The National Development Plan
of The Bahamas

VISION
2040
OF THE BAHAMAS

Artwork: Students of the Salinas Point Primary School in Salinas Point, Acklins and the Centreville Primary School, New Providence. In the final, professionally designed version of this document, all artwork submitted by the students will be used throughout the document. The Secretariat thanks the parents and teachers for their cooperation in this project.

"A Nation Moving Forward, Upward, Onward Together. A Nation Becoming Smarter, Faster, Stronger Together"

The National Development Plan

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2nd December, 2016

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The National Development Plan Steering Committee

Mr. Felix Stubbs	Chair	Ms. Aliya Allen	Member (Financial Services)
Dr. Rodney Smith	Deputy Chair	Mr. Terry Miller	Member (Civil Society)
Mr. Gowon Bowe	Member (Economy)	Mr. Obie Ferguson	Member (Labour)
Mrs. Eleanor Phillips	Member (Environment)	Mr. John Pinder	Member (Labour)
Mr. Stuart Bowe	Member (Tourism)	Mr. Carl Oliver	Member (Economy)
Mr. Joseph Gaskins	Member (Youth)	The Central Bank of The Bahamas	Member (Economy)
Mr. Carey Leonard	Member (Grand Bahama)	The Democratic National Alliance	Member (Governance)
Mr. Shaun Ingraham	Member (Family Island Development)	The Free National Movement	Member (Governance)
Nicola VIrgill-Rolle	Member (Secretariat)	The Progressive Liberal Party	Member (Governance)

Foreword by the Rt. Hon. Perry G. Christie, Prime Minister of The Commonwealth of The Bahamas

Statement by The Hon. Khaalis Rolle, Minister of State for Investments

Statement by The Hon. Dr. Hubert Minnis, Leader of the Official Opposition

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Statement by Dr. Rodney Smith, President of the College of The Bahamas

Statement by Mr. Gowon Bowe, Chairman of The Bahamas Chamber of Commerce and Employers' Confederation

Statement by Mr. Terry Miller, President of Civil Society Bahamas

Message from the National Development Plan Secretariat

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Mr. Brett Lashley	Programme Manager	Mrs. Daniella Knowles-Pratt	Project Officer
Mrs. Hellen Mukiri-Smith	Consultant (Governance, Economic Development, Poverty and Discrimination, Land Administration, Natural Environment, Family Island Development, Draft National Development Plan Bill and Sustainable Development Goals)	Mr. Kemi Jones	Senior Project Officer, Business Climate
Mrs. Denise Hinds-Jordan	Consultant (Macro Economy, Economic Development, Economic Diversification, Education, Health and Built Environment)	Ms. Myra Farquharson	Administrative Cadet

Acknowledgement of Contributors to the National Development Plan

The Steering Committee acknowledges with sincere appreciation the valuable input provided by many Bahamians in the preparation of this National Development Plan. The Committee acknowledges technicians and sector experts as well as members of the Bahamian public, who shared their views, opinions and vision for The Bahamas and offered suggestions on how to move the country forward, upward and onward - together.

This document is a direct result of those meetings and represents the voices and ideas of the people.

We want to also publicly acknowledge and thank our Stakeholders and Partners, the members of our Rapid Assessment Sector Expert (RASE) Committees and the Staff of the National Development Plan Secretariat within the Office of the Prime Minister.

Stakeholders and Partners (Provisional)		
Over the course of the National Development Plan formulation consultations were held with the following individuals and groups:		
Andros Sustainable Master Plan Technical Advisory Committee	Bahamasair Holding Ltd.	Black Village Community Association
Anglican Diocesan Youth Development	Bahamas Hotel and Tourism Association	Blairwood Academy
AF Adderleyy Junior High School	Bahamas Infant Stimulation Programme, Inc.	Blind Children Foundation of The Bahamas
Anatol Rodgers High School	Bahamas Information Services	Bureau of Women's Affairs
Antiquities Monuments & Museums Corporation	Bahamas Institute of Chartered Accountants	Bureau of Standards & Quality
Assemblies of God	Bahamas Investment Authority	Business License Unit
Bahamas Agriculture and Industrial Corporation	Bahamas International Securities Exchange	C.V. Bethel Senior High School
Bahamas Alliance for Blind and Visually Impaired	Bahamas Local	Cabinet Office
Bahamas Association of Air Transport Operators	Bahamas Maritime Authority	Caribbean Development Bank
Bahamas Association for the Physically Disable Inc.	Bahamas National Council for Disability	Catholic Youth and Young Adult Ministry
Bahamas Association of Social Health	Bahamas National Pride Association	Celebrating Women International
Bahamas At Sunrise	Bahamas National Geographic Information Systems	Centerville Primary School
Bahamas Baptist Union of Churches	Bahamas National Feeding Network	Central Bank of The Bahamas
Bahamas Bureau of Standards and Quality	Bahamas National Trust	Church of God of Prophecy
Bahamas Chamber of Commerce and Employers' Confederation	Bahamas Reef Environment Educational Foundation	Chief Magistrate Andrew Forbes
Bahamas Conference of Methodist Church	Bahamas Sickle Cell Association	Chief Justice Sir Hartman Longley
Bahamas Conference of Seventh Day Adventists	Bahamas Society of Engineers	Citizens for Constitution Equality
Bahamas Development Bank	Bahamas Striping Group of Companies.	Civil Society Bahamas
Bahamas Disabilities Adventures Limited	Bahamas Harvest Ministries	College of The Bahamas/ University of The Bahamas
Bahamas Electricity Corporation	Bahamas Technical and Vocational Institute	College of The Bahamas Union of Students
Bahamas Environment, Science & Technology Commission	Bahamas Trade Commission	Creative Nassau
Bahamas Financial Service Board	Bayview Academy	Culinary and Hospitality Management Institute

Stakeholders and Partners		
Democratic National Alliance	Government Publications	Ministry of Finance
Department of Labour	Grace Community Church	Ministry of Financial Services and Local Government
Department of Lands & Surveys	Grand Bahama Chamber of Commerce	Ministry of Foreign Affairs and Immigration
Department of Local Government	Grand Bahama Port Authority	Ministry of Health
Department of Physical Planning	Groups of the Rastafari movement	Ministry of Labour and National Insurance
Department of Social Services	Hands for Hunger	Ministry of National Security
Department of Statistics	Home School Association	Ministry of Public Service
Disabled Person's Organization	Hopedale Center, Inc.	Ministry of Social Services and Community Development
Down Syndrome Association	Information Technology Professional Association	Ministry of the Environment and Housing
Downtown Nassau Partnership	Institute on Governance	Ministry of Tourism
Educulture Bahamas	Insurance Commission of The Bahamas	Ministry of Transport and Aviation
Eleuthera Chamber of Commerce	Integrated Building Services	Ministry of Works & Urban Development
Emerging Sustaining Cities Programme	International Monetary Fund	Ministry of Youth, Sports and Culture
EPIC Church Bahamas	Inter-American Development Bank	Montel Heights Community Association
Erin Gilmore School for the Blind	Jamaal Ahlus Sunnah Bahamas	National Junkanoo Committee
Exuma Chamber of Commerce	Junkanoo Corporation New Providence	National Training Agency
Eyes Wide Open	Leadership Development Institute	National Youth Policy Council
Elderly Division, Department of Social Services	Learned Friends Law Chambers	Office of the Attorney General and Ministry of Legal Affairs
Every Child Counts	Lutheran Church of Nassau	Office of the Auditor General
Farmer's Association	Long Island Chamber of Commerce	Office of the Leader of the Opposition
Food Agricultural Organization Committee	Ministry for Grand Bahama	Office of The Prime Minister
Free National Movement	Ministry of Agriculture and Marine Resource	One Eleuthera Foundation
Free National Movement Women's Association	Ministry of Education, Science and Technology	Organization for Responsible Governance

Stakeholders and Partners		
Pan American Health Organization	Stacs & Sii	United States Embassy
Physically Challenged Children's Committee	Special Olympics Association	Urban Renewal Commission
Progressive Liberal Party	Summit Academy	Utilities Regulation and Competition Authority
Progressive Young Liberals	Talking Hands Association	Violets Are Blue Ltd.
Public Hospital Authority	The Chamber Institute	Water & Sewerage Corporation
Queen's College	The Family Helping People Programme	Willlemae Pratt Centre for Girls
Retired Chief Justice Sir. Michael L. Barnett	The Little School House	Women of Worth & Men of Distinction Empowerment
Registrar General	The National Insurance Board	Yellow Elder Primary School
Rehabilitation Services	The National Training Agency	
Resources and Education for Autism and Related Challenges (REACH Bahamas)	The Nature Conservancy	
Rotary Club of Nassau	The Family People Helping People Programme	
Rotary Club of West Nassau		
Rotary Club of East Nassau	The Little School House	
Rotary Club of Nassau Sunrise	The Salvation Army	
Rotary Club of New Providence	The Training Authority	
Sandilands Primary School	The Training Center for the Disabled	
Saxons Superstar Junkanoo Group & Community of Mason Addition	Torchbearers Youth Association	
Scholarship Committee	Town Planning Committee	
Secondary Principals Association	Travailing Women Ministries	
Sound of Silence	United Nations Development Programme	

Stakeholders and Partners		
Unions		
Airport Airline & Allied Workers Union	Bahamas Hotel Maintenance Allied Workers Union	Commonwealth of The Bahamas Trade Union Congress
Bahamas Airline Pilots	Bahamas Musician &	Grand Bahama Public Service

Stakeholders and Partners		
Unions		
Association	Entertainers Union	Drivers & Allied Workers Union
Bahamas Commercial Stores, Supermarket & Warehouse Union	Bahamas Nurses Union	National Congress of Trade Unions of The Bahamas
Bahamas Educators Managerial Union	Bahamas Public Service Union	Public Officers Union
Bahamas Electrical Workers Union	Bahamas Taxi Cab Union	Union of Central Banks
Bahamas Electricity Corporation Managers Union	Bahamas Trade Union Congress	Union of Tertiary Educators of The Bahamas
Bahamas Financial Services Union	Bahamas Union of Teachers	Water & Sewerage Management Union
Bahamas Guild of Artists	Bahamas Utilities Service & Allied Workers Union	Young Preachers Association
Bahamas Hotel Catering & Allied Workers Union	Cabbage Beach Business Owners Association	

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	Ms. Virgina Ballance	Ms. Tameka Lundy
	Ms. Davinia Blair	Dr. Earla Carey- Baines

What Do Others Think of the National Development Plan?

The National Development Planning processing has received wide support from international agencies like the Inter-American Development and the International Telecommunications Union, and also from sector experts including, the College of The Bahamas, the Bahamas Chamber of Commerce and Civil Society. Support for the National Development Plan by these organisations is captured in the quotes below.

"The Bahamas has shown remarkable leadership on many of today's challenges. Your Vision 2040 National Development Plan will create a brighter and more inclusive future for all Bahamians."

> ***Mr. John Kerry, Secretary of State, U.S. Department of State, Press Statement on the occasion of the Commonwealth of The Bahamas' Independence Day, 10 July 2016, http://m.state.gov/md259503.htm***

"The National Development Plan – Vision 2040 is intended to provide a roadmap for the future development of The Bahamas…One fundamental phase of this development is the determination that New Providence is to be a Smart Island."

> ***Mr. Houlin Zhao, Secretary General of the United Nations, International Telecommunications Union, Speech from the State of The Nation Report Launch, 11 April 2016***

"[The National Development Plan] requires full engagement: objective criticism, innovation and creative contributions, no arm chair quarter backing, no fear or favour….[National Development is essential for] future generations…[the] Secretariat has youth, the Steering Committee has youth."

> ***Mr. Gowon Bowe, Chairman. Bahamas Chamber of Commerce, Speech from the State of The Nation Report Launch, 11 April 2016***

"But make no mistake, this process, this project, this monumental task is far too important for little egos to spoil because they were injured, too essential to be used as a political ping pong game, and too crucial to transparency in government, progress in business, and the salvation of our environment, and too urgent to the future of our country and its people, to be undermined in any way.

This is NOT a political party initiative, this is a civil society dream that was embraced by the government of the people of The Bahamas, and its success falls back into the hands of civil society, of you and me, and every concerned resident and citizen of this little great country called the Commonwealth of The Bahamas"

> ***Mr. Terry Miller, President, Civil Society Bahamas, Speech from the State of The Nation Report Launch, 11 April 2016***

"The [Steering] Committee [has worked] closely with various stakeholders to produce a Plan that is politically neutral, implementable and time sensitive."

> ***Mr. Felix Stubbs, Chair National Development Plan Steering Committee, State of the Nation Report Booklet, 11 April 2016***

"From day one, the College has been intimately involved in the Plan. Faculty members wrote a series of informational primers to inform the Secretariat on all sectors of the Country."

> ***Dr. Rodney Smith, President of The College of The Bahamas, State of the Nation Report Booklet, 11 April 2016***

Quotes from the People of The Bahamas

The Secretariat undertook a far reaching consultation exercise; talking with and soliciting the input of diverse groups of persons from over 13 of the islands of The Bahamas. There were also a number of national visioning and community engagement sessions and conferences with persons from all walks of lives. The following is a snapshot of their views

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Equality for all persons born in The Bahamas!

"Have leaders with mature decision making skills"...
Robert Gayle

"Be Environmentally sustainable"...
Lily Nottage,
Junior Achievement

"Be more Energy efficient, using solar power and natural elements to aid development"...
Aldika Clarke, BVTI

"Settle land and titling issues, teach the Constitution in schools, create After school programs, have more Entrepreneurship and become an Inclusive Society"... **Rev. Samuel M Boodle,** The Lutheran Church of Nassau

"I want to see the youth of The Bahamas truly have opportunities to live the life they desire"...
Leonard Sands,
 College of The Bahamas

"My Vision for The Bahamas would be to have better technology, bridges connecting to most of the islands and more development"...
Aiden Deal,
Simms Primary School

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"Bahamians take pride in the natural environment"...

"Health care facilities for all that operate according to their mandates to prevent non-communicable diseases and alleviate overcrowding of the emergency room. Preclearance for international Nurses"...

"The restructuring of our education system – Better education, better schools – An educated country"...

"A safe place for people to come, a place where people can walk the streets and not be afraid"...

"Shared responsibility for child care by both males and females. A decrease in STIs prevalence and child abuse"...

"A reorganisation of the Public Sector is required"...

"Agricultural development aimed at becoming self-sufficient in food production and processing to ensure healthy diets. Local items competing on food store shelves"... with better prices and

"Proper data collection and analysis in ALL businesses/ agencies. (Government and Private!)"...

"Be the leader in ITC- Service and Management"...

"Improved mental health care"…

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The Vision of The Bahamas in 2040

Part A: Introduction

The Organisation of the National Development Plan

The National Development Plan document is broken into three parts, A, B and C.

Part A is the introduction to the plan. It explains the genesis of the National Development Plan project, the process of developing the Plan, the logic framework used in the preparation of the National Development Plan and the terminology used throughout the document

Part B situates the work on the National Development Plan within other important National initiatives. It provides a brief recap of the State of the Nation Report which identified the pressing challenges facing the country.   It describes the interrelation of the National Development Plan with the Sustainable Development Goals and with the SMART Bahamas Master Plan.

The final section C is the detailed plan.   Section C begins with the National Vision Statement – the collective expressions of the thousands of Bahamians involved in the National Development Plan process.   Section C also contains the detailed national strategic plan which is a practical document composed of goals, strategies and action items, as well as the "Plan at a Glance" which is a summary of the detailed strategy.

What is the National Development Plan?

The National Development Plan: Vision2040, provides a roadmap for the future development of The Bahamas. The Plan includes a comprehensive policy framework that will guide Government decision making and investment over the next 25 years. Vision2040 is an initiative of the Government of The Bahamas, developed in partnership with the Inter-American Development Bank and in close cooperation with the University of The Bahamas and The Bahamas Chamber of Commerce and Employers Confederation. The Plan has been guided by extensive research, analysis and widespread public consultation aimed at addressing four main policy pillars: <u>The Economy, Governance, Social Policy and Environment (Natural and Built)</u>.

The Bahamas has had strong economic performance over the last few decades and is one of the wealthiest independent countries in the Western Hemisphere. In general, our citizens enjoy a high quality of life and live in a stable democracy. Notwithstanding this success, trends in the tourism and financial services sectors, unemployment, poverty, increasing skill gaps and crime rates have threatened the overall social and economic development in The Bahamas. These combined factors led to the Government's recognition that a National Development Plan was necessary to achieve a more resilient and vibrant Bahamas. The National Development Plan provides a coordinated approach for inclusive national development.

To ensure the Plan has a national voice and is national in scope, two areas were critical to the effectiveness of Vision2040:

- **Broad consultative engagement**: This included public awareness; public access to information, public engagement and national surveys. Vision2040 ensured there were means for all residents of The Bahamas as well as Bahamians living abroad to contribute to the Plan, including sharing their views and concerns on any aspect of the project.

- **Ongoing monitoring, evaluation and learning**: Essential for the assessment of the plan, this component examines the progress and allows for changes when necessary. It ensures continued relevance and effectiveness to national priorities over the life of the plan.

Once the National Development Plan is adopted, there are three core components that are essential to its implementation:

- **The Economic Development and Planning Unit:** This unit, established within the Office of the Prime Minister, is the coordinating hub for strategic planning across all Government ministries.

- **Transformative Governance Initiative:** This initiative establishes a results-based approach to governance and promotes approaches such as programme-based budgeting, strategic planning and other such reforms. The Bahamas Government is also undertaking an initiative aimed at strengthening the centre of government.

- **The University of The Bahamas, Government and Public Policy Institute**: The GPPI will serve important advisory, monitoring and evaluative functions to ensure comprehensive and consistent monitoring of implementation progress, needs and challenges related to the National Development Plan.

The Logical Framework of the Plan

One important component of developing an effective plan, is understanding the preconditions for success. The Logical Framework Approach (LFA)', or 'logframe' is both a description of the general approach to planning and monitoring and evaluation and a monitoring tool. The 'logframes' matrix is developed during the program design and is subsequently updated throughout implementation. It is also an essential input into the evaluation of the plan/ programme. The LFA provides a visual of the planning approach and requires the examination of the relationships between the available resources and planned activities. It also provides a basic framework for the assessment of desired changes to the scope.

At its heart the LFA is a theory of change management showing the logical flow between the action items or activities and the achievement of goals and series long term impacts. It details in a very simplified manner the pathway to success and how behaviours can be modified and change achieved. The logic framework of the plan is illustrated in Figure 1.

Figure 1: Logic Framework of the NDP

Actions	• If adequate Resources/Inputs are Available then • **ACTIONS** can be Carried-out/ Implemented
Outputs	• If **ACTIONS** can be Conducted, then • **OUTPUTS** can be Produced
Outcomes	• If **OUTPUTS** are Produced, then • **OUTCOMES** can Occur
Goals	• If **OUTCOMES** occur • Then this can contribute to the overall **GOAL**
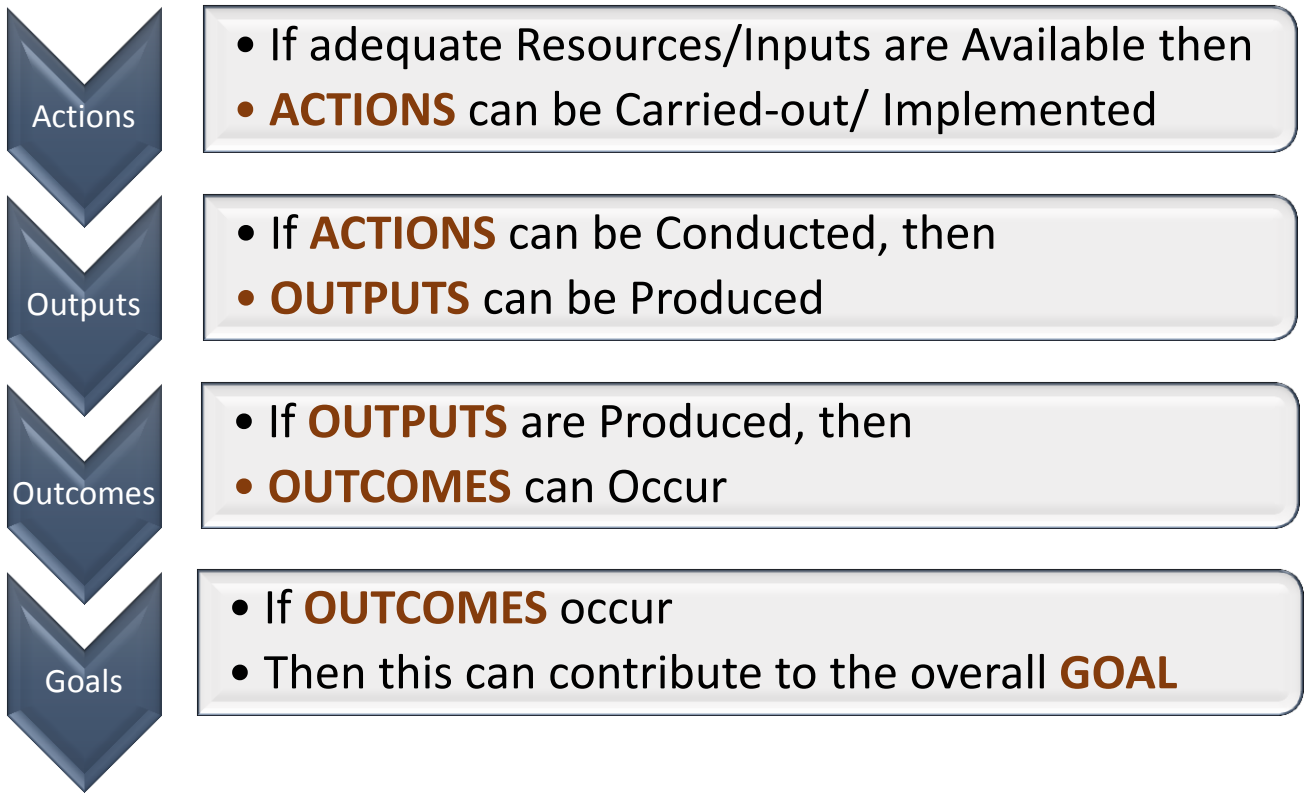
The **Goals** reflect high-level visionary ideas which encapsulate the views and aspirations of the country and are the heart of the plan. The 15 Goals describe the desired long run impacts of the implementation of the agreed approaches. These Goals cover the four Pillars: Governance, Human Capital, the Environment and the Economy.

Each Goal is supported by a number of **Strategies** that once implemented should lead to the achievement of the Goals. The strategies represent the best possible outcomes that would bring about the desired change. They are the foundational support for each goal and are interconnected such that successes and barriers directly or indirectly impact each other.

The strategies are further decomposed into **Actionable items**. As with all aspects of the plan these action items were identified using a research-intensive and consultative methodology. These items are ambitious but achievable. The lists of action items featured within this plan is not exhaustive and are intended to be reviewed so as to reassess priorities against available resources and changing circumstances. These include some initiatives currently captured in various strategic and other planning documents across the public service as well as a number of

others identified based on expert discussions and public policy needs analysis of gaps. The process of embedding initiatives – current and planned – within the National Strategic Plan, eliminates some of the overlap currently existing based on the "operational silos" nature of the public service bureaucracy. The process also provides support for critical national strategies, shielding them from the potential impact of political changes.

Under each strategic step specified there is a brief summary of the potential problems or concerns that can adversely impact the likelihood of achieving the desired outcomes. This is the **Risk Assessments**. Actions to mitigate these risks are also included in the action items for that strategy or within other interconnected pillars.

The **Indicators of Success** for each strategy are also described within the document as is the **Time frame** for implementation and the **lead agency** responsible for the coordination of the projects. The indicators of success begin the measurement processes and set up the potential statistical measures to be used in the monitoring and evaluation framework. They also provide a barometer by which the public can independently review the progress being made with respect to the achievement of the goals. Hence, the National Development Plan, in itself, enhances government accountability. Readers can also, through looking at the lead agencies for various action items and the progress towards implementation, make an informed assessment of the performance of government agencies and more effectively understand where improvements in efficiency and effectiveness are required.

In executing the plan, lead agencies are expected to create **implementation plans** which would detail the necessary projects and programmes.   These implementation plans should be actionable and be accompanied with the required project tactical plans to limit the potential for project creep and delays.

After the adoption of the National Development Plan, the Economic Development and Planning Unit (EDPU) within the Office of the Prime Minister together with the University of The Bahamas' Government and Public Policy Institute (GPPI) will provide: (a) technical assistance to the implementing agencies to assist them with the development of the appropriate projects and programmes as well as the relevant project tactical plans, (b) capacity building within the implementing agencies and (c) monitoring the performance of each agency to ensure implementation of the National Development Plan.

The Plan will be supported by the National Development Plan Bill. This Bill will provide the required legislative framework to support the Plan and to institutionalize the planning process in The Bahamas

Table 1: Definition of Terms

Areas	Definitions
Pillars	The Pillars represent the key defining aspects of The Bahamas. Each vision and goal is aligned to a specific pillar.
Goals	These are high level visionary statements that seek to capture the key areas that much be tackled under each pillar. A goal is supported by a number of strategies. For the Goal to be successful the identified strategies must produce the desired outcomes.
Strategy	The Strategies provide a realistic approach to achieving the goals. Although still relatively high level, they focus on important areas for development and seek to provide solutions to the challenges identified. Strategies are implemented through the completion of a number of Action items or activities.
Action Items	These are the specific activities that must be completed to ensure that the strategy is successful. In that respect they detail the type of programmes or projects that must be successfully implemented. In determining the Action Items, the desired outputs, or products, of that action are listed as are the desired outcomes, or behaviour changes and results.
Challenges	These bullet points capture the key challenges facing The Bahamas that the goal is designed to resolve.
Risk Assessment	This looks at the factors that can adversely affect the success of the action items and goals. A critical look at the potential for project failure will allow for the early identification of realised threats and facilitate prompt remedial action.
Indicators of Success	These are observable changes or measurable indicators / gauges that allow person to determine if the strategies have been executed successfully. The University of the Bahamas, in conjunction with the NDP Secretariat, will utilise a number of these measurable indicators in the Monitoring and Evaluation framework to allow for an independent assessment of the implementation of the strategy and the extent to which it

	achieved the desired impacts.
Outputs	These are the key deliverables produced by the implementation of the action. These are often observable and measurable. It is *"what we would **expect** to see"* The outputs are the end products and services and deliverables from the activities. These are **within** the team's control.
Outcomes	This is the effectiveness or impact of the actions. The can be direct or indirect consequences of the action undertaken. It looks at the immediate effects on clients – *"what we would **want** to see"* occur as a result of the action. Outcomes are **beyond** the control of the team but achievable given necessary conditions.
Timeline	The specific deadlines for the implementation of each action item. These are assessed in terms of Short Term (5 years), Medium Term (10-15 years) and Long Term (25 years)
Responsibility	The agency or key individual with overall responsibility for the coordinating the execution of the action item.
Cost Impact Indicators	The Impact (I) and Effort (E) were calculated and used to create a heat map so as to identify the easy wins. The Impact was assessed based on ability of the proposed action to affect the identified sector, its impact on other sectors or pillars and its overall importance to the delivery of the goal/ strategy. The Effort was assessed though an evaluation of the cost to implement the action, the time involved in doing so and the societal or other drag that would prevent its implementation. The two variables were categorised as High, Medium and Low. An ideal project would have a high impact and low effort (HILE).

Part B: The National Development Plan and Other National Initiatives

The National Development Plan and the State of the Nation Report

On 11th April, 2016, the Steering Committee of the National Development Plan launched the State of the Nation Report. The report was a substantive analysis of The Bahamas currently and provided the basis for the work on the National Development Plan.

As was noted in the State of the Nation Report; twenty-five years is a generation! Persons born in 2015 will be entering their most productive years of their lives in 2040. They will be marrying, starting families, entering the job market for the first time in some cases, and building their visions of tomorrow.
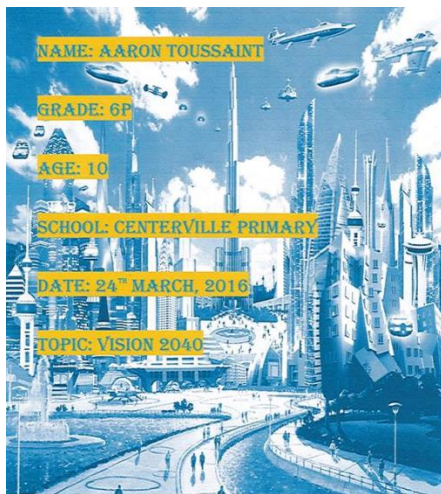
What future do we want for ourselves? The National Development Plan creates a template for a prosperous Bahamas in 2040. A place where all residents are welcomed and nurtured; where future generations are able to enjoy and fully participate in the endowments of the country and maintain the quality of life and high standard of living that their parents would have enjoyed. The plan seeks to ensure that the country can support current and future citizens and provide opportunities for their growth and success.

In looking towards the future it is important that we assess the past. The following section provides a summary of the current situation in The Bahamas after just over 40 years of independence.

A Review of the State of the Nation

The Analysis of the performance of the country was undertaken and the results were described under four interrelated pillars namely: Human Capital, Governance, the Environment and the Economy.

The pillars are as follows:

Governance focuses on how people and the country are managed. It looks at the performance and types of institutions within the country and the level of engagement between the institutions (governmental and non-governmental) and the government and the citizenry. Issues such as freedom of information, political stability and the rule of law are addressed under this pillar;

Human Capital analyses the issues affecting people. It looks at the population, education and health outcomes, poverty and social safety nets and the impacts of discrimination;

The **Environment** includes the built environment such as roads, ports, utilities, and services, etc. and the natural environment such as the water, air, soil, flora, fauna, land and minerals; and.

The **Economy** which looks at the output generated from the use of resources such as human capital, infrastructure, land and the structure of government. It is a measure of the performance of a country relative to others and reflects the country's ability to constructively utilise its endowments, create an effective macro and microeconomic space for wealth creation, ownership, jobs and overall productivity and allow its people to create prosperous, sustainable and interesting lives.

These four pillars formed the basis of the National Development Plan.

Summary of the Strengths Identified in the State of the Nation Report

Human Capital: Significant improvements are underway	Governance: Stable with strong traditions	The Environment (Built and Natural): Our Core Assets	Economy: Gateway to the Americas
• Well funded education sector at 13% of total budget - among the highest percentage in the world • Well trained teachers: 100% public teachers meet minimum requirements • High primary enrollment rates; high literacy rates • Growing investments in health care including access • Modern hospitals and highly trained health professionals • Multitude of government programmes aimed at supporting individuals and communities • A strong sense of national pride • Collective awareness of cultural traditions and Bahamian identity	• Stable democracy with a multi-party system, healthy elections and engaged citizens • Scores very high by international standards on political, media and civil freedoms • Some level of decentralization and local decision making on Family Islands • Large, well trained, professional police force. High police per capita • Independent judicial system • Swift Justice programme successes • Efforts underway to strengthen citizen security programmes • Declining number of property crimes	• Recent infrastructure improvements • Roads of high quality against regional standards • International airports, • Water and Sewerage infrasctucture • Excellent deep water port (Freeport) with room for expansion – able to service superpanamex ships, and fourth largest oil terminal for transshipment in the world • High Internet and cell phone penetration • Electricity supplied to all major islands; BEC operates 29 generating plants in 25 Island locations • Bountiful natural marine environment and a tropical climate • Legislation and international protocols in place to help protect the environment	• Stable currency and effective monetary policy • Location: next door to one of the largest markets in the world: the USA • Natural resources: land and water resources associated with a tropical archipelago • Significant foreign investment • Low tax regime • Recent infrastructure improvements including expanded and improved Lynden Pindling Airport on New Providence – supporting an increase in international and domestic airlift; • Progressive action to restructure the financial sector towards more value added services • Reliable banking system • Market recognition in tourism and financial services

Summary of the Challenges Identified in the State of the Nation Report

Human Capital:
Social progress slowdown

- Changing cultural values towards material gain, work and ethics
- At risk youth that do not have the support they need
- Community decay and ghettoisation
- High levels of criminal behaviour, particularly murder
- High levels of intergenerational and new poverty
- Many citizens unequipped to reach their full potential as a result of poor education and training outcomes
- High levels of "unwellness"
- Immigration challenges leading to social exclusion

Governance:
Governance arrangements that do not support a modern Bahamas

- Poor or absent strategic planning and coordination within government
- Inadequate levels of accountability, monitoring and evaluation which affect service delivery
- Lack of a campaign finance framework
- Lack of inclusive engagement at the local level
- Uneven performance of public service agencies
- Public service recruitment methods and code that does not meet the need of a modern public service
- High levels of crime which challenge government's credibility
- Inadequate protections around certain human rights, including rights of migrants and gender equality
- Poor government communications, including mechanisms to incorporate citizen feedback

Environment:
Highly vulnerable natural and built environment

- Archipelagic makeup increases the development challenge
- Communities with inadequate housing, sanitation and community infrastructure
- Lack of value placed on the natural environment combined with poor solid waste management
- Public infrastructure that does not support a modern economy or inclusive national development (energy, transportation, access for persons with disabilities)
- Lack of long-term infrastructure planning
- Complicated land tenure and registration processes
- Lack of integration of modern technology, GIS, ecosystem valuation, hazard planning, adaptation and mitigation services
- Lack of preparedness for inevitable climate change

Economy:
Highly vulnerable, undiversified and underperforming economy

- High costs of doing business inhibit private sector growth
- Complicated business environment, which affect both small and large businesses
- Economy which is dependent on one sector and one market
- Immature value chains across most sectors
- High debt burden which constrains the government's ability to respond as required
- Low levels of competitiveness and productivity
- Low levels of household financial resilience, including personal financial planning
- Immature financial sector development
- Misunderstood economic policy

The Sustainable Development Goals and the National Development Plan

The National Development Plan strategy document is built around the framework of the recently adopted Sustainable Development Goals (SDGs) and will help facilitate the localisation of the SDGs into The Bahamas' development agenda.

