Document # 1

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CABINET

ESTABLISHMENT OF THE BAHAMAS COMMERCIAL OFFICE – ASIA (BCOA) AND APPOINTMENT OF A COMMERCIAL ENVOY TO CHINA

Memorandum submitted jointly by the Minister of Foreign Affairs and the Office of The Prime Minister

This memorandum invites Cabinet approval to establish The Bahamas Commercial Office – Asia (BCOA) as a permanent commercial engagement and coordination platform supporting the Government of The Bahamas' trade, investment, tourism, and financial services strategy in Asian markets.

2. The Bahamas Commercial Office – Asia will serve as the Government's dedicated institutional mechanism for strengthening trade and investment relationships with key Asian economies. The Office will support the Government's efforts to attract foreign direct investment, expand financial services engagement, facilitate strategic commercial partnerships, and provide market intelligence and coordination across China and priority Asian markets. Enhanced engagement with Asia also positions The Bahamas to facilitate broader commercial connections linking Asian capital and technology with opportunities across the Caribbean and emerging markets, including Africa. The BCOA will operate within a commercial mandate, complementing the work of The Bahamas' diplomatic missions while focusing on trade, investment, and financial services engagement, strategic partnerships, and commercial opportunity development.

3. The Government notes that commercial engagement with Asia is already actively underway. A Bahamian trade and investment delegation departed on April 16, 2026 with engagements in Guangzhou, China, including participation in the Canton Trade Fair. Concurrently, Bahamian-led initiatives in modular housing design, renewable energy solutions, and small-scale manufacturing partnerships are being advanced with identified Asian partners. These activities demonstrate both the immediacy of opportunity and the need for a coordinated institutional platform to ensure alignment, execution and continuity across Government priorities.

Despite these opportunities, The Bahamas does not currently maintain a dedicated institutional platform focused on developing sustained commercial engagement with Asian markets. The establishment of the Bahamas Commercial Office – Asia addresses this gap by creating a permanent commercial engagement platform for the region. The Office will operate strictly within a commercial mandate and will complement the work of The Bahamas' diplomatic missions.

Absent a formal structure, these engagements risk fragmentation and the under-realisation of national benefit.

This moment underscores the necessity of ensuring continuity of commercial engagement beyond electoral cycles.

4. It will engage sovereign wealth funds, institutional investors, private equity firms, and family offices to facilitate investment into priority sectors of the Bahamian economy and will position The Bahamas as a leading jurisdiction for wealth management, family offices, and international financial services. It will also support Bahamian firms in establishing commercial relationships with Asian partners and facilitating partnerships in sectors including modular housing, renewable energy solutions, and distributed energy products aligned with cost-of-living and climate resilience priorities.

5. The BCOA will operate as a national commercial engagement and coordination platform within the Government's economic strategy, in alignment with The Bahamas Embassy in Beijing while maintaining a distinct commercial mandate and operating capability. Given the nature of Asian market engagement, the Office requires sustained physical presence, institutional access, commercial relationship management, and continuity of execution in China and other priority Asian markets. Accordingly, the leadership of the Office shall be structured as a China-based appointment with clear authority to advance trade, investment, tourism, financial services, and strategic partnership initiatives on behalf of the Government of The Bahamas.

The Office will operate in coordination with the Ministry of Foreign Affairs, the Ministry of Investments, the Ministry of Economic Affairs, Ministry of Tourism, The Trade Commission, Bahamas Financial Services Board, Bahamas Chamber of Commerce, Bahamas China Trade Association and, The Three Oceans Forum. The Minister of Foreign Affairs will ensure alignment with the Government's broader international engagement framework, while the Office of The Prime Minister and the relevant economic ministries will jointly define the Office's commercial priorities and implementation activities.

6. Initial implementation of the BCOA will be supported by existing allocations within the Ministry of Foreign Affairs, including resources assigned to commercial and investment activities at the Embassy in Beijing. However, given the scope of the Office's mandate and the need for sustained commercial execution in China and other priority Asian markets, a dedicated operational budget should be developed to support investor engagement, trade missions, market intelligence, events, communications, travel, administrative support, and partnership development. Any future expansion of staffing, programming, or regional activities shall be subject to further Cabinet approval.

