of SOPs or policy documents established for all administrative departments</li> </ul>	<ul style="list-style-type: none"> <li>• Review and update SOPs for all QI services (for standards and metrology)</li> <li>• Establish SOPs or policy documents for administrative services in accounting and human resources (employee relations)</li> <li>• Establish new income generation streams by developing supporting TOR and justification for same</li> </ul>		BBSQ/

	1.1.3. Propose new income generation streams for QI services of BBSQ	(accounting and human resources) by 2020.  <ul style="list-style-type: none"> <li>• Increase by 50% the number of income generation streams of QI services for BBSQ by 2019 and 2020, based on baseline data 2018.</li> </ul>			
<b>1.2. To enhance further the growth and recruitment of BBSQ while maintaining a high performing, diverse workforce with requisite skills for duty</b>	1.2.1. Fully functional and skilled departments of BBSQ (administrative and technical)	<ul style="list-style-type: none"> <li>• Achieve 50% increase of staff compliment (technical/administrative) by EOY 2020, aligned to job descriptions based on baseline data 2018.</li> <li>• Promote technical officers who are acting in the capacity as head of departments to HODs by end of their respective contract period in 2019; provide financial incentives for the administrative officers who are support heads of departments by EOY 2019.</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment exercises for technical and administrative officers of BBSQ – Job search, review and update job descriptions, Interviews, cabinet memoranda.</li> <li>• Actualize the promotion appointments of technical officers as HODs.</li> <li>• Conduct of study tours and training exercises for new technical and administrative officers respectively through national/international cooperation and knowledge transfer by other trained technical officers.</li> </ul>		

		<ul style="list-style-type: none"> <li>• 100% of job descriptions for new technical and administrative positions defined and completed by 2019.</li> <li>• 100% of all new technical and administrative officers are adequately trained through national/regional/international organizations by EOY 2020, based on 2018 baseline data.</li> <li>• 50% increase in institutional strengthening of all trained current technical officers by EOY 2020, based on baseline data from 2018.</li> <li>• Increase by 50% in procurement of mass/volume/temperature equipment to perform legal metrology services by EOY 2020, based on baseline data 2018.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued capacity enhancement for technical officers through regional and international cooperation.</li> <li>• Procurement of new equipment for legal metrology services (scales/weights/thermometers, etc)</li> <li>• Procurement of laboratory container for calibration services.</li> <li>• Procurement of Personal Protective Equipment (PPE), uniforms/IDs, for staff</li> </ul>		
--	--	---	---	--	--

		<ul style="list-style-type: none"><li>• Procure laboratory container and equipment to perform calibration services in mass and temperature.</li><li>• Procure uniforms and identifications for new technical officers/inspectors of BBSQ by EOY 2019 – 2020.</li></ul>			
--	--	--	--	--	--

## STRATEGIC MATRIX – THEME 2

### Marketing, Communication and Awareness

Updated and improved marketing and branding that highlights the role of BBSQ to all stakeholders

#### 2.0. Results:

- Established brand and corporate representation
- Strengthened commitment, communication networks and awareness channels between BBSQ and stakeholders

Objectives	Outcome	Key Performance Indicators (KPIs)	Activities/Initiatives	Budget (BSD)	Responsible Centre
2.1. To strengthen the branding and imagery of BBSQ	2.1.1. Recognition as the central hub for facilitation, promotion, building and dissemination of the national quality infrastructure systems of goods, processes, practices and services, in relation to Trade in The Bahamas	<ul style="list-style-type: none"> <li>• Increase the number of infomercials by 50% highlighting the role and various services (standards and metrology) of BBSQ on media outlets by EOY 2019 and then 10% thereafter, based on baseline data of 2018.</li> <li>• Strengthen and update BBSQ's Marketing and Communication Plan by EOY 2019 to include more awareness programs, sensitization workshops, and campaigns inclusive of Family Islands;</li> </ul>	<ul style="list-style-type: none"> <li>• Infomercials highlighting the role and services of BBSQ are created/finalized and broadcasted on TV and radio.</li> <li>• Marketing and Communication plan finalized with all key priority foci (public awareness) incorporated in it, and implemented as planned.</li> <li>• Director participates in more awareness events/campaigns (at least 4).</li> <li>• BBSQ participates in training meetings and also conduct sensitization meetings (at least 5).</li> </ul>		