At a United Nations special summit on the 25th of September of 2015, countries including The Bahamas adopted the 2030 Agenda for Sustainable Development, which includes a set of 17 Sustainable Development Goals (SDGs) and 169 associated targets. The SDGs are aimed at ending poverty, fighting inequality and injustice, and tackling climate change by 2030. The SDGs officially came into force on 1 January 2016.

The adoption of these new global goals comes at a time when the world is reminded daily of the challenges that countries, including The Bahamas, face – unemployment, poverty and inequality and climate-related disasters. Challenges which need to be solved holistically through local and global partnerships

The SDGs have a keen focus on economic and social development, keeping people at the centre, and recognising the contributions that can be made by all people towards development. The SDGs therefore represent a common agenda for development that aims to ensure that no one is left behind. Goals, and in particular the SDGs, are essential because they have the potential to mobilise stakeholder networks. Community leaders, politicians, government ministries, the academic community, nongovernmental organizations, religious groups, international organizations, individual citizens and donor organisations will find that the SDGS provide an avenue for their involvement in the development of the country and motivation for

everyone to come together for that common purpose. Although the SDGs are not legally binding, governments are expected to take ownership and establish national frameworks for the achievement of the goals. Countries have the primary responsibility to follow-up and review the progress made in implementing the goals, which will require quality, accessible and timely data collection.

The National Development Plan Secretariat recognised early on during the National Development Planning processing, that it was important to mainstream the SDGs into the country's development planning in order for The Bahamas to achieve the 2030 Agenda for Sustainable Development.   As a result, the Secretariat has ensured that sustainable development planning approaches, namely, the SDGs are integrated into the National Development Plan. Consequently, **the 15 National Development Plan Goals**, accompanying strategies and action plans while reflecting key national goals, strategies and action plans derived from feedback obtained from consultations with members of the public and industry experts, **are intricately linked to the SDGs and key associated targets.**

The SDGs build on the successes of the Millennium Development Goals (MDGs) adopted in 2000. The MDGs were comprised of eight anti-poverty targets that the world committed to achieving by 2015. The SDGs go much further than the MDGs because they aim to address the root causes of poverty and the universal need for development that works for all people.[1] In particular, the SDGs take a holist approach to development on the following grounds:

- the SDGs aim to address the **root causes of poverty**[2] by promoting three dimensions of sustainable development needed to remove the structural causes of poverty. These are:

    (i)   **Inclusive and sustainable economic growth** with quality job creation and decent work for all (SDG 8). Sustainable economic growth includes not only access to decent work for all but also ensure that everyone, including the poor and the vulnerable, have equal access to economic resources, ownership and control over land and other forms of property, appropriate new technology and financial services, including microfinance products (SDG 1) to fully participate in the economy;

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[1] Cho, Renee, September 14, 2015. *Leave No One Behind: The Sustainable Development Goals.* Accessed at: [http://blogs.ei.columbia.edu/2015/09/14/leave-no-one-behind-the-sustainable-development-goals/]

[2] ibid

(ii) **Social Inclusion.** Access to equitable and inclusive quality education and lifelong learning for all, access to quality healthcare for all and inclusive, safe and resilient cities and human settlements (SDG 4, 3 and 11 respectively) are necessary for social development and wellbeing of all people; and

(iii) **Environmental Protection.** Taking urgent action to combat climate change and its impact (SDG 13), to conserve and sustainably use oceans, seas and marine resources (SDG 14) and protect ecosystems (SDG 15) and to facilitate the production of affordable, reliable and sustainable and modern energy for all (SDG 7) limits natural resource depletion and the adverse impacts of environmental degradation including, freshwater scarcity, loss of biodiversity[3] and reduction in food supply.

- the **SDGs are universal**.[4] They apply to developed and developing countries, a departure from the MDGs which were intended for action in developing countries only. For example, the SDGs on **sustainable energy (SDG 7) and combating climate change (SDG 13) are examples of the challenges which need to be addressed collectively by developed and developing countries in order** to protect the environment. Developing countries through SDG 17 have committed to continue to assist the development process in developing countries, by implementing in full their Official Development Assistance (ODA) commitments, including committing 0.7% of ODA of their Gross National Income (GNI) to developing countries and 0.15% to 0.20% of ODA of their GNI to least developed countries.

- the SDGs have a **strong focus on means of implementation**. The SDGs recognise the importance mobilising financial resources, capacity-building and use technology, as well as strengthening institutions and data collection to achieve the goals (SDG 17).

- **the SDGs c**reate more **opportunities for the private sector** to become more engaged in their realisation than they were under the MDGs (SDG 17) including through initiatives such as UN Global Compact, a voluntary initiative which calls on companies to align their strategies and operations with universal principles on labour, environment, human rights, and to take actions that advance societal goals in this case, the SDGs.[5]

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[3] Sustainable Development Knowledge Platform, 2016, Transforming our world: the 2030 Agenda for Sustainable Development. Accessed at: [https://sustainabledevelopment.un.org/post2015/transformingourworld]
[4] Synthesis Report of the Secretary-General on the Post-2015 Agenda, December 2014, Para 48 Accessed at: [https://sustainabledevelopment.un.org/content/documents/1684SF_-_SDG_Universality_Report_-_May_2015.pdf]
[5] United Nations Global Compact. Accessed at: [https://www.unglobalcompact.org/]

- The SDGs **expand opportunities civil society's involvement** in development by promoting the need for local action and local partnership to achieve the goals (SDG 17 – Target 17.16 and Target 17.7)

While achieving the 17 SDGs and accompanying 169 targets may appear to be a daunting task, it may be necessary to prioritise the 169 targets to assist us with focusing on targets which will do the most social good, relative to their cost. A Preliminary Benefit-Cost Assessment of the 169 targets was conducted in 2014 by a panel of more than 30 of the world's top economists. The preliminary assessment led to the identification of what were referred to as Phenomenal Targets, Almost Phenomenal Targets, Poor Targets and Mostly Poor Targets.[6] The preliminary assessment concluded that the Phenomenal Targets were targets which would provide benefits more than 15 times higher than costs. The Almost Phenomenal Targets on the other hand would provide benefits between 5 to 15 times higher than costs.[7]

Some examples of Phenomenal and Almost Phenomenal Targets set out in the preliminary assessment are as follows:

Phenomenal Targets:[8]

- Target 4.2: by 2030 ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education;
- Target 6.a: by 2030, expand international cooperation and capacity-building support to developing countries in water and sanitation related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies;
- Target 8.10: by 2030 strengthen the capacity of domestic financial institutions to encourage and to expand access to banking, insurance and financial services for all;
- Target 14.4: by 2020, effectively regulate harvesting, and end overfishing, illegal, unreported and unregulated (IUU) fishing and destructive fishing practices and implement science-based management plans, to restore fish stocks.

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[6] The Copenhagen Consensus Centre, 2014 *Preliminary Benefit-Cost Assessment of the Final OWG Outcome.* Accessed at: [http://www.copenhagenconsensus.com/sites/default/files/owg_ccc_preliminary_cost-benefit_final_assessment.pdf]
[7] The Copenhagen Consensus Centre 2014, *Preliminary Benefit-Cost Assessment of the Final OWG Outcome.* Accessed at: [http://www.copenhagenconsensus.com/sites/default/files/owg_ccc_preliminary_cost-benefit_final_assessment.pdf]
[8] ibid

Almost Phenomenal Targets:[9]

- Target 3.4: by 2030 reduce by one-third pre-mature mortality from non-communicable diseases (NCDs) through prevention and treatment, and promote mental health and wellbeing;
- Target 3.8: achieve universal health coverage (UHC), including financial risk protection, access to quality essential health care services, and access to safe, effective, quality, and affordable essential medicines and vaccines for all;
- Target 7.1: by 2030 ensure universal access to affordable, reliable, and modern energy services

A recent Post-2015 Consensus Expert Panel report has identified 19 targets which it is argued, represent the best value-for-money in development to meet the aims of the 2030 SDG agenda. These targets according to the experts, offer more than $15 back on every dollar invested.[10] Some of the targets identified include[11]:

Prosperity

- Reduce trade restrictions (full Doha)
- Boosting agricultural yield growth
- Improving gender equality in ownership, business and politics
- Increase girls' education by 2 years

People

- Cutting early death from chronic disease by 1/3
- Eliminating violence against women and girls
- Making family planning available to everyone
- Avoid 1.1 million HIV infections through circumcision

Planet

- Taxing pollution damage from energy
- Cut indoor air pollution by 20%
- Halving coral reef loss

Looking to the future, the finding of the 2014 Preliminary Benefit-Cost Assessment and the post 2015 Consensus Expert Panel Report can help guide The Bahamas' focus as it prepares to

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[9] ibid

[10] Copenhagen Consensus Centre 2016. Accessed at: [http://www.copenhagenconsensus.com/post-2015-consensus/nobel-laureates-guide-smarter-global-targets-2030]

[11] ibid

implement the National Development Plan which as discussed, has mainstreamed the 17 SDGs and key associated targets into its 15 National Development Plan Goals, accompanying strategies and action plans.

The National Development Plan and the SMART Bahamas Master Plan

In April 2016, The Government of The Bahamas embarked upon the process to develop the country as a SMART Nation.   The SMART BAHAMAS process is about the use of ICTs to improve the quality of life of citizens, encourage more efficient and competitive enterprises in the territory and provide more and better public services in a sustainable manner.

The concept of SMART is not associated only with access to information but to the proposed personalized services for each user who interacts proactively.

There seems to be a consensus about the dimensions involved in the definition of a SMART Nation: Economy, Governance, Living, People, Environment and Mobility.   These six (6) dimensions map well to the four (4) Pillars defined in Vision 2040: Economy, Governance, Environment and Human Capital.
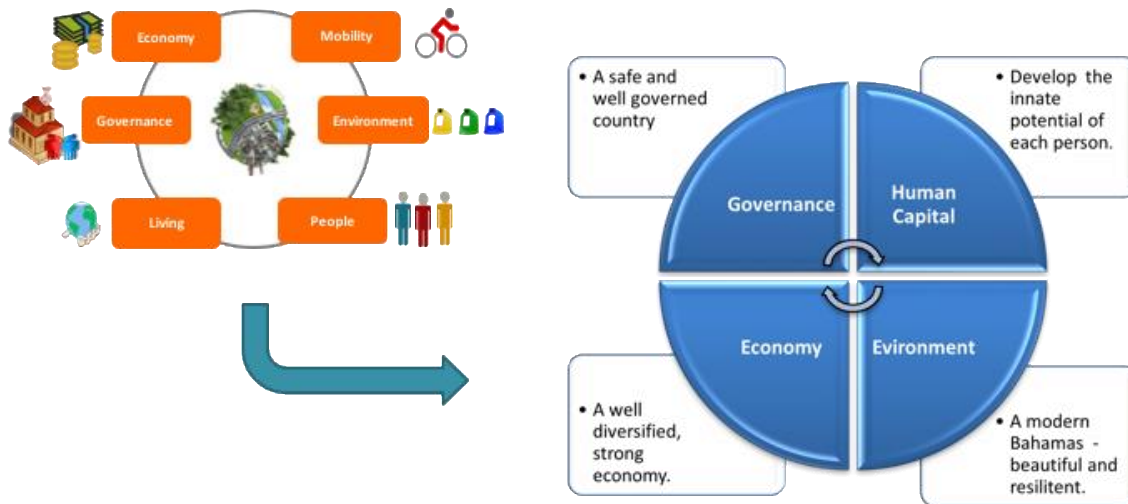
Fig. 1 Reference Nation Dimensions

Information and knowledge have always been the primary forces that ensure survival, innovation and economic growth. The Information and Communication Technologies have been playing a key role in helping the development of all economic sectors and the competitiveness of many countries.

ICTs are, without doubt, the most rapidly evolving industry, allowing the emergence of new and innovative services, which is why it is critical to deploy the adequate infrastructure and services that allow The Bahamas to ensure the pace of change needed to grow and to have a competitive advantage.

ICT is an enabler to the economy and to the nation. Some sectors are ICT-centered, but all are ICT-influenced, ICTs increase efficiency, allow for better uses of resources and facilitate the emergence of new services.

The evolution of technology has greatly assisted the emergence of a SMART approach to the territory, usually its cities, with the aim of a better use of ICTs to provide innovative services that ensure sustainability. The SMART Bahamas initiative will not be limited to strategy only on the technological side of ICTs, but to move one big step forward and raise the important challenge of turning our Nation into a SMART Nation, following the initiatives of the most developed nations in this strategy, like Singapore[12] and Dubai[13].

We are convinced of this unique opportunity for The Bahamas to project its future as an efficient, sustainable and advanced country with happy people. It is a long term and very complex project, but this initiative will provide a major competitive advantage for The Bahamas, allowing our Nation to take the lead and be the reference of all small and developing countries, evolving to a fully developed country.

The formulation of the SMART Bahamas Master Plan will guarantee the necessary support to successfully develop all the goals of Vision 2040.

The main objective of the formulation and implementation of the SMART strategic plan is the unified and integrated development of all elements related to ICTs that support the efficient execution of the 4 Pillars of Vision 2040. This will ensure a transversal vision, allowing the optimization of the necessary investments and their associated costs and a fast deployment of the National Development Plan.

SMART Bahamas will incorporate all aspects related to: the deployment and availability of ICT infrastructure and services; the development, use and interconnection of databases and; the use analytics, necessary for the development of the strategies and actions included in Vision 2040. It should also incorporate a unified vision of cybersecurity and the design of an integrated SMART Management that would provide information in real time and the necessary evidences

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[12] http://www.smartnation.sg/ , http://www.smartnation-forbes.com/ ; https://www.ida.gov.sg/Tech-Scene-News/Smart-Nation-Vision
[13] http://www.smartdubai.ae/ ; http://www.dsg.gov.ae/en/pages/default.aspx
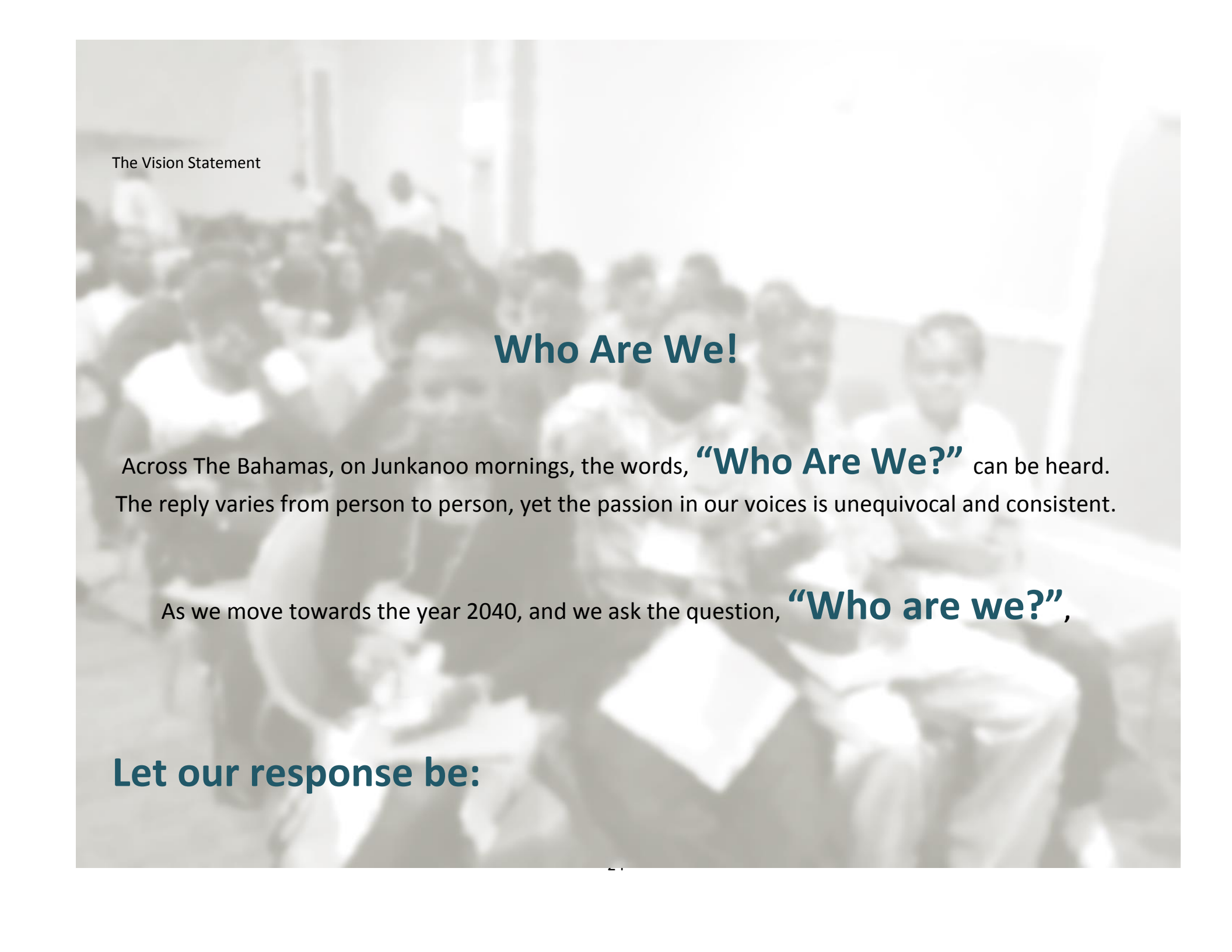
for optimal decision making, ensuring transparency in all processes and real-time information to stakeholders and citizens.

- The Smart Bahamas Action Plan should maximize the contribution to the Vision 2040 goals, strategies and actions of the 4 pillars: Human Capital, Economy, Environment and Government.
- It will be important to deliver services that are quick and easy to use, corresponding at the most urgent issues identified for every pillar of Vision 2040.
- SMART Bahamas should be designed to reach all Citizens, Institutions and Companies in the Country, ensuring the affordability of access to all services proposed.
- Efforts should be made from the beginning to ensure a secure environment, where privacy is respected and maintained, where mechanisms are developed to strengthen thereto, the confidence of all citizens, businesses and institutions.
- SMART Bahamas should learn from the best practices and from other SMART Nations, as well as the many innovative services offered in many cities of the world.
- SMART Bahamas should promote the creation of an ecosystem of innovative companies, to help diversify the economy of our Nation.

An integrated and transparent view of the Initiative is required, avoiding the silo effects and facilitating real time access to all citizens and stakeholders in order to improve the confidence of everyone.

Part C: The National Development Plan

A Strategy for Growth, Prosperity, Wellbeing and Sustainability

Who Are We!

Across The Bahamas, on Junkanoo mornings, the words, **"Who Are We?"** can be heard. The reply varies from person to person, yet the passion in our voices is unequivocal and consistent.

As we move towards the year 2040, and we ask the question, **"Who are we?"**,

Let our response be:

We are a proud people, loving and preserving the richness of our country for generations to come

We are a spiritual people grounded in a healthy reverence for Our Creator

We are a caring people, nurturing our children, cherishing our elderly, protecting our vulnerable

We are neighbors, building our communities, trusting each other, and generously giving our time, talent and treasures to strengthen the foundations of a Nation

We are a people that honour our culture and preserve our heritage

We are an industrious people, saving our resources to create our own businesses and applying our skills to our labour

We are the stewards of our land, using our resources for the common good

We are a law abiding people, subject to the rule of law. No one is above the law

We are democratic people, well governed, engaging in our civic duties with zeal and expressing our views and difference with peace and respect

We are an educated people, fostering the acquisition of true knowledge for the betterment of mankind

We are an innovative people, encouraging inquiry and adapting to and mastering the world around us

We are a healthy people, honoring our Maker by caring for our bodies and minds

We are a welcoming people, warm to those who are our guests

We are a creative people, using our talents in the arts, music and dance to better the world

We are Bahamians

We are The Bahamas

The National Priorities - VISION 2040

"A Nation Moving Forward, Upward, Onward Together."

Pillars	Vision for The Bahamas
Governance	The People of The Bahamas desire a country that is safe and well Governed
Human Capital	The People of The Bahamas desire a country where the innate potential of each person is respected, nurtured, developed, protected and enabled to flourish
Environment and Infrastructure	The People of The Bahamas desire a natural environment and infrastructure which promote a healthy, resilient, beautiful and modern society
Economy	The People of The Bahamas desire a strong competitive, vibrant and diversified economy which allows for a dignified existence

The National Priorities

	Key Priority Areas[14]
Priority 1	Transparency, Accountability and Effectiveness in Government
Priority 2	A Healthy, Productive Workforce for a Modern World
Priority 3	Enduring Citizen Security

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[14] Please Note. All Icons and Photographs used in this document are for demonstration purposes only and will not be utilized in the final document. ICONs obtained from MS Word ClipArt.

Priority 4	Community Revitalisation
Priority 5	Inclusive Economic Growth through Empowerment, Business Climate Improvements and Diversification
Priority 6	A Sustainable and Resilient Environment

The Plan at a Glance

Table 2: Summary of the Plan

		Governance	Human capital	Environment	The Economy
Goals		1. The Bahamas will have a Modern, Open and Accountable Service Oriented Government that is well trusted by citizens, residents and the business community	5. The Bahamas will have a modern, sustainable & universally accessible health care system that is wellness focused and delivers continuously improving outcomes	8. The Bahamas will have a land tenure and administration system which is efficient and fair	12. The Bahamas will have a healthy macro-economic environment that supports growth and stability
		2. The Bahamas will have Well Governed Public institutions and Engaged Citizens to Strengthen Our Democracy	6. The Bahamas will have a best in class, comprehensive and effective education system	9. The Bahamas will have an effective interconnected transportation system that enables the free flow of people and goods	13. The Bahamas will have a competitive business environment for economic success that supports business development, innovation, wealth creation, entrepreneurship and job growth
		3. The Bahamas will have a law abiding society in which rules are respected and communities can thrive	7. The Bahamas will be a nation free of poverty and discrimination (including gender, nationality and disabilities)	10. Modern infrastructure in New Providence and the family Islands built to grow the economy to withstand the effects of climate change	14. The Bahamas will have a diversified and resilient economy that provides opportunities for the expansion of both existing and new industries

			and rising sea levels	
	4. The administration of justice will be made more efficient, methodical, fair and effective through coordinated action by the police, courts and corrections services		11. The Bahamas will have a natural environment that supports the long-term sustainable development of the Bahamian economy and way of life for generations	15. The Bahamas will have a fair, flexible and effective labour regime

STRATEGY

	Goal 1: Modern, Open and Accountable Service Oriented Government that is well trusted by citizens, residents and the business community 1.1 Strengthen internal government decision-making processes to deliver results for the people of The Bahamas 1.2 Create a skilled, responsive and accountable public service that provides value to Bahamians, investors and visitors 1.3 Increase the transparency of government decisions and transparency in campaign financing to improve confidence in public institutions and political actors respectively 1.4 Increased accountability for government spending 1.5 Implement a one window service-to-citizen strategy under the auspices of a new Agency: Service Bahamas **Goal 2: Well Governed Public Institutions** 2.1 Strengthen the Corporate Governance of Public Boards and Committees 2.2 Strengthen operations of public utilities corporations 2.3 Ensure transparent and accountable operations of government-owned or funded agencies 2.4 Strengthen the effectiveness of local government 2.5 Strengthen the effectiveness special zones, business development zones, freeports and export processing zones 2.6 The Bahamas will promote greater civic engagement and education at all levels of society to strengthen democracy
Governance	

	Goal 3: Respect for the Rule of Law 3.1 Develop, test and implement policies that encourage the creation of a law-abiding society 3.2 Implement programmes that detect at-risk youth at an early stage and employ innovative techniques to deter criminal activity 3.3 Strengthen the capacity of communities to participate in creating safe neighbourhoods **Goal 4: Administration of Justice** 4.1 Strengthen the enforcement of the law by the Royal Bahamas Police Force 4.2 Establish a national "zero-tolerance'' strategy for violent crimes – specifically murder, sex-related violence, and home invasions 4.3 Enhance service delivery at the Office of The Attorney General 4.4 Enhance service delivery of the Courts 4.5 Strengthen the Independence and Impartiality of the Courts 4.6 Build greater capacity within the prison system to reduce recidivism while creating more humane conditions for prisoners
Human Capital	**Goal 5: Modern, Sustainable & Universally Accessible Health Care System** 5.1 Ensure universal access to health 5.2 Ensure sustainable funding for National Health Insurance (NHI) 5.3 Delivering integrated people-centered health care, services and programs focused on maintaining healthy individuals within an efficient, well governed system 5.4 Improve focus on wellness and the determinants of health 5.5 Rationalize and integrate health care governance, administration and service delivery including ICT 5.6 Increase the national focus on Reproductive and Sexual Heath 5.7 Increase the national focus on Mental Health **Goal 6: Education** 6.1 Ensure that there is adequate funding for education 6.2 Enhance Teacher Training and Quality Assurance 6.3 Deliver education infrastructure at all levels to deliver quality education 6.4 Introduce universal preschool and enhance early childhood education 6.5 Improve basic education (numeracy and literacy) across all levels of the education system 6.6 Continue to promote STEM Education for a modern world 6.7 Enhance the provision of special education to ensure equity in education and enhance the employability of students with special needs

	6.8 Improve the accessibility of quality higher education
	6.9 Improve the accessibility of quality technical and vocational education and apprenticeships to ensure employable skills and to meet the needs of the economy
	6.10 Strengthen programmes aimed at work force readiness, adult education and second chance education opportunities.
	6.11 Institute policies and programmes to close the achievement gaps between boys and girls and public and private schools
	Goal 7: Poverty and Discrimination
	7.1 Achieve food security, end hunger and improve nutrition for all
	7.2 Create policies which enable full participation of poor and vulnerable groups in economic opportunities for sustainable livelihoods
	7.3 Create a level playing field for the youth to realise their fullest potential by implementing programmes geared to assist their entry into the labour market and to aid in their educational and social development
	7.4 Promote policies which encourage participatory governance and community engagement in policy development and service delivery
	7.5 Strengthen Civil Society and position The Bahamas as a leader for social entrepreneurship and a model for development for small islands states through partnerships between government, the private sector and civil society
	7.6 Develop and revitalize neglected and marginalised communities across the country to ensure that these communities have access to improved housing, water and sanitation
	7.7 Eliminate inequality by removing discriminatory laws, policies and practices to ensure social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, and religion, economic or other status
	7.8 Strengthen the provision of social protection to ensure that all vulnerable groups have access to adequate safety nets
	7.9 Improve data collection to accurately analyse the nature and depth of poverty in The Bahamas
Environment	**Goal 8: Land Administration**
	8.1 Create an efficient land administration system and efficient land agencies
	8.2 Create comprehensive solutions to address land ownership and development challenges in New Providence and the Family Islands
	8.3 Strengthen the administration of Crown Land and increase transparency in the allocation of Crown land
	8.4 Create a land use plan that guides The Bahamas's physical development over the next 25 years. Strategy 8.4 should also be read together with

	Goal 11 which also addresses land use
	Goal 9: Modern Infrastructure
	9.1 Implement a strategic framework that guides infrastructure decisions
	9.2 Ensure Bahamians have long term access to reliable power, water, sewer, and telecommunication services at a reasonable price
	9.3 Create and Implement a comprehensive Information and Communication Technology (ICT) Strategy
	Goal 10: Interconnected Transport
	10.1 Create and implement a National Transportation Strategy including strategic investments and effective policy environment
	10.2 Create and implement a Public Transit Strategy on New Providence
	10.3 The Bahamas will have a modern postal system that provides adequate domestic and international services to New Providence and the Family Islands
	Goal 11: Natural Environment
	11.1 Position The Bahamas as a leader in researching and implementing climate change adaptation and mitigation measures and as an incubator of green technologies
	11.2 Integrate disaster risk reduction into sustainable development policies and planning and build resilience to hazards
	11.3 Sustainably manage and use natural resources while guarding against anthropogenic influences, unsustainable practices and invasive species which undermine terrestrial and marine ecosystems
	11.4 Successfully implement a modern waste management strategy that includes public education and new services to sustainably manage waste
Economy	**Goal 12: Healthy Macro-Economy**
	12.1 Maintain the Strength of the Bahamian Dollar vis-a-vis the US dollar
	12.2 Strengthen the debt sustainability framework
	12.3 Improve national fiscal management
	12.4 Create a more progressive and efficient tax system
	12.5 Create a more transparent/reporting fiscal relationship between the Central Government and local communities and island districts
	12.6 Improve financial literacy and personal financial management such that personal saving, investments, financial resilience and ownership in the local economy are improved
	12.7 Strengthen and enhances measures of economic growth and GDP
	12.8 Continue to strengthen financial sector stability and regulation
	12.9 Develop an official strategic policy aimed at encouraging the

development and growth the manufacturing sector as well as other sectors of the Bahamian economy. This must be supported by an improved logistics sector

12.10   Promote the use of public and private partnerships to substantially increase The Bahamas economic performance and promote Bahamian workers and owners, linkages between economic sectors, sustainable business practices

12.11   Continue to attract high levels of FDI in sectors which promote sustainable, impactful economic development. The FDI policy should seek out investment in targeted areas to ensure its maximum effectiveness and impact on the overall economic wellbeing of the country and to reduce the risk of FDI enclaves

Goal 13: Competitive Business Environment

13.1   Introduce the necessary legislative, policy and procedure reforms that will enable The Bahamas to be one of the most business friendly countries in the World

13.2   Government to implement a one window service-to-business strategy

13.3   Improve Access for Financing for Entrepreneurs

13.4   Establish several business empowerment zones which attract business and investment in targeted sectors to encourage the formation of clusters, innovation and knowledge exchange to increase competitiveness and ease the complexity of doing business

13.5   Improve worker productivity and soft skills to lower the cost of doing business in The Bahamas to better compete on an efficiency basis

13.6   Strengthen trade policy to creates advantages for Bahamian entrepreneurs, exporters and consumers

13.7   Introduce development focused Immigration policies that encourage the best global minds to live and work in The Bahamas to encourage the growth of the Bahamian economy in a manner which promotes the prosperity of Bahamians

13.8   Ensure that the Bahamian workforce is appropriately tooled to meet the needs of a revitalized Bahamian economy

13.9   Introduce an investment and project framework that allows The Bahamas to maximize value from the utilization of its resources. This includes improving the environment for developing entrepreneurship opportunities.