7. Cabinet is invited to:

1. Note the proposal to establish the Bahamas Commercial Office – Asia (BCOA) as the Government's permanent commercial engagement platform for Asian markets.
2. Approve the establishment of the Bahamas Commercial Office – Asia (BCOA), based in Beijing and operating in alignment with The Bahamas Embassy in Beijing, as The Government's dedicated mechanism for advancing commercial diplomacy and strengthening trade, investment, tourism, financial services and strategic commercial relationships with key Asian economies.
3. Approve that the BCOA shall operate within a commercial mandate, complementing the work of The Bahamas' diplomatic missions while focusing on commercial execution, investor relations, trade facilitation, financial services engagement and strategic partnership development.
4. Approve the appointment of a Commercial Envoy to China and Head of the Commercial Office – Asia (BCOA) as a diplomatic appointment with responsibility for leading The Government's commercial diplomacy efforts across China and priority Asian markets.
5. Approve that the appointment shall be China-based and supported by an approved operational mandate appropriate to the Office's commercial engagement responsibilities across China and other priority Asian markets.
6. Authorize the Ministry of Foreign Affairs in consultation with the Ministry of Finance and relevant ministries, to develop a dedicated operational budget for the BCOA to support market engagement, trade missions, investor relations, commercial events, communications, travel and administrative execution.
7. Authorize the Minister of Foreign Affairs, the Minister of Tourism, the Minister of Economic Affairs and the Minister in charge of Investments to finalize the operational framework and implementation arrangements for the Office
8. Direct that a report on implementation, operational requirements, and initial commercial priorities be submitted to Cabinet within 90 days.

Document # 2

BCOA EXECUTIVE DISCUSSION BRIEF

China and Asia Commercial Diplomacy: Establishing the Bahamas Commercial Office–Asia

Purpose

This brief is intended to align senior stakeholders on the rationale, operating model and institutional role of the proposed Bahamas Commercial Office–Asia (BCOA). The underlying objective is straightforward: The Bahamas has spent years building valuable relationships in China and across Asia, and it now needs a permanent system for converting those relationships into measurable national outcomes.

The Strategic Context

China cannot be engaged as a single market or a single bilateral relationship. It is at once a global economic power, a technology and innovation platform, a source of outbound capital, and a gateway into the wider Asian region. Engaging it seriously requires a capability that combines diplomatic relationships, commercial diplomacy, market intelligence and coordinated execution.

The Bahamas is not starting from nothing. It holds established diplomatic relationships with China and Asia, genuine tourism and investment opportunities, internationally recognized financial services capabilities, and active private-sector networks — including the Bahamas-China Trade Association and the Three Oceans Forum. The gap is not opportunity. The gap is coordination, intelligence, continuity and execution. Delegations travel, meetings happen, interest is expressed — and too much of it dissipates because no institution owns the follow-through.

The Principle

The Bahamas must move from relationship-based engagement to relationship-enabled economic outcomes. Relationships should become partnerships, and partnerships should create national value. That transition does not happen by goodwill; it happens by design.

The Response

The BCOA would serve as a permanent commercial diplomacy and coordination platform for China and priority Asian markets. Its work would be to identify and develop commercial opportunities, build relationships with investors, businesses and institutions, provide market intelligence and strategic recommendations to Government, and coordinate the public agencies, private-sector actors and strategic partners involved in any given opportunity — across trade, investment, tourism, financial services and technology.

The Office is not intended to replace any existing institution. Its purpose is to connect and align capabilities that already exist around a unified national strategy.

Two Functions, One Relationship

The architecture rests on a clear division of labour. The Ambassador and Embassy carry the diplomatic function: government-to-government relations, official representation and the protection of the bilateral relationship. The Commercial Envoy and the BCOA carry the commercial function: opportunity creation, investor engagement, business partnerships, market intelligence and execution. The first strengthens the relationship; the second develops its economic potential. The two functions are complementary and depend on each other.

Coordination, Not Duplication

The BCOA would work in coordination with the Ministry of Foreign Affairs, the Ministry of Investments, the Ministry of Economic Affairs, the Ministry of Tourism and the Bahamas Trade Commission on the government side; with the Bahamas Financial Services Board and the Chamber of Commerce on the commercial side; and with the Bahamas-China Trade Association and the Three Oceans Forum as strategic platforms. The operating principle is simple: the BCOA coordinates, and each institution executes within its own mandate.