		<p>based on baseline data 2018.</p> <ul style="list-style-type: none"> <li>• Director participates in at least 4 speaking engagements (TV/ radio/meetings/work shops) per year promoting BBSQ; base on baseline data 2018.</li> <li>• Attendance at no less than 5 national/regional/international activities per year and promote BBSQ; based on baseline data 2018.</li> <li>•</li> </ul>			
2.2. To increase stakeholders' understanding, involvement and buy-in of the role and importance of BBSQ in promoting a quality culture of goods and services.	2.2.1. Established Revenue Generating Bureau with buy-in from stakeholders promoting a quality culture for all.	<ul style="list-style-type: none"> <li>• Outfit the Information Service Centre (ICS) of BBSQ by EOY 2019 with necessary equipment, books, and furniture; based on baseline data 2018 for stakeholders and staff.</li> <li>• Increase in request from stakeholders for national quality services and information by 50%, based on baseline data 2018 (social media</li> </ul>	<ul style="list-style-type: none"> <li>• Outfit the Information Service Centre (ICS) with requisite furniture and equipment for information gathering and dissemination.</li> <li>• Conduct regular national stakeholder consultation meetings.</li> <li>• Continuous updates and enhancement of website and Facebook page to ensure compliance with current trends/demands of stakeholders.</li> </ul>		



		<p>questions/phone calls, information service centre (ICS) sign in)</p> <ul style="list-style-type: none"> <li>• Conduct at least 5 consultation meetings by mid-year 2020; thereafter increase by 25%; based on baseline data 2018.</li> <li>• Increase the number of hits by 50% on social media outlets by 2020 (Facebook; BBSQ website); based on data 2018.</li> <li>• Develop an infomercial booklet at the Primary School level on the importance of standards and quality.</li> <li>• Conduct at least 2 speaking engagements per year at the primary, tertiary or college level promoting national quality infrastructure (NQI) to students.</li> </ul>	<ul style="list-style-type: none"> <li>• Roll-out of infomercial booklet for Primary School level students on standards and quality.</li> </ul>		
2.3. To strengthen the National Enquiry Point Services	2.3.1. A Stronger Established Information	<ul style="list-style-type: none"> <li>• Increase awareness and understanding of National Enquiry Point Services by</li> </ul>	<ul style="list-style-type: none"> <li>• Create and Roll-out of infomercial booklet on National Enquiry Point services.</li> </ul>		

(information on WTO, TBT and other international agreements)	Service Focal Point for The Bahamas	developing an infomercial booklet by EOY 2020. <ul style="list-style-type: none"> <li>• Increase in the number of stakeholders requesting information on E-Ping matters by 10% based on baseline data 2018.</li> </ul>	<ul style="list-style-type: none"> <li>• Training and enhancement of E-ping services.</li> </ul>		
2.4. To introduce E-commerce service to stakeholders for ease of access in doing business for standards sale and metrology services.	2.4.1. A stronger Established Bureau that facilitates ease of access in meeting the needs of its clientele.	<ul style="list-style-type: none"> <li>• E-commerce is established by EOY 2019.</li> <li>• Stakeholders are introduced to E-commerce services.</li> <li>• At least 10 stakeholders utilize the E-commerce service annually beginning 2020.</li> </ul>	<ul style="list-style-type: none"> <li>• Creation and Roll-out of E-commerce service to stakeholders.</li> </ul>		

## STRATEGIC MATRIX – THEME 3A

### Implementation of the Quality Infrastructure - Metrology

The institutionalization of a Quality Infrastructure that places emphasis on the harmonization of standards, the enhancement of metrology and conformity assessment capabilities, and accreditation cooperation.