Goal 14: Diversified Economy

Goal 14a: The Bahamas will have a sustainable tourism sector which positively and significantly contributes to economic growth and development; is an engine for stable job creation and a source of

entrepreneurial opportunities

A. Tourism Economy

14.1 Improve visitor satisfaction, encourage repeat visitors and improve the competitiveness of The Bahamian tourism product by strengthening the basic foundations of the Bahamian tourism sector: a service oriented well trained workforce; high quality, modern tourism infrastructure and a clean and beautiful environment

14.2 Increase The Bahamas' market share of global tourism through strategic planning, stronger promotions activities and improved access

14.3 Ensure that the tourism sector provides greater value added services and linkages with the rest of the economy and that the sector is a source of innovation and entrepreneurship through well-formed tourism clusters

Goal 14b: The Bahamas will have a diversified and resilient international financial services sector

B. International Financial Services

14.4 Improve the competitiveness of the International Financial Sector, though the strengthening of the workforce and business and quality of life infrastructure

14.5 Improve the policy and regulatory environment to facilitate product development and innovation and protection

14.6 Ensure that the international financial sector provides greater value added through a diversification of its products and innovation in the market and the creation of supporting clusters

Goal 14c: The Bahamas promote the development of a number of new Growth Sectors, leveraging existing infrastructure and talents to promote opportunities for entrepreneurship, the development of alternative business industries and clusters and facilitate growth

C. ICT, Science and Technology

14.7 Leverage the existing bandwidth access and infrastructure and mobile penetration that the Bahamas has in order to catalyse investment in ICT industries and services and improve productivity across all industrial, administrative and governmental sectors

D. Agribusiness

14.8 Create an enabling microeconomic environment for agribusiness development through improvements in human capital, effective funding and the creation of related developmental clusters

14.9 Attract domestic and foreign investment by through the creation of an enabling macro-environment

14.10 Identify the best use for the natural endowments of the Bahamas so as to maximise the potential for high value added agribusiness industries

E. Culture and Creative Industries

14.11 Build and develop the cultural and creative infrastructure of The Bahamas

14.12 Strengthen the Creative Economy of The Bahamas to become a hub for creative entrepreneurs and companies

F. Maritime Sector

14.13 The Bahamas will have a vibrant maritime sector inclusive of world class port infrastructure and service on Grand Bahama and a system of good marinas throughout the family islands. One that encourages yachting, ship and yacht registrations and development of the full spectrum of maritime services to generate new employment and entrepreneurial opportunities for Bahamians

G. Educational and Research Services

14.14 The Bahamas will become an international and regional hub for educational services

Goal 15: Fair and Flexible Labour Regime

15.1 Undertake a full analytic review of labour regimes in similar economies including benefits, hours and minimum wage to ensure the Bahamian worker is fairly rewarded for his or her contributions

15.2 Evaluate the future skills needs of the country and ensure that they are met.

15.3 Strengthen the Labour laws

15.4 Improving the Meritocracy in the Governance and Management of the Labour force in the civil service

- A safe and well governed country

- The innate potential of each person is protected and nurtured

Governance

Human Capital

Economy

Evironment

- A well diversified, strong economy

- A modern Bahamas - beautiful and resilitent
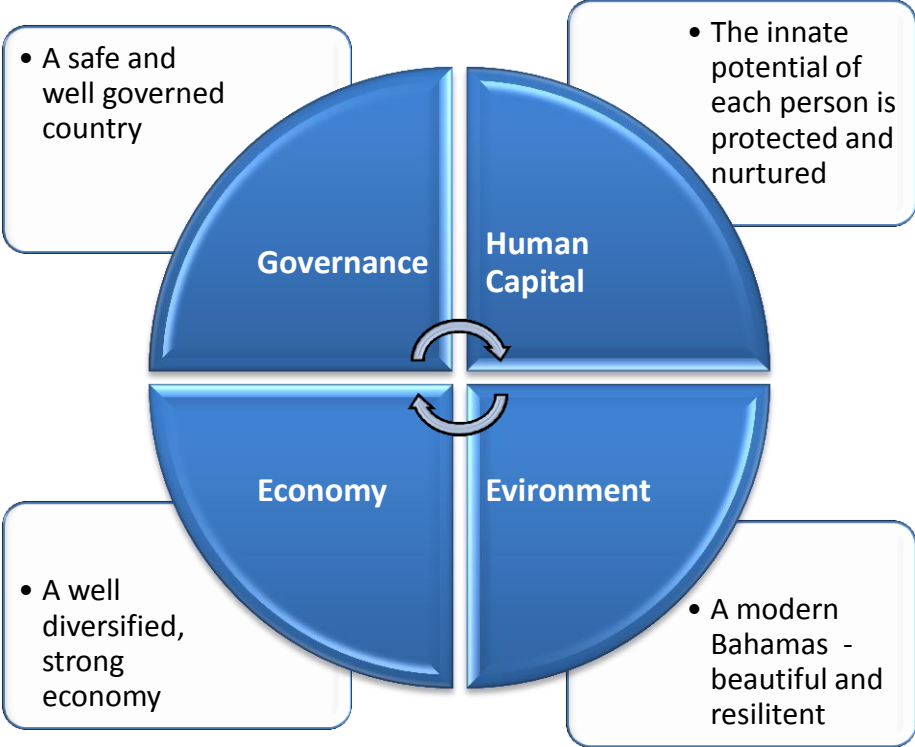
GOVERNANCE

What is governance and why does it matter?

Governance isn't just about government. Governance is about how decisions are made and implemented in any society or even organization – in fact, in any situation where people come together for a common cause.   When we think about governance, whether of a country or a local charity event – we start by asking three basic questions: Who makes decisions? What processes are used, and in particular who has a say? And finally, how are the people who make and implement decisions held to account for what they do? The answers to these deceptively simple questions reveal a wide diversity of systems, with huge implications for whether our collective goals are successfully met.
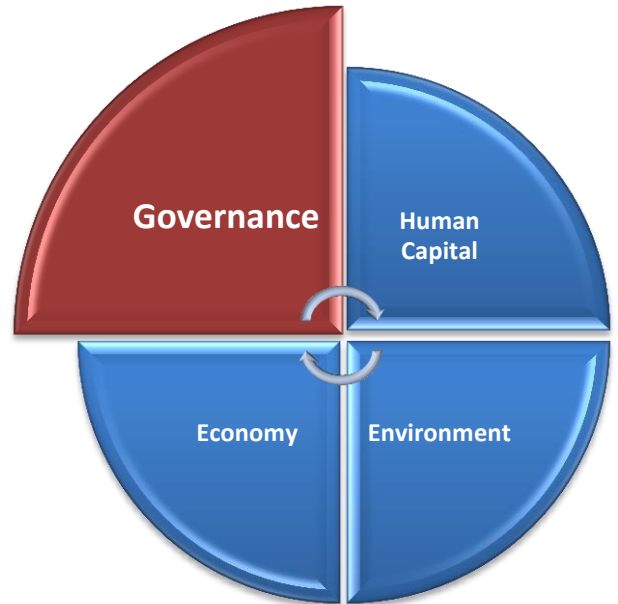
And that is why governance is important: More effective governance means better outcomes. This has been demonstrated time and again across the globe. Countries with good governance are not just fairer – they are more stable, with better economies and more developed social capital. They are better able to deal with the problems that confront them – be they shifts in the global politics and economics, or the effects of climate change. If the National Development Plan is to succeed, it will need a foundation of effective governance throughout the entire public sector and beyond.

What challenges do The Bahamas face in the area of governance?

We are starting from a good place. At the broad level of our national democracy, governance in The Bahamas is the envy of many countries. We have a stable parliamentary democracy, with a robust, multi-party electoral system and high levels of voter participation. Government transitions are peaceful, the courts and media are independent, the police force is large and well-trained, and overall respect for human rights is high. What is more, Bahamians are engaged in public discourse and care about issues of public life.

But when we move from this level to the way different government organizations operate, our performance isn't quite as impressive. The performance of government ministries and agencies is uneven, and overall coordination isn't what it should be – ministries may not be in line with the government's direction and may even work at cross purposes. The implementation of government

policies is not as effective as it needs to be because of inadequate planning, reporting and accountability for results. The performance of certain utilities and government agencies needs to be better managed. And the public service needs modernization to ensure that it has all the skills required to plan and manage projects, serve Bahamians every day and develop policies that meet the challenges of the modern world.

Public administration in other areas needs improvement as well. The campaign financing framework is underdeveloped and our freedom of information legislation remains to be implemented. While some power has been decentralized to the Family Islands, many people at the local level still don't feel truly engaged. And while the Swift Justice programme has done much to make the wheels of justice turn faster, the system remains clogged with a large backlog, which, along with an overcrowded prison, contributes to high crime rates and poor rates of rehabilitation.

Where do we go from here?

The National Development Plan in its Governance Pillar provides a framework for a more open, transparent and accountable government, with improved capacity to plan, coordinate and implement decisions. It will invest in the skills and improved performance of public servants, better manage the performance of agencies and utilities, and provide better, one-window service to Bahamians through the creation of a Service Bahamas agency. It will also support safer, more law-abiding Bahamas by improving the administration of justice and engaging Bahamians in anti-crime strategies.

Under this Pillar there are four (4) Goals:

GOAL 1: The Bahamas will have a Modern, Open and Accountable Service Oriented Government that is well trusted by citizens, residents and the business community

Under Goal 1, the strategies to deliver a modern, open, accountable and service oriented government are structured around five key elements: strengthening internal government decision making processes; ensuring stronger public sector capacity and effectiveness; increasing government transparency; strengthening measures to ensure accountability of public funds and instituting a service, results and "Smart" oriented culture into the throughout government.

Governments must deliver results. An important mechanism to ensure that governments, through their Ministries, agencies and institutions, deliver results is to strengthen internal government decision making. The State of the Nation Report identified strategic planning and coordination and executions and monitoring and evaluation of government programmes as a key weakness for The Bahamas government. Government must prioritize its objectives, devise strategic and tactical plans to achieve those objectives and ensure delivery of results in order to be effective. Decisions must be evidenced based, requiring new levels of statistical data from the public sector.

A modern, open government requires with more transparent government decisions. A key element of this will be to implement a new *Freedom of Information Act* and regulations that will guarantee citizens the right to access government information. But in our data-driven, high-tech age open government

means much more than just the release of specific information on request. For that reason, the NDP proposes an Open Government Strategy that will require ministries to pro-actively release data unless there are compelling reasons not to. This means that Bahamians with technical know-how will be able to find new and beneficial ways to use data that otherwise might never have been thought of. Other elements of a more transparent government will include better public communications by individual ministries, for example through ministry websites, and on-line posting of public tenders.

Accountability for government spending will also be enhanced under the plan. For example, the funding and capacity of the Auditor General will be enhanced; a new Office of the Ombudsman created to deal with citizen complaints; and a new *Conflict of Interest Act* adopted to promote ethical behaviour by elected and appointed officials. Ministries will be required to submit annual business plans to Parliament, and Parliament will be asked to strengthen its Public Accounts Committee to scrutinize public spending and administration.

Front-line service to Bahamians will be enhanced by consolidating access to public services wherever possible under a single-window service agency: Service Bahamas. Utilities and other arms'-length organizations will be made more responsive to the government's priorities and citizens' needs through clearer direction and better performance management. The mandates of organizations will be reviewed to make sure they are still relevant to public needs.

GOAL 2: The Bahamas Will Have Well Governed Institutions and Engaged Citizens to Strengthen Our Democracy

Goal 2 seeks to ensure that the institutions of government, including arm's length institutions, are strong and effective. This goal also seeks to implement measures to strengthen local government, starting with a national White Paper on the future of local government in The Bahamas and local government. Effective modern governance ensures that the voice of citizens is heard and that they are engaged in public life. Enhanced education (for example a civics curriculum) and better public engagement methods (for example roundtables for business civil society and government officials) will be key to this agenda.

Public institutions should ensure efficient, high value for money delivery of public goods and services. They are accountable to citizens and their missions and operations should be aligned to the broader activities of the Government.   The independence of arm's length institutions is important and should be preserved in order for them to operate effectively; however, there should be clear lines of accountability between them and their Ministries.

Governments have a responsibility to ensure that public institution's boards include people with the appropriate skills and leadership experience to meet the institution's strategic goals. A review of the appropriateness of the skills mix of the board along with the performance of the board should be conducted periodically.

GOAL 3: The Bahamas will have a law abiding society in which rules are respected, youth at risk are identified and receive appropriate interventions and communities can thrive

Engagement and education are also important to the NDP's proposals to create a safer, more law-abiding Bahamas. A national Roundtable on Violence chaired by the Attorney General will help to develop strategies to combat crime with citizens as partners. The school curriculum will include awareness and prevention strategies such as a National Conflict Resolution Programme and workshops on gender-based violence. A broad range of targeted programmes will strengthen the capacity of communities to participate in creating safer neighbourhoods.

There is a particular need for programmes aimed at preventing anti-social conduct among at-risk youth and channelling their abilities along productive lines that improve their skills and employability. Existing programmes such as those for young cadets and renewal of the juvenile justice systems will be critical. So will new programmes, such as a pilot voluntary Career Starts Programme to provide appropriate work and skills development to young adult males.

Goal 4: The administration of justice will be made more efficient, methodical, fair and effective through coordinated action by the police, courts and corrections services

A safer Bahamas will also require that the machinery of justice be more effective and more focused on violent crime, including domestic and sexual violence. Investing in police capacity will be important, including a higher ratio of front-line officers, more police accountability, and a "no-tolerance" strategy for violent crime that includes better enforcement approaches and new technologies to help solve crimes. But after offenders are caught the system needs to deliver justice more effectively. Building on the successes of the Swift Justice initiative, court capacity needs to be improved, for example through more Supreme Court Justices and other officers of the Court, a new Family Court system, new protocols that target violent crime, and a tracking system for sexual offence cases. And once offenders are convicted the system needs to rehabilitate better, for example, by better distinguishing between how less serious offences are handled and building a new prison that will help segregate offenders and keep prison from being a school for crime.

These and other measures will not be easy. They will require resources and the support of Bahamians. But they are the foundations for success in other areas, such as the economy and social capital, just as a safe, well-governed Bahamas will be advanced by success in those areas.

Goal 1: Modern Open Accountable Government

Goal 1	The Bahamas will have a Modern, Open and Accountable, Service Oriented Government that is well trusted by citizens, residents and the business community
Challenges addressed:	• Lack of strategic planning skills and practices inside government • Weak coordination, execution and reporting on government programmes and priorities • Weak monitoring and evaluation systems within ministries • Weak public accountability mechanisms for review of expenditures • Lack of policy cohesion and coordination at the centre of Government • Insufficient HR practices including recruitment and training of public servants • Perceptions of low skilled public service • Perception of common graft • Need to increase a customer service approach to residents

Strategy 1.1: Decision Making Processes

Strategy	1.1 Strengthen internal government decision-making processes to deliver results for the people of The Bahamas (Peace, Justice and Strong Institutions SDG 16, Target 16.6, 16.7 and 16.8)
Why Important?	An important element of discipline is ensuring each ministry is prioritizing government objectives. A central agency accountable to the PM will drive coordination and implementation of decisions among ministries.
Risk Assessment	Designing new business process, forms and other requirements for better internal decision making is straight-forward. Aligning organizational culture to ensure coordination of government decisions is more difficult given the traditional silo approach to The Bahamian version of parliamentary government.
Indicators or Success	1. Increased rating of MfDR 2. Governance Effectiveness Rating

Actions	Outputs:	Outcomes:	Time	Responsible Agency	Impact/ Effort
1.1.1 Build centre of	• Economic Planning Unit	• Government has well	Short-	EDPU	High/

Actions	Outputs:	Outcomes:	Time	Responsible Agency	Impact/ Effort
government capacity to coordinate agenda management at the Cabinet level; and policy and priorities between ministries and to ensure cabinet has independent analysis when making decisions	created: o fully fund the central agency with inter alia, policy, research, statistics, economist and communications functions • New requirements for Cabinet submissions including risk assessment, implementation plan and communication plans designed • Business processes for monitoring and evaluating government priorities designed and implemented	planned priorities that are implemented on time and on budget • Cabinet submissions are vetted to ensure consistency within a broader policy and fiscal framework established by government • Coordination and information sharing between ministries is high • Government is able to demonstrate to Bahamians the progress made on priorities	**Term and ongoing**		**Medium**
1.1.2 Build capacity in ministries to report back to cabinet on projects	• Lead individuals accountable to the PSs for ensuring OPM receives the information required to coordinate activities across government assigned	• Ministries understand and contribute to a whole-of-government approach to maintaining focus on government's objectives and fiscal framework • Cabinet is always up to date on the status of projects or priorities	**Short-Term**	**EDPU**	**High/ Medium**
1.1.3 Expand the Cabinet committee structure to focus effort on achieving the outcomes of the National Development Plan	• 4 subcommittees of cabinet accountable for delivering on the priorities of the National Development Plan each assigned one of the four pillars	• Subcommittees of cabinet allow for focused policy and programme discussions on specific themes • The priorities of the	**Short-Term**	**Cabinet**	**High/ Medium**

Actions	Outputs:	Outcomes:	Time	Responsible Agency	Impact/ Effort
	• 4 committees of Permanent Secretaries assigned to work with OPM in supporting each of the four pillar subcommittees of cabinet	National Development Plan are given support across ministries • Cabinet is more effective overall in its decision-making			
1.1.4 Install the practice of periodic mandate letters from the PM to each Minister, reinforcing policy priorities	• At least once per administration the PM sends a public letter to each minister indicating what the expectations are for that ministry to accomplish.	• Mandate letters provide clear and public direction from a Prime Minister to each Minister on which priorities are most important to the Government overall • There is better tracking and action on government wide priorities	**Short-Term**	**EDPU**	**High/Low**
1.1.5 Install program based budgeting	• Finance and OPM coordinate a government wide approach to designing budgets by program and not line item.	• Government is better able to understand how inputs (programme costs) result in outcomes (what citizens see), leading to more informed decision making	**Short-Term and ongoing**	**MOF**	**High/High**
1.1.6 Enhance information sharing through enterprise wide information management systems	• Information sharing enhanced by leveraging technology through existing IDB loan to attain a government wide financial system.	• Greater reliability of information and ease of access are the results	**Short-Term**	**MOF**	**High/High**
1.1.7 Pass Legislation requiring the National Development Plan to be	• New legislative requirement to implement the Plan drafted and passed	• Greater strategic direction with the nation's limited resources	**Short-Term**	**EPDU and OAG**	**High/low**

Actions	Outputs:	Outcomes:	Time	Responsible Agency	Impact/ Effort
implemented and for annual updates					

Strategy 1.2: Skilled, Responsive Public Service

Strategy	**1.2 Create a skilled, responsive and accountable public service that provides value to Bahamians, investors and visitors (Quality Education SDG 4 Target 4.3, 4.4 and 4.5 and Peace, Justice and Strong Institutions SDG 16 Target 16.5 and 16.6)**
Why Important?	A modern well-functioning merit based public service is a required institution in any democracy. Analysis indicates that the public sector requires an upgrade in technical and leadership skills, as well as an orientation towards better outcomes in order to effectively support the implementation of Government priorities and serve citizens.
Risk Assessment	Incentives and disincentives have to be rebalanced, as well as a gradual shift in expectations of accountability among public servants
Indicators of Success	1. Increase in the % public servants trained in last 5 years 2. Improvement in corruption and graft Indicators 3. Improved perceptions about public sector effectiveness 4. Improved perceptions about government's ability to efficiently and effectively meet people's needs 5. Improved public engagement and practice of participatory administration.

Actions	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
1.2.1 Revise the Public Service General Orders to drive a more service oriented, entrepreneurial and accountable business culture	• A collaborative review of the General Orders with extensive consultations with labour and the private sector conducted • Redrafted and cabinet approved framework for	• A principle-based, modern set of rules describing a modern public service that collaborates, is responsive to citizens and is accountable	**2018 (Short-Term)**	**MOPS**	**High/ Medium**

Actions	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
	public service rights, obligations and orientation produced and implemented				
1.2.2 Invest in competency based leadership training for executives and institute formal succession planning	• Policy developed identifying the nature of needed investments and delivery of government sanctioned training programmes targeted at the public service, including senior, middle and emerging leaders • A succession planning policy among the Permanent Secretary, Director and Manager classification developed and implemented	• Public Servants within the management cadre who exhibit key leadership competencies including collaboration, action management, strategic thinking, coaching and accountability	**Short-Term and ongoing**	**MOPS**	**Medium/ Medium**
1.2.3 Modernize the Performance Management system within the public service	• Development of new performance management system framework undertaken and implemented • Annual performance reviews conducted for all professional and managerial staff • A simplified annual performance review of front-line and technical	• A public service that is well coached, understands how each person contributes to the whole and is held accountable not only for what they accomplish, but how they accomplish their objectives	**Short-Term and ongoing**	**MOPS**	**Medium/ Medium**

Actions	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
	staff developed and implemented				
1.2.4 Introduce a systems wide HR information system platform	• Integrated system introduced to manage Public Service Human Resources data	• Public sector human resource professionals are able to invest more time in developmental human resource activities instead of routine administration	**Short-Term – Medium Term**	**MOPS**	**High/High**

1.2.5 Address specific skill gaps in the public service	• Study of the Public Service conducted to identify skills gaps in a cadre of core corporate support functions within the public service including:
	  o Risk Management
	  o Programme Evaluation
	  o Internal Audit
	  o Planning
	  o Accounting
	  o Data collection and statistics methods
	• Recommendations made in the study adopted
		• A modern and professional public service with the analytic skills required for evidence based decision-making
		
		• Public records and data that is available for review, and for utilization in policy development
			Short-Term	**MOPS in collaboration with COB**	**High/ Medium**

Strategy 1.3: Transparency

Strategy	**1.3 Increase the transparency of government decisions and transparency in campaign financing to improve confidence in public institutions and political actors respectively (Peace, Justice and Strong Institutions SDG 16 Target 16.6 and 16.10)**
Why Important?	Transparent governance builds needed trust between governments and citizens and supports the legitimacy of government decisions and actions. Given the digital era, the pressure for governments to be transparent will

	only intensify.
Risk Assessment	The Westminster form of government is founded on adversarial accountability, with opposition parties, parliamentary committees and the media holding government to account. Creating greater transparency does increase the political exposure to any governing party, but is a necessary byproduct of a functioning democracy.
Indicators of Success	1. A revised Freedom of Information Act is passed and brought into force 2. Number of ministries with trained staff to respond to FOI requests 3. Average time to release FOI information 4. Number of formal Citizen Engagement in the development of policy or programmes 5. A clear Code of Conduct which has legal force for campaign financing

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
1.3.1 Revise and implement a new Freedom of Information Act	• Public consultations on the provisions of the existing Bill conducted • Bill redrafted, debated in Parliament and passed • Necessary regulations flowing from the Legislation drafted and passed • Staff within Ministries trained on the provisions of the legislation	• An effective cornerstone in transparent governance – a well written and performing Act that guarantees citizens the right of access to government information	**Short-Term**	**MOE in collaboration with the OAG**	**High/Low**
1.3.2 Post on-line public tenders and awards	Guidelines on how government purchasing is undertaken designed and results published	• Government spending is a significant percentage of national GDP. Bahamians knowing contract tombstone information is critical to allaying fears of favoritism	**Short-Term**	**MOF**	**Medium/ Medium**
1.3.3 Strengthen the communication offices within each ministry	• Dedicated staff within each ministry chosen to serve as a public outreach	• Programmes, policies and legislation registrar easily accessible by the public	**Short-Term**	**Individual Ministries**	**High/Low**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	officer between ministries • A web-based template for each ministry to follow in providing core ministerial information and statistics on-line developed and used	• Professional support or ministers responding to media requests			
1.3.4 Open Government Strategy	▪ Policy on Open Government which requires ministries to post data that is not private, or meets other restrictions created	▪ Easy access by the public, the private sector, policy makers and academia to data that might create greater social good due to its availability in an open space.	**Short-Term**	**EDPU**	**High/ Medium**
1.3.5 Develop a Campaign Financing Framework	▪ Campaign Financing Framework with inter alia, the following provisions produced: ▪ framing requirements for private funding including, public disclosure of the source pf private donations to political parties; ▪ limiting privileged access to Government resources for campaigning purposes; ▪ requiring	▪ A clear Code of Conduct which has legal force for campaign financing ▪ Enhanced transparency and accountability with respect to campaign financing ▪ More independent and efficient oversight over campaign financing	**Short-Term**	**OPM**	**Medium/ High**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	disclosure of conflicts of interest and asset disclosure; ▪ requiring the appointment of an independent monitoring body responsible for campaign financing • Legislation drafted and enacted to ensure that the Campaign Financing Framework has legal force				

Strategy 1.4: Government Accountability

Strategy	1.4 Increased accountability for government spending (Reduced Inequalities SDG 10 Target 10.2 and Peace, Justice and Strong Institutions SDG 16 Target 16.6 and 16.10)
Why Important?	Citizens, business owners, the media and civil society demand government accountability for public funds and decisions.
Risk Assessment	In the hyper-political environment that characterizes The Bahamas, any government would naturally resist adding new methods for criticism. However it is the area within governance that matters the most to Bahamians
Indicators of Success	1. Increase in the number of reviews undertaken by the Office of the Auditor General 2. Implementation of a Conflict of Interest Act 3. Number of files processed by the New Office of the Ombudsmen 4. Perception of Corruption Index 5. Percentage of Ministries with annual plans submitted to Parliament

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
1.4.1 Enhance the Office of the Auditor General	• Budget of the Office of the Auditor General increased • Periodic public reports on all reviews undertaken • Risk based framework under which programmes and ministries will be reviewed published	• A high profile Office of the Auditor General who provides parliament and the public with annual reviews and is receptive to advice on future reviews	**Short-Term and ongoing**	**MOF**	**High/Low**
1.4.2 Conflict of Interest Act	• A new Conflict of Interest Act drafted and implemented • related regulations which lay out perceived and real conflict of interest, and guidelines for behavior and consequences for violating the Act drafted and passed	• Greater clarity on what constitute a conflict of interest for elected and appointed government officials • Greater trust among citizens	**Short-Term**	**OAG**	**High/Low**
1.4.3 Clarify and strengthen the role of Public Accounts within Parliament	• New guidelines for an effective Public Accounts Committee passed by parliament	• Parliamentary oversight body with the power to publically investigate and debate matters within its domain	**Short-Term**	**Parliament**	**High/ Medium**
1.4.4 Create an Office of the Ombudsman	• Research, consultation and the design a new public body: the Office of the Ombudsman conducted. Ombudsman's primary role is to investigate complaints from society on how ministries are implementing their policies or programmes Ministries required to cooperate to facilitate the	• A new avenue made available for citizens to register complaints of corruption, or biases or ineffective government services	**Short-Term – Medium Term**	**COB**	**High/ Medium**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	creation of the Office of the Ombudsman: Office will have no sanctioning power but reports publically on findings				
1.4.5 Require ministries to submit annual business plans to Parliament	Annual Plans submitted by each ministry to Parliament: content includes major programmes and outcomes achieved over the year; key statistics; a message from the Minister; and a description of the priorities for the upcoming year	• An opportunity for parliamentarians, the media and citizens to better understand what their government is doing each year	**Short-Term and ongoing**	**Individual Ministries**	**Medium/ Low**
1.4.6 Undertake periodic mandate reviews on key government agencies and programmes	• Study conducted to identify key agencies whose mandates are unclear or appear to overlap with other bodies • A review of the mandate of government including legal structure, mandate, funding model and outcomes achieved undertaken • Where logical mandates amended	• Greater coordination among government programmes • Lower costs for the treasury • Rationalized services and programmes	**Short-Term and ongoing**	**EDPU**	**High/ Medium**

Strategy 1.5: One Window Approach for Government

Strategy	1.5 Implement a one window service-to-citizen strategy under the auspices of a new Agency: Service Bahamas (Peace, Justice and Strong Institutions SDG 16 Target 16.5)

Why Important?	Providing "one stop shopping" for most government services compliments an on-line channel and is convenient for an aging population
Risk Assessment	Costs, programme and ministerial alignment, and the implementation of new business processes can slow momentum and take longer than anticipated to implement.
Indicators of Success	1. Increase in the number of annual transactions performed on-line, in person or by phone 2. Reduction in overall front line staff compliment in ministries 3. Increased reporting of satisfaction by citizens and users of the service 4. Decrease in corruption/graft

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
1.5.1 Create a lead agency: Service Bahamas	Legislation and funding for a new agency effected –comprised of staff from existing ministries	• One agency visible to the public with new branding, accountable to Cabinet for frontline service delivery	**Short-Term**	**MOPS**	**High/ Medium**
1.5.2 Undertake an inventory of all existing services and regulations that are candidates for centralization	• A list of candidate services that each ministry provides to citizens that requires transactions and is not treatment or education related produced and collated in a centralized database: Prime candidates include health insurance, drivers' license, house and other permits, property tax payments etc. • All existing legislation, regulations and policy considerations for each service provider documented in a	• A complete listing of services to be centralized	**Medium Term**	**Individual Ministries**	**High/ Medium**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	centralized database • List of candidate services, legislation and policies published on a website				
1.5.3 Identify processes and IT requirements for the One Window Approach	• Using lean process methodology, partnerships on new business processes and MOUs effected between private sector and partner ministries	• A roadmap on how services will be improved in partnership with responsible ministries	**Medium Term**	**MOPS**	**High/ Medium**
1.5.4 Create a channel strategy (clicks and bricks)	• Assessment to determine which investments are needed to receive the best Return on Investment in service delivery and client satisfaction conducted and recommendations implemented	• Fully costed plan that include some elements of kiosks and countertops, online service and a call centre.	**Medium Term**	**Individual Ministries in collaboration Private Sector and Civil Society**	**High/ Medium**
1.5.5 Launch Service Bahamas	• Train staff on improving service delivery • Service Delivery systems tested • Open 1-3 community based One Winder Service locations and a call centre	• Better service to citizens at a lower long term cost • Increased use of technology leads to fewer graft opportunities	**Medium Term**	**MOPS and DIT**	**High/ Medium**

Goal 2: Well Governed Public Institutions

Goal 2	The Bahamas will have well Governed Public institutions and Engaged Citizens to Strengthen Our Democracy
Challenges addressed:	- Corporate governance of public organizations - Inefficient operations of public organizations - Inadequate alignment of "arm's-length" bodies to broader government goals - Rationalization of local government throughout The Bahamas - Enhancement of civic engagement

Strategy 2.1: Strengthen Corporate Governance

Strategy	2.1 Strengthen the Corporate Governance of Public Boards and Committees (Peace, Justice and Strong Institutions SDG 16 Target 16.6 and 16.a)
Why Important?	Boards of public institutions and committees are critical to the performance of government providing both advisory and supervisory services. Public institution boards must provide clear leadership, ensure effectiveness through their challenge functions, and promote transparency and accountability.
Risk Assessment	Critical for the functioning public corporations, authorities and arm's length bodies that provide public services, including rulemaking and supervisory services, and public goods.
Indicators of Success	1. Stronger performance of public corporations and other public institutions. 2. Increased gender equality on boards

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
2.1.1 Introduce a public board and committee code of good practice outlining: Parliamentary	Code of Good Practice developed	Boards are aware of their reporting relations and authorities with respect to their respective Ministries,	**Short-Term**	**OPM**	**High/ Low**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
accountability, • the role of the board; • principles of board composition; • principles of board effectiveness; • risk management responsibilities; • special arrangements for arm's length corporations		Ministers and Parliament; • Boards are constituted with the appropriate skill and experience; • Boards are periodically reviewed for their performance; • Accountabilities are well understood • The strategic approach of the board is aligned with the policy of the Government; • Boards have access to timely and reliable, high quality data upon which to make reasoned and prudent financial and strategic decisions; • Communications within boards and between boards and management and boards and the Government are constructive ensuring strong relations			
2.1.2 Promote gender equality and equity in board appointments	• Legislation enacted to implement the principle that not more than two-thirds of the members of boards shall be of the same gender	• Increased gender equality in boards	Short-Term	OAG in collaboration with DOGA	High/ Medium

Strategy 2.2: Strengthen Public Utilities

Strategy	2.2 Strengthen operations of public utilities corporations (Peace, Justice and Strong Institutions SDG 16, Target 16.6 and 16.a Clean Water and Sanitation SDG 6 Targets 6.1, 6.3, 6.4 and 6.5 and Affordable and Clean Energy SDG 7 Targets 7.1, 7.2 and 7.b)
Why Important?	Effectively governed public institutions help to ensure efficient, high-value for money delivery of public goods and services. Publicly mandated organizations must serve as instruments of public policy – accountable to citizens and aligned with the broader activities of government. Public utility organizations provide important basic services necessary for the operation of the economy and for the wellbeing of the citizenry. These agencies operate commercially and usually obtain their funding from user charges and fees. Therefore, they must operate efficiently and be well managed financially.
Risk Assessment	• Organizational inertia and resistance • Broader resistance to more market-oriented delivery of certain public services • Intractability of certain challenges to near-term remediation – for example, ageing infrastructure
Indicators of Success	1. Stronger financial position 2. Rationalized employees per customer ratios in line with regional average and requirements for an archipelagic nation 3. Lower cost per unit delivery of public goods 4. Greater service and product innovation in the delivery of public utilities 5. Reduced number of service disruptions 6. Number of mandate reviews undertaken 7. Stronger financial position

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
2.2.1 Assess and strengthen the governance of state owned public utilities corporations	• Letters of expectations provided by the Minister responsible to CEO, tied to performance management • Review of outstanding fees	• CEO delivers appropriately on expectations • Outstanding fees are collected to the extent practicable and a new	Short-Term – Medium Term	OPM	High/ Medium

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
	owed conducted and an appropriate collection strategy developed • Performance audit of BPL, WSC and BTC operations conducted • Review of BPL, WSC and BTC governance structure conducted • Formal, independent assessment of senior executives of BPL, WSC and BTC performance conducted • 12-month action plans prepared following the above specified reviews	"culture" regarding rate collection is implemented • Specific operational and governance challenges and solutions are identified, and remediation begins on a triaged basis			
2.2.2 Review recruitment policies and practices of State-owed public utilities companies to ensure consistency with the standards of the public service and to rationalize anomalies in human resource policies	• Report prepared and presented to Cabinet	• State owned public utilized corporation are right sized with qualified staff. • Human resource anomalies between central government and State-owned public utilizes corporations are well understood and rationalized.	**Short-Term**	**OPM in collaboration with URCA**	**High/ Medium**
2.2.3 Continue the process to formalise and strengthen the role of the Utilities Regulation	• Updated Mandate which ensures that URCA is oriented towards	• Rates are determined by URCA without interference	**Short-Term – Medium**	**URCA in collaboration with OAG**	**High/ Medium**

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
and Competition Authority (URCA) to approve the business model and rates for public utilities	appropriate considerations (e.g., that appropriate principles govern rate setting) and that adequate authorities are in place drafted • Required legislation drafted and enacted	• URCA has the authority it needs and develops the practice of independent assessment of rates based on appropriate considerations	**Term**		

Strategy 2.3: Transparent and Accountable Operations

Strategy	2.3 Ensure transparent and accountable operations of government-owned or funded agencies (Peace, Justice and Strong Institutions SDG 16 Target 16.6)
Why Important?	Arm's-length public sector bodies must operate as effective instruments of public policy – accountable to citizens and aligned to broader government priorities. Transparency encourages an orientation to effective performance and ethical conduct.
Risk Assessment	• Limited organizational capacity. • Conscious or unconscious resistance by organizations not oriented to openness.
Indicators of Success	• Production and publication of key reporting documents • Timely, ongoing provision of quality information to ministers and parliament as required

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
2.3.1 Undertake periodic mandate reviews of all government agencies, boards and commissions to assess relevance for Bahamians	• Prioritized schedule for independent mandate reviews developed and released • Reviews completed	• Needed updates or other adjustments to mandates are made • Process is begun of winding down organizations whose mandate are no longer relevant or merit a	**Short-Term and ongoing**	**OPM**	**High/ Medium**

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
	within six months	dedicated public body			
2.3.2 Ensure mandate, business plans and performance metrics for statutory corporations, and arms-length publicly funded agencies are readily available for review by Bahamians on a timely basis	• Legislation passed making provisions that require such planning documents are put in place • Legislation passed or policy created to mandate timely publication of mandate, business plans and performance metrics for statutory corporations	• Greater transparency and awareness with respect to the operations of statutory corporations, public institutions, boards and commissions. • Governance mandates linked to the performance requirements of the CEO	**Short-Term and ongoing**	**Individual Ministries**	**High/ Low**

Strategy 2.4: Effective Local Government

Strategy	2.4 Strengthen the effectiveness of local government (Sustainable Cites and Communities SDG 11 Target 11.3 and Peace, Justice and Strong Institutions SDG 16 Target 16.7)
Why Important?	Local Government was introduced to The Bahamas in 1996, some 20 years ago with the enactment of the Local Government Act. The Act provides for a wide range of functions and responsibilities for town committees and district councils. Residents, including members, have expressed dissatisfaction as the actual operations of these committees and councils. There is a need to evaluate the powers and financing of local governments might lead to more decentralization and empowerment of the Family Islands. Notably, there is a growing request for the institution of local government in New Providence and the devolution of management of the City of Nassau to a municipal body focused on the coordination of the country's largest city.
Risk Assessment	Other priorities take precedence; the Central Government may be reluctant to reduce its authority over certain decisions and to transfer additional revenues. The financial and other capacities of local authorities may be inadequate to meet increased responsibilities.