Priorities

Four priorities would shape the Office's early work. First, investment attraction — sovereign wealth funds, family offices, institutional investors and strategic corporate capital directed into priority sectors of the Bahamian economy. Second, trade development — helping Bahamian businesses reach Asian markets and build commercial partnerships. Third, tourism and lifestyle investment — hospitality projects, visitor growth, second homes and the wealth-management relationships that follow them. Fourth, innovation and strategic industries — technology partnerships, renewable energy, digital infrastructure and manufacturing.

How It Works

The Office would run a disciplined pipeline: understand the market, build the relationships, identify and qualify opportunities, coordinate the stakeholders, advance partnerships, and deliver outcomes that can be reported and measured. At every stage, the test is the same — is this activity moving toward national value, or is it merely activity?

The Objective

To position The Bahamas as a trusted bridge connecting Asian capital, technology and entrepreneurship with opportunities in The Bahamas, the Caribbean, the Americas and emerging markets — and to give that ambition the one thing it has lacked: a permanent institution responsible for delivering it.

Document # 3

BAHAMAS CHINA AND ASIA STRATEGY FRAMEWORK (Summary For Execution)

Building a Permanent Diplomatic, Commercial and Intelligence Architecture

Premise

The Bahamas has built an important diplomatic relationship with China. The next stage requires a comprehensive strategy capable of converting that relationship into measurable economic outcomes. China must be understood not only as a bilateral partner but as a global economic power, a continent-sized market, a supply-chain and innovation ecosystem, and a gateway into wider Asia. Engaging it effectively requires diplomacy, commercial capability, market intelligence, investment promotion and strategic partnership working as one system.

Vision

The Bahamas should become a trusted bridge along which capital, technology, innovation and entrepreneurship flow from Asia into The Bahamas, and onward to the Caribbean, the Americas and emerging markets.

The Engagement Architecture

The strategy engages China through three connected gateways, each with a distinct role. Beijing is the strategic gateway: government relations, policy dialogue, state institutions and national-level partnerships. Guangzhou and Shenzhen form the commercial gateway: trade, technology, manufacturing, innovation, supply chains and business partnerships across the Greater Bay Area. Hong Kong is the capital gateway: family offices, private wealth, capital markets, asset management and international investors.

The Bahamas Commercial Office–Asia is the institutional mechanism that makes the architecture work. It gathers intelligence, develops relationships, creates and qualifies opportunities, facilitates investment, and coordinates the government and private-sector institutions involved in delivery.

The Intelligence Function

A permanent China and Asia intelligence capability should monitor investment flows, family-office activity, emerging industries, technology developments, provincial opportunities, supply chains, tourism demand and policy changes. Its purpose is to shift

The Bahamas from reacting to opportunities to anticipating them — so that when capital moves, policy shifts or an industry opens, the country is already positioned.

The system works as a sequence. Intelligence identifies where value is moving. Relationships create access. Access is converted into defined opportunities. Opportunities become partnerships, partnerships become transactions, and successful transactions are scaled. Each stage has an owner, and each opportunity is tracked from first contact to delivered outcome.

Foundation

The strategy does not begin from zero. It builds on the Bahamas-China Trade Association, the Three Oceans Forum, existing diplomatic relationships, commercial diplomacy initiatives already underway, and established private-sector partnerships. The objective is not more activity. It is a coordinated national system — a permanent diplomatic, commercial and intelligence capability through which relationships reliably become intelligence, intelligence becomes opportunity, and opportunity becomes national value.

Document # 4

Full Bahamas China Strategy

The Bahamas–China Strategy: The Decision Before Us

The Bahamas has already built an important relationship with China. The opportunity before us is to move beyond relationship management and build a permanent national capability that converts that relationship into measurable economic outcomes. The key issue is not access — The Bahamas has access. The challenge is creating the system that turns access into intelligence, intelligence into opportunities, and opportunities into investment, trade, technology partnerships, tourism growth and long-term Bahamian prosperity. The Bahamas Commercial Office–Asia provides that missing execution capability by creating a coordinated structure connecting diplomacy, commerce, finance and strategic intelligence.

The decision is simple: we must move from conversations to execution. The four-gateway model — Beijing for strategic engagement, Guangzhou–Shenzhen for trade and technology, Hong Kong for capital and financial services, and Hainan for island-economy cooperation — gives The Bahamas a practical operating structure. The immediate priority is not to attempt everything at once, but to prove the model through focused pilots: a trade and procurement corridor, a capital and family-office pipeline, a compliant settlement feasibility study, and a Bahamas–Hainan partnership. Each initiative will have clear ownership, timelines, measurements and accountability.