<b>3.0.A Results:</b>					
<ul style="list-style-type: none"> <li>• <b>Adoption of all components of the Quality Infrastructure (QI) towards overcoming technical barriers to trade (TBT) in The Bahamas - Metrology</b></li> </ul>					
Objectives	Outcome	Key Performance Indicators (KPIs)	Activities/Initiatives	Budget (BSD)	Responsible Centre
<p>3.1A. To strengthen The Bahamas' measurement capacities that will be traceable to the International system of measurement (SI) in the areas of legal, industrial and scientific metrology.</p>	<p>3.1.1A. Correct measurements used in trade; resulting in equity of trade for Bahamians (vendors and consumers) and consumer and environment protection.</p> <p>3.1.2A. Fulfillment of Metrology Act and Metrology Regulations to provide traceability of measurements to Bahamians.</p>	<ul style="list-style-type: none"> <li>• Increase the number of verification services performed by 25% by EOY 2019; based on baseline data from 2017-2018.</li> <li>• Procurement of larger provers and (2) 5 Gallon provers to meet the demand to service marinas and to efficiently verify petrol pumps, based on baseline data 2018 – (four 1Gal provers provers, two 20L)</li> <li>• Number of technical officers increased by 100% based on baseline data</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of new legal metrology services to include verification of LPG cylinders, inspection of tires and inspection of prepackaged goods.</li> <li>• Recruit of new technical officers/inspectors.</li> <li>• Training regionally and internationally in new calibration services for metrology officers and inspectors (Weights/Volume/Temp inter-comparisons).</li> <li>• Conduct needs assessment for new services.</li> <li>• Conduct assessment for full equipment (application of</li> </ul>		

		<p>collected in 2018, and the demands for increased legal metrology services; based on baseline data – (1 metrologist, 1 inspector and 1 technicians, 1 trainee)</p> <ul style="list-style-type: none"> <li>• 100% of new technical officers trained and certified in metrology capabilities by the EOY 2020.</li> <li>• 2<sup>nd</sup> phase of metrology services (LPG cylinders, tire inspections, prepackaged goods, temperature and mass) commenced by end of 2020.</li> <li>• 100% of current metrology officers adequately trained in new metrology services.</li> <li>• 100% procurement of equipment to perform new metrology services.</li> <li>• Update and complete standard operating procedures (SOP's), test</li> </ul>	<p>environmental conditions) of the Mass/Temperature Container Laboratory, by 2021.</p> <ul style="list-style-type: none"> <li>• Implementation of laboratory services in mass/volume metrology.</li> <li>• Ensure that metrology department understands and fully complies with new Metrology Act &amp; Regulations 2018.</li> </ul>		
--	--	--	---	--	--

		methods and lab manuals for metrology services (new and revised).			
3.1B. To build measurement capabilities in calibration services.	<p>3.1.1B. Compliance of public and private sector businesses to metrology services (calibrations).</p> <p>3.1.2B. Conformance to ISO 17025 - General requirements for the competence of testing and calibration laboratories.</p>	<ul style="list-style-type: none"> <li>• Complete training of ISO/IEC 17025) to ensure competence of testing and calibration laboratories of officers by EOY 2021.</li> <li>• Calibration services conducted in new lab facility to clients by EOY 2021.</li> </ul>			

## STRATEGIC MATRIX – THEME 3B (Continued)

### Implementation of the Quality Infrastructure – Standardisation

The institutionalization of a Quality Infrastructure that places emphasis on the harmonization of standards, the enhancement of metrology and conformity assessment capabilities, and accreditation cooperation.

3.0B. Results:					
<ul style="list-style-type: none"> <li>• Adoption of all components of the Quality Infrastructure (QI) towards overcoming technical barriers to trade (TBT) in The Bahamas – Standardisation</li> </ul>					
Objectives	Outcome	Key Performance Indicators (KPIs)	Activities/Initiatives	Budget (BSD)	Responsible Centre
3.2A. To strengthen the promotion of the use of relevant regional and international standards in The Bahamas.	3.2.1A. Adoption of regional and international standards as Bahamas National Standards (BNS).  3.2.2A. Active participatory role in regional and international agencies (CROSQ, COPANT, ISO, etc).  3.2.3A. Accurate accounting and Identification of national emerging issues.  3.2.4A. Educated and informed Bahamian Public about standards and quality.	<ul style="list-style-type: none"> <li>• At least ten standards adopted by EOY 2019; 50% increase thereafter.</li> <li>• Increase the number of stakeholders' participation in national technical committees for regional and international adoptions by 25%; based on baseline data from 2018;</li> <li>• Increase the number of National Mirror Committees established by at least 2 by EOY 2020; based on baseline data 2018;</li> <li>• 100% completion of national priority list by EOY 2019; thereafter updated annually until EOY 2021.</li> </ul>	<ul style="list-style-type: none"> <li>• Database of national, regional and international emerging issues completed.</li> <li>• Review the new Standards Act 2018, and ensure compliance with WTO TBT requirements.</li> <li>• Manage the standards development process according to Technical Committee Regulations.</li> <li>• Establishment of new technical committees as new priorities emerge.</li> <li>• Promote collaborations with stakeholders in standards development work ensuring compliance to WTO TBT agreements.</li> </ul>		