Indicators of Success	1. Whitepaper on Local Government, including its application to the island of New Providence, produced by June 2018
	2. Amendments to the Local Government Act by June 2019

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
2.4.1 Draft and release a White Paper Report on the Future of Local Government in The Bahamas, including elections, powers and authorities and funding and the use of local government on New Providence.	• National Commission tasked with preparing the White Paper established to conduct reviews and consultations on the future of Local Government as follows: Extensive public consultation on the vision for, and powers, authorities; and financing of local government Review of the governance relationship between central government, island administrators and locally elected officials Review of the appropriate powers and coordinating responsibilities for a City Manager for the	• Broad consensus reached on the vision for local government in The Bahamas • A roadmap towards legislative changes is produced and is consistent with the national vision of local government • Effective local government, including an appropriate structure for the island of New Providence and the City of Nassau	**Short-Term**	**OPM**	**High/ Medium**

	City of Nassau • Amendments to the Local Government Act finalized incorporating recommendations of the National Commission and amendments enacted into law				

Strategy 2.5: Special Zones

Strategy	2.5 Strengthen the effectiveness special zones, business development zones, free ports and export processing zones (Decent Work and Economic Growth Goal 8 Target 8.2 and Industry, Innovation and Infrastructure SDG 9 Targets 9.2 and 9.3)
Why Important?	Special economic zones such as free ports can play an important role in economic development. Zones receive special treatment and concessions by governments and are often managed by authorities or private management companies. In 1955, The Bahamas established one of the first free ports through the enactment of the Hawksbill Creek Agreement. The development of Freeport, Grand Bahama was largely attributed to the introduction of this agreement. However, as these zones often operate with quasi-governmental functions, their use must be carefully rationalized.
Risk Assessment	The recent controversy over the management of Freeport and the extensions to the Hawksbill Creek Agreement may have discouraged the use of special zones in The Bahamas.
Indicators of Success	1. Increase in the effective use of special zones to promote economic and social development 2. Clear lines of authority and responsibility between special zones and central and local government.

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
2.5.1 Draft and release a White Paper Report on the use of special zones in The Bahamas	• White Paper Report drafted, released and approved by Cabinet • Policy paper on allowable concessions, terms, management structures and	• Better understanding of the use of zones such as free ports. • Strengthened industrial development policy, investment policy and	Short-Term	OPM	High/Low

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	authorities produced and implemented	export policy.			
2.5.2 Conduct an independence assessment of existing special zones, such as Freeport, Grand Bahama	• Assessment Report prepared, approved by Cabinet and released	• Rationalized operation of existing free zones	**Short-Term**	**OPM**	**High/Low**
2.5.3 Develop community and business development zones for New Providence	• Community and business development action plans developed for Downtown, Wulf Road, Blue Hill Road, Kemp Road, East Street (North and South), Bernard Road, Prince Charles Road, Robinson Road and Carmichael Road.	• Revitalization through community action of critical business corridors of New Providence	**Short-Term**	**BAIC and OPM**	**High/Medium**

Strategy 2.6: Civic Engagement

Strategy	**2.6 The Bahamas will promote greater civic engagement and education at all levels of society to strengthen democracy (Quality Education SDG 4 Target 4.1 and 4.7 and Sustainable Cities and Communities SDG 11 Target 11.4)**
Why Important?	Civic engagement improves public policy by leveraging the knowledge and experience of stakeholders external to government. It gives citizens a voice in decision making, enhanced confidence in the fairness of public policy, and a sense of inclusion within civil society.
Risk Assessment	• Engagement can give rise to unrealistic expectations if not managed effectively. • Stakeholders in specific matters may not appreciate broader societal trade-offs that need to be made. • Engagement can be time-consuming and result in delays; some processes are costly.
Indicators of Success	1. Increase in the # of public engagement roundtable per year 2. Adoption of innovative engagement process such as digital consultations.

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
2.6.1 Review school curriculum for opportunities to strengthen civic responsibilities, including the following: • Enhance education opportunities, at all levels, on fundamental Bahamian concepts, documents, and processes crucial to civic engagement. • Introduce opportunities for model parliament in the school system at all levels	• A revised Civics curriculum drafted and approved by the Ministry of Education which covers: the constitution, institutions of government, legislative processes, election processes, key legislation and policy, government processes, budget processes, etc. School policy mandating for the implementation of model parliament in all school systems at all levels drafted and implemented	• Young Bahamians have a better understanding of their government and their responsibilities as citizens and become more engaged democratic processes	**Short-Term**	**MOE**	**Medium/ Low**
2.6.2 Create roundtable opportunities for the business community, civil society, ministers and permanent secretaries to have periodic theme-based discussions	• 2-3 broadly themed roundtable discussions (on various topics e.g., environment, economy, social development) with the participation of appropriate external individuals convened each quarter • Terms of reference for these roundtables and a broad near-term agenda developed	• Roundtables are established and have their first meeting within 1 year • Different elements of civil society work together to identify sound, mutually acceptable approaches to public issues	**Short-Term**	**MOPS in collaboration with Civil Society**	**High/Low**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
2.6.3 Strengthen opportunities for modelling National Pride, social and work ethics in school syllabus*(pg. 33), inclusive of a requirement to perform a specified number of hours of public service work annually (e.g., 10-12)	• Appropriate syllabus with public service apprenticeship component produced and approved by the Ministry of Education • Appropriate recognition of national heroes, communities, key buildings with prominent signage conducted. • Interactive websites and public service announcements developed on Bahamian history, symbols, civics. • Interactive network developed to encourage community building volunteer opportunities (i.e. linking volunteers with needs)	• Bahamian youth develop a better understanding of and pride in their national heritage, and develop a sense of social responsibility	**Short-Term and ongoing**	**MOE in collaboration with MYSC**	**Medium/ Low**
2.6.4 Enhance public engagement methodologies	• Whole-of-government policy on when and why public engagement is an expected part of the decision-making process is created and implemented	• A government that has a consistent approach to raising public awareness and involvement in community, island or national decision-making	**Short-Term**	**OPM**	**High/Low**

Goal 3: Respect for the Rule of Law

Goal 3	The Bahamas will have a law abiding society in which rules are respected and communities can thrive
Challenges addressed:	• **Diminished compliance with the law** • **Culture of non-enforcement of the law** • **Unequal access to structured and effective education programmes** • **Community distrust or lack of social capital within communities** • **Increase in criminal behaviour**

Strategy 3.1: Law Abiding Society

Strategy	3.1 Develop, test and implement policies that encourage the creation of a law-abiding society (Reduced Inequalities SDG 10 Target 10.2 and Peace, Justice & Strong Institutions Goal 16 Target 16.1 and 16.3)
Why Important?	Public respect for the law is a basic pillar of civic life – necessary for personal safety and social stability, social inclusion and cohesion, and community mindedness and participation.
Risk Assessment	Cultural change has many causes and is difficult to redirect by government policies and programs. In the absence of change in underlying social conditions (e.g., improved skill sets among young Bahamians, more job opportunities) as well as a more effective criminal justice system (Goal 4) the impact of these programs could be marginal. Other risk considerations include police attitudes, as well as role modelling by senior officials and politicians.
Indicators of Success	1. Citizen engagement in the Roundtable, workshops and other initiatives. 2. Positive participant feedback and behavioural change as a result of initiatives to encourage a law abiding society. 3. Eventual decreases in infractions, particularly in targeted areas.

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
3.1.1 Introduce collaborative national initiatives to address violence within communities	• Series of regular National Roundtables on Violence chaired by Civil Society with participation from multiple ministries, RBPF and communities convened within communities • Monitoring and Evaluation framework designed to conduct ongoing evaluation of initiatives	• Greater citizen engagement in public policy • Greater understanding and acceptance of police and corrections tactical decisions • Increased collaboration on monitoring government and community interventions to reduce crime	**Short-Term and on-going**	**Urban Renewal and Civil Society Bahamas**	**High/ Medium**
3.1.2 Creation of a National Conflict Resolution Program (with elements of ==alternative dispute resolution==, reduction of automaticity) to be implemented in the high school as part of curriculum with specific programs for boys and girls	• A National Conflict Resolution Program drafted and implemented across The Bahamas • MOE, MOY, MOSSCD, RBPF RBDF and civil society engagements to share practices for teaching people how to resolve conflicts in a non-violent manner."	• Civil society has increased awareness and skill in addressing conflict • Reductions in reported violence in families and schools	**Short-Term – Medium Term**	**CSO and MONS in collaboration with BBA**	**Medium/ Medium**
3.1.3 Establish gender- based violence workshops for	• Approved curriculum for workshops on gender-	• Detection of infractions increased	**Short-Term**	**MOE**	**High/ Low**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
educators to create a National Policy in the school system	based violence prepared and implemented	• Enforcement is consistent • Reductions in reported violence in families, workplaces, and schools	**and ongoing**		
3.1.4 Implement a violence prevention curriculum in Junior high school utilizing best practices of jurisdictions with similar violence experience	• National Junior High School Violence Prevention Program drafted and implemented	• Reductions in violent behaviour in schools and neighbourhoods • Positive responses to conflicts in schools • School staff able to assist with conflicts	**Short-Term**	**MOE**	**High/ Low**
3.1.5 Improve data collection on crime	• Crime statistics report produced every 6 months detailing collected disaggregated data - with disaggregated offence, victim, offender, property, and arrestee information for key offences • Statistics published on the RBPF website	• More in depth understanding of the nature of crime • More access to crime data to the public • More informed policy decisions on crime	**Short-Term and on-going**	**RBPF and DS**	**High/ Low**

Strategy 3.2: Youth at Risk

Strategy	3.2 Implement programmes that detect at-risk youth at an early stage and employ innovative techniques to deter criminal activity (Quality Education SDG 4 Target 4.4, Sustainable Cities and Communities SDG 11 Target 11.7 and Peace, Justice & Strong Institutions SDG 16 Target 16.1, 16.3

and 16.4)	
Why Important?	Youth age 17-25 are at risk of turning to crime due to a number of factors, including health issues, poverty, educational deficits and lack of opportunities. Early and aggressive interventions will help direct more young citizens to a constructive future.
Risk Assessment	Failure to conduct a full assessment of the challenges the youth face in order to tailor programmes adequately the address these challenges
Indicators of Success	1. Increase in number of youth enrolled in programmes 2. Increase in number of graduates of youth programmes 3. Reduction in percentage of crimes committed by youth age 17-25 4. Reduction in overall crime rate

Actions	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort

3.2.1 Pilot a voluntary Career-Starts Program	• A multi-stage programme that includes the following features designed and implemented to include:
	  1. 100 males (age 18-23) broken into 20 groups of 5 with rotations on different modules:
	  2. Learning module 1: (soft skills: life skills, writing and math, interview skills, anger management) Learning Module 2: (technical skills:
		• Targeted population develops employable skills and is diverted to pro-social lifestyles
		• Increases in civil society participation by participants
		• Greater workforce capacity
		• Reductions in crime
			Medium Term – Long Term	**MOYSC in collaboration with MOE, RBPF,RBDF and Civil Society**	**High/ High**

Actions	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
	construction/wiring/painting/tbd) 3. Work programme that focusses on community development (fixing physical infrastructure, maintenance, cleaning, community programmed and leadership of youth) • Equipment purchased, enrolment criteria and training processes identified				
3.2.2 Enhance existing programs such as RBPF Cadets, RBDF Rangers, Technical Cadets etc.	• Study conducted to review youth programmes/initiatives such as the RBPF Cadets, RBDF Rangers with the aim of strengthening them • Recommendations to strengthen RBPF and RBDF programmes implemented	• Diversion of participants to pro-social lifestyles • Reductions in criminal activity	**Short-Term**	**COB**	**High/ Low**
3.2.3. Establish qualified mentorship programmes	• National Mentorship Programme for at-risk	• Increase in number of service providers, agencies	**Short-Term**	**Civil Society**	**Medium/ Medium**

Actions	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
	youth drafted and implemented • Curriculum to train Service Providers, and agencies and organisations working with the Youth drafted and implemented	and organisations with requisite skills • Diversion of participants to pro-social lifestyles • Reductions in criminal activity			
3.2.4 Improve police and juvenile justice systems	• Study conducted to assess the effectiveness of the Police and Juvenile Justice System and recommendations made to strengthen these systems	• Increased cost effectiveness of juvenile justice system • Results orientated system created • International peer recognition • Increased deterrence of youth from crime • Improved rehabilitation outcomes	**Short- Term and on- going**	**DRS in collaboration with MOE**	**High/ Medium**
3.2.5. Improve early child development and preschool enrichment programs for at risk children	• Early childhood development Programme for at risk children developed and implemented • Additional Government Pre-School facilities built within communities	• Increased school readiness for at risk children • Improved learning performance for target population (for example, high math and reading skills) • Fewer dropouts • Increased family participation in education	**Short- Term and ongoing**	**MOE**	**High/ Medium**

Strategy 3.3: Community Participation

Strategy	3.3 Strengthen the capacity of communities to participate in creating safe neighbourhoods (Quality Education SDG 4 Target 4.4, Reduced Inequalities SDG 10 Target 10.2 and 10.3, Sustainable Cities and Communities SDG 11 Target 11.7, Peace, Justice & Strong Institutions Goal 16 Target 16.1 and 16.a and Partnerships for the Goals, SDG 17 Target 17.16 and 17.17)
Why Important?	Community involvement is a necessary underlay of reducing crime. The root causes of crime need to be addressed by a holistic review including poverty, education and civil society/communities. Public engagement assists in the creation of public solutions.
Risk Assessment	Even with improvements, initiatives taken may fail to attract clients, or the clients attracted may not remain engaged for the time required to have effective changes take place
Indicators of Success	1. International Benchmarks 2. Increased public participation/enrolments in initiatives outlined below 3. Reduction in criminal activities, violence, corruption, etc.

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
3.3.1 Expansion and strengthening of Urban renewal centers which will provide psychosocial (counselling) services, mentoring and positive adult role model programs, conflict resolution training (including schools) and sports for peace training. (IDB Citizen Security and	• Study conducted to access ascertain the services provided by the Urban Renewal Programme and recommendations made to strengthen Programme	• Improved Urban Renewal Centres • Increased enrolments • Citizen behaviour (problem-solving, resolving conflicts) improved • Decreases in social isolation • Increases in social participation	Short-Term	COB in collaboration with Urban Renewal Commission	High/ Medium

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
Justice Program (BH-L1033)		• Referral agents more effective in referral advice			
3.3.2 Encourage the development and expansion of Neighborhood Watch Committees within communities	• Public education campaigns launched within communities to promote the benefits of Neighborhood Watch Committees • Additional Neighbourhood Watch Committees in targeted communities established	• Increased crime deterrence • Reduced incidence of crime by targeted neighbourhoods • Quality of interactions with RBPF improved	**Short-Term and on-going**	**Communities / Civil Society**	**Medium/ Medium**
3.3.3 Training health care workers to identify and refer youth at high risk for violence	• Workshops convened for training of Health Care workers who deal with youth at risk for violence on necessary referral mechanisms	• More efficient referral system which (a)promotes the protection and assistance of youth affected by violence, (b) promotes the prevention of violence and (c) promotes the prosecution of perpetrators of violence • Diversion of youth-at-risk toward pro-social approaches	**Short-Term and on-going**	**MOH**	**High/Medium**
3.3.4 Partnership with Willimae Pratt and Simpson Penn schools and the Ministry of Youth to ensure that at risk youth are	• Programme integration protocols for at risk youth drafted	• Diversion of youth at risk towards pro social approaches	**Short-Term**	**MYSC in collaboration with Willimae Pratt and Simpson**	**High/Medium**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
integrated into the Ministry's programmes and services				**Penn Schools**	
3.3.5. Establish a "no wrong door" policy where every Social Service location can assist with delivering needed assistance	• No-wrong-door policy developed for the provision of Social Services and implemented	• Every social service location has sufficient information and technology to ensure citizens are quickly directed to the services they require • Enables public and non-public service providers to access appropriate services for citizens regardless of entry point into the system • Timely problem resolutions support crime reduction	**Short-Term and ongoing**	**MOSSCD**	**High/Medium**
3.3.6. Expand the use of Faith based communities to launch male initiatives and workshops on masculinity, gender identity, anger management and conflict resolution within communities	• Additional workshops on masculinity, gender identity, anger management and conflict resolution launched within faith based communities • Workshops to train service providers convened	• Increase in number of men choosing better strategies to address difficulties with masculinity, gender identity, anger control and conflict resolution • Decreases in criminal activity for participants	**Short-Term and on-going**	**Christian Council**	**Medium/Low**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
3.3.7. Increase the establishment of support groups for persons with disabilities who are victims of Gender-Based Violence (GBV)	• A Support group network established within communities • Workshops to train service providers convened	• Increase in social inclusion for participants	**Short-Term and on-going**	**Civil Society**	**Medium/ Low**
3.3.8. Create a national Gender Based Violence Parenting curriculum	• National Gender-Based Violence Parenting Curriculum developed	• Increased parent empowerment on gender based violence • Increased victim empowerment • Increased social inclusion	**Short-Term**	**Crisis Centre**	**High/ Low**
3.3.9 Creating safer routes for youth on their way to and from school or other community activities, with especial emphasis on communities with gang violence	• Safer routes program created	• Increased youth safety	**Short-Term and on-going**	**RBPF**	**Medium/ Low**
3.3.10 " Introduce and provide training in community policing	• Community-based training on Community Policing provided to community members	• Increased citizen participation in and cooperation with community policing • Crime reduction in specific neighbourhoods	**Short-Term and on-going**	**RBPF**	**High/ Medium**
3.3.11. Establish safe houses on Family Island	• Conduct a study to Identify locations in the Family Island for Safe House Network Shelters	• Increased victim safety • Increased witness protection	**Short-Term and on-going**	**RBPF**	**High/ Medium**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	• Safe House Shelters built				
3.3.12 Strengthen and/or develop Community Centres and National After-School Programmes to be operated at the community level." (National Advisory Council on Crime "Strategies for addressing the Nation's Crime Problem." pg.13)	• Community Centres' Network created • National After-School Programme policy launched and recommendations implemented	• Launch of online Community Centre Network platform • Safety: Citizens use community safe zones that can increase their protection in times of need • Citizens have positive, safe choices when in unsafe circumstances	**Short-Term and on-going**	**Civil Society**	**High/ Low**
3.3.13 "Strengthen Rehabilitative Services for all special populations: youth, disabled, substance abusers and persons diagnosed mental illnesses by the use of multidisciplinary support teams." (National Advisory Council on Crime "Strategies for addressing the Nation's Crime Problem." pg.13)	• Review of Rehabilitative Services offered by all Government agencies and comprehensive Rehabilitative Services Programme drafted and implemented	• Quality services without stigma • Discrete interventions • Diversion to pro-social approaches • Increased harmonization of rehabilitative services • Increased access to rehabilitative services for all citizens and residents	**Short-Term – Medium Term**	**MOSSCD in collaboration with NIB, MOYSC and Civil Society**	**High/ Low**
3.3.14 Provide public education on the long-term negative effects of domestic	• School and public service advertisements on domestic violence	• Increased awareness of the problem and potential solutions for victims	**Short-Term and on-**	**MOH in collaboration with MONS**	**High/ Low**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
violence	reviewed and revised to better education and inform the public	• Higher reporting and conviction rates	**going**	**and Crisis Centre**	

Goal 4: Administration of Justice

Goal 4	The administration of justice will be made more efficient, methodical, fair and effective through coordinated action by the police, courts and corrections
Challenges addressed:	• High and rising crime rates – particularly murder, sexual assault and home invasion – with certain neighbourhoods becoming especially vulnerable. • A more effective justice system (criminal and civil) is needed to address inconsistent enforcement, slow judicial processes, and prison conditions that foster recidivism. Specific issues include: • Inadequate police capacity and inconsistent enforcement of laws • Slow and inefficient judicial system • Crimes committed while out on remand • Prison over-population • Low skilled ex-convicts • High rates of recidivism

Strategy 4.1: Enforcement of the Law

Strategy	4.1 Strengthen the enforcement of the law by the Royal Bahamas Police Force (Industry, Innovation and Infrastructure SDG 9 Target 9.1 and Peace, Justice & Strong Institutions Goal 16 Target 16.3, 16.4 and 16.6)
Why Important?	The police have undertaken a series of measures to address crime but do not have the right mix of officers, orientation and technology to achieve better outcomes for citizens. Bahamians are demanding more accountability and greater effectiveness. There is a fundamental need to build the capacity (skills and technology) of the Royal Bahamas Police Force and improve enforcement of the law by increasing police accountability to enforce the law.
Risk Assessment	Inadequate funding and resistance to change of police culture could stall or undermine these

	initiatives.
Indicators of Success	1. Increased enforcement of the law 2. Increased accountability by the police 3. Rise in conviction rates 4. Decline in crime rate

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
4.1.1 Strengthen the governance of police conduct to improve enforcement of the law and better protect constitutional rights and freedoms of citizens	• Existing Police Code of Practice and Conduct for Policing reviewed and revised to reflect international best practices on for example: 　▪ performance and performance evaluations 　▪ early intervention systems designed to identify performance problems; 　▪ the use of police authority; 　▪ procedures for investigating allegations of officer misconduct. • Revised Police Code of Conduct implemented • Police Procedures Act	• Increased enforcement of the law • Improved performance • Decrease of number of non-performing police officers within the RBPF • More transparent investigation procedures for alleged police misconduct • Greater accountability of the police to the public • Confidence in government and policing • Increased legitimacy of the justice system	**Short-Term**	**MONS in collaboration with the RBPF**	**High/ Low**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	enacted				
4.1.2. Increase the ratio of frontline, community-based officers, as well as detectives	• Police officers are stationed in areas susceptible to crime.	• Higher visibility of police • Stronger police-community relationships • Greater police capacity to prevent and solve crimes • More consistent enforcement, especially in priority areas • Increased confidence in policing effectiveness (including among potential lawbreakers) • Lower crime rates	**Short-Term and on-going**	**RBPF**	**High/ Medium**
4.1.3 Increase the enforcement of low- level infractions Key targets are littering, speeding, dumping of garbage and vehicles, abandoned vehicles, dogs, etc.	• A cadre of civil enforcement officers as well as new surveillance technology deployed throughout the country • A regulatory and policy framework that allows for tracking, investigation and ticketing/fining for infractions developed and implemented	• A society with a greater appreciation for obeying rules • Cleaner neighbourhoods • Additional revenue for the treasury • Police can focus on crimes of greater importance • Responsible enforcement activity	**Short-Term and on-going**	**RBPF primarily and in collaboration with OAG (for development of regulatory framework)**	**Medium/ Medium**
4.1.4 Introduce new measures to enable independent	• Regulations to give policing investigative bodies necessary	• A society with a greater appreciation for obeying rules	**Short-Term and on-**	**RBPF in collaboration with civil**	**High/ Medium**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
investigations and citizen involvement in identifying crimes and perpetrators.	independence and authority to review serious breaches of non-enforcement enacted and enforced • Independent study conducted to review the effectiveness of the Police Complaint Unit and recommendations implemented • Review the impact of the national "hotline" with the aim of improving and or expanding the service to ensure citizens can anonymously call to report crimes • Regulations authorizing the payment of citizens for tips leading to a conviction implemented	• Greater transparency and faith in the independence of the policing function • Decreased corruption	**going**	**society and OAG where necessary**	
4.1.5 Fully automate police information systems, including caseload management	• New IT system put in place that facilitates case management	• More efficient use of police resources • More available police officers to concentrate on other crime fighting initiatives	**Medium Term-Long Term**	**MONS**	**High/ High**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
		• Effective policing			
4.1.6 Position CCTV at major streets intersections and hotspots	• CCTVs installed and monitored throughout Nassau to assist in deterring and detecting crime, including environmental crimes such as illegal dumping	• Greater policing presence to deter crime • Availability of evidence for trial • Cleaner environment	**Medium Term- Long Term**	**MONS**	**Medium/ Low**
4.1.7 Introduce automated speed detection	• Technology (e.g. photo radar) deployed ensure that speeders are fined a deterrent • Update of car licence plate databases at the Road Traffic Department	• Safer roadways • Greater revenues	**Medium Term**	**MONS**	**Medium/ Low**
4.1.8 Introduce independent oversight and investigation of police conduct	• Independent Authority established comprised of a Citizens Review Board (a panel citizens) established to review police complaints • Legislative framework enacted and enforced to support the work of the Board to report and investigate police misconduct	• Greater transparency and accountability of internal police complaints and discipline • Greater trust of police by citizens • Increased citizen involvement in the complaints process • Reduction in cases of police brutality	**Medium Term**	**MONS**	**High/ High**
4.1.9 Enhance police	• New training, equipment	• Higher conviction rates	**Medium**	**MONS**	**High/**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
crime solving strategies	and techniques provided to police in solving crime	• Reduced crime solving costs • Reduced number of perpetrators of crime in society	**Term and on-going**		**Medium**
4.1.10 Create strategies to use technologies, such as unmanned drones, to detect illegal entry, gunshots and trafficking."	• Heightened surveillance strategy created and implemented • Equipment acquired and on-going training provided to RBPF officers	• Improved capacity to interdict trafficking of guns, humans and drugs • Improved public safety	**Long Term**	**MONS**	**High/ High**
4.1.11 Enforce pending criminal warrants	• Study conducted to identify hindrances to the enforcement of pending criminal warrants (there are at least 20,000 pending criminal warrants). Recommendations implemented • Integrated database created which ensures sharing of information on warrants between enforcement agencies and the Courts	• Increased enforcement of pending warrants • Cancelled warrants removed from police records	**Medium Term-Long Term**	**RBPF and Judiciary**	**High/ Medium**

Strategy 4.2: "Zero Tolerance"

Strategy	4.2 Establish a national "zero-tolerance'' strategy for violent crimes – specifically murder, sex-related violence, crimes against children and the elderly and home invasions (Peace, Justice & Strong Institutions Goal 16 Target 16.1, 16.2. 16.3, 16.4 and 16.a)
Why Important?	Violent crimes directly diminish the quality of life of Bahamians and hurt the economy by reducing the nation's attractiveness as a destination for tourism and investment.
Risk Assessment	If high profile initiatives fail because of a lack resources or on-going commitment, it could embolden criminals and diminish public confidence.
Indicators of Success	1. Reduction in murders 2. Reduction in sexual assaults, including rape 3. Reduction in home invasions 4. Reduction in armed robberies 5. Higher conviction rates for violent crimes, particularly against vulnerable groups (children, the elderly, persons with disabilities)

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
4.2.1 Review and revise the existing police protocols for responding to sexual offences to ensure that response strategies reflect the gravity of these offences and employ demonstrably effective methods	• Revised police protocols for sexual offences • New policies and practices implemented	• Higher detection rates • Higher conviction rates	Short-Term	RBPF	High/ Medium
4.2.2 Place a greater	• National Policy which	• Reductions in violent	Short-	MONS	High/Med

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
emphasis on preventing and solving violent crimes than victimless or moral crimes; ensure that this protocol is achieved without on-going political interference in police enforcement	reflects local needs and international best practices developed with the aim that Policing activities are focused more on preventing and solving violent crimes	offences • Higher conviction rates •	**Term - Medium Term**		**ium**
4.2.3 Monitor progress of sexual offence cases through the justice system (Director of Public Prosecutions Office)	• Sex Offence Case Tracking System (data input, analysis, and maintenance) acquired and used	• Measuring, tracking and reporting on domestic violence • Greater awareness of the level of domestic violence • More victims willing to come forward • Higher conviction rates	**Short-Term and on-going**	**OAG and RPBF in collaboration with Civil Society**	**High/ Medium**
4.2.4 Strengthen the laws regarding sentencing of violent crimes, particularly home invasion	• Review and revise all existing legislation of crime (for example, Penal Code, Sexual Offences Act and subsequent amendments) • New legislation passed as necessary to fill in gaps	• Greater deterrence for violent crimes	**Short-Term - Medium Term**	**MSSCD in collaboration with OAG and Civil Society**	**High/ Low**
4.2.5 Remove all tariffs and duties on home alarms and monitoring equipment	• Revised customs duties exemption list produced	• Increased investment by citizens and businesses to help create safer homes and buildings	**Short-Term and on-going**	**MOF**	**Medium/ Low**

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Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
4.2.6 Expedite the swift determination of cases which involve violence	• Additional Criminal Courts equipped with required resources to hear violent crimes established	• Increased deterrence • Increased number of cases which involve violence determined • Greater perception by the public of fair judicial system	**Short-Term-Medium Term**	**AG**	**High/ High**
4.2.7 Develop model codes for magistrates and judges to deal with custody and protection issues in domestic violence case	• Guidelines produced by the Judiciary in collaboration with relevant stakeholders • Relevant legislative requirements enacted to enable the courts to apply the Guidelines	• Greater coordination between the courts and other social support stakeholders to ensure protection of domestic violence complainants • Greater certainty and safety for victims and their families	**Short-Term – Medium Term**	**Judiciary**	**High/ medium**
4.2.8 Establish a DNA Lab to support effective enforcement and prosecution of cases of sexual abuse.	• DNA Lab established and equipment procured and relevant training provided to RBPF officers on an on-going basis	• Higher conviction rates • Greater certainty in convictions	**Medium Term and on-going**	**RBPF**	**High/ High**
4.2.9 New training provided to RBPF officers , RBDF officers and customs officers to assist with identifying and reducing the number of illegal guns	• Study conducted to assess the effectiveness of gun forensics and ballistic examination capability of the RBPF and any recommendations to	• Improved gun-related crime investigations • Reduced guns on the street • Lower levels of violent crime • Increased number of	**Short-Term**	**RBPF**	**High /High**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	strengthen the capability implemented • Regular training conducted for RBPF, RBDF and Customs Officers	trained Police officers • Increased number of trained customs officers			
4.2.10 Improve the quality of bail monitoring equipment	• Tamper proof hardware (including ankle bracelets) acquired • Additional ankle bracelets acquired	• Reduced infringement of release provisions	**Short-Term and on-going**	**MONS**	**High/ Low**
4.2.11 Record police confessions by use of video recording devices	• Revise Criminal Procedure Code and the Police Act to mandate that all police confessions be video recorded • Confessions recorded	• Increased admissibility of police confessions • Perception of fairness by the public in the criminal justice system • Reduction in police brutality	Medium Term	RBPF	High/Low