The next action is to authorize the framework, establish the Bahamas Commercial Office–Asia operating structure, identify responsible leaders and launch the first 100-day execution plan. This is an opportunity to position The Bahamas not simply as a country seeking opportunities from China, but as a trusted Atlantic platform connecting China, Asia, the Caribbean and the Americas. The question is no longer whether the relationship exists; the question is whether we build the system capable of capturing its value. The recommendation is to move forward now, create the architecture, test the pilots and build the national capability that will deliver results for generations.

THE BAHAMAS CHINA STRATEGY FRAMEWORK

Building a Permanent Diplomatic, Commercial, Financial and Strategic Intelligence Architecture for China and Asia

Executive Summary

The Bahamas has built a valuable diplomatic relationship with China. The next stage is to convert that relationship into permanent national capability and measurable economic outcomes.

The Bahamas China Strategy proposes a four-gateway architecture: Beijing for strategic and diplomatic engagement; Guangzhou–Shenzhen for trade, technology and supply chains; Hong Kong for capital, family offices and financial services; and Hainan for tourism, free-trade-port and island-economy cooperation.

The Bahamas Commercial Office–Asia would serve as the permanent execution mechanism, coordinating investment attraction, trade development, tourism, financial services, innovation and market intelligence. Its operating model is:

Intelligence → Relationships → Opportunity → Pilot → Transaction → Scale

The strategy is anchored in Bahamianization: Bahamians must lead, participate, own and benefit. Initial priorities include trade and procurement pilots, a compliant settlement corridor, a family-office and residency pipeline, and a Bahamas–Hainan partnership.

The objective is to position The Bahamas as a trusted Atlantic platform linking China and Asia with Africa, the Caribbean and the Americas through trade, capital, tourism, technology and commercial diplomacy.

THE BAHAMAS CHINA STRATEGY FRAMEWORK

Building a Permanent Diplomatic, Commercial, Financial and Strategic Intelligence Architecture for China and Asia

Strategic Premise

The Bahamas has built an important diplomatic relationship with the People's Republic of China. The next stage must convert that relationship into permanent national capability and measurable economic outcomes.

China is too large, complex and economically significant to be approached solely as a traditional bilateral relationship managed from Beijing. It must be understood simultaneously as:

- a major global economic power;
- a continent-sized market;
- the world's most comprehensive manufacturing and supply-chain ecosystem;
- a leading centre of technology, innovation and industrial capability;
- a major source of capital, tourists and commercial partnerships; and
- a gateway into wider Asia.

The Bahamas therefore requires an integrated China Strategy combining bilateral diplomacy, commercial engagement, financial services, market intelligence, investment promotion and private-sector execution.

The national proposition is clear:

The Bahamas is a trusted Atlantic platform connecting China and Asia with the Caribbean and the Americas.

The Bahamas offers a distinctive combination of sovereign jurisdiction, political stability, common-law institutions, proximity to the United States, international financial-services capability, tourism infrastructure and experience in digital finance.

Its value is not based on geographic size. Its value lies in its capacity to serve as a platform through which capital, enterprises, technology, visitors and ideas can enter, structure and expand across markets.

Alignment with China’s 15th Five-Year Plan, 2026–2030

The strategy begins during the first year of China’s 15th Five-Year Plan.

The Plan establishes the principal policy and development framework within which Chinese ministries, provincial governments, state-owned enterprises, financial institutions and major commercial actors will operate through 2030.

The Bahamas should align its engagement with four areas of direct strategic relevance.

1. Expanding Consumption

China is seeking to strengthen domestic demand and increase the contribution of consumption to economic growth.

This creates opportunities to position The Bahamas within China’s premium consumption economy through:

- tourism and experiential travel;
- second-home and lifestyle investment;
- residency and long-stay programmes;
- family-office and wealth-management services;
- luxury, marine and wellness offerings; and
- distinctive Bahamian products and experiences.

The objective is to develop a unified national pathway:

Visit → Engage → Invest → Structure → Build → Live

2. Green Transformation

China’s continued investment in renewable energy, industrial efficiency and lower-carbon development aligns with Bahamian priorities in:

- solar and renewable energy;
- resilient infrastructure;
- water, waste and environmental systems;
- electric mobility;
- sustainable construction;
- marine technology;
- climate adaptation; and
- the blue economy.