		<ul style="list-style-type: none"> <li>• 100% completion of national stakeholders' database for national priority standards development by EOY 2019/2020.</li> <li>• Updated and revised SOPs by EOY 2019; implementation by 2020.</li> <li>• Number of technical officers increased by at least one standards officer and one standards assistant; based on baseline data collected in 2018, and the demands for standards development services.</li> <li>• New standards technical officers adequately trained by EOY 2020.</li> <li>• All current officers trained or strengthened institutionally, as needs arise in national trends in standards development to work effectively.</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion of national standards development through public education, and sensitization meetings.</li> <li>• Provide skills development and training.</li> <li>• Assist with the training of new technical officers.</li> </ul>		
--	--	---	--	--	--

		<ul style="list-style-type: none"> <li>• Establish and implement a National Certification Mark scheme by EOY 2021.</li> <li>• Increase in the number of consultation meetings and workshops by at least 2 per annum by EOY 2020; based on baseline data 2018.</li> <li>• Sensitization meeting with power point presentation/and or an infomercial booklet at no less than 2 public schools, on the importance of standardization, per annum by EOY 2020; based on zero baseline data.</li> </ul>			
3.2B. To promote, develop and implement a national standardisation strategy plan (NSSP).	3.2.1B.	<ul style="list-style-type: none"> <li>• Development and completion of a national standards strategy plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a national standardization strategy plan to be implemented with input and buy-in of all stakeholder's groups.</li> </ul>		



## STRATEGIC MATRIX – THEME 3C (Continued)

### Implementation of the Quality Infrastructure – Conformity Assessment

The institutionalization of a Quality Infrastructure that places emphasis on the harmonization of standards, the enhancement of metrology and conformity assessment capabilities, and accreditation cooperation.

3.0C. Results:					
<ul style="list-style-type: none"> <li>Adoption of all components of the Quality Infrastructure (QI) towards overcoming technical barriers to trade (TBT) in The Bahamas – Conformity Assessment</li> </ul>					
Objectives	Outcome	Key Performance Indicators (KPIs)	Activities/Initiatives	Budget (BSD)	Responsible Centre
3.3C. To establish conformity assessment capabilities in The Bahamas.	3.3.1C. Ensure quality of product and services; enhanced consumer health and safety, and environmental protection.	<ul style="list-style-type: none"> <li>Completion of conformity assessment (CA) standard operating procedures or work plan for first phase of CA development by EOY 2019, according to mandate in Standards Act and Metrology Act of 2018.</li> <li>Adopt and declare national standards; and ensure regulations are in place to begin CA schemes (market surveillance and testing/inspection of declared standards by EOY 2020.</li> <li>Ensure 100% compliance of CA procedures as per mandate in all legal metrology services (BBSQ);</li> </ul>	<ul style="list-style-type: none"> <li>Understand all mandates in Acts (Standards and Metrology 2018 and regulations) and develop CA schemes.</li> <li>Conduct awareness campaigns and sensitization on importance of CA schemes through promotions.</li> <li>Ensure smooth efficiencies, collaboration and cooperation between all agencies performing CA services (private/public/BBSQ/global).</li> <li>Complete a comprehensive list of all CA bodies.</li> </ul>		