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
4.2.12 Implement the inter Development Bank (IDB) Citizen Security and Justice Programme. Action 4.2.13 to be applied to strategy 4.3, 4.4, 4.5 and 4.6 below and strategy 7.3 of the Poverty Goal	• Crime & Violence evidence based strategy developed and recommendations implemented. Specific objectives of this strategy are to: a) prevent youth violence and victimization; b) (ii) increase employability of disadvantaged youth; and c) (iii) improve efficiency of the justice administration system.	• Reduction in crime in generally, particularly violent crime • Increased social cohesion within communities • Safer and more productive communities • increase employability of youth and young adults (between the ages of 15 to 35)	**Short-Term and on-going**	**MONS in collaboration with relevant stakeholders**	**High/ Medium**

Strategy 4.3: Enhance Service Delivery at the AG's Office

Strategy	4.3 Enhance service delivery at the Office of The Attorney General (Peace, Justice & Strong Institutions Goal 16 Target 16.3 and 16.6 and Partnerships for the goals, Goal 17 Target 17.9)
Why Important?	Significant progress has been made under the Swift Justice initiative, but addition investment is required to address institutional barriers to further success.
Risk Assessment	Inadequate resources and broader legal culture could hold back the rate of progress.
Indicators of Success	1. Reduction in time it takes to draft and pass legislation 2. Increase in the efficiency of the AG's office 3. Reduction in crimes committed while on bail 4. Average resolution for criminal cases reduced to less than two years 5. Increased public satisfaction with the judicial system

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
4.3.1 Undertake an assessment of the resource needs of the AG's Office to eliminate inefficiencies and build capacity	• Study conducted to assess resource needs of the AG's office • Recommendations from the study implemented to close the resource gap including hiring of additional lawyers, legislative drafters and support staff and acquisition of work equipment, technology and legal resources	• Increased number of qualified prosecutors • Increased number of lawyers in the AG's office qualified in legislative drafting • Reduction in delays in the drafting unit of the AG's office • Reduction in time it takes to draft and pass legislation • Availability of all the necessary equipment, technology and legal resources to staff at the AG's office • Increase in the efficiency of the AG's office	**Medium Term and on-going**	OAG	**High/ High**
4.3.2 Strengthen case management of criminal cases for prosecutors	• Revised criminal case management framework based on best practices drafted and introduced, to guide prosecutors in the criminal justice process with preparing and conducting cases in compliance with the	• Increased use of electronic bundles by prosecutors to present cases in the courtroom environment directly from the prosecutor's electronic bundle • Increased efficiency in court rooms • Modernised justice	**Medium -Long Term**	OAG	**High/ Low**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	Criminal Procedure Rules and other relevant legislation. Framework to include provisions which: ▪ encourage cooperation among the different agencies involved in the criminal justice system and with the legal profession ▪ specify the maximum number of case files assigned to a prosecutor to ensure cases are prosecuted efficiently[15] • New technology acquired to track cases and store evidential materials gathered by the police	system • New technologies made better case tracking possible even if, at first, new case tracking systems • Increased administrative support available to prosecutors by administrators with a legal background			

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[15] Avoid prosecutors from being overloaded with case files which slows down prosecution of cases

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	• Paralegals hired to assist prosecutors with document management and legal administration tasks				
4.3.3 Strengthen policies for the treatment of victims and witnesses affected by crime	• National strategy drafted and implemented on the OAG's Prosecutions Office role as a champion of justice for victims and witnesses (including those with disabilities, witnesses and victims of gun crime and sexual violence) • Code of Practice for Witnesses and Victims of Crime reviewed and revised (where necessary) to comply with international best practices and implemented • Existing Witness Protection policy reviewed and revised to meet modern needs • Legislative framework	• A strengthened prosecution process which secures the attendance of victims and witnesses during court hearings • Significant improvement in the standards of victim and witness care • Improvement witness support and protection • Reduction in the fear of reprisals which prohibits witnesses from coming forward to give evidence • Better support, commitment and interagency co-operation • Reduced the number of unsuccessful outcomes owing to witness issues • Reduction in distress caused to victims by multiple cross-	**Short-Term**	**OAG's Prosecution's Office**	**High/ Medium**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	for the Code of Practice for Witnesses and Victims of crime introduced and implemented • Appropriate guidance, monitoring and performance management systems put in place for the Code of Practice	examination; • Use digital technology to reduce the impact of crime on victims.			
4.3.4 Take deliberate steps to reduce the backlog of criminal cases	• The nolle proesequi provisions allowed under the Criminal Procedure Code 1969 used • Plea bargaining provisions in the Criminal Procedure (Plea Discussion and Plea Agreement) Act 2008 used • Sentencing Guidelines for Plea Agreement cases developed and implemented to incentivize the use of plea bargains	• Disposal of old cases from the court system • Reduction in designated prosecutor case preparation time for simple, anticipated guilty plea cases • Resources released to concentrate on contested hearing • Reduction of unnecessary anxiety for victims and witnesses • More efficient use of court and advocacy time • Costs of prosecuting and defending cases minimised	**Short-Term and ongoing**	**OAG and Judiciary**	**High/ Low**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort

Strategy: 4.4: Enhance Service Delivery of the Courts

Strategy	4.4 Enhance service delivery of the Courts (Peace, Justice & Strong Institutions Goal 16 Target 16.3 and 16.6 and Partnerships for the goals SDG 17 Target 17.9)
Why Important?	Speedy resolution of cases before the courts is in the public interest. Speedy resolution of criminal cases ensures that victims, witnesses and in the case of civil disputes, parties, have their matters heard without additional unnecessary high costs to them. Costs include: time costs, financial costs and in the case of criminal cases risk of re-offending by defendants who are out on bail.
Risk Assessment	Inadequate resources and broader judicial culture could hold back the rate of progress.
Indicators of Success	1. Increased number of new court officials recruited 2. Reduction in crimes committed while on bail 3. Average resolution for criminal cases reduced to less than two years 4. Increased resolution of civil disputes 5. Increased public satisfaction with the judicial system

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
4.4.1 Undertake an assessment of the court system to eliminate inefficiencies and build capacity	• Study conducted and report produced assessing existing court practices and resource gaps identified • Recommendations from the study implemented to close the resource gap and remove inefficiencies	• Digital recording systems acquired and used • Re-introduction of Stenographers in the lower courts • Increase in number of stenographers available in all the Courts	**Short-Term**	**Chief Justice**	**High/ Low**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	implemented including: hiring of additional court staff, convening new training activities and acquisition of technology	• Reduction in waiting times to obtain transcripts and rulings • Continuous improvement of the court system			
4.4.2 Hire additional lawyers to work in specialist areas and in parts of the country where there are shortages	• Study conducted to assess law specialist areas where there is a shortage of lawyers • Reform of legislation (Legal Professions Act 1993 and Immigration legislation/policies) to lift unnecessary barriers for recruitment of foreign lawyers to practice in the country in shortage areas • Additional prosecutors and defense attorneys hired • Additional legal drafters hired	• More effective use of the court's time • More competitive supply of legal talent • Reduced conflicts of interest	**Short-Term – Medium Term**	**BBA**	**High/ Medium**
4.4.3 Amend The Supreme Court Act to allow for the appointment of additional Supreme Court Justices	• Legislative amendments made to the Supreme Court Act 1996 • New Justices appointed to handle workload in the Supreme Court	• Faster processing of cases at the Supreme Court	**Short-Term**	**OAG in collaboration with the Judiciary**	**High/ Low**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
4.4.4 Establish a Family Court System that operates evenings and weekends	• Family Court System comprised of counsellors, probation officers, psychologists etc. established • Client-centric hours (weekends and evenings) adopted by the Court	• More efficient court administration of family issues • Holistic determination of family law matters • Less congestion in higher courts	**Medium Term**	AG	**High/ Low**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
4.4.5 Strengthen the Magistrate Court System	• Magistrate Court System restructured as follows: ▪ Lay Magistrate Court established to deal with minor offences ▪ Increase the jurisdiction of Magistrates' Courts (except Lay Magistrate Court) to hear more indictable and summary offences except Capital cases • Magistrate Court Act 1897 and subsequent amendments revised and enforced to allow for the restructured system • Integrated Magistracy Registry created and equipped with appropriate resources	• Diversion of less serious offences (e.g. disorderly behaviour, vagrancy etc.) to a lower court (Lay Magistrate Court to free up other Magistrate Courts to deal with more serious matters • Reduction in number of cases transferred to the Supreme court • Speedier adjudication of cases	**Long - Term**	**AG and JSC**	**High/ Low**
4.4.6 Allocate sufficient budgetary resources to all Courts including lower courts	• Review and revise policy on allocation of Court operational resources to all courts, particularly Magistrate Courts and Tribunals • Revised policy implemented	• Sufficient resources available to lower courts for the administration of justice	**Short- Term and on- going**	**OAG and Chief Justice**	**Medium/ Medium**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
4.4.7 Increase the jurisdiction of the Industrial Tribunal	• Industrial Relations Act 1973 amended to give the Tribunal power to enforce their Orders	• Increased enforcement of Industrial Relations Court Orders • Reduction number of enforcement applications to enforce Industrial Relations Court Orders to higher courts (Court of Appeal) • Increased ease of enforcement • Reduction in enforcement costs and enforcement time • Reduction of cases/backlog of case at the Court of Appeal	**Short-Term**	**OAG in collaboration with the Industrial Tribunal and Trade Union Congress**	**High/ Low**
4.4.8 Assess Court security and the security of Judicial Officers	• Study conducted to assess the security needs of all judicial officers and courts and recommendations made to improve court security and security of Judges including Magistrates	• Safer court houses and Court officers • Increased perception of safety in courts • Increased moral of court officers	**Medium Term**	**RBPF in collaboration with the judiciary**	**Medium/ Low**
4.4.9 Create policies and incentives to attract and retain the best quality Judges	• Report on Adjustment to the Salaries of Magistrates reviewed and revised to suit modern times and to include benefits payable to	• Increase in number of Magistrates and Judges who are highly qualified • More efficient judiciary • Increased retention of	**Short-Term - Medium Term**	**JSC**	**High/ Medium**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	Magistrates and recommendations implemented • Study conducted to determine appropriate salaries and benefits payable to industrial tribunal judges, judges in the Supreme Court (including Registrars) and Court of Appeal and recommendations implemented • Constitution Commission consideration of amendment to the Constitution to allow Judges to hold office until the age of 75 years	seasoned judges			

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort

4.4.10 Strengthen the Case Management System	• Policy to reduce multiple adjournments drafted and implemented to include:
	  ▪ use of penalties, sanctions (including 'soft' sanctions) and fines for non-compliance of lawyers with deadlines
	  ▪ limit Judge-initiated adjournments
	  ▪ provisions to close cases if the plaintiff or both parties do not appear at a hearing.
	  ▪ Restrictions on the number of adjournments are granted to the prosecution before a case is dismissed for want of prosecution.
	• Digital Case Management and Tracking System acquired Court Recording and Transcription (CRT) equipment acquired
		• Reduction in number of cases set for hearings which conflict with availability of lawyers in other courts
		• Data on individual cases, and various steps in case progress available in a digital database
		• Increased effectiveness and efficiency of Judiciary
		• Increased transparency to a court's operations, reducing the opportunities for corruption and ensuring accountability.
		• Increase use of modern information and communication technology in the court system
		• More efficient court system
		• Judges relieved from having to manual record evidence in long hand
			Medium Term and on-going	**Judiciary in collaboration with BBA**	**High/ Medium**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	• Digital Court Records system acquired • Integrated Court Calendar created linking the calendar of the Court of Appeal, Supreme Court and the Magistrate Courts, Industrial Tribunal				
4.4.11 Improve the efficiency of the Juvenile Magistrate Court	• Child Protection Act 2009 amended to make provisions for a single Magistrate to adjudicate on juvenile matters • Juvenile court structured into a Community Based Court with specialist probation officers, child psychologists and counsellors	• More efficient determination of Juvenile cases • More holistic determination of juvenile matters	**Medium Term**	**OAG and Judiciary**	**High/ Medium**
4.4.12 Establish a Centralised location for the judiciary	• Centralised Judicial Complex built and equipped with appropriate legal resources and personnel	• All judges and courts located at one location • Court registries located within the vicinity of the courts	Medium Term-Long Term	Judiciary in collaboration with MPW	**High/ Low**
4.4.13 Increase the swift determination of criminal matters	• Constitution Commission consideration of an amendment to abolish	• Efficient determination of matters particularly complex matters	**Medium Term**	**Judiciary**	**High/ Medium**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	mandatory jury trials or reductions in the size of the jury • Amend the Bail Surety provisions under the Bail Act to ensure better accountability of suretors and make certain they are called upon in a timely manner to answer for the absence or non-appearance of the Defendant.	• Reduction in expense and cost of jury trials			
4.4.14 Conduct a study to assess whether to retain the Privy Council as the highest court of the country	• Task force appointed to conduct a study on whether the country should move away from the Privy Council paying particular attention to the impact on, inter alia: ▪ determination of commercial cases given the shortage of commercial judges ▪ attracting Foreign Direct Investment ▪ the determination of criminal cases which have Human Rights implications ▪ the intention to	• More informed policy on whether to move court	**Medium**	**Judiciary and the Bar Association**	**Medium/ Low**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	create an international centre for arbitration				

Strategy 4.5: Strengthen the Independence and Impartiality of the Courts

Strategy	4.5 Strengthen the Independence and Impartiality of the Courts (Peace, Justice & Strong Institutions Goal 16 Target 16.3 and 16.6 and Partnerships for the goals, Goal 17 Target 17.9)
Why Important?	Judicial independence guarantees the promotion of the rule of law because it allows for the law to be applied impartially and fairly, without bias.
Risk Assessment	The independence and the impartiality of the courts is restrained by a lack of political will, political interference and the failure to commit additional resources to restructure the court system
Indicators of Success	1. Increased number of cases prosecuted independently, without bias 2. Increased public satisfaction with the judicial system

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
4.5.1 Strengthen the independence of the Office of the Attorney General (Office of Prosecution)	• Code of Crown Prosecutors reviewed and revised to include principles of fairness, independence in the prosecution of matters • Benchmark Report prepared the independence of the Office of Prosecution, with special emphasis on the public interest.	• Greater trust in the independence of law enforcement, and consequently of the judicial system and the rule of law • Increased number of cases prosecuted independently, without bias	Medium Term and ongoing	OAG	High/ Medium

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	Recommendations implemented • Training provided to prosecutors to familiarize them with the Code and new legislation proposed based on the assessment				
4.5.2 Remove conflict of interest in prosecutions at the Magistrate Courts	• Policy created and legislation enacted to do away with the use of Police Prosecutors at the Magistrates Court	• Increased use of trained lawyers to prosecute matters before the Magistrates Court • More efficient prosecution of matters • Reduction in conflicts of interest (police are not both investigators and prosecutors) • Fair prosecution of matters before the court • Increased independence in prosecution of cases	**Long Term**	**OAG**	**Medium/ Low**
4.5.3 Ensure that the Judiciary has more control of its budget	• Policy drafted and implemented to mandate that fines and fees collected by the Courts be paid into an escrow account and	• Reduction in reliance on the Executive (AG) for the operational budget of the Courts • Increased independence of the Courts from the	**Long- Term**	**The Executive**	**High/ Low**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	managed by a manager, the Chief Justice and an accountant for the use of the Courts	Executive • Increased perception of judicial independence			
4.5.4 Strengthen existing procedures for judicial appointments to encourage transparency	• Independent task force appointed to review and recommend revisions to the Judicial Service Commission's judicial appointment procedure to ensure that the procedures for judicial appointments are transparent and publicly known. • Recommendations of the Task Force implemented • Create a Convention/Protocol allowing for the JLSC to make recommendations on the extension of the service of Judges of the Supreme	• Reduced perception of corruption in judicial appointments resulting from political patronage • Decisions on extension of services for judges are non-partisan, transparent and rendered in a timely manner	**Short-Term and on-going**	**Judiciary**	**High/ Medium**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	Court and Court of Appeal (with the exception of the Chief Justice and the President of the Court of Appeal)				
4.5.5 Strengthen complaints mechanisms for judicial complaints	• Independent, credible and responsive complaints authority established to: a) Prepare a Judicial Complaint's procedure b) investigate judicial complaints [16] • Judicial Complaints Procedure developed and implemented	• More clear complaints procedure made • Increased transparency in judicial process	**Short-Term and On-going**	**OAG**	**Medium/ Medium**
4.5.6 Develop a code of conduct to require judicial officers to disclose	• Draft Judicial Code of Conduct/Ethics finalised and implemented	• More transparency of the Judges • Increased perception of a	**Short-Term**	**Chief Justice**	**High/Low**

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[16] staffed with serving and past judges with a mandate to receive, investigate and determine complaints of corruption allegedly involving judicial officers and court staff.

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
financial and other interests		fair and just judiciary			

Strategy: 4.6 Prison System

Strategy	4.6 Build greater capacity within the prison system to reduce recidivism while creating more humane conditions for prisoners (Quality Education SDG 4 Target 4.4, Sustainable Cities and Communities SDG 11 Target 11.7, Peace, Justice & Strong Institutions SDG 16 Target 16.6 and 16.a and Partnerships for the goals, Goal 17 Target 17.9)
Why Important?	The Fox Hill prison is well beyond capacity, leading to an aggravation of problems such as lack of space to place new offenders, increase of crimes committed while on remand, and a mixing of non-violent and violent criminals that is both inhumane and counterproductive to rehabilitation and crime reduction
Risk Assessment	Possible that: Funding required to address prison conditions and rehabilitative programs is not available Rehabilitation programs that are poorly designed, targeted Unsafe prison conditions within which rehabilitation is almost impossible
Indicators of Success	1. More prison space with improved segregation among offenders 2. Reduced crimes within prison 3. Reduced recidivism

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
4.6.1 Build a new correctional facility after considering all	• Minimum and maximum security facility built in line with projected low-risk	• Incarceration controls commensurate with risk • Additional system-wide	Long-Term	DOC	High/ High

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
procurement options including PPPs	population • Trained guards and rehabilitation-oriented, program staff hired	bed capacity • Fewer high-risk remand releases due to lack of space • Lower levels of crime by high risk prisoners out on remand • Reduced per diem costs for offenders incarcerated at minimum security level			
4.6.2 Retain low risk criminals in the new minimum-security prison	• High risk offenders separated from lower risk currently housed at Fox Hill	• System properly balances assistance and control for offenders based on levels of risk • More humane conditions • Reduced likelihood for low risk offenders to adopt high risk or violent behaviours • Improved opportunities for rehabilitation	**Long-Term**	**DOC**	**High/ Low**
4.6.3 Strengthen policies to reduce recidivism	• Correctional Rehabilitation Policy developed and recommendations implemented • Post-release supervision policy developed and recommendations implemented	• Reduced recidivism • Improved community safety • Reduced system-wide costs (incarceration cost up to 5x more than community supervision) • Increased collaboration	**Medium Term**	**DOC in collaboration with MSSCD, RBPF and Civil Society**	**High/ Medium**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	• MOUs signed between agencies to encourage sustained Police/Corrections/NGO/Social Services collaborations	between key agencies and stakeholders			
4.6.4 Expand Job/skills training within the Department of Corrections	• Study conducted to assess the available In-prison Job/Skills training programs and revisions made to expand these programmes to meet the needs of residents and the market • Post-release Job/Skills training programs implemented • Trained staff/contractors hired to facilitate the job/skills training	• Increased availability of suitable job/skills programmes at the Correctional facility • Reductions in recidivism • Diversion to pro-social lifestyles • Reduced justice system costs over time	**Medium Term and ongoing**	**DOC**	**High/ Low**
4.6.5 Establish Halfway houses	• Regulations to move incarcerated inmates to a parole status in halfway houses enacted • Halfway Houses built by partnerships between the government and NGOs	• Reduced system costs • Assistance and control balanced to risk level presented • Better reintegration leading to pro-social adaptation • Reductions in recidivism	**Long Term**	**DOC in collaboration with Government agencies and Civil Society**	**High/ Low**
4.6.6. "Expand the	• Correctional Rehabilitation	• Increased job prospects	**Medium**	**DOC in**	**High/**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
educational, vocational and entrepreneurial projects and programmes currently being taught at the Prison, inclusive of the training of personnel." (National Advisory Council on Crime "Strategies for addressing the Nation's Crime Problem." pg.13)	Policy (see 4.6.3) includes educational, vocational and entrepreneurial training transferable to community settings • Certificates of Completion for Offenders from recognized vocational, technical, educational organizations	for released offenders • Reduced recidivism • Pro-social orientation for released offenders	**Term**	**collaboration with the stakeholders referred to in action 4.6.3**	**Low**
4.6.7 Implement a Parole Board System	• Policy framework for a parole board system for the reintegration of past offenders into Bahamian society developed by the Parole and Probation Steering Committee • Legislation to create a Parole Board inclusive of provisions for supervision of released offenders enacted and implemented	• increased rehabilitation of offenders • Less prison crowding • Levels of custody, inside and outside of prison, commensurate with risk • Community safety	**Short Term- Medium Term**	**Parole and probation Board Steering Committee**	**High/ Medium**
4.6.8 Provide financial, social and wellness support for released offenders through community programs.	• Post-release Programme policy that includes risk-based supervision, needs analysis, referrals to community support	• Reduced recidivism • Safer communities	**Medium Term**	**MSSCD in collaboration with Civil Society**	**High/ Low**

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	programs created and recommendations implemented • Funding for community support programs identified • Trained support providers recruited				

HUMAN CAPITAL

A country's human capital is the sum of its people's education and training, skill sets, and ability to use their knowledge in their work. More broadly conceived, it extends to good health and social well-being. In addition to their intrinsic value, these factors promote social stability and enable society and the economy to function effectively.

Human capital therefore covers a broad range of public policy endeavours and national development considerations. It includes education and training—not only what is taught but how, and how successfully. Measuring human capital includes not only the number of people working but the quality of their jobs, and whether they are jobs that promote growth and national progress. The overall health of the population, and the eradication of poverty also affect a nation's human capital, as do the programs, institutions, laws, and social services that contribute to a stable civil society.
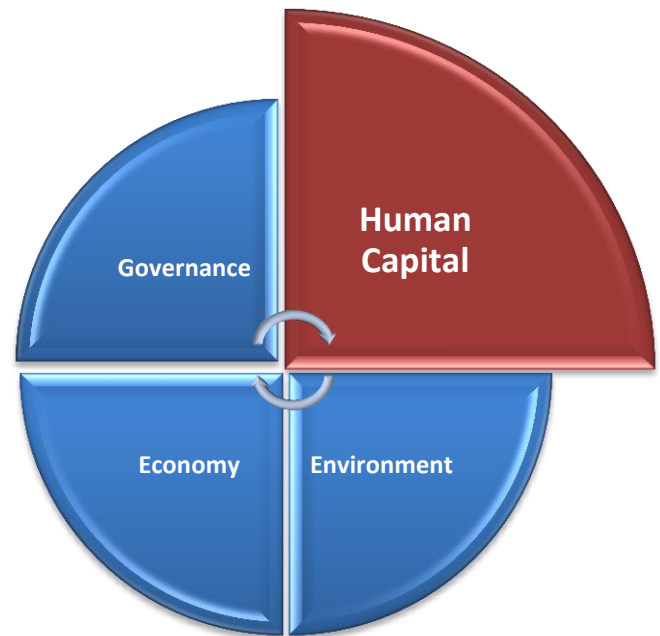
Why It's Important

The Bahamas' economic development and diversification are dependent on the country's ability to develop its human capital.

Developing a country's human capital directly improves not only the lives of the people residing there but also that country's ability to compete internationally. Therefore, increasing the quality of a nation's human capital and establishing a stable and supportive social environment will lead directly to both social progress and economic growth. It is a virtuous cycle.

Because developing human capital depends on such a range of policy endeavours, it requires making continuous, proactive improvements to account for changes in the economy, such as globalization, the rise of new industries and sectors, or the advent of new technologies. It also must meet the challenge of changing demographics, such as a drop in birthrates or the arrival of immigrants, as well as the ever-

shifting range of skills a country needs to stay competitive. This in turn requires investing in people and across sectors.

Enabling each and every Bahamian to reach their full potential is our ultimate objective.   This is however, not simply a task for government or health care providers or teachers, but a personal challenge each Bahamian must embrace. Families, communities and institutions can be primed to support this endeavour, to put the conditions in place for us to succeed, but we must be prepared to take the toughest steps on our own.   This plan lays out steps to support Bahamians in the quest for health, safety, education, and income.

The National Development Plan seeks to achieve the Human Capital vision of the people of The Bahamas through three impactful goals:

Goal 5: Modern, Sustainable & Universally Accessible Health Care System

Good health is the cornerstone of human capital development.   Health care in The Bahamas is expensive and a number of vulnerable groups are unable to access primary care due to geographic difficulties as well as cost. Many have had to resort to seeking primary health care from the hospitals and other secondary health care providers. This places a tremendous burden on these institutions as can be seen in the long waiting time and overcrowded facilities.

There are a number of ways we can reduce this burden and enhance the health and well being of our fellow citizens.

First and foremost, the plan calls for an acceleration of health care reform already underway, and also making sure that coverage and access is universal, and that sustainable funding is provided. This means increased specialization, such as additional surgeons and medical experts.   In addition, better awareness, new technologies, emerging non-traditional healing and institutional reform will all support the objective of greater access.

Health related issues can often be linked to lifestyle decisions including choice of meals and amount of exercise an individual undertakes. A modern Bahamas will include greater health and wellness related education for citizens in order for them to make more informed decisions on how they can increase daily nutrition reduce their risks.

Technological solutions are being used around the globe to increase accessibility. Tele-medicine in particular would allow a heart specialist at Princess Margaret Hospital to speak directly to a patient in Mayaguana, without the need for travel.

'Bush medicine', naturopathy and other approaches were long derided, but have developed over the past century, to the point where many of these non-traditional medicines and procedures are proving the skeptics wrong by demonstrating results. While these need to be monitored for safety and effectiveness, there is no reason to keep Bahamians away from proven methodologies.

There are two other areas where the patient experience in primary health care delivery can be improved – the first is through ensuring the facilities used by patients and practitioners are modern and accessible, particularly for handicapped. In addition, the medical records (and indeed all information technology and communication systems) are functioning well and are effective in allowing protected and private information to be shared among professionals to create the best possible care for Bahamians.

Health care is expensive. New technologies, procedures and medicines are brought onto the market every year, which Bahamians rightfully expect to access. In addition, we are aging as a country, and with older populations comes a need for increased medical vigilance and care. These pressures add to the already difficult job of balancing a national budget.   Finding a way to meet this commitment through alternative revenue generation, deferring other priorities and by generating more efficiencies within the system will be required.

A wholesale philosophical shift is in how health care is delivered is being proposed in the National Development Plan. Health care needs to be redesigned to put people at the center as the current structure puts the responsibility on the individual to follow the provider to get the best quality health care.

By focusing on the patient experience from end to end, including staff training, health awareness, primary care, chronic disease management and long term care, an integrated health system will emerge. Patients will be better cared for and the transition burden for patients moving through the system will be reduced.

Health for Bahamians often depend on many factors – but the easiest to self-control are the decisions we make each day regarding our health. There are specific steps, layed out in the Plan to work towards creating a healthier population, including reducing smoking, alcohol and drug use in the country.   A series of unpopular but necessary measures are required, including limiting access and raising the cost of alcohol and tobacco, making it less appealing.

But we need to do more to increase our longevity, including becoming more active and being fully aware of the nutrition we intake. The plan calls for increasing our understanding of which foods are best, and using a price signals such as tax incentives to encourage better consumption.

Finally, we can choose, as a society to become less tolerant of drinking and driving, and the toll that accidents too often take on Bahamian families. Even simple measures around road and sidewalk construction will reduce the risk of maiming and death on Bahamian roads.

The State of the Nation reported on the need to improve governance and administration of core public services, and health care is no exception. Creating an integrated health system is complex but worth the effort. Creating a national strategy will entail getting the governance arrangements tightened up between service providers and the Ministry to ensure policy and regulations are well through, including

their implementation plans.   Whether better HR regulations or ITC systems or procurement, efficiencies can be gained from the existing approach.

Healthy sexual and reproductive practices are critical for the development of human capital. The prevalence of adult HIV in the population was reported at 3.3%, which is among the highest in the region, and there is a challenge with under-reporting of HIV transmission through injected drug use. Further, health indicators, such as the high teenage pregnancy rates, and low birth weights identify factors that reduce the overall capacity of the nation's human capital and support the need for a focus on sexual and reproductive health.

A first step to improving our national health reproductive health indicators, as outlined in the Plan, is the promotion of maternal and prenatal care practices (for example the effects of alcohol, violence and healthy eating), which will ideally lead to lower infant mortality and birth defect rates.   In addition, some young mothers need more support than they have received traditionally including child care support, access to education and parenting classes.

Sexually transmitted diseases can be reduced if we follow the approach of other jurisdictions, such as early screening and increased awareness of the risks and precautions.

Finally, before the year 2040, it is hoped that The Bahamas can follow the lead of other progressive nations in reducing the stigmatization of abortion.

Positive mental health is necessary to develop the full potential of human capital. Mental health challenges including stress, anxiety, mood disorders etc., lowers work productivity, family relationships and limits the contribution of individual to their communities and the country as a whole.   Mental health can affect all ages.   Early childhood traumas have the potential to affect persons throughout their lives. Further as the population ages, increased incidences of dementia and other age related mental health concerns increase. The link between drug and alcohol abuse and mental health is also a concern as is the increase in high-risk behaviours of person affected by mental health concerns.

The calls for a comprehensive overall of our thinking and treatment of mental health including the creation of a policy and legal framework to remove barriers and to increase funding for treatment and screening.

As with many other strategies, for reform to take root a component of public education is required, within schools and among the general public.

Goal 6: The Bahamas will have a best in class, comprehensive and effective education system

In order to deliver on our vision of a Nation moving Forward, Upward and Onward Together, we must ensure equality of access and quality of service in our schools. This means hiring, training and rewarding our teachers. It means mandatory screening and ongoing evaluation to ensure learning needs are being

met. It means leveraging new technology and reduced student teacher ratios in Nassau. And it means ensuring all of our students, including those with learning needs or disabilities are accommodated and allowed to reach their full potential.

The National Development Plan calls for a renewal of the curriculum.   Lessons can be applied from what has worked in the past, and more attention can be provided to the needs of the future. Are our students sufficiently prepared to enter the workforce?   Our past research has indicated not nearly well enough. By investing in skills development, summer learning hours and better attention to at risk students who need more attention, or simple nutrition, it is hoped that students will be better prepared to take on higher education or well paying jobs when they graduate high school.

A school system is only as strong as the teachers and administrators that manage it. The final evaluation report on the INSPIRE project recommended   that the Ministry of Education utilise a more sophisticated information systems to facilitate evaluation, and policy and planning, as well as an increased focus on competency based learning and improved career charting.

Two other areas that need to be addressed is a greater alignment of the BVTI and the National Training Agency, including a review of mandates, curriculum and quality of instruction.   This ties into a broader need to enhance the overall skills and governance from administration, in support of service delivery.

Education is compulsory for all children between 5 and 16 years of age but by the time a child reaches five, if he has no exposure to formal education, then that child is already behind some of his peers. Early childhood education is foundational, as it targets a crucial stage of a child's life in terms of physical, intellectual, emotional, and social development, however there is currently only spaces for about 30% in the public schooling system. This shortage could limit access by the most vulnerable and disadvantaged children to quality early childhood education.   The World Bank notes that The Bahamas is below its regional counterparts with respect to early childhood enrolment rates.

Providing early childhood education provides a head start in the learning culture, enhances basic numeracy and nutrition, and allows more mothers to go into the workforce at an earlier stage.

A critical finding from the State of the Nation report was the strong view from the Bahamian business community that new entrants into the workforce were lacking some of the necessary skills needed by industry. A new programme, created in partnership with academia, government and industry will provide a framework to better transition post secondary students into the workforce.