The Bahamas can provide a sovereign island environment in which appropriate technologies are tested, demonstrated and adapted for wider Caribbean markets.

3. Innovation and Emerging Industries

China's emphasis on innovation, advanced manufacturing, artificial intelligence and the digital economy creates partnership opportunities in:

- financial technology;
- digital identity and payments;
- smart tourism;
- port, airport and logistics systems;
- digital public infrastructure;
- telecommunications;
- tokenization and digital assets;
- artificial intelligence applications; and
- intelligent energy and urban systems.

The Bahamas' experience with the Sand Dollar and its digital-assets regulatory framework gives it a credible foundation from which to engage these sectors.

4. Continued Opening

China's commitment to higher-level opening, including the development of the Hainan Free Trade Port, creates new entry points for Bahamian engagement.

Hainan offers a natural platform for cooperation in:

- island-economy development;
- tourism;
- duty-free retail;
- marine industries;
- aviation and connectivity;
- healthcare and wellness;
- tropical agriculture and seafood;
- free-trade-port administration; and
- international commercial services.

Every major programme developed under the China Strategy should be mapped against relevant Chinese national, provincial and sectoral priorities.

THE CHINA ENGAGEMENT ARCHITECTURE

China cannot be effectively engaged through a single location or institutional channel.

The Bahamas should operate through four interconnected gateways, each assigned a distinct function.

1. Beijing — Strategic and Diplomatic Gateway

Purpose: Manage bilateral relations and national-level strategic engagement.

Primary functions:

- central government relations;
- diplomatic coordination;
- policy dialogue;
- engagement with national institutions;
- state-owned enterprise relationships;
- multilateral and South–South cooperation;
- education and cultural diplomacy; and
- strategic partnership development.

The Embassy of The Bahamas in Beijing remains the centre of official state-to-state relations.

2. Guangzhou–Shenzhen — Commercial and Innovation Gateway

Purpose: Connect Bahamian opportunities with the commercial, industrial and technological capacity of the Greater Bay Area.

Primary functions:

- trade development;
- manufacturing and supply chains;
- sourcing and procurement;
- technology and innovation;
- artificial intelligence;
- renewable energy;
- logistics;
- business-to-business partnerships; and
- market entry support for Bahamian companies.

Guangzhou provides access to trade, manufacturing and major commercial networks. Shenzhen provides access to technology, innovation, advanced manufacturing and fast-scaling enterprises.

Together, they form the operational engine of the commercial strategy.

3. Hong Kong — Capital and Wealth Gateway

Purpose: Connect Asian capital and international wealth with The Bahamas' financial, investment and jurisdictional platform.

Primary functions:

- family offices;
- private wealth;
- asset management;
- capital markets;
- investment funds;
- insurance and risk structures;
- international investors;
- professional services;
- residency and lifestyle investment; and
- Bahamas financial-services promotion.

Hong Kong can serve as the principal capital bridge between Asian investors and Bahamian opportunities.

4. Hainan — Free Trade Port and Island-Economy Gateway

Purpose: Build a structured relationship with China's principal island free-trade-port platform.

Primary functions:

- tourism cooperation;
- duty-free and consumer trade;
- marine industries;
- seafood and agriculture;
- aviation and connectivity;
- wellness and healthcare;
- free-trade-port policy exchange;
- climate and island resilience; and
- reciprocal commercial and investment missions.

Hainan's island geography and development model make it a practical counterpart for sustained Bahamas–China cooperation.

THE BAHAMAS COMMERCIAL OFFICE–ASIA

Institutional Purpose

The Bahamas Commercial Office–Asia, or BCOA, should serve as the permanent execution mechanism for the China Strategy.

Its purpose is to convert diplomatic access, market intelligence and national assets into investment, trade, tourism, financial-services and innovation outcomes.

The BCOA should operate in close coordination with the Embassy while maintaining a clearly defined commercial mandate.

This creates two complementary national capabilities:

Bilateral Diplomacy
Responsible for official state-to-state relations, political dialogue, consular matters and formal diplomatic representation.

Commercial Diplomacy
Responsible for market development, investment conversion, business facilitation, economic intelligence and measurable commercial outcomes.

The functions must reinforce one another without becoming administratively indistinguishable.