		<p>based on baseline data of 2018.</p> <ul style="list-style-type: none"> <li>• Complete a list of CA bodies (national/regional/international) by EOY 2019.</li> </ul>			
<p>3.3D. To minimize risk of substandard and unsafe products/processes /services entering the borders of The Bahamas through regulations/conformity assessment procedures.</p>	<p>3.3.1D. Fully functional services that ensures better quality and safer products/processes/services in The Bahamas.</p>	<ul style="list-style-type: none"> <li>• Commence education awareness campaign through (newsletter/public ads/website/Facebook/Government website, etc) by EOY 2019.</li> <li>• Commence Pre-inspection Verification of Conformity (PVoC) to Roadworthy Inspection Standard programme to ensure quality and safety of used vehicles entering the County from Japan, UK, United Emirates and Singapore, by 1<sup>st</sup> Quarter of 2019.</li> <li>• Ensure that all necessary private and public sector bodies have a full understanding of the PVoC programme through meetings/technical committee meetings/emails.</li> <li>• Adopt and declare/enforce Roadworthy Inspection standards by 2019 to commence PVoC.</li> </ul>	<ul style="list-style-type: none"> <li>• Commencement of PVoC programme with private sector body in Japan performing the PVoC of used vehicles.</li> <li>• Notify the exporters and public of PVoC programme.</li> <li>• Ensure that all regulatory bodies are notified and understand their respective roles in PVoC requirements for import of used vehicles.</li> <li>• Frequently asked questions of PVoC programme is updated to website.</li> </ul>		

## STRATEGIC MATRIX – THEME 3D (Continued)

### Implementation of the Quality Infrastructure – Accreditation

3.0D. Results:					
<ul style="list-style-type: none"> <li>Adoption of all components of the Quality Infrastructure (QI) towards overcoming technical barriers to trade (TBT) in The Bahamas – Accreditation</li> </ul>					
Objectives	Outcome	Key Performance Indicators (KPIs)	Activities/Initiatives	Budget (BSD)	Responsible Centre
3.4D. To promote accreditation services in The Bahamas.	<p>3.4.1D. Increased awareness and understanding of the practical significance and usefulness of accreditation.</p> <p>3.4.2D. Increased consumer request for accreditation services and interest in upgrading quality systems.</p>	<ul style="list-style-type: none"> <li>At least two forms of accreditation awareness campaigns conducted annually workshops and advertisements (emails/newsletters/media/career day) increase by at least 1 per year.</li> <li>Complete a comprehensive list of accreditation bodies national/regional/international that may prove useful to The Bahamas, by EOY 2019.</li> <li>Increase by 50% in laboratories utilizing operational quality status by EOY 2020; based on baseline data 2018.</li> <li>Generate a gap analysis for determination of stakeholders/private sector agencies that need to</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate promotion and awareness campaigns on importance of accreditation.</li> <li>Complete a comprehensive list of all accreditation bodies.</li> <li>Facilitate training session of national standard.</li> <li>Sensitization of importance of proficiency testing and proficiency services.</li> </ul>		

		<p>establish QMS by EOY 2019; and those agencies who want to establish accreditation.</p> <ul style="list-style-type: none"><li>• Facilitation of at least one quality management system (QMS) training to an adopted ISO/IEC declared Bahamas national standards for stakeholders, by one of our CARICOM regional accreditation bodies by EOY 2020.</li></ul>			
--	--	--	--	--	--