Funding for education is a critical benchmark internationally, and The Bahamas is falling behind other nations in the region.   The Plan calls for a reinvestment into education to international best practises, which will help fund the changes needed to the education system, from staff to computers to IT.

It has been noted that effective learning requires certain conditions be in place for students and teachers.   At its basic, clean, safe classrooms without leaks and functioning air conditioners are a must.

To ensure our children have the best opportunities we must also provide the information technology and connectivity enablers so many other students around the world have.

Goal 7 The Bahamas will be a nation free of poverty and discrimination (including gender, nationality and disabilities)

Imagine the year 2040, and poverty has been eliminated. Whether in Bain Town or Abaco people are living above the poverty line and have sustainable income and support to live beyond subsistence. That is our vision as a nation. And we can make it happen. But the road will not be easy. As noted in the State of the Nation report:

> Poverty in The Bahamas is growing. The poverty rate grew from 9.3% to 12.8% between 2001 and 2013. 45% of those persons categorised as poor were gainfully employed but unable to earn enough to take care of their families. Of the "working poor", 72% were employed in the private sector, providing some support for the introduction of minimum wage legislation. The Family Islands have a disproportionate share of the poor. Approximately 18% of children under 4 years and 20% of children 5-14 years are living in poverty. This represents a significant portion of the future population at risk of falling between the cracks and lost economic potential for the country. p29

The National Development Plan proposes a series of efforts, large and small, to eradicate Bahamian poverty, and discrimination.

Access to food is a basic human right. Food security and access to nutritious food is necessary for health and wellbeing and reduces the prevalence of non-communicable diseases.   Good health is linked to economic growth through higher labour productivity and higher educational attainment.

The Plan calls for increasing the effort of BAMSI in promoting agricultural best practices, both commercially and at the household level. And it calls for a review of the land tenure system, policy framework and the provision of funds to remove barriers and incentivize further agricultural development.

Food security, and affordable access to food can begin at the home with backyard or community-based gardening. It simply requires a little knowledge and a small amount of 'seed' money.

The Government can assist by providing updated legislation on price controls, changing the 'breadbasket' list to include healthier options, creating grain storage facilities for times of drought and to ensure government-run and NGO-run food support for the poor are meeting their targeted groups effectively.

This strategy is intended to enable low income groups to have access to economic opportunities, reduce the income inequality gap and promotes social cohesion in the country overall.

There exists a vast pool of talent in the nation, that needs a helping hand to reach their potential. The first step is to normalize workers in the shadow economy, allowing them to organize and gain credit worthiness. This initiative is further supported in the Plan by creating easier paths towards means of production – owning land and new micro-financing instruments. Finally, the know-how lessons in entrepreneurialism and business advice will be provided, targeted specifically for the low income or early entrant to business.

For those who grew up in poverty and are single parents or reformed criminals, support structures are called for in the Plan, easing their entry back into the workforce.

The need to support youth at risk is one of the most powerful themes running through the State of the Nation. As such, the National Development Plan lays out very specific initiatives in almost every one of the Goals to address this multi-faceted challenge.

Currently there are a number of programmes aimed at decreasing youth unemployment – these must be improved and the Plan lays out specific steps to do so; such as revamping the Star12 Academy.

We can further support our young people's entry into the workforce by expanding opportunities for them, whether a focus on entrepreneurialism; revamped employment exchange bureau, a new Sports Academy; or a Centre for the Arts and Culture to encourage the nurturing of youth talent.

Despite our best efforts, some at-risk youth will fall through the cracks. But that does not have to be forever. Both the Ministry of Education and Ministry of Social Services can revamp their programmes to provide additional counselling for troubled youth, as well as school programmes that keep a child learning, even when he or she runs afoul of the authorities.

Community development initiatives ensure that the voices of those in the grass roots are heard and their ideas included in public policy resulting in safer communities and increased access to economic, social and cultural opportunities for residents and social cohesion exists.

But first we need to identify and understand these communities. What are their specific features or profile? Who lives there and what are the specific opportunities best suited to raise these communities out of poverty? The Plan calls for studying these more closely so that information can feed better programming.

The issues of poverty and crime and education are linked together so tightly that it takes more than one agency or programme to unravel its harmful effects. That is why the National Development Plan calls for a comprehensive but integrated approach to resolving these festering challenges. Agencies working with communities and the NGO sector and the business sector to seek alternatives.

The Urban Renewal initiative is a foundational building block already in place to lead; but it needs an update to its mandate, programmes and funding. Working more closely with government agencies and not-for-profits it can be the spearhead for government's overall approach to revitalizing our poorest and most dangerous communities.

That is why the Plan calls for strengthening the role of NGO's as they assist, and mechanisms to enable communities to lend their own voice directly to government officials as policies are designed collaboratively.

Imagine 2040 and the private sector is competing among itself on who can provide the best support for their adopted community; funding streetlights, playgrounds and clean-up programmes. The Plan calls for this by encouraging corporate codes of conduct and a provision among Heads of Agreement that stipulates direct community engagement and development.

And while we must make the tough decisions to eradicate 'temporary communities' and slums to ensure adequate housing for our residents, there are also existing historic buildings in communities such as Adelaide and Fox Hill that need protection and promotion of our rich and lengthy heritage.

The Plan calls for more green space, libraries and new construction of homes and sewer and water systems, all which create more livable communities that residents can be proud to call home. This won't be without cost from the treasury and private donors, and some sweat from citizens themselves; but the payoff in cleaner, safer streets, lower crime and the dignity of residents will be profound.

Social policy is a powerful instrument for poverty reduction, social cohesion and economic growth. Social policies provide vulnerable populations who are susceptible to adverse shocks resulting from natural, health, social, economic, political, and environmental risks with safety nets to protect them against shocks. They form a critical component in most nation's public policy suite for these reasons.

Building on the current work of the Ministry in the creation of Conditional Cash Transfers (and its innovative policy designs), the National Development Plan calls for further review of existing social services programmes, and a realignment of their direction if warranted. A rationalization is warranted because the needs of the poorest and most vulnerable in Bahamian society are not being met sufficiently.   This process of reviewing and revising, with renewed focus on the poor, including children is viewed as a priority to build a more cohesive society.

Without more accurate information on poverty in The Bahamas, policy makers will continue to work hard, but without all the evidence needed to further sharpen their policy instruments. As with other Goals, ensuring better national statistics for evidence based policies is an important component.

Goal 5: Modern, Sustainable & Universally Accessible Health Care System

Goal 5	The Bahamas will have a modern, sustainable & universally accessible health care system that is wellness focused and delivers continuously improving outcomes.
Challenges addressed:	• **Access to health care especially by the vulnerable communities** • **Cost of health care to the individual and the government** • **Mortality and the state of health of the nation** • **Impact of aging population** • **Quality of the labour force**
Risk Assessment	• Lack of buy-in and commitment to the effort by all sectors of the community • Inability to find healthy food options that are comparable to the cost of fast food • Lack of places to exercise ; facilities and security concerns
Indicators of Success	1. Reduction in non-communicable diseases 2. Reduction in obesity 3. Reduction in alcohol, tobacco and drug use

Strategy 5.1: Universal Access

Strategy	5.1: Ensure universal access to health (No Poverty SDG 1 Target 1.3, 1.4 and 1.b, Good Health and Well-being SDG 3 Target 3.7 and 3.8, Industry, Innovation and Infrastructure SDG 9 Target 9.1 and Reduced Inequalities SDG 10 Target 10.2, 10.3 and 10.4)
Why Important?	Good health is the cornerstone of human capital development. Health care in The Bahamas is expensive and a number of vulnerable groups are unable to access primary care due to geographic difficulties as well as cost. Many have had to resort to seeking primary health care from the Hospitals and other secondary health care providers. This places a tremendous burden on these institutions as can be seen in the long waiting time and overcrowded facilities. This increases the cost of care while reducing the quality of care provided.
Risk Assessment	• NHI that is not available to all – exclusion of specific part of the population due to eligibility requirements • High cost and inefficient NHI which undermines the success of the system • Protracted implementation time

	• Inadequate facilities for persons with special needs • Lack of flexibility in the delivery of health care limiting access due to geographic concerns, language, physical infrastructure, etc. • Incomplete understanding of the population about the health care initiatives • Overlap in responsibilities of NHI, NIB and Prescription Drug coverage

Success Indicators	1. Decrease in hospitalizations for diseases that can be managed in outpatient setting by 10% by 2020
	2. Reduction in non-communicable diseases
	3. Reduction in obesity (disaggregated by age groups and gender)
	4. Higher proportion of the population involved in physical activity
	5. Reduced mortality rates[17] -targets
	    a. 98.5% of Bahamian live to age 25 by 2020 and 98.9% by 2030
	    b. 90.6% of Bahamians live to age 65 by 2030
	    c. 57.7% of Bahamians live to age 85
	6. Increased life expectancy – 85 by 2030
	7. Poverty reduction in communities with persons living with disabilities
	8. NIB smart cards (% held in the population)
	9. Reduction in the time to deliver services

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
5.1.1: Accelerate the implementation of the NHI	• Production of a report on progress of NHI • Development of a prioritized strategy and timetable for implementation • 95% persons registered (with the new NHI cards) • Implementation of the initial aspect of the NHI with respect	• Improved access to primary health care for all • Enhancement of the relationships between providers, care givers, insurance and patients • The development and use of the NHI card as the key piece of identification (unintended	MT	MOH/ NHI	HIHE 3.3/3.3 $2.5 mil

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[17] Healthy Bahamas 2030 A national Healthy Lifestyles Improvement Initiative pg.32

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	to primary health by the given deadline • Removal of the barriers limiting access to an NHI card e.g. Bahamian citizenship and legal residency	non healthcare consequence) • Reduction in the cost for healthcare (for individuals and insurers) –financial hardship • Facilitation of access for all persons (legal and illegal residents) to health care.			
5.1.2 Broaden the coverage implementation of the National Health Insurance Plan	• NHI coverage extends to all forms of healthcare	• Equity in access to health care	MT	MOH/NHI	MIHE 2.66/3
5.1.3 Rationalise the roles of the NHI and NIB and the National Prescription Drug Plan	• Clear mandates for NHI and NIB detailing allocation of duties and responsibilities of the institution particularly with respect to overlapping areas • Signed MOUs between the NIB and NHI • Clarification of the coverage of the national prescription drug plan and its oversight • Revision of the NIB and NPDP legislation	• Reduction of overlap and completing authorities between two key institutions (NIB and NHI) as well as the NPDP • Rationalisation of the prescription drug plan and drugs covered under the plan	ST	MOH	HIME
5.1.4 Develop an effective communication strategy to discuss access to healthcare	• Healthcare discussions on TV, radio and ads in the daily news. • A communication strategy that facilitates access by persons with hearing and sight disabilities as well as those that are developmentally	• Improved responsible national dialogue about healthcare • Universal access to Information available	ST	MOH/ NHI	LILE 1.33/1.33

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	delayed and those persons with little English skills.				
5.1.5 Improve health education and awareness	• Public education campaigns on the determinants of poor health including: – Education on nutrition and the importance of physical activity – The importance of preventative care and wellness visits – Oral and physical hygiene – Sexual and reproductive health • Nutrition programs in schools • Introduction of more intensive physical education in the curriculum • Training and Certification of school lunch vendors on nutrition • Introduction of nutrition programs in the government-run contained communities and facilities e.g. Prisons, children's homes, day-cares, etc. • A national well published schedule for runs and walk … weekly	• Bahamians have longer healthier lives • Lower overall mortality • The development of a wellness culture in the population • The Bahamas develops a reputation as a healthy city and a place for wellness •	MT	MOH	LILE 1.66/1.66

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	• Free Wellness and health care lectures • Incentives to encourage business to have wellness programs (by linking it to insurance costs)				
5.1.6 Introduction of e-health options which would limit geographic and physical accessibility concerns particularly for the family islands.	• Development of health based apps • Provide facilities for the automated/ online/app based booking, scheduling and cancellation of appointments • Tele-solutions for person with sight and hearing disabilities • Infrastructure to deliver tele-health , including databases for patient and doctor information and the sharing of client records • low cost/ subsidized mobile solutions for persons utilizing the service • Public campaign to educate the public creating buy-in	• Equity in health care and accessibility across islands • Shorter waiting times at doctors' offices and at emergency rooms • Lower cost healthcare • Increased time to focus on serious illnesses by health care providers • Assess to high quality medical care and advice in the Family Islands	ST	MOH	MIME 2.33/2.33
5.1.7 Improve the operational efficiency though an evidence-based approach	• Collection of and analysis of critical data on health care including data on disease management, quality of health care, etc. to facilitate improvements in clinical care • Production of a national e	• Highly effective and efficient health care system • International reputation for expert research on health care • Strong decision makers and managers in health care • Strong legal infrastructure for	MT	MOH	MIHE 2.33/3

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	health strategy • Improved MIS of heath related information – introduction of new systems • 5-year plan for strengthening Medical records management developed and launched • Passing of new health care legislation focusing on use of ICT in healthcare, privacy. Security record retention and management • Use of a Performance management framework which promotes operational efficiency and the use of strategic data in decision making • Collect and maintain statistics on health equity	the management of healthcare • Improved public health system • Reduction in length of stays by patients			
5.1.8 Integrate non-traditional health providers and medicine into the umbrella of health	• Database of the non-traditional health options available: types of services, products, providers, alternative medicines, etc. • Published standards for non-traditional specialist (to facilitate accreditation) • Development of standards and or codes for non-traditional products and practices	• Fully inclusive medical health • Potential for development of non-traditional medical sector – tourism, small business, export potential	MT	MOH/ NHI	MIME 2/2.33

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	• Insurance coverage for non-traditional health programs and visits				
5.1.9 Ensure that the health care needs of contained populations are met	• Upgrade of the Medical facilities at government-run institutions e.g. prisons, detention centre and industrial schools • Additional medical personnel assigned to contained population • Improve health screening and processing of persons entering contained populations • Provision of improved isolation facilities for disease management. • Improved screening and psychological support for personnel working at contained population facilities	• Ensure the health care needs of prisoners and staff are met. • Limit the possibility of increased incidence of disease in the population due to outbreaks or prison releases	ST	National Security	MIHE
5.1.10 Ensure that specialized health care needs are met.	• Mobile community clinics able to provide (with specialized staff where necessary) occupational therapy and treat and support all persons with disabilities • Hiring of additional specialized medical staff to meet the needs of persons with disabilities	• Ensure that the specialized needs of persons (e.g. rehabilitative care) are met closer to their communities	ST-MT	MOH/NHI/ Ministry of Social Services and Community Development (MOSSCD)	MIHE 2.66/3

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	• Institution of a programme of semi-monthly visit to family islands of specialized medical staff • Provision of post-adolescent assistant living facilities for independent living for persons living with disabilities.				
5.1.11. Ensure that facilities for the provision of health care need are fully accessible to all	• Retrofit of infrastructure of all public health facilities to provide Braille, hearing programs, simplified message boards, easy access desks, wheelchair ramps etc. and interfaces for person with physical disabilities • Communication and education campaigns are converted into braille and sign language, simplified messages and other media and languages to allow for full access to information by all. • Provision of temporary low cost housing for (families of persons having to travel to Nassau to seek urgent care	• Persons with disabilities have access to and can benefit from health education • Give respect to all persons receiving health care • Family islands can have access to support from their families in times of a health crisis.	MT	PHA	MIME 2.33/2.66

Strategy 5.2 Sustainable Funding

Strategy	5.2: Ensure sustainable funding for the NHI (Good Health and Well-being SDG 3, Target 3.c and Partnerships for the goals SDG 17 Target 17.1, 17.2 and 17.3)
Why Important?	There is a strong link between the financing of NHI and the success of the programme. A failure to fully fund NHI will lead to the system failing and the erosion of the ability to provide high quality health care and improve the human capital of the country.
Risk Assessment	• The can be a significant drag on the government coffers if the financing and management of the funds allocated is not managed well. • Abuse of the system by users and health care providers pushing the cost up
Indicators of Success	1. Reduction in health expenditure as a proportion of GDP 2. Well-funded NHI (90% funding is non –governmental) 3. Model NHI which is copied by other developing countries 4. Reduction in the cost of doctor's visits (private fees charged to Insurance) and prescriptions

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
5.2.1: Explore funding options and opportunities, including partnerships	• Production of report looking at comparative funding models • Development of Health partnerships • Approval by cabinet on health care financing through bond issuances • Utilise crowd-funding and philanthropic opportunities/ to facilitate charitable donations to health care • Robust accounting systems to track efficiency and spending within the system	• A fully funded NHI • Health care system financing reforms • Lower cost of health services within the country	MT	MOH/. PHA	LIME 1.66/2.33

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	• Penalties (significant) for the abuse of the system by health care providers • Annual audit of the system which is made public by the deadline (3 months after the year-end)				
5.2.2 Improve the linkage between the cost of health care and the contributors to poor health practices	• Tax on the high calorie snacks and foods and other contributors to poor health • Similar tax on Fast Food outlets and on food places with drive thru facilities • Legislation to provide for special allocation of funding derived from pointed taxation to help fund NHI • Incentives to include local healthy breakfast options in takeaway locations	• Improve the national understanding of the relationship between the consumption of specific food types and poor health	MT	MOH	LILE 1.66/1.66
5.2.3 Provide incentives to change behaviours at the macro level thereby lowering the health care cost faced by NHI.	• Offer rebates on insurance premiums for those companies and persons instituting wellness programs	• Change in overall behaviours and national culture on health care.	MT	MOF/ MOH/ NHI	LILE 1.66/1.33

Strategy 5.3: Integrated People-Centered Health Care

Strategy	5.3: Deliver integrated people-centered health care, services and programs focused on maintaining healthy individuals within an efficient, well governed system. (No Poverty SDG 1 Target 1.4, Good Health and Well-Being SDG 3 Target 3.4, 3.7 and 3.d, Industry, Innovation and Infrastructure SDG 9 Target 9.c and Peace, Justice and Strong Institutions SDG 16 Target 16.6)
Why Important?	Health care needs to be redesigned to put people at the center as the current structure puts the responsibility on the individual to follow the provider to get the best quality health care. In the current structure the person is not seen as a whole but as a collection of illness, leading to a repeat of tests, increased frustration, mis-diagnoses and costs. It focusses heath care on later stage of disease management instead of disease detection and prevention. It important to remove barriers to ensure continuity in the delivery of care and allowing patients to access quality care as close to home as possible. Further it allows for the strengthening of primary healthcare services and improved outcomes for persons living with chronic non-communicable diseases, as well as improves the treatment of mental illnesses.
Risk Assessment	• Lack of commitment to change • Weak oversight structures and governance • Inadequate education and buy-in on the need to put people first
Success Indicators	1. Reduction in the cost of health care 2. Reduction in non-communicable diseases and chronic diseases 3. Reduction in the time for delivery of service (reduced waiting times at hospitals) 4. Reduction in elder abuse 5. Longer life expectancy

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
5.3.1 Use a patient centric approach of health care delivery.	• The revision and adoption of the Model of Care Framework • Development of 5 year plan to transform delivery of care and services which also focusses on the identification of areas	• The Bahamas should have a world class model of healthcare that focuses on delivery, prevention, management and access to care	ST	MOH	MIME 2/2.66

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	of priority, capacity oversight and change management • Use of alternative pathways for care delivery including tele-delivery • Institute tracking and feedback mechanism, including customer surveys to assess delivery of services • Provide incentives/ rewards for institution exceeding delivery and service standards • Completely integrated ICT infrastructure: e.g. to facilitate online booking appointments at public health care facilities, invoicing and payments and follow-up				
5.3.2 Increase the focus on disease prevention and health promotion	• Larger number of prevention and promotion services available in local communities and non-traditional areas. • Increased awareness of prevention and promotion by health care providers • Annual National education campaigns focused on prevention and wellness • Programs instituted in schools, prisons, educational institutions etc.	• Health care providers and a health care system that is prevention focused	ST	MOH	MILE 2.33/1.66

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	• Lower cost wellness visits aimed at earlier identification of diseases • Incentivize health care professionals to partake in retraining programmes that focus on early identification • Broaden the role of school nurses to assist in education and disease identification • Mobile community clinics visiting communities, the elderly and shut in on an established frequency to facilitate early disease identification and prevention				
5.3.3 Strengthen primary care services	• The publication of the reviewed and updated report on the mix of health care specialties in the country and the distribution across the island chain • A study on the appropriate mix of health care professions for country and the number of primary care professional required • Provide incentives for persons to specialize in primary care • The reforms of incentives or structures so that persons are incentivized to use primary	• Best mix of the health care professions to meet the needs of the country • Greater accountability of the primary care provider for the well-being of the population • Lower national expenditure on health • Better utilization of available heath care professionals in the country. • Less stress on the country's public hospitals •	ST-MT	MOH/NHI/ PHA	MIME 2.66/2.33

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	care physicians and other health care professionals prior to referrals to specialist • The provision of incentives for medical professionals to participate in training opportunities focused on primary care • Recognition of primary care as a critical step in health care and increase the payment to primary care physicians • Expanded roles of nurses and allied health professionals				
5.3.4 Improve the identification and management of chronic diseases	• The development of strong evidence based protocols for chronic disease prevention and screening • Establishment of out-reach programs in communities to facilitate early identification of concerns and to provide education on prevention and management • Publication of guidelines for management of diseases that are evidence-based and compatible with current best practice and international guidelines. • Mobile clinics and tele/ app based products that can assist	• Consistent, high quality and comprehensive management of chronic diseases • A country with a high rating on the health and management of non-communicable diseases • Lower number of new cases reported • Lower incidences of complications from chronic disease • Lower incidences of death from non-communicable diseases	MT	MOH	MIME 2.33/2

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	with the management of chronic diseases				
5.3.5 Increase capacity for long term rehabilitative and support	• The development a process for on-going assessment of current and future needs for long term rehabilitative care • Creation and development of institutions aligned with the report on the needs of the country • The hiring of adequate human resources for facilities and institutions • Creation of an oversight body to manage the private long term care facilities • Production of standards and protocols for long term care givers and mandatory training programs • Increase in the number of trained care givers hired • The establishment of PPP to facilitate an integrated approach to aging	• Improved quality of care for persons requiring long term rehabilitate care • A cadre of highly trained care givers • First class rehabilitative facilities • Reduction in elder abuse	MT	MOH/ MOSSCD	LILE 1.33/1.66
5.3.6 Improve human resources governance in health	• Introduction of guidelines for the retention, recruitment, deployment, training and succession of health care	• Improved national capacity to plan and align the need health care workforce with the national needs	ST	MOH/PHA	LIME 1.33/2.66

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	professional in the public and private facilities • Institute a performance management system aligned to the delivery of care, customer satisfaction and early disease identification				

Strategy 5.4 Health and Wellness

Strategy	5.4: Improve focus on wellness and the determinants of health (No Poverty SDG 1 Target 1.4 and 1.5, Good Health and Well-being SDG 3 Target 3.7, 3.8, 3.9, and 3.a, Clean Water and Sanitation SDG 6 Target 6.1, 6.2 and 6.3, Reduce Inequality SDG 10 Target 10.2 and Sustainable Cities and Communities SDG 11 Target 11.1 and 11.2) Strategy 5.4 should be read together with Goal 6 and 7
Why Important?	Bahamas has attracted a reputation as a country with one of the most obese populations in the world. The Prevalence of non-communicable diseases (NCDs) is high and growing and the population is relatively sedentary. Fast food is a regular component of the average Bahamian's diet and there is a proliferation of franchises across the island capital. In addition to the franchised fast foods there are a number of convenience foods such as the breakfast shops and chicken in bag providers across the archipelago. Along with poor diets and inactive lifestyles there are also concerns about the level of tobacco use and the sexual health of the nation. With respect to tobacco usage the World Health Organisation (WHO) statistics indicated the 16% of boy and 10.7% girls (aged 13-15)[18] and 26.9% of men and 6.4% of women (25-65)[19] were smokers. The economic impact of this reality is significant and can be linked to higher levels of absenteeism, depression and mental illnesses and high health expenditure by government. The Ministry of Health estimated that Bahamian employers lost as much as $50 million annually due to absenteeism associated with obesity and chronic

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[18] WHO Global Youth Tobacco Survey 2013
[19] WHO STEPS survey 2012

	diseases.
Risk Assessment	• Lack of buy-in and commitment to the effort by all sectors of the community • Inability to find healthy food options that are comparable to the cost of fast food • Lack of places to exercise ; facilities and security concerns
Indicators of Success	1. Reduction in non-communicable diseases 2. Reduction in obesity 3. Reduction in alcohol, tobacco and drug use

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
5.4.1 Implementation of the strategic plan to facilitate the reduction in the consumption of tobacco (Linked to the implementation of the Framework Convention on Tobacco Control (FCTC))	• Enactment of the National Tobacco Control legislation - Prevents smoking in public spaces, enclosed environments or with 10 feet of buildings - Regulates the trade, promotion, sponsorship of tobacco products • Launch of mass media campaigns to educate the public on the dangers of smoking and impact of second hand smoke (campaigns should also be able to be assessable to persons with disabilities) • Launch of anti-smoking campaigns in schools and other institutions of learning	• Reduced illnesses associated with smoking and second hand smoke • Lower levels of teen smoking • Lower incidence of tobacco use nationally (30% by 20130) • Restricted use of tobacco advertising (limited exposure to vulnerable sectors)	ST-MT	MOH	MIHE 2/3.66

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	• Creation of a fund to support "quitting" therapies and programs • Strict enforcement of the age limit for the purchase of alcohol and tobacco and the imposition of strong penalties including the revocation of licenses				
5.4.2 Reduce alcohol consumption nationally	• Increase in the tax on alcohol purchases • Legislative changes that restrict the trade, promotion and advertising of alcoholic beverages • Introduction of mandatory breathalyzer testing for accidents • Zero tolerance policies and the enforcement of penalties for drunk driving. • Launch of public education campaigns on the dangers of alcohol consumption. (Campaigns should also be able to be assessable to persons with disabilities) • Introduction of a minimum blood alcohol concentration (BAC) of 0.5g/L. • Publication of national data on the mortality of alcohol	• Reduction in the purchase of alcohol by underage persons • Less accidents and death due to drunk driving • Reduced ingestion of alcohol by young persons • Lower reports of binge drinking • Lower national levels of alcohol related depression • Lower demands on the locals hospitals from alcohol related incidences improved allocation of medical resources			LILE 1.66/3

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	consumption, the prevalence of alcohol consumption and other related information.				
5.4.3 Promote Healthy Eating	• Introduction of a tax on empty calories items such as soda, sweets, white bread. • Introduction of a tax on fast food. • Provision of tax concessions on health food items such as fruit and vegetables. • Introduction of a ban on the sale and consumption of soda and other sugary drinks at all medical facilities, schools (including universities) and public building with strong penalties for violation of the ban • Launch of an education campaign on eating healthy (Campaigns should also be able to be assessable to persons with disabilities) • Introduction of nationally funded wellness and weight-loss programmes for persons with a BMI over 35 • Nutrition classes at schools • Require vendors at schools to undertake nutrition classes • All lunch vendors at school	• Increased accessibility to healthy food options by all residents. • Lowers consumption of high calorific foods and increased consumption of whole foods • Reduced incidence of fast food (franchises and local stores) within the commonwealth. • Alignment of insurance rates with the health of the workers including programs which cover wellness and not just disease. • Reduced exposure to unhealthy foods. • Changing the culture around food	ST	MOH/ MOF/ MOEST	MIME 3/2.66

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	should be required to provide healthy meals.				
5.4.4 Become an active society	• Launch of an education campaign focused on the importance and benefits of being more active • Development of community based physical activity programmes • School policies and programs that require increased physical activity at all grade levels in school • Creation of hikes and other wellness walks… useful for tourism as well as local activity • Increase in the number of and improvements in community parks – (including safe spaces for exercise and play in high risk communities) • The creation of bike and pedestrian trails and other infrastructural requirements • Rent a Bike stations in the downtown corridor (local and tourist use) • National race and walking programmes database	• Infrastructural upgrades • Improved transit options for Bahamians • Reduction in obesity • Lower levels of chronic illnesses • Highly active population • Reduce childhood obesity		MOH/MOEST / MOSSCD	HIME 3.33/2
5.4.5 Accelerate the development of an e-records	• Establishment of an electronic records database	• Improved health management	ST	MOH	LIME 1.33/2

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
database under a dedicated group or authority	• The collation and publication of data to should be collated and to support epidemiology of diseases and health conditions and facilitate the efficient resourcing of institutions	• Better diagnosis • Increased efficiency in the healthcare sector			
5.4.6 Reduce the potential for injury and violence in the country	• Strong fully enforced traffic laws and safety policies and programs • Public campaigns (in association with private institutions) to promote the importance of safety in the home and work (i.e. child safety, proper use of generators, etc.) • Redesign of roads upgrade and maintenance of sidewalks to reduce the potential for injury to pedestrians • Policies and incentives to facilitate the installation of safety measures such as ramps and railings and the retrofit of buildings for older persons as well as those living with disabilities • Strengthen and enforce work and occupational safety laws and standards • Enact legislation setting a	• Reduction in incidence of violence • Reduction in physical disabilities due to accidents or violence in home or work • Reduction in physical disabilities due to road traffic accidents	ST-MT	MOH/ DOL/ MOWUD	LIME 1.33/2

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	drunk driving limit as well as support the identification of persons driving over the limit (e.g. Breathalyzer test) • Strengthen laws around responsible pet ownership and enforce stray dog enforcement				
5.4.7 Adopt a national response to food and nutrition security	• National Food and Nutrition Security Policy drafted and implemented	• More informed consumer with sufficient knowledge about the relationship between dietary practices and physical fitness, to protect their health, well-being and the environment. • Increased supply of safe, nutritious foods are available to the public	ST	MOH in collaboration with FAO/ MOA	MILE

Strategy 5.5: Health Care Administration (Linked to the Governance Pillar)

Strategy	5.5: Rationalize and integrate health care governance, administration and service delivery including ICT (Peace, Justice and Strong Institutions SDG 16 Target 16.6 and Industry, Innovation and Infrastructure SDG 9 Target 9.c)
Why Important?	Strong governance in healthcare is essential if a number of problems affecting the system are to be righted. Governance starts with having the right persons in place, the assignment of roles, authority, responsibility, and accountability. It also includes ensuring that there are career paths that allow persons to reach their full potential without having to move into an area where they are less effective so as to be promoted. Good governance reduces cost as it prevents the duplication of services and administrative oversight. Key to improving efficiency, administration and oversight and service delivery is the improvement of the ICT infrastructure.