Leadership

The BCOA should be led by a permanently resident China-based Commercial Engagement Lead with a defined mandate, reporting structure, performance framework and authority to coordinate across ministries and agencies.

The Government may determine the most appropriate formal designation, including Commercial Envoy, Head of the Bahamas Commercial Office–Asia or another suitable title.

Institutional Coordination

The BCOA should coordinate with:

- the Ministry of Foreign Affairs;
- the Office of the Prime Minister;
- the Ministry responsible for Economic Affairs;
- the Ministry of Tourism;
- the Bahamas Trade Commission;

- the Bahamas Investment Authority;
- the Bahamas Financial Services Board;
- the Central Bank of The Bahamas;
- the Securities Commission of The Bahamas;
- the Bahamas Development Bank;
- the Bahamas Chamber of Commerce;
- the Bahamas China Trade Association;
- the Three Oceans Forum; and
- relevant Bahamian private-sector and professional bodies.

BCOA CORE MANDATE

Investment Attraction

Identify, qualify and convert investment from:

- sovereign and institutional investors;
- state-owned and private enterprises;
- private equity and venture-capital firms;
- family offices;
- strategic corporate investors; and
- qualified high-net-worth individuals.

Priority projects should be aligned with established Bahamian development objectives rather than driven solely by unsolicited foreign proposals.

Trade and Procurement

The BCOA should:

- assist qualified Bahamian companies seeking access to China;
- identify export opportunities for Bahamian goods and services;
- support national and private-sector procurement;
- connect Bahamian enterprises with credible Chinese suppliers;
- improve quality control and commercial due diligence;
- develop logistics and settlement pathways; and
- facilitate partnerships between Bahamian and Chinese businesses.

Tourism, Residence and Lifestyle Investment

Tourism promotion should be integrated with:

- private aviation;
- yachting and marine tourism;
- second-home ownership;
- real estate development;
- permanent and economic residence;
- family-office services;
- financial and estate planning;
- education, healthcare and wellness; and
- long-term investment.

The objective is to move qualified relationships through a complete national value chain rather than treating tourism, investment and financial services as separate propositions.

Financial Services and Settlement Architecture

The BCOA should support the development of compliant financial pathways connecting Asian capital, trade and wealth with The Bahamas.

Areas for examination include:

- compliant RMB, U.S. dollar and Bahamian-dollar settlement arrangements;
- offshore renminbi capabilities;
- trade finance;
- cross-border cash management;
- investment and fund structures;
- family-office administration;
- digital payments;
- tokenized assets;
- fintech partnerships; and
- appropriate uses of the Sand Dollar infrastructure.

All settlement and financial initiatives must remain subject to regulatory review, commercial feasibility, anti-money-laundering requirements, sanctions compliance and approval by the relevant Bahamian authorities.

Innovation and Technology Partnerships

The BCOA should identify suitable partners and pilots in:

- renewable energy;
- digital infrastructure;
- artificial intelligence;
- smart tourism;
- logistics technology;
- fintech;
- marine technology;
- resilient housing;
- healthcare technology; and
- intelligent public systems.

The proposition should be:

Test in The Bahamas. Prove in an island environment. Scale through the Caribbean.

THE BAHAMIANIZATION PRINCIPLE

Every initiative developed under the China Strategy should be governed by a clear principle:

Bahamians must lead, participate, own and benefit.

Chinese and international enterprises should be welcomed as investors, technology providers, contractors and strategic partners. However, the national architecture must ensure meaningful Bahamian participation in:

- ownership;
- management;
- professional services;
- employment;
- knowledge transfer;
- procurement;
- distribution;
- data governance; and
- long-term value creation.

Where practical, mandates should be held by Bahamian institutions or Bahamian-majority structures, with international firms supporting execution.

Bahamianization must not operate only as a labour requirement. It should be designed as a system for building Bahamian commercial capability, ownership and institutional knowledge.

INITIAL TRANSACTION PILOTS

The strategy should begin with a limited number of visible, executable pilots.

Each pilot should have:

- a designated Bahamian owner;
- a responsible gateway;
- government and private-sector partners;
- a regulatory pathway;
- a transaction timeline;
- defined success indicators; and
- a clear decision on whether to scale, revise or discontinue.

Pilot 1: Trade and Procurement Corridor

Gateway: Guangzhou–Shenzhen

Purpose: Complete an initial group of export, sourcing or procurement transactions between Bahamian and Chinese businesses.