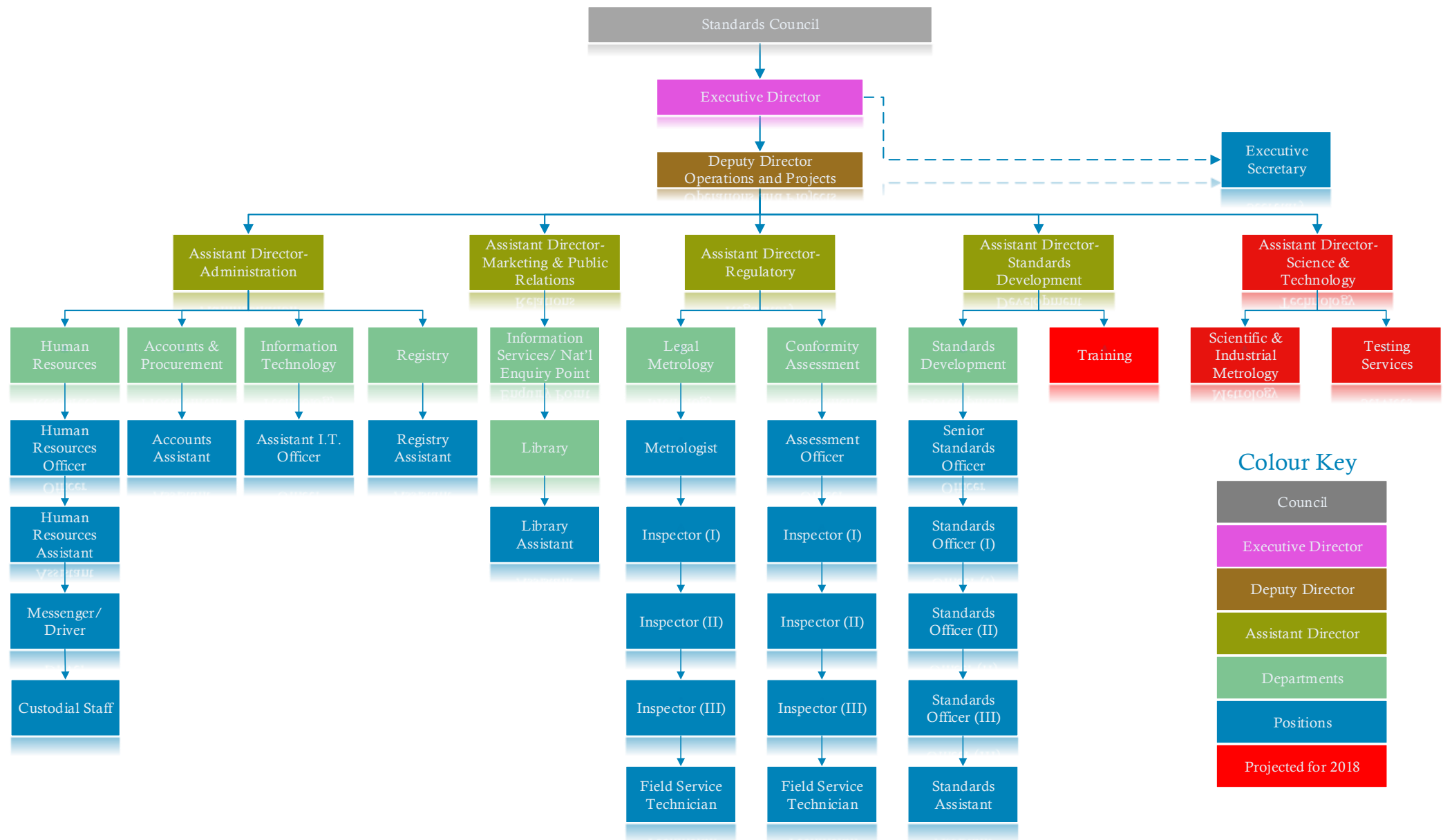
### **SECTION 3: BBSQ'S ORGANIZATIONAL STRUCTURE AND DIVISIONS OVERVIEW**

In order to ensure success in the implementation of the BBSQ's Strategic Plan (2019-2021) it will be critical for the BBSQ structure to be reviewed and restructured with a view to broadening and deepening its various roles and responsibilities. This section therefore outlines the organizational structure of the BBSQ and its associated roles and functions.

BBSQ is a body corporate by virtue of the Standards Act and the Weights and Measures Act of 2006, with a reporting relationship to the Ministry of Labour. BBSQ will be governed by a proposed eleven member Standards Council, appointed by the Minister with responsibility for Standards Matters. The Council Board is responsible for the policy and general administration of the Bureau. The Director of the BBSQ is also appointed by the Minister. The Director is responsible for supervising and directing the financial and administrative affairs (inclusive of staffing) of the Bureau.

BBSQ will be organized into five (5) divisions: Administration, Metrology, Standards Development, Implementation, and Information Services.

A detailed layout of the organizational structure is shown below.



**Colour Key**

- Council
- Executive Director
- Deputy Director
- Assistant Director
- Departments
- Positions
- Projected for 2018

### **Administration Division:**

The Administration Division is responsible for providing and maintaining the administrative services of BBSQ. The Administration Division is divided into four (4) sections: Human Resource, Finance, Registry and Information Technology.