Risk Assessment	• Inability to reform the public service
	• Protracted implementation time
Success Indicators	1. Reduce cost of service delivery
	2. Higher level of ICT integration
	3. Improved efficiency measures (surveys/ polls)
	4. Improved job satisfaction (surveys/ polls)

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort

5.5.1 Ensure effective establishment of a single Governance Agency and structure for public medical centres with focus on integrated service delivery	• The development of Governance Charter including guidelines for the sector which includes
	  - Communication and
	  - Privacy and governance of patient information
	  - Board and Management responsibilities, mandate and accountability
	  - Reporting authority and responsibility to the Ministry of Health
	  - Service delivery standards
	• Integrated Universal Health Coverage Governance structure
		• Well governed public medical centres
		• Quick decision making in the health care sector
		• Increased transparency and Accountability
		• Shorter waiting times
			ST	MOH	LIME 1.66/2

5.5.2 Strengthen the policy and regulatory capacity of the	• Creation of mandate letters for the Ministry of Health	• Separation of management and regulation of the health	ST	MOH	LILE 1.33/1.33

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
Ministry of Health for ensuring that there are strict reporting lines and oversight authority over the PHA.	• Strengthening of the Health legislation	sector. • Stronger regulatory management and oversight of the sector			
5.5.3 Improve Human Resources Management within all public medical facilities	• Full analysis of the staffing and resources requirements of all health care professionals • Increase in the number of specialised health care professions (doctors, nurses etc.) • Recruitment and retention and career charting for all careers • Requirements for recertification • Use of an independent third party (private for the process of ensuring validity/maintenance of accreditation /certification of facilities and caregivers (practitioners)."	• Improved management of human resources • Right sized the health care sector so that there is a sufficient cadre of person to provide services across all islands and to meet all needs	MT	MOH	LILE 1.66/3
5.5.4 Improved procurement and outsourcing in the health care sector	• Review of those services/activities to identify those that could be outsourced quality of service delivery. • Review and update of the procurement processes.	• Reduce the cost of healthcare provision	ST-MT	MOH/ MOF	HIME

Strategy 5.6: Reproductive and Sexual Health

Strategy	5.6: Increase the national focus on Reproductive and Sexual Heath (Good Health and Well-being SDG 3 Target 3.7, Gender Equality SDG 5 Target 5.6 and Reduce Inequalities SDG 10 Target 10.2 and 10.3)
Why Important?	Healthy sexual and reproductive practices are critical for the development of human capital. The prevalence of adult HIV in the population was reported to among the highest in the region although improvements such as a reduction in newly diagnosed cases of AIDS and in AIDS-related deaths because of the use of anti-retroviral drugs can be seen. Further, health indicators, such as the high teenage pregnancy rates, and low birth weights identify factors that reduce the overall capacity of the nation's human capital and support the need for a focus on sexual and reproductive health.
Risk Assessment	- Ineffective communication of the message, correct identification of the target group and ensuring that the message reaches. - Access to health care by the vulnerable communities who may not be legal residents - Church and attitudes towards reproductive health - Access to the School Curriculum
Indicators of Success	1. Lower teenage pregnancy rates 2. Lower prevalence of HIV and other STI's 3. Higher birth weight babies 4. Lower infant mortality

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
5.6.1 Promote maternal and prenatal care	- Creation of training materials and the launch of training programs, including: - The impact of drinking while pregnant, - Importance of healthy diets - Impact of smoking	- Lower infant mortality - Healthier, higher birth-weight babies - Lower birth complications for mothers - Fall in childbirth related deaths - Reduction in birth defects	ST-MT	MOH/ MOSSCD	MILE 2/1.66

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
	on pregnancy • Prenatal care principles taught in schools • Screening of pregnant women for intimate partner violence, STI's and genetic disorders				
5.6.2 Increase support for young mothers	• Training programs on how to access parenting classes • Introduction of child care assistance for young new mothers • Incentives by businesses and schools (university and college) to provide child care facilities • Contraceptive counselling included as a mandatory part of patient visits		ST-MT	MOSSCD/ MOH	LILE 1.33/1.66
5.6.3 Improve the early detection of STIs	• Routine screening of HIV, viral hepatitis etc. • Creation of training materials for Health care providers, patients/clients, schools and the general public • The launch of training programs – Train the trainer in schools and education facilities , etc. to increase awareness of STIs and the	• Reduction in transmission rates • Eradication of new HIV/AIDS cases by 2030	ST	MOH MOH/ MOEST	LILE 1.33/1.66

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
	importance of early detection especially focused on youth and aged • The Launch of public education campaigns • Implementation of the "Focus on Youth Programs" (Sexual Risk Reduction Program)				
5.6.4 Strengthen education for high risk population - adult, senior and adolescent sex education	• Creation of training materials and the launch of training programs specifically for adolescents and seniors • Support for mothers and care givers to teach them how to talk to their kids and patients on sexual health	• Reduction in transmission of STIs rates in the senior and youth populations	ST-MT	MOH/ MOEST/ MOSSCD	LILE 1.33/1.66
5.6.4 Strengthen access to family planning and contraception	• Amendment of legislation to facilitate improved access to family planning for persons between 16 and 18 years • Improved access to family planning for sexually active persons • Provision of support (counselling and mental health care) for women facing unwanted pregnancies. • Provision of long acting reversible contraceptives to	• Reduction in unwanted pregnancies • Improve equity with respect to women's sexual health	ST-MT	MOH	MIME 2.66/2.33

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
	all sexually active women of child bearing age, including adolescents				

Strategy 5.7 Mental Health

Strategy	5.7: Increase the national focus on Mental Health (Good Health and Well-being SDG 3 Target 3.4, Reduced Inequalities SDG 10 Target 10.2 and 10.3 and Peace Justice and Strong Institutions SDG 16 Target 16.6)
Why Important?	Positive mental health is necessary to develop the full potential of human capital. Mental health challenges including stress, anxiety, mood disorders etc., lowers work productivity, family relationships and limits the contribution of individual to their communities and the country as a whole. Mental health can affect all ages. Early childhood traumas have the potential to affect persons throughout their lives. Further as the population ages, increased incidences of dementia and other age related mental health concerns increase. The link between drug and alcohol abuse and mental health is also a concern as is the increase in high-risk behaviours of person affected by mental health concerns.
Risk Assessment	• Strong stigma associated with Mental Health • Inadequate messaging on the issue
Indicators	1. Lower suicide rates 2. Reduced incidences of relapses by persons with MH conditions 3. Reduced bullying in schools 4. Increase in the number of persons willing to seek help for MH conditions 5. Improved Performance on MH studies 6. Reduction in domestic abuse and societal violence 7. Minimisation of the harms associated with gambling expansion

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
5.7.1 Improve the management of mental illnesses and addictions in the country	• Identification of high-risk populations • Establishment of a protocol to treat the specific needs of	• A respectful and helpful environment for persons afflicted with mental illnesses and persons with	ST	MOH	LIME 1.66/2

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
	addicts and limit repeat offences • Expanded the WHO MHGap program into all communities across the country • Implementation of MH screening in community clinic • Strong privacy protocols instituted in all health care facilities	addictions • Lower level of addictions in the country • Increased availability of data on mental health and its impact • Increased access to mental health and addition services in the local communities			
5.7.2 Improve the legal and policy framework for the management of mental health	• Revision of the Mental Health Act • Submission of a mental health policy to Cabinet • Enactment of the Equal Opportunities Bill for the promotion and protection of rights of the disabled, (including the mentally challenged)	• Strong legislative environment for management of MH	MT	MOH/ AG	LIHE 1.66/2
5.7.3 Improve the governance and organization of Mental Health (MH) care	• Development of a mental health plan which seeks to implement the recommendations in the WHO MH study. • Inclusion of a disaster plan for Mental Health Services under the Health Services Response of the National Disaster plan • Development of treatment protocols to be used:	• Consistency in the care of all MH patients across all islands	ST ST	MOH	LIME 1.66/2.66

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
	- By peripheral staff - By non-MH trained medical staff - At clinics • Creation of a mechanism for the coordination and oversight of all mental health related activities		ST		
5.7.4 Improve the resources allocated to MH	• Continuing education in aspects of mental health care provided to all staff and in particular to staff on the other islands using distance education media or alternative means. • Staffing level review and assessment of the needs for the all MH care facilities • The provision of mental health care facilities for the aged including group home facilities (see also Goal 7) • The provision of separate residential rehabilitative services for children and adolescents • All inmates are screened upon entry to the prison, reform schools and the detention centre • Continuous psychiatric care is provided at all penal	• Well informed and resourced mental health sector	MT ST MT MT	MOH	MIME 2.33/2

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
	institutions (including the reform schools)		LT		
5.7.5 Work with government agencies, private enterprises and civil society to increase awareness of mental illnesses and addiction	• Development of resource material on Mental Health • Launch of public education campaigns nationally and at the community level • Annual education and sensitization training programs for law- and policy-makers (e.g. politicians, the judiciary and national security officers) about mental health. • Establishment of a protocol between police, prison, courts, social services and health providers • Development of community programs to provide support programs for families and individuals. E.g. The Family programs by Dr. Allen	• Reduced sigma about the disease • Improved treatment for youth requiring mental heal care • Reduction in suicides	ST ST LT	MOH/ Civil Society	MILE 2/1.66
5.7.6 Reduce bullying and violence in schools and homes.	• Institution of anti-bullying and anti-violence campaigns in government institutions • Development of social media platforms to deliver the violence prevention message, to educate persons about the impact of bullying and violence and to train persons	• Reduction in incidence of bullying and violence in homes and schools • Reduction in elder and child abuse	ST	MOEST/ MOSSCD	LIME 1.66/2

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
	how to deal with situations when confronted. • Provision of workshops and counselling sessions to teach persons how to handle difficult situations • Creation of an app and hot-line to report instances of abuse and bullying • Sensitization programs the police force and other persons involved in intervention • Training program for teachers to assist them in the identification of bullying and the pre-cursors to violence and partner abuse in schools				
5,7,7 Address addiction to gambling	• Gambling legislation and policy framework reviewed and revised to ensure inclusion of the following provisions: ▪ restrictions on number of gambling houses in each Island ▪ restrictions on establishing gambling houses in residential areas ▪ restrictions on advertising of	• Minimisation of the harms associated with gambling expansion • Increased mental health support for individuals addicted to gambling	Short-Term and ongoing	OPM in collaboration with MOPH, URCA and GB	High/Medium

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact

	gambling opportunities
	    ■ restrictions on advertising that promotes false beliefs directly or indirectly aimed at vulnerable populations.
	    ■ independent regulation of gambling in the public interest to explicitly include the mitigation of health (physical and mental health) and safety risks.
	    ■ clear social responsibility mandates of the gambling licensees including requirements that licensees contribute to the Gambling Mental Health Fund
	• Gambling Mental Health Fund established
	• A Centre for Addiction and Mental Health established
	
	• Revised legislation and policy drafted, enacted in the case				

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
	of legislation and enforced.				

Goal 6: Education

Goal 6	The Bahamas will have a best in class, comprehensive and effective education system SDG4
Challenges addressed:	1. **National Skills deficit** 2. **Numeracy and literacy levels** 3. **Inclusiveness** 4. **Unemployment** 5. **Inclusiveness in education**

Strategy 6.1: Funding for education

Strategy	6.1: Ensure that there is adequate funding for education (Quality Education SDG 4 Target 4.1, 4.3, 4.b and 4.c and Partnerships for Goals SDG 11 Target 17.1, 17.2 and 17.3)
Why Important?	Education expenditure as a percentage of GDP and annual recurrent government expenditure was 4% and 15%, respectively, in 2011-2012; in 2012-2013 it was 3% and 13%, respectively. While this is a significant proportion of government expenditure, it is substantially less than that of other countries. Much of the Government expenditure on education is used to support recurrent expenditure which mostly relates to personal emoluments and allowances. Capital investment is education by comparison is low.
Risk Assessment	• Competition from other government priorities and initiatives crowd out funding for education • Falling tax revenues • Increased cost of education
Indicators of Success	1. Increase in education spending as a % of GDP 2. Increase in capital expenditure relative to total education expenditure 3. Education spending is 20% of public spending (2020 -2030)

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
6.1.1 Increase public expenditure on education	• Increased number of trained teachers in the public school system to ensure the mandated student-teacher ratio • Increased technology (e.g. Smart boards, computers) in each class room in all public schools • On-going school maintenance programmes. • At least one computer per child to facilitate the use of ITC in all subjects • Increased number of scholarships, including those for certifications (not all university) in areas identified as critical.	• Innovation in education is not limited by financing resources	MT	MoEST	HIHE 4.66/4.33
6.1.2 Encourage private contribution/ funding of education	• PPP incentive structure and framework to support private funding related to educational development • Launch of Education Bonds to finance grants and concessionary loans for education • Infrastructural Bond/ Instrument to facilitate the upgrading for facilities • Sourcing international grants to fund education	• Broad based ownership of education and skills development and increased innovation in education.	ST	MoEST	HIME 3/2.66

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	for vulnerable communities • Increased promotion of international scholarships and grants • Development of an Innovation fund to fund the development of educational app, technological tools or other innovations that promote teaching excellence				

Strategy 6:2: Teacher training and Quality Assurance

Strategy	6.2: Enhance Teacher Training and Quality Assurance. (Quality Education SDG 4 Target 4.c, Reduced and Peace, Justice and Strong Institutions SDG 16 Target 16.6)
Why Important?	A schooling system is only as strong as the teachers and administrators that manage it. While the MoEST has been identified as one of the most efficient and effective Ministries of government, additional work that can be done to improve the profession and the governance of the education system. As in other part of the civil service, the ministry is aging. The Ministry and Department of Education reports an average age of 46 and 51 years and an average tenure of 18 and 21 years respectively. This highlights the importance of succession planning programs. Teaching and education are relatively moderate paying professions with salaries averaging below $31,000 (below average salaries for the financial services sector, but well above GDP per capita). This creates a challenge in making the profession attractive for males and young graduates with skills in the high valued areas. Education is however, critical for national development and some reforms are necessary to attract and retain persons with high values skills and the ability to transfer these skills to others. Other reforms include improving the Ministry's and Department's evaluation and feedback forums. The final evaluation report on the INSPIRE project recommended that the Ministry of Education utilise a more sophisticated information systems to facilitate evaluation, and policy and planning, as well as an increased

	focus on competency based learning and improved career charting. It was found that there was insufficient interaction between the various training programs as secondary, post-secondary and the National Training Agency programmes operate independently
Risk Assessment	• Lack of commitment to change • Inability to attract high skilled persons in key technical subject areas • Uneven improvements in the system • Union resistance to changes in the teacher terms of employment
Indicators of Success	1. Increase in the number of number of teachers with specialized technical skills 2. Increase in the percentage of projects that meet time and scope deadlines 3. Improvement in National Exam results

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort

6.2.1. Improve the incentive structure for the Teaching profession.	• Report on the alignment of teacher's salaries with those of similar professions. The report will also consider the following:
	  • Allowances for teaching in particular schools and or for specialised subjects.
	  • Performance based salary for teachers.
	• Introduction of continuing education requirements.
	• Annual workshops targeted to provide refresher courses and training in new and
		• Increased motivation for teachers
		• Make teaching a premier profession that attracts some of the best graduates.
		• Elimination of skills gaps in the profession
		• Gender equity in teaching
			MT	MoEST	HIHE 4/4

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	advanced teaching methods • Formalization of Teacher certification requirement – All teachers must be certified within 3 years of joining the profession • Incentives to encourage more males to enter the teaching profession				
6.2.2. Provide additional support for teachers in the classroom	• An increase in the number of teacher's aides, volunteers, support teachers for classroom • Volunteer "Parent Teaching Aide" programmes	• Improved classroom management • Improved test scores	ST	MoEST	MIME 2.33/2
6.2.3. Improve the governance structure of the Department of education	• Development of mandates for programme managers at the Department of Education (DOE) with detailed authorities and responsibilities. • Continuation of Training workshops in Programme Management and Monitoring and Evaluation of school programmes • All project managers to be certified within 3 years of joining the department • Introduction of succession	• Improved management of Educational projects • Reduce vulnerability based on the tenure and age of staff • Better education planning	MT	MoEST	MIME 2.66/2.66

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	programs within the entire system				
6.2.4. Align the training provided by the National Training Agency (NTA) and the BTVI more closely with that in the secondary schools system	• New curriculums at NTA and BTVI which more closely reference the level of learning students would be exposed to when leaving secondary school • Requirement that trainers/ teachers at the NTA and the BTVI be certified teachers and meet at least the minimum qualification standards required in the secondary schooling system. • Introduction of a grand fathering system to train/ certify tutors at BTVI, NTA and other post-secondary institutions.	• Allow for a smoother transition by students from the secondary education to post - secondary learning. • Ensure highly trained facilitators are used at the post-secondary institutions	MT	MoEST	MIME 2/2
6.2.5 Evaluate the utility of harmonising all educational and training institutions and agencies under a common Ministry.	• A report with appropriate recommendation produced	• Evidence based decision making and discussions on		MoEST/	

Strategy 6.3: Education Infrastructure

Strategy	6.3: Deliver education infrastructure at all levels to deliver quality education (Quality Education SDG4 Target 4.a, Industry, Innovation and Infrastructure 9 Target 9.c)

Why Important?	There is significant disparity in the delivery of education in The Bahamas, especially between the Family Islands and New Providence. The less developed Family Islands have 70% of the schools, but only 37% of the students and 41% of the teachers. There are also annual delays every year on the start of the school year (at some schools) due to maintenance concerns. The lack of a dedicated maintenance program has resulted in the deterioration of some schools. An average temperature in the Bahamas of 27 to 32°C in the summer and 21 to 27°C in winter teaching in schools and classroom without adequate air-conditioning is a hardship for both teachers and students. The use of ICT would also significantly improve teaching in all educational facilities, bridging some of the challenges to providing the same level of education and opportunities given the uneven distribution of the population, the remoteness of some islands, the scattered nature of the settlements on the islands. It would also be useful in the delivery of teacher training and education due to the archipelago nature of the country.
Risk Assessment	• Competition from other government priorities limiting the availability of funding. • Difficulty to execute maintenance (ICT and physical facilities) given the dispersed nature of the schools across the islands and skills imbalance in the islands
Indicators of Success	1. Decrease in the number of schools with delayed opening due to maintenance issues 2. Number of libraries in schools 3. Improvement in the national grade average 4. Increased ITC penetration in schools

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
6.3.1. Ensure that school repairs and maintenance are done on an on-going basis	• Development of a maintenance programme for the entire school system, integrated into the National Capital Investment Plan • Fully staffed maintenance departments and/ or strong executed	• Well maintained schools that encourage learning	MT	MoEST	MIME 2/2.33

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	outsource agreement with competent personnel				
6.3.2 Establish standards for all government owned libraries, including the required reading materials, informational devices and ICT infrastructure. Special emphasis should be placed on libraries within the Family Islands	• Standards for all government owned libraries developed • Well-resourced libraries in all schools including current copies of all required texts. • Wi-Fi enabled libraries at all public schools	• Promotion of the love of reading and learning • All students regardless of status have access to resource material and research tools • Access to the internet for students to do research	MT	MoEST	MIME 2/2
6.3.3. Ensure that all schools and classrooms have the appropriate ICT infrastructure to facilitate teaching and streaming of educational content	• National education ICT framework policy developed • Access to computers for all students • ICT labs at all schools • Trained ICT technicians or teachers certified in basic ICT maintenance and/ or outsourced agreement to facilitate the maintenance of the ICT infrastructure.	• Universal access to ICT to facilitate teaching	MT	MoEST	MIME 2.66/2.33
6.3.4. Ensure that the classrooms are conducive for teaching and learning	• All classrooms are air-conditioned or designed to be cool • Maintenance program to maintain the AC systems • Sustainable energy programs to power the ICT	• Classroom that are conducive for teaching and learning • Sustainable energy funding of electronic needs of "technology classrooms" given the	MT	MoEST	MIME 2.33/2

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	and AC systems. (Solar or other renewable energy)	archipelagic nature of country			
6.3.5 Ensure that facilities are fully assessable and that there are adequate facilities for males and females	• Retrofit of all schools to facilitate disability access • Bathrooms and other facilities equipped for needs of males and females • An increase in the number of schools with special education programmes	• Education Facilities that comply with the Disabilities Act and are non-discriminatory.	ST	MoEST	LIME 1.66/2
6.3.6 Ensure that school playgrounds are fully equipped and rationalize the installation of pools, tracks, facilities for gymnastics and other specialized equipment	• Well-equipped play grounds and specialized equipment	• Enhanced opportunities for physical activity and sports training (swimming, track and field, gymnastics, basketball, soccer football, etc.).	MT	MoEST	MIHE

Strategy 6. 4: Universal Preschool Education

Strategy	6.4: Introduce universal preschool and enhance early childhood education (No Poverty SDG 1 Target 1.4, Quality Education SDG 4 Target 4.2)
Why Important?	The compulsory age of education in The Bahamas is between 5 and 16 years. The MoEST indicated that they found that students who entered school at 5 years without any exposure to formal education were at a disadvantage to those students with access to preschool education. The Government has sought to fill this gap by increasing the number of government owned and operated preschools, improving the legislation governing pre-schools though the passing of Early Childhood Standards and Regulations in 2013 and the establishment of a Preschool and Day-care Centre Council (PDCC), and training pre-school teachers (public and private.) There are however, still a limited number of government preschools which results in increased competition for access and hindering the potential development of the students.
Risk Assessment	• Lack of funding to build new schools

	• Lack of preschool trained teachers
Indicators of Success	1. Increase in the number of preschools 2. Increase in the number of students entering government preschools 3. Improved numeracy and literacy rates

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
6.4.1. Institute mandatory Preschool to enhance basic literacy and numeracy for every child	• National Preschool Strategy published, including a study on the optimum age and structure for pre-school education • Continuation of the training program for pre-primary education teachers • Enforcement of standards developed for early childhood education, including monitoring students that are not in formal education programme	• Increased years of mandatory education • Better educational performance • Closing performance gaps between public and private schools • Maintenance of early childhood education standards	ST	MOEST	HIME
6.4.2 Ensure that there are adequate facilities to facilitate early education utilizing best in class approaches	• Needs assessment of preschool education demand over the next 5, 10 and 15 years. • Construction of a number well equipped pre-schools classrooms based on assessed needs	• Safe and accessible pre-primary education that encourages lifelong learning	MT	MOEST	HIHE

Strategy 6.5: Improve Basic Education

Strategy	6.5:Improve basic education (numeracy and literacy) across all levels of the education system (No Poverty SDG 1, Quality Education SDG4 Target 4.6 and 4.7 and Reduced Inequalities SDG 10 Target 10.2)
Why Important?	Education in The Bahamas is challenged by the archipelagic makeup of the country, as educational services must be replicated throughout the family of islands, regardless of the size and the remoteness of the local populations. This challenge is further complicated given the limited number of special education facilities and teachers. The wide disparities between the islands, class facilities and class sizes make it extremely difficult and costly to provide equal services and consequently, sustainable access to quality education and to other social services is largely defined by geographic location within the country. It is therefore critical to utilise the technology to maximize education spending dollars Further, with a national average of D in the high school exams (Mathematics and English), concerns have been expressed by employers that many students are matriculating without the requisite basic skills (hard and soft) that make them employable.
Risk Assessment	• Incomplete understanding of the skills gaps • Insufficient number of teachers • Technological challenges in the family islands that inhibits use of technology to deliver teaching • Inability of student to reach schools safely • Lack of uniformity in teaching across schools for the same grade curriculum
Indicators of Success	1. Reduction in the number of persons who cannot read 2. Improved results in Mathematics and English at BJC and BGCSE levels 3. Reduction in the teacher pupil ratio in Nassau

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
6.5.1 Ensure that education is universal and inclusive	• Students are placed in classes according to their ability and not only based on their age • Creation of functional programs and certificates	• Equity of access to education, regardless of age, location and special needs	ST-LT	MOEST	HIHE

	for students living with disabilities that cannot reach their maximum potential using the current curriculums • Upgraded facilities at schools which facilitate persons living with disabilities (teachers and students • Introduction of distance and/ or online learning programs at all education levels • Bursary or scholarship programs extended to junior and high schools to assist students with financial challenges to stay in school • Create minimum standards for home-based schooling, including monitoring of students • Development of school lunch programmes in public schools (not means tested) • National high school text-book loan scheme programmes • School bussing programmes				
6.5.2 Strengthen programmes	• Develop and encourage	• Leveraging of ICT to	ST-MT	MOEST	MIME

which deliver education through non-traditional methods (i.e. Use of technology)	the use of educational apps which target basic education • Education programming on television better aligned to the curriculum.	improved learning outcomes			
6.5.3 Strengthen and increase afterschool and adult education programmes	• Free afterschool tuition programmes in Mathematics and English • Student/Adult "learn to Read" programs • Adult education programs to facilitate post high school study for BGCSEs • Summer reading programmes	• Provision of basic education (literacy and numeracy) for all	ST	MOEST	HIME
6.5.4 Strengthen and continue initiatives and policy that prevent students from falling through the cracks	• ICT system that tracks the performance of individual students • Individualised learning programs for all students • Early intervention standards and a ladder of intervention developed • Development of program for persons with minor learning difficulties • Development of a specialized program for "star" performers • Specialized afterschool programs for youth-at-risk	• Reduction in social promotions and higher levels of literacy and numeracy outcomes • Facilitates early interventions and higher pass rates • Less delinquency (from school) • Higher levels of educational achievements • Increased socialisation of students • More social tolerance	ST	MOEST	HIHE

	• Stronger truant officers/ program				
6.5.5 Improve teacher/student/parent interactions	• Strategy produced to reduced class sizes (on New Providence island in particular) • Development of parent/teacher support groups	• Strengthen school/home relationships and parental involvement in education	ST	MOEST	MIME
6.5.6 Encourage community action to improve literacy and learning outcomes	• Introduction of civil society and public programmes aimed at literacy, book exchanges, etc. • PPP between schools and the private sectors to develop appropriate infrastructure and programmes	• More community involvement in schools and education	ST	MoEST/ Civil Society	MIME
6.5.7 Enhance programmes aimed at improving language skills and leveraging non English speakers (Kreyol and Spanish) currently in school	• Increase number and focus on language classes • Introduction of languages as early as pre-school • Cultural exchange programmes introduced/expanded in the school curriculum • Teachers trained in kreyol, Spanish and other languages.	• Increased foreign language knowledge • Increased inclusion and tolerance in the schooling system	ST	MOEST	HIME
6.5.8 Introduction of a mechanism that allows all juvenile offenders access to education regardless of status including juveniles on	• ICT tracking of education outcomes for persons in the juvenile system • Access to the Penn/Pratt	• Equality in access to education for all students	ST	MOEST/ Ministry of National Security	MIME

remand, on parole, released on bond, or awaiting trial	Co-Education Unit			(MNS)	

Strategy 6.6: Promote STEM Education

Strategy	6.6: Continue to promote STEM Education for a modern world (Quality Education SDG 4 Target 4.3 and Gender Equality SDG 5 Target 5.b and 5.c, Industry, Innovation and Infrastructure SDG 9 Target 9.c and Reduced Inequalities SDG 10 Target 10.3)				
Why Important?	Knowledge of Mathematics Science and Technology and Engineering subjects provide the basis for the future workforce to be able to be engaged in and develop future high growth areas and entrepreneurial opportunities.				
Risk Assessment	• Lack of trained teachers in STEM subject areas • Resistance to the redevelopment of curriculums				
Indicators of Success	1. Increase in the of students successfully taking STEM subjects in at BGCSEs 2. Increased number of persons pursing degrees and professions in STEAM related areas				
Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
6.6.1 Introduce and strengthen all aspects of the curriculum that foster and nurture students' curiosity towards STEM, including in early education	• National STEM Strategy released • New curriculums developed	• Greater interest in STEM subjects by all students at an early age	MT	MOEST	HIME
6.6.2 Progressively build student confidence and ability to develop higher level STEM capabilities	• STEM ambassador programmes introduced • Interschool competitions expanded • Science fairs expanded	• Increased number of students interested in STEM careers	MT	MOEST	HIME
6.6.3 Encourage problem solving approaches to education	• New education approaches adopted based on the National STEM Strategy	• Stronger analytical skills are developed in schools	MT	MOEST	HIME
6.6.4 Encourage STEM subjects at the tertiary levels to support STEM based careers	• New STEM subjects degree programmes introduced and promoted	• Students are better prepared for STEM careers	MT	MOEST	HIHE

	at the University of The Bahamas • Scholarships for study in key STEM subject areas				
6.6.5 Strengthen teacher capacity for STEM	• Teachers training programmes for STEM education • Hiring of additional teachers with strong subject matter knowledge in STEM areas	• Students have greater exposure and access to studying STEM subjects in all schools.	MT	MOEST	HIHE
6.6.6 Facilitate partnerships with tertiary institutions, business and industry for STEM curriculum and STEM experiences for students	• PPP partnerships announced • Internship programs and work-study degree programmes in STEM areas	• Students enter work with the necessary skills • Better alignment of tertiary curriculums with business needs	MT	MoEST	HIME

Strategy 6.7: Special Education

Strategy	6.7: Enhance the provision of special education to ensure equity in education and enhance the employability of students with special needs (Quality Education SDG 4 Target 4.5 and 4.a Reduced Inequalities SDG 10 Target 10.2 and 10.3 and Peace, Justice and Strong Institutions SDG 16 Target 16.6 and 16.7)
Why Important?	Education is a basic right for all persons.
Risk Assessment	• Lack of teachers with training in special education training • Absence of facilities to create an environment for learning for students living with disabilities • Resistance to having students of older ages in schools
Indicators of Success	1. Number of special education teachers in schools 2. Age at which persons with learning disabilities are diagnosed 3. Increase in the number of education pathways for persons with special needs

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
6.7.1 Enhance the identification of students with learning disabilities through mandatory screening of all new students entering the school system (public and private)	• Mandatory screening of all new students entering into the schooling system (public or private) • Continuation of the training of teachers and parents to identify learning need • Requirement that all teachers have a minimum number of hours training on screening for learning disabilities and to administer a basic test[20]	• Early identification of persons with learning and other disabilities to facilitate prompt intervention.	ST	MoEST	HIME
6.7.2 Increase the training and hiring of special skills teachers within the public school system	• Requirement that all teachers have a minimum number of hours in training on special education • Increase in the number of special education teachers	• Well-staffed schools capable of meeting the needs of persons living with disabilities	ST	MOEST	HIHE
6.7.3 Ensure that students with special needs are provided with a number of opportunities to develop their full potential	• Introduction of afterschool and summer programmes aimed at students with special needs, including autism	• Students living with disabilities are given an equitable opportunity to develop their potential.	MT	MoEST	MIHE

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[20] The minimum hours are to be determined by the Ministry of Education but should be sufficient to give all teachers a basic grasp on special education teaching methodologies and to be able to identify the need for and administer basic screening test

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	• Creation of individualised programs for students that take into account their special needs and potential learning outcomes • Development of functional living and learning programmes • Introduction of vocational training programmes within special education • Extension of the allowable school age to allow persons living with disabilities additional time to complete schooling • School Bus system that allows persons living with disabilities to attend school and access programmes.				

Strategy 6.8: Higher Education

Strategy	6.8: Improve the accessibility of quality higher education (No Poverty SDG 1 Target 1.4 and Quality Education SDG 4 Target 4.3)
Why Important?	High education – college degree and or technical certification is the basic entry requirement for many jobs and the opportunity to have middle-class lifestyles.
Risk Assessment	• Absence of accreditation standards • Resistance to changing the scholarship system by entrenched interests
Indicators of Success	1. Development of an accreditation agency for education institutions in The Bahamas

| | 2. Increased number of students entering University of The Bahamas with a higher BGCSE results |
| | 3. Number of scholarships directed to areas of national priority |

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
6.8.1 Rationalize all existing scholarship programmes	• New scholarship criteria developed	• Scholarships are directed to the areas of greatest need for National development	ST	MoEST	MILE
6.8.2 Support the transition of the College of the Bahamas to the University of the Bahamas and the securing of the international accreditation.	• Accreditation of the University of the Bahamas	• A National University established with high quality teaching and research	MT	MoEST	HILE
6.8.3 Strengthen college preparatory courses and opportunities	• Revision of the College preparatory courses • Introduction of college preparatory programmes and grades in schools • Introduction of College bridge programmes • Strategy developed for transitioning more Bahamian students to high quality colleges and universities in The Bahamas and abroad.	• Students are better prepared to enter college • Increase in the number of college trained Bahamians	ST	MoEST	HIME

Strategy 6.9: Technical and Vocational Education

Strategy	6.9: Improve the accessibility of quality technical and vocational education and apprenticeships to ensure employable skills and to meet the needs of the economy (No Poverty SDG 1 Target 1.4, Quality Education SDG 4 Target 4.4, Decent Work and Economic Growth SDG 8 Target 8.5 and 8.6, Industry, Innovation and

Infrastructure SDG 9 Target 9.c)	
Why Important?	Currently much of the technical and vocation skills needs of companies are serviced through the use of foreign labour. Investment in technical training and vocational skill is a "low hanging fruit" strategy that has significant benefits for the country.
Risk Assessment	• Lack of teachers with the specialised skills
Indicators of Success	1. Number of students graduating with a vocational skill 2. Reduction in the number of work permits for vocational labour

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
6.9.1 Improve scholarships and bursaries to technical and vocational training programmes	• Development of criteria and scholarships for vocational and technical • Specific scholarships are set aside for technical and vocational training	• Increased number of persons skilled in key technical areas	ST	MoEST	HIME
6.9.2 Strengthen work programmes within technical and vocational training programmes	• PPP programmes developed to facilitate apprenticeships and internships • New curriculums developed • Development of work-study programmes • Introduction of long term apprenticeship programmes commencing at the high school level	Students are better prepared for the jobs in the industry	MT	MoEST/ BCCEC	HIHE
6.9.3 Align vocational training programmes with identified needs in the various industries	• Skills gap analysis • Committee to redesign curriculums established		MT	MoEST/ BCCEC	HIME
6.9.4. Develop an apprenticeship	• Determination of an	• Development of a cadre	ST	MOEST/	HIME

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort

program for post- secondary school youth	Apprenticeship wage
	 • Bi-partisan public/private committee formed to develop the framework
	 • National database to facilitate : -
	     - the registration of persons seeking to participate in the programs
	     - the registration of businesses
	     - Feedback and evaluation of apprentices
	     - Skills bank registry
	 • Funding proposals for the project
	 • Training and orientation program (NTA)
		of young professions with applicable skills for the local industries		OPM	3/2.33

Strategy 6.10: Work Readiness

Strategy	6.10: Strengthen programmes aimed at work force readiness, adult education and second chance education opportunities. (No Poverty SDG 1 Target 1.5, Quality Education SDG 4 Target 4.4 and Decent Work and Economic Growth SDG 8 Target 8.5)
Why Important?	Many employers indicated their concern that too many of the recent graduates are not ready for the job market on leaving school (Hard and soft skills).
Risk Assessment	• Risk that the revision of curriculums take a long time • Poor understanding of the skills needs of the workforce of the future
Indicators of Success	1. Reduced dropout rates 2. Higher numeracy and literacy rates

	3. Positive satisfaction surveys from businesses

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
6.10.1 Revise the curriculum to more closely meet the needs of the country, including a focus on ethics in the workplace (i.e. honesty and timeliness) and social skills for the workplace.	• Survey on the Skills desired for current and future work force (Assessment) • The formation of curriculum advisory councils in all subject areas • Introduction of new career/technical education programmes • Creation of Magnet schools based on skills needs of key industries • Introduction of civic responsibility and work ethics in the school curricula • Training program for curriculum officers • Introduction of Advanced Placement Courses in public schools across all of the islands	• Development of strong civic responsibility • Increase in numeracy and literacy nationally • Reduce the dropout rate and increase graduation rates • Closer link of schools with the needs of the business sector • Reduce youth unemployment	MT	MoEST/ BCCEC	HIHE 4/3.33
6.10.2 Ensure that graduates are sufficiently prepared for entry into the workplace	• The Introduction of a standardized Bahamas National High School Diploma (with clear established standards and criteria) • Introduction of a requirement that all high school students perform	• Strong skills based workforce (soft and hard) • Reduce the dropout rate and increase graduation rates • Develop a cadre of young leaders • Reduce youth unemployment	MT	MoEST	HIME 3.33/2.66

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	community service prior to graduation • Introduction of a national requirement for all students to have a certified skill on leaving school • Introduction of longer work study programmes in secondary schools • Introduction of a compulsory language component for all students taking business, tourism or financial courses • Introduction of language courses at all primary schools	• Improved community pride and appearance			

Strategy 6.11: Close learning gaps between Boys and Girls

Strategy	Institute policies and programmes to close the achievement gaps between boys and girls and public and private schools. (Quality Education SDG 4 Target 4.1, 4.2 and 4.3 and Peace, Justice and Strong Institutions SDG 16 Target 16.6)
Why Important?	The State of the Nation Report revealed a gender gap in education achievements.
Risk Assessment	• Societal resistance to changes in the roles and knowledge areas traditionally assigned to boys and girls
Indicators of Success	1. Changes in gender make up of subjects taken in schools and the university 2. Changes in the gender composition of the University of The Bahamas and the Bahamas Vocational Training Institute 3. Increase in the number of girls applying to tertiary to take STEM subjects or to vocational

	institutions for non-traditional subjects 4. Reduction in the education outcome gaps between boys and girls.