Possible areas include:

- seafood and marine products;
- beverages and specialty products;
- hospitality supplies;
- renewable-energy systems;
- construction materials;
- technology and communications equipment; and
- selected government or private-sector procurement.

Initial success measures:

- qualified buyers and suppliers identified;
- due diligence completed;
- first contracts signed;
- first goods delivered; and
- transaction costs and delivery performance documented.

Pilot 2: Compliant Settlement and Trade-Finance Corridor

Gateway: Hong Kong–Nassau, supported by Beijing

Purpose: Examine and establish a lawful, regulated pathway for settling approved trade and investment transactions involving renminbi, U.S. dollars and Bahamian dollars.

Potential participants may include Bahamian and international financial institutions, the Bahamas Development Bank, development-finance partners and regulated professional-service providers.

Any Three Oceans Trade and FX structure should first be developed as a feasibility and regulatory proposal rather than presented as an approved national mechanism.

Initial success measures:

- legal and regulatory assessment completed;
- participating institutions identified;
- transaction structure approved;
- settlement time and cost benchmarked; and
- first compliant pilot transaction executed.

Pilot 3: Family Office, Investment and Residence Corridor

Gateway: Hong Kong–Nassau

Purpose: Convert qualified Asian family-office and private-wealth relationships into Bahamian structures, investments and long-term economic relationships.

The pipeline should connect:

Visit → Engage → Invest → Structure → Build → Live

Initial success measures:

- qualified family offices engaged;
- Bahamas visits completed;
- professional-service mandates issued;
- investment or financial structures established;
- residence or real-estate applications initiated; and
- capital committed to approved Bahamian opportunities.

Pilot 4: Hainan–Bahamas Island Partnership

Gateway: Hainan

Purpose: Establish a practical island-economy cooperation programme.

Initial areas may include:

- tourism and hospitality;
- marine economy;
- seafood and agriculture;
- free-trade-port administration;
- duty-free retail;
- climate resilience;
- healthcare and wellness; and
- aviation or tourism connectivity.

Initial success measures:

- official counterpart identified;
- working group established;
- priority sectors agreed;
- reciprocal mission completed; and
- first commercial or institutional project launched.

NATIONAL CHINA INTELLIGENCE SYSTEM

The Beijing Brief

The Government requires a standing China and Asia intelligence capability.

The BCOA should produce a quarterly Cabinet-level intelligence product titled **The Beijing Brief**.

The Brief should provide decision-useful intelligence on:

- Chinese national policy;
- implementation of the 15th Five-Year Plan;
- provincial and municipal priorities;
- outbound investment;
- state-owned and private enterprises;

- family-office and private-wealth trends;
- technology and emerging industries;
- manufacturing and supply chains;
- Hainan Free Trade Port opportunities;
- tourism demand;
- financial and currency developments;
- geopolitical and regulatory risks; and
- actionable opportunities for The Bahamas.

The product should not be a general news summary. It should answer five questions:

1. What has changed?
2. Why does it matter to The Bahamas?
3. What opportunity or risk has emerged?
4. Who should act?
5. What decision is required?

Field-Intelligence Network

The intelligence system should draw on:

- the Embassy;
- the BCOA;
- Bahamian ministries and agencies;
- the Bahamas China Trade Association;
- the Three Oceans Forum;
- universities and think tanks;
- financial and professional institutions;
- Chinese central and provincial counterparts; and
- Bahamian and international private-sector networks.

The Three Oceans Forum provides an existing convening and listening platform through which The Bahamas can engage policy, financial, academic, technological and commercial actors inside China. Its earlier work has already advanced the idea of The Bahamas as a neutral platform linking financial, legal and digital systems across regions.

OPERATING MODEL

The operating sequence is:

Intelligence → Relationships → Opportunity → Pilot → Transaction → Scale

Intelligence identifies where national capability intersects with market demand.

Relationships establish access and trust.

Opportunities are screened against Bahamian priorities.

Pilots test commercial and regulatory feasibility.

Transactions create measurable value.

Successful models are then scaled.

The BCOA should be evaluated on completed movement through this sequence—not on meetings, receptions, delegations or memoranda alone.