- Human Resource Unit will manage and implement its human resources management programmes through recruitment of the Bureau's personnel, safety, employee's relations, compensation and benefits, and training and development.
- Finance Unit will guide the overall financial operations of BBSQ; that is procurement of materials/ equipment, maintaining accurate accounting records to provide transparency of all financial transactions, preparation of budget for the Bureau's needs, and ensuring security of BBSQ's assets.
- Registry Unit will manage all records of BBSQ to ensure efficiency, economy, systematic control, security, and easy retrievability.
- Information Technology Unit will assist in planning, operating and supporting the infrastructure of the BBSQ, and enabling all users to carry out their roles efficiently, productively and securely.

### **Marketing and Public Relations Division:**

Marketing and Public Relations Division is responsible for maintaining BBSQ's image and communicating its message to its customers, private and public stakeholders, and consumers.

### **Science and Technology Division:**

The Science & Technology Division is responsible for analytical services.

### **Standards Development Division:**

Standards Development Division is responsible for the preparation, promotion, and maintenance of standards in relation to goods, services, processes and practices locally or imported for the advancement of local and foreign trade.

- The Division manages and coordinates the work of technical committees, encompassing representatives of related stakeholder groups and technical experts that contribute to the overall national standards development.

- ❑ Training Department of BBSQ (Projected for 2018) will provide quality education to organizations, ministries, and other interested parties, on the requirements of key management systems. The BBSQ will offer training courses, seminars and workshops designed around shared needs of various groups within the private and public sectors.

**Regulatory Division:**

Regulatory Division is responsible for providing accuracy in regulation of all weights and measurement activities in the Commonwealth of The Bahamas (Weights and Measures Act of 2006). It will be divided into two (2) sections: Legal Metrology and Conformity Assessment.

- ❑ Legal Metrology Unit will ensure accuracy of measuring instruments used in trade, health, safety and the environment, and also in maintaining a level of confidence for manufacturers and consumers in the quantities of goods offered for sale.
- ❑ Conformity Assessment Unit will perform inspections/market surveillance of locally manufactured and imported non-food products and product samples, and also for advising officers from Customs department, importers, traders and retailers on legal requirements of the local market.
- ❑ Product Certification (Projected EOY 2017) will be a part of the Conformity Assessment Scheme. The Department is responsible for implementation of the national certification scheme that provides assurance that products, services and processes meet national standards/specifications that comply with regionally and internationally accepted standards. This national certification scheme's aim is to improve the quality and competitiveness of the products and services manufactured in The Bahamas.



## SECTION 4: RISK ANALYSIS & RISK MANAGEMENT STRATEGIES

<b>KEY RISKS AND MITIGATING STRATEGIES</b>	<b>Risk ID No.</b>	<b>KEY RISK EVENTS</b>	<b>MITIGATING RESPONSES</b>
<p>Risk is a measure of future uncertainties that are likely to impact on BBSQ in achieving its performance goals within the available resources and time frame. As a consequence, as part of the proactive management approach to the development and implementation of this Strategic Plan, a number of perceived risks that can affect the successful implementation of BBSQ's Strategic Plan were identified. Additionally, recommended associated mitigating strategies were also acknowledged for BBSQ to apply in the immediate future. Adjacent table gives details of Risk Management Plan for BBSQ.</p>	1	Insufficient financial resources to undertake BBSQ's mandate and complete the various projects	Conduct continuous advocacy and strategic engagements with the Government of The Bahamas and the Ministry with responsibility for BBSQ.
	2	Uncertain and poorly sustained leadership and inefficient management of the BBSQ	Development and implementation of an organization wide succession planning approach and dedicated project officer to manage implementation.
	3	Loss of support from partners/development agencies as a result of change of focus or priorities	Continuous reporting and communication on success, achievements and holistic development alignment; account for changes in Government.
	4	Loss of political support and interest	Infusion of BBSQ's strategic agenda that is aligned with national development priorities/plans.
	5	Inadequate financial allocation by the Ministry of Finance to BBSQ budget	Focus on developing sustainability strategies through consultancy/procurement for BBSQ