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
6.11.1 Strengthen early intervention programmes for fine motor skills and reading challenges with particularly attention to boys	• New programs developed with a focus on fine motor skills in early education • Reading and Mathematics afterschool programs instituted • Expanded PE classes focused on developing motor skills • Redesign of school programmes to be more interactive and investigate programmes that take into consideration the different work patterns, risk reward systems and incentive systems of many (but not all) boys	• Closing of the leaning outcome gaps between boys and girls • Improved learning outcomes as teaching is adapted to the learning styles of students	ST	MoEST	MIME
6.11.2 Strengthen teacher/counsellor interactions for boys, including encouraging more male teachers as role models for boys	• Larger proportion of male teachers in schools • Counselling programs designed for challenges faced by boys	• More positive role models for boys within the education system	ST	MoEST	MILE
6.11.3. Increase in the number of girls seeking to pursue STEM subject	• Programs that encourage parents and teachers to raise self-confidence and motivation among girls to pursue interests in science	• Improved learning outcomes in STEM subjects for girls		MoEST	MIME

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	and mathematics • Counselling programmes for teachers, educators and school counsellors to remove any bias for allocation of girls and boys to specific roles and subject areas • Teaching material and training policies that avoid gender stereo-typing, and encourage girls to engage in STEM-studies.				
6.11.4 Explore the introduction of selective public schools aimed at attracting high achievers in both public and private schools (STEM, Arts, etc.).	• Report produced • Schools identified	• Improved learning outcomes	MT	MoEST	HIME
6.11.5 Revisit the "school term" to consider the introduction of a Summer term or longer terms so as to provide a greater opportunity for teaching.	• Policy paper on the current structure of the school term and the time available to teach the curriculum, compare with other high growth economies and a cost benefit analysis of the impact of the lengthening the terms or including a summer term • Transition to the recommended structure • Summer reading program	• Increase the level of literacy and numeracy • Improve graduation rates • Install good work ethic • Improve national examination scores	ST	MoEST	HIME 3.33/2.66
6.11.6 Improve the access to	• Introduction of a means test	• More public school students	ST	MoEST	HILE

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
scholarships, particularly needs based scholarships	for "full –tuition and living expenses covered" scholarship (bursary program) which should also include a period of bonding • Increase the number of partial scholarships offered • Awareness programmes on scholarship availability	would have access to higher education			3/1.66

6.11.7 Improve education research and statistics	• Hiring of required staff to implement system
	• Development of an Education Management Information System and database capturing, inter alia:
	  - Student Attendance
	  - Areas of educational weaknesses, by child, by school and by teacher
	  - Teacher effectiveness
	  - School effectiveness
	  - Teaching method effectiveness
	  - Performance
	  - Behavioural performance
	  - Graduation rates, etc.
	• Production of research and reports
		• Informed decision making and policy development
		• National database on education outcomes
		• High quality educational research
		• Better targeted programs from international lending agencies
		•
			ST-MT	MoEST	MIME 2/2.33

Goal 7- Poverty and Discrimination

Goal 7	The Bahamas will be a nation free of poverty and discrimination (including discrimination based on gender, nationality and disabilities)
Challenges addressed:	• Inequality: economic and social exclusion of poor and vulnerable groups limiting their access to basic goods and services • High unemployment rate among poor and vulnerable groups • Intolerably high levels youth unemployment and social exclusion • A high poverty rate in single parent households • Discrimination against vulnerable groups: those with disabilities, migrants and women • High levels of violence: gender-based violence, sexual assault, child abuse and child neglect • Inadequate social protection safety nets

Strategy 7.1: Achieve Food Security and End Hunger

Strategy	7.1: Achieve food security , end hunger and improve nutrition for all (Zero Hunger SDG 2 Target 2.1, 2.2, 2.3, 2.4 and 2.a and Good Health and Wellbeing SDG 3 Target 3.4)
Why Important?	Access to food is a basic human right. Food security and access to nutritious food is necessary for health and wellbeing and reduces the prevalence of non-communicable diseases. Good health is linked to economic growth through higher labour productivity and higher educational attainment.
Risk Assessment	1. Insufficient priority and funding given to addressing food insecurity: failure to aggressively pursue an agricultural policy and failure to invest in agricultural infrastructure, technology and knowledge. 2. Poverty measures which do not adequately reflect vulnerability to poverty owing to inadequate data collection on poverty (data which does not reflect the multi-dimensional nature of poverty) as a benchmark. 3. Failure to build the technological and human capacity of the drafting unit at the Office of the Attorney General
Indicators of Success	1. Increased food production and farming activities 2. Pro-poor growth: Increased number of poor employed within the agricultural sector 3. Increased number of the poor earning minimum wage and above 4. Decrease in percentage of population without access to nutritious food 5. Reduction in prevalence on Non Communicable Diseases 6. Reduction of the number of children with low weight for their age, or low height for their age

	7. Reduction in obesity levels in children and adults
	8. Increase in number of households with access to community or backyard gardens
	9. Increased protection of consumers

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
7.1.1 Invest in and promote knowledge-driven development of the agricultural sector	• Agriculture knowledge Fund established to fund innovations in agriculture • BAMSI's tertiary level academic curriculum developed to offer students Associates degrees, Diplomas, Certificates in crop and livestock production and marine and fisheries • MOUs[21] signed between (a) BAMSI and COB and (b) BAMSI and UWI[22] for research and development fully implemented • Collaborative research programme between BAMSI and CARDI[23] fully implemented • Farming including community gardening and backyard farming introduced in the Ministry of Science and	• Students enrolled to the BAMSI's tertiary level courses • Increase in number of farmers with knowledge and expertise in crop and livestock production • Increase in use of modern farming technology for farming (greenhouses, irrigation machinery, etc.) • Population with increased knowledge of farming	**Short-Term**	**Lead: BAMSI and COB in collaboration with UWI and CARDI**	**High/ Medium**

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[21] Memorandum of Understanding
[22] In St. Augustine, Trinidad
[23] Caribbean Agricultural Research and Development Institute

	Technology and Education curriculum • Intensive and targeted education campaigns in communities across The Bahamas to build awareness of the benefits of farming generally, including, community gardening and backyard farming introduced				
7.1.2 Expand farming on the Family Islands	• Study conducted and report produced to update the 1977 Land Resource Study • Targeted family island farming policy produced identifying Family Islands suitable for farming based on inter alia,; (i) suitable resource endowments, including underlying agro-climatic and soil conditions of each island (ii) favourable access to infrastructure and services, including markets in each island; and (iii) identifying broader development constraints whose removal is considered to be feasible.	• Increased food production • Increased farming activities in the country • Increased family island development	**Short-Term**	**MOA in collaboration with BAMI and BIAC**	**Medium/ Medium**
7.1.3 Improve land policy	• Mass land claims resolved	• Improved land tenure	**Short**	**Lead OPM and**	**High/High**

and land tenure security	as specified in Goal 8 • Tax policy encouraging use of land for productive activities[24] drafted and implemented	security • Increase in the percentage of land area for which there is a legally recognized form of land tenure • Increase in the percentage of agricultural households that have legally recognised rights to land • Increased use of abandoned/vacant land	**Term to Medium Term**	**OAG in collaboration DLS, MOA and Cabinet**	
7.1.4 Expand financial policies which promote agriculture	• Assessment carried out and report compiled identifying challenges farmers face in accessing funding for agricultural purposes • National policy for capital access to encourage participation in agricultural activities produced • Increased funding[25] provided to support BAMSI's Agricultural Outreach Programme	• Increased number of farmers investing in agricultural land • Increased number of farmers with improved access to credit for agriculture • Increased number of farmers who have access to agricultural supplies and equipment	**Medium Term**	**Lead Cabinet in collaboration with MOA and BAMSI**	**Medium/ Low**
7.1.5 Expand backyard and community gardening across The Bahamas	• National Backyard and Community Farming policy drafted and implemented to expand backyard farming to include, inter alia: ▪ subsidised starter kits to	• Community Backyard Committees established in communities country wide comprised of both young and older members of the communities	**Short-Term**	**Lead MOA in collaboration with COB and NGOs/CSOs**	**High/Low**

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[24] Including agricultural activities
[25] (to increase capacity of BAMSI's technical team and for supplies and equipment to assist farmers/potential)

	- support and encourage communities to farm - incentives to encourage CSOs/NGOS to participate in the promotion of agriculture[26]linking the Urban Renewal Programme to community farming and backyard farming	- Increased number of individuals, CSOs/NGOs involved in community gardening and backyard farming in communities - Increase in households with homestead gardens or backyard gardens - Greater self-reliance in food production at the household level - More Bahamian farmers			
7.1.6 Revise the policy on bread basket items	Policy on Bread Basket list items revised to include nutritious foods for example: vegetables and meat products	- Reduction of price of nutritious produce - Healthier food intake by vulnerable populations with increase in calorie intake	**Short Term**	**Lead MOH and MOL in collaboration with OAG, MSSCD and PCC**	**High/Low**
7.1.7 Strengthen and enforce legislation to facilitate equal access to quality food for all	- Price Control Act 1971 and Consumer Protection Act 2006 reviewed, amended to meet international standards and subsequently enforced to ensure adequate protection of consumers (provision of quality food and fair prices of food) - Food Waste Reduction Legislation enacted - Food Labelling Standards	- Increased access of good quality food at fair prices to consumers - Increase in food donations from large supermarkets and hotels - Increase in access to food assistance for vulnerable groups through Community Based Organisations and other NGOs - Increase in the number of	Short-Term Short-Term	**Lead OAG in collaboration with PCC, CPC and NGOs/CSOs** **Lead Bureau of Standards and Quality**	**High/Low**

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[26] For example Hands For Hunger Edible Landscapes Project

	- approved by the Council of the Bureau of Standards and Quality and enforced - Revised Standards Act and Weights and Measures Act passed	- consumers who have vital information on the content of food products - Increase in the number of consumers who have good health and have opportunities to guards against food intolerances - Increased number of consumers protected under the Standards Act, Weight and Measures Act and the Price Control Act			
7.1.8 Build the capacity of food regulators to improve food safety for the protection of consumers	- Assessment study conducted to ascertain capacity needs of the Bahamas Bureau of Standards and Quality and recommendations implemented - Assessment study conducted to ascertain capacity needs of the Price Control Commission and recommendations implemented - Bureau of Standards and Quality Laboratory built - Revised Standards Act passed	- Increased number inspectors recruited at the Bureau of Standards and Quality - Increased number inspectors recruited at the Price Control Commission - Increased enforcement of Price Control Act 1971 and consumer Protection Act 2006 - Increased quality regulation of consumer goods - Independent Standards regulatory authority established under the revised Standards Act	**Short Term**	**Bureau of Standards and Quality in collaboration with MOL&NIB and Price Control Commission**	**Medium/ Medium**
7.1.9 Strengthen feeding programmes run by government	- Monitoring and Evaluation framework to assess Government feeding programmes designed - Policy on Government feeding	- Incidence of over and under nutrition in the country reduced - Increase in number of cafeterias and appropriate	**Short-Term**	**Lead COB in collaboration with MSSCD**	**High/Low**

	programmes reviewed and revised to ensure availability of nutritious food to vulnerable groups and more coordination across different government sectors and more inclusion of vulnerable groups	eating and recreational areas for students • Increase in nutritious food supplied in schools • Increased access to food for vulnerable groups			
7.1.10 Create policies which incentivise the participation of NGOs/CSOs and other institution in food projects targeted at vulnerable communities	• Policy to expand and incentivise CSO and NGO participation in food projects and to have food projects incubated (for example, Hands for Hunger Fast Food Project and its edible landscape project) drafted and implemented • Funding capacity of BAMSI's School Feeding Programme increased to assist the National School Feeding Programme	• Charities legislation with provisions for a tax incentive to encourage philanthropy enacted • Increase in number of NGOs/CSOs involved in food projects in deprived communities • Increased number of vulnerable people with access to food • Increase in food business startups	**Short-Term**	**Lead CSOs and NGOs in collaboration with OAG**	**High/Low**
7.1.11 Allocate funding to build farming stock storage facilities	• Farming Stock Storage Fund established • Farming Stock storage facility built	• Adequate food stocks available at all times	**Long-Term**	**Lead MOA in collaboration with BAMSI, FAO and MPW**	**Low/ Medium**

Strategy 7.2: Full Participation of Poor and Vulnerable Groups in Economic Opportunities

Strategy	7.2: Create policies which enable full participation of poor and vulnerable groups[27] in economic opportunities for sustainable livelihoods (No Poverty SDG 1 Target 1.1, 1.2, 1.4 and 1.b, Gender Equality SDG 5 Target 5.1, 5.4 and 5.c, Decent Work and Economic Growth SDG 8 Target 8.3,8.5, 8.6, and 8.10, Industry, Innovation and Infrastructure SDG 9 Target 9.3, Reduced Inequalities SDG 10 Target 10.2 and 10.3 Peace, Justice and Strong Institutions SDG 16 Target 16.9)
Why Important?	This strategy allows low income groups to have access to and participate in economic opportunities, reduces the income inequality gap, improves wellbeing and promotes social cohesion in the country.
Risk Assessment	1. Lack of private sector buy-in: lack of incentives and policies to encourage private sector investment in job creation policies (financial incentives for example low-interest loans and tax breaks, and physical infrastructure improvements will motivate private companies to build factories etcetera) 2. Poor domestic resource mobilization strategies by government to fund government programmes 3. Failure to reform prison rehabilitation in order to re-integrate ex-offenders into society 4. Government and enforcement agencies (including the judiciary's) failure to uphold the rule of law by protecting basic human rights
Indicators of Success	1. Pro-poor growth 2. By 2040, reduce at least by half the proportion of men, women and children of all ages living in poverty below the poverty line 3. Increased number of single mothers in paid employment 4. Increased numbers of men with criminal records in paid employment 5. Increase in number of vulnerable groups or people engaged in sustainable economic activities 6. Increased number of informal economy workers formalized 7. Increased protection of works under the law

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
7.2.1 Remove barriers to the formalisation of informal economy workers	• In-depth study to ascertain the nature of the informal economy in the country	• Increase in ease of starting a legal business • Increase in access to	Short Term – Medium	Lead COB in collaboration with DOS, MOL,	High/ Medium

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[27] Not only those living in relative poverty (living below the poverty line) but also the poverty status of individuals or groups of people affected by their geographical location, vulnerability arising out of their belonging to particular linguistic or minority and other culturally dependent discriminatory practices.

			Term	Town Planning, BCC and unrepresented small businesses	
	conducted (e.g. types of informality, socio-demographic characteristics of those working in the sector, **barriers in** access to business services and formal markets and access to productive resources such as capital, land and social protection) • Policy strategy to encourage the formalisation informal sector developed and implemented • Labour policy revised to provide stateless individuals the right to work subject to meeting specified criteria	capital/credit • Increase in social organisation of workers: formation of associations through increasing the number of cooperatives • Enforcement of zoning regulations which separate residential and income generating activities • Increase in social protection coverage for workers • Increase in informal economy workers formalised (including stateless people) • Reduced number of vulnerable workers exploited as a result of working conditions in the informal sector • Increase in taxes collected by government institutions			
7.2.2 Strengthen existing entrepreneurship policies to ensure vulnerable groups have equal access to productive assets such as land and credit	• Mass land claims for generational and private property resolved as specified in Goal 8 • National Entrepreneurship policy which favours availability of low cost capital, favourable lending conditions	• Increase in number of people with productive assets • Increase in number of new business start-ups by sector • Increase in number of loans provided by	**Medium Term**	**Lead OPM and BCC in collaboration with MOF and Cabinet**	**High/ Medium**

	and market conditions for small and medium entrepreneurs created • Microfinance and venture capital institutions established to purposely provide funds for the establishment of businesses • Asue model developed into a microfinance model • Laws which encourage micro-finance passed and enforced • Entrepreneurship Fund for small business startups targeted at vulnerable groups established to encourage self-employment and to offer training in setting up businesses and managing finances	venture capitalists, credit unions and building societies per year • Increase in number of people with access to micro-finance • Increase in number of business plans approved for financing by micro-finance/lending institutions			
7.2.3 Strengthen existing non-formal and formal education policies targeted at vulnerable groups	• National policy on Non-Formal Education and Income-Generation Programmes[28] drafted and implemented leading to the implementation of a: ▪ Functional literacy programme ▪ Business Learning Group Program ▪ Rural/Family Island Economic Empowerment	• More participants in financial literacy training from vulnerable communities • Increase in literacy levels among vulnerable groups • Increase in number of people from vulnerable groups with access to knowledge and information on income generating activities	**Short Term-Medium Term**	**Lead COB, MOE and MOL in collaboration with BCC, BAIC and UNESCO**	**High/Low**

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[28] Adult education courses and workshops. Multi-directorial approach to combat illiteracy, provide livelihood skills for vulnerable groups to find employment.

	Program • Centre for Entrepreneurship at the College of The Bahamas re-established and courses offered to vulnerable groups in community settings at subsidised rates • BAIC's entrepreneurship programmes and BAMSI's agricultural programmes reviewed and revised to include more pro-poor initiatives	• Increase in number of new business start-ups by sector • Increase in number of new registrations with NIB among the self-employed/small businesses • Reduction in percentage of workers unemployed • Reduction in proportion of households living below the poverty line			
7.2.4 Strengthen the capacity of the 'Employment Exchange Bureau' at the Department of Labour	• Bureau's technological infrastructure upgraded to improve access to jobs for job seekers • Establishment by Department of Labour of fully equipped and staffed one stop employment centres throughout the country • Statistical unit established within the Department of Labour to compile employment data and track unemployment/employment trends	• Increased accessibility of job vacancies and job preparation services offered by the Bureau online for those seeking employment • Increase in job applications by lower income groups as result of services offered through one stop shops • Increase in accessibility of job preparation services[29] for low income groups seeking	**Short Term**	**Lead DL in collaboration with DOS and MYSC**	**High/Low**

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[29] For example, through curriculum vitae and interview preparation services

		employment throughout the country[30] • Accurate employment policies formulated based on available data			
7.2.5 Implement policies that address gendered poverty to ensure that single mothers and fathers can access the labour market	• Labour market policy drafted and launched to support single parents' entry into the labour market. Labour market policy to include: ▪ a child care services policy for single parents ▪ provisions for subsidised costs of care for single mothers through child benefits • Additional public child care facilities constructed within communities, including night care facilities for parents working at night • Legislation passed to mandate for child care facilities to be built/offered in all government agencies including, breast feeding	• Increased labour force participation of single mothers and fathers • Child benefits to supplement wage for single parents introduced • More structured and safe environments for children	**Short Term to Medium Term**	**Lead MSSCD, and DOL in collaboration with MOF and MPW**	**High/High**

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[30] through one stop shops

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	facilities				
7.2.6 Promote and implement policies that address gendered poverty to ensure men who have criminal records can access the job market	• Rehabilitation of Offenders (Amendment) Act 2014 enforced • Ongoing public education campaigns on the effect of Rehabilitation of Offenders (Amendment) Act 2014 held • Government policy to enable consideration of ex-offenders for public sector employment introduced • Policy to increase Community based sentencing drafted and implemented[31]	• High number of young offenders and first time-offenders with criminal records expunged • Increased number of employable people with prior criminal records • Increased number of those with prior criminal records reintegrated back into society • Increased number of ex-offenders working in government capital projects • Reduction in number of men in prison	**Short - Term and on going**	**Lead MONS, MPS and CBOs**	**High/ Medium**
7.2.7 Create innovative economic policies which reduce urban-biases	• National policy aimed at encouraging investments in economic, social and cultural development of Family Islands created and implemented	• Increased provision of key infrastructure and services in highly populated Family Islands • Increased economic activities in highly populated the Family Islands • Agricultural development in the	**Short-Term and ongoing**	**Lead EDPU in collaboration with BIA**	**Low/ Medium**

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[31] Parole Systems Board

		Family Islands with suitable resources (see 7.1.2)			
7.2. 8 Amend and enforce employment legislation and strengthen policies which protect vulnerable workers[32]	• Minimum Wage Act 2002 reviewed, revised and enforced • Employment Act 2002 revised to strengthen termination and redundancy provisions • International Labour Conventions on decent work observed • Power to prosecute breaches of the Industrial Relations Act 1971, the Health and Safety at Work Act 2002 and the Employment Act 2001 and amendments, granted to the Department of Labour • Additional lawyers recruited at the Department of Labour • Unit established within the Department of Labour to ensure that all workers in the Bahamas know their labour rights, e.g. orientation for all workers on their inalienable rights and policies associated with employment	• Increase in real earnings of casual workers (a living wage) • Increase in statutory benefits received by vulnerable workers • Increased resolution of employment disputes • Increase in number of employees aware of their labour rights	**Short-Term**	**Lead Trade Union Congress and DOL in collaboration with OAG**	**High/ Medium**
7.2.9 Provide support services to vulnerable groups so that they can	• An NGO established to offer services to assist citizens obtain identification	• Advice offered to Bahamians on how to acquire identification	**Medium Term**	**CSOs in collaboration with MONS and**	**High/Low**

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[32] temporary workers, low skill level workers, informal economy workers and migrant workers

				MSSCD	
obtain identification documents to allow them to participate fully in society Action plan should be read together with Strategy 7.6.1	documents • Action 7.7.1 implemented	documents (Birth Certificates, passports etcetera) • More residents able to participate in the formal economy (e.g. open back accounts)			

Strategy 7.3: Level Playing Field For Youth to Realise their Fullest Potential

Strategy	7.3 Create a level playing field for the youth to realise their fullest potential by implementing programmes geared to assist their entry into the labour market and to aid in their educational and social development (No Poverty SDG 1 Target 1.2 and 1.4, Decent Work and Economic Growth SDG 8 Target 8.3 and 8.6, Reduced Inequalities SDG 10 Target 10.2 and 10.3)
Why Important?	The youth unemployment rate is high. Additionally, statistics point to a widening of income inequity and a fall in standards of living because poverty rates have increased over the last decade in all age categories other than those over 65 years.
Risk Assessment	1. Lack of private sector buy-in: lack of incentives and policies to encourage private sector investment in job creation policies (financial incentives like low-interest loans and tax breaks, and physical infrastructure improvements will motivate private companies to establish businesses etcetera) 2. Poor domestic resource mobilization strategies by the government to fund government programmes 3. Lack of capacity of implementing agencies
Indicators of Success	1. Increased number of youth graduating with high grades 2. Increased level number of youth with appropriate skills for entry into the labour market 3. Reduction in percentage of unemployed youth 4. Reduction in number of youth involved in criminal activities 5. Reduction in the number of teenage pregnancies 6. Reduction in proportion of households living below the poverty line

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
7.3.1 Strengthen education policies to ensure quality	• The Ministry of Education's 2030 Vision for Education	• Increased level of literacy • Reduction in the number	Short-Term -	MOE in collaboration	High/ Low

education is accessible for all	revised and implemented to include provisions for: - the design of curriculum which incorporates both academic and life skills to increase the relevance of education - facilitation of vocational training within the school curriculum - incorporation of tourism, entrepreneurship, agriculture and marine biology in the school curriculum - inquiry based learning - strengthening of the guidance Counsellor Plan Programme - improvement of teacher training and professional development - creation of conditions for teacher availability and retention in key family islands - use of improved monitoring and evaluation tools consistently to evaluate the entire education system - equal access to education for all	of children dropping out of school - Increased number of students graduating with high grades - Increased number of students with the required employment skills needed for industries the country - Increased number of students graduating with vocational skills - Increased number of students with career plans - More teacher monitoring and accountability - Consistent evaluation and improvement of the education system - Increased number of teachers stationed in family islands with expertise in all key subject areas - Increased number of students with access to attending government pre-schools - Increase number of vulnerable youth graduating from school	**Medium Term**	**with UNESCO**	
7.3.2 Strengthen training	• Bahamas Technical and	• Entry barriers to BTV	**Short-**	**Lead MOE and**	**High/**

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| and apprenticeship programmes targeted at youth | Vocational Institute entry requirements revised to remove entry barriers for youth at risk
• National Training Agency (NTA)entry requirements revised to remove entry barriers for youth at risk
• Curriculum and capacity (human resources and infrastructure) of the National Training Agency strengthened
• STAR[33] Academy education programme curriculum for empowerment of at risk youth assessed and strengthened
• Incentivised private sector apprenticeship programmes launched
• Youth Environment Corp Programme launched
• Short courses in farming offered by BAMSI made accessible to the youth | and NTA removed
• Increase in number of at risk youth with access to BTV and NTA programmes
• Increase in number of persons participating in training (short or long term) geared to labour market-entry, including farming
• Increase in number of youth applying for apprenticeships prior to leaving high school and in NTA programme
• Increase in number of youth placed in apprenticeships prior to leaving high school and the NTA programme
• Increase in number of youth completing apprenticeships prior to leaving high school and the NTA programme
• Percentage increase in youth participating with improved | **Term - Medium Term** | **COB in collaboration with MYSC, NGOs/CSOs and MHE** | **Low** |

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[33] Students Transitioning, Achieving & Re-focusing Enrichment Programme

		employability upon completion of apprenticeships • Low numbers of youth with behavioural challenges • Reduction in the number of crimes and incidences of violence involving youth and the unemployed • Increase in youth employed in blue and green jobs			
7.3.3 Strengthen and implement the revisions of the national strategy for the reduction of teenage pregnancy	• Existing polices (Education, and Health including, HIV) and legislation (Sexual Offences, Child Protection Act) reviewed and revised and implemented • Integrated life skills education curriculum covering teenage pregnancy issues introduced in schools • Apps to help prevent teenage pregnancies and promote youth sexual health created	• Increased access by teenagers to information on sexual health and the risks and consequences of unsafe sexual behaviour • Improved access by teenagers to contraception	**Short-Term**	**DPH in collaboration with MOE**	**High/ Low**
7.3.4 Provide financial support to young entrepreneurs	• Youth Enterprise Fund launched • Monitoring and Evaluation Unit and Framework established to monitor the impact of the Youth Enterprise Fund • Microfinance and venture	• Increase in number of business plans approved for financing by micro-finance/lending • Increase in number of youth with access to microfinance	**Short-Term to Medium Term**	**Lead EDPU and MYSC in collaboration and MOF**	**High/ Medium**

	capital institutions established to purposely provide funds for the establishment of businesses by youth				
7.3.5 Establish within the 'Employment Exchange Bureau' a Youth Employment Bureau Desk	• Youth Employment Bureau Desk operational with relevant experts and resources established	• Tailored Bureau to meet the needs of youth seeking employment • Increased number of youth finding employment through the Employment Bureau	**Short-Term**	**Lead DOL in collaboration with MYSC**	**Medium /Low**
7.3.6 Expand and harmonise programmes that support and nurture the talent of the youth	• National policy to identify and develop sports, music and performing arts talent produced • An National Centre for Arts and Culture established • An National Sports Academy constructed	• Role of music and performing arts in youth development recognised • Increased number of youth participating in arts and sports for recreational and professional purposes	**Short-Term to Medium Term**	**Lead MYSC and CSOs**	**High/ High**
7.3.7 Implement policies which support the social development of the youth	• National Youth Policy 2014-2019 revised (as necessary), funded and fully implemented • National Youth Policy Bill passed and provisions implemented • National Parenting Programme	• Increased number of youth with access to empowerment, sports and recreation programmes/facilities • Increase in the enforcement of laws	**Short-Term to Medium Term**	**Lead NYC[35], MYSC[36] in collaboration with CSO, MOH, Department of Public Health,**	**High/ Low**

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[35] National Youth Commission
[36] Ministry of Youth Sports and Culture

	strengthened • Family Life and Health Education (FLHE) Curriculum and the Civics Curriculum reviewed and strengthened[34] • Family Life and Health Education / Guidance Counselling Department established in collaboration with the Ministry of Health School and Adolescent Health Programs for the recruitment, retention and training of future teachers and leaders.	prohibiting the availability of alcohol and drugs for those under age • Reduction in the number of parenting challenges • Revamped Family Life and Health Education and Civics programme which better reflects the needs to the youth and the society • Increased number of Health and Family Life Educators, and Guidance Counsellors, School Health Nurses and physicians trained in Adolescent Health to meet the demands of the increased school population trained in youth development skills and practices		**Adolescent Centre of Sandilands Rehabilitation Centre, University of the West Indies School of Clinical Medicine and Research, The College of The Bahamas, Ministry of Education Science and Technology**	
7.3.8 Strengthen the capacity of the Department of Rehabilitation and Welfare in the Ministry of Social Services responsible for juvenile programmes	• Additional social workers recruited for the Beyond Parental Control (BPCP)Programme and the After Care Programme • A Court Writing Unit, a Supervision Unit and a Counselling Unit established within the Department of	• More at risk youth assisted through the BPCP • Increase in number of probation cases and aftercare programme handled • Increase in social cohesion • Reduction in number of at risk youth	**Short Term – Medium Term**	**Lead MPS and PSC, MOH/DPH/ SRC**	**High/ Medium**

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[34] promote teaching and learning experiences that focus on the rights and privileges of individuals and groups in society as members of the family, community and citizenry

	• Rehabilitation Services • Additional Probation officers recruited • Assessment of current services provided to Youths in Rehabilitative Services carried out and report produced	• Reduction in prison numbers			
7.3.9 Strengthen the rehabilitative and education programmes at Willimae Pratt and Simpson Penn Schools	• Educational policy of the Penn Pratt Co-Educational Unit revised to allow and encourage at risk youth between the age of 16yrs-18yrs to attend school • Monitoring and Evaluation framework designed and implemented to evaluate the impact of Penn Pratt Co-Educational Unit and Rehabilitation Programmes[37] • MOUs signed between Simpson Penn and Willi Mae Pratt on the one hand and the College of The Bahamas and BTVI on the other to facilitate the provision of educational programmes at both schools • Parenting programme offering specialised training for parents with children with behavioural problems created	• Increase in number of at risk youth completing school • Increase in number of youth leaving Willi Mae Pratt and Simpson Penn with employment and entrepreneurship skills • Successful reintegration of at risk youth into society • Reduction in crime levels • Improved parenting by parents with children with behavioural problems	Short-Term	Lead Willi Mae Pratt and Simpson Penn in collaboration with MOE,MOH/DPH and PHA/SRC UWISCMR, COB	High/ Low
7.3.10 Build the capacity of the Willimae Pratt and	• Additional custodial officers, counsellors and psychologists	• Improved education and rehabilitation programmes	Short-Term	PSC	Medium /Low

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[37] Including the Backyard Farming Programme, Drug Treatment Programmes and Culinary and Arts