FIRST 100 DAYS

1. Establish the Operating Structure

- Confirm the BCOA mandate, leadership and reporting structure.
- Define the respective roles of the Embassy and the BCOA.
- Establish an inter-agency China Strategy coordinating group.
- Approve a performance scorecard and Cabinet reporting cycle.

2. Build the Four-Gateway Map

- Identify priority government, financial, commercial and institutional relationships in Beijing, Guangzhou–Shenzhen, Hong Kong and Hainan.
- Assign each relationship to a national objective.
- Identify missing relationships and designate responsibility for developing them.

3. Complete the China Opportunity Map

- Map China's 15th Five-Year Plan priorities against Bahamian national priorities.
- Identify ten high-potential opportunity areas.
- Select three to five opportunities for immediate development.
- Identify the Bahamian ministry, agency or private-sector owner for each.

4. Launch the Commercial Pipeline

- Begin the Guangzhou–Shenzhen trade and procurement pilot.
- Identify initial Bahamian exporters and procurement needs.
- Establish screening and due-diligence procedures for Chinese partners.
- Produce the first qualified transaction pipeline.

5. Launch the Capital and Wealth Pipeline

- Begin structured Hong Kong family-office engagement.
- Prepare an integrated Bahamas investment, financial-services, residence and lifestyle proposition.
- Identify qualified professional-service providers in The Bahamas.
- Arrange an initial Bahamas-focused capital or family-office engagement.

6. Complete Settlement-Corridor Feasibility

- Conduct legal, banking, regulatory and commercial analysis.
- Identify potential Bahamian and international institutional partners.
- Separate trade financing, foreign-exchange settlement and investment structuring into clearly regulated components.
- Present a pilot recommendation to the appropriate authorities.

7. Establish the Hainan Workstream

- Identify the appropriate provincial and free-trade-port counterparts.
- Develop a Bahamas–Hainan cooperation concept.
- Select two or three executable sectors.
- Prepare a reciprocal engagement programme.

8. Deliver the First Beijing Brief

The first edition should include:

- the 15th Five-Year Plan opportunity map;
- four-gateway relationship analysis;
- priority investment and trade leads;
- policy and regulatory developments;
- identified risks;
- pilot recommendations; and
- decisions required from Cabinet.

9. Report Against Outcomes

At the end of the first 100 days, the BCOA should report on:

- institutional decisions completed;
- qualified opportunities identified;
- transaction pipelines established;
- partners engaged;
- pilot structures developed;
- regulatory issues identified;
- capital or commercial interest secured; and
- next-stage decisions required.

GOVERNANCE AND PERFORMANCE

The BCOA should operate through a transparent performance framework.

Key performance categories should include:

Investment

- qualified investors engaged;
- investment proposals received;
- capital formally committed;
- projects approved; and
- investment completed.

Trade

- Bahamian businesses supported;
- export and procurement contracts completed;
- transaction value;
- settlement time; and
- supplier performance.

Tourism and Wealth

- qualified visitors generated;
- family-office engagements;

- professional-service mandates;
- residence applications;
- real-estate or business investment; and
- repeat engagement.

Innovation

- partnerships established;
- pilots launched;
- technology transferred;
- Bahamians trained; and
- pilots scaled regionally.

Intelligence

- Cabinet briefs delivered;
- actionable opportunities identified;
- decisions supported;
- risks detected; and
- opportunities converted into pilots.

STRATEGIC OBJECTIVE

China is too important for occasional delegations, disconnected initiatives or ceremonial engagement.

The Bahamas requires a permanent diplomatic, commercial, financial and strategic intelligence capability capable of converting:

Relationships → Intelligence → Opportunity → Transactions → National Outcomes

The Bahamas Commercial Office–Asia provides the institutional mechanism.

The four gateways provide the geographic architecture.

The Beijing Brief provides the intelligence system.

The transaction pilots provide the path to execution.

The Bahamianization principle ensures that the resulting value strengthens Bahamian ownership, capability and prosperity.

Together, these elements position The Bahamas not merely as a country seeking opportunities from China, but as a trusted Atlantic platform through which China, Asia, the Caribbean and the Americas can build mutually beneficial relationships.

Foundation: This framework has been developed through sustained engagement in China, including work undertaken through the Embassy of The Bahamas in Beijing, the Three Oceans Forum, the Bahamas China Trade Association, the proposed Three Oceans trade and settlement architecture, and continuing work on commercial diplomacy, financial services, investment promotion and The Bahamas' global economic positioning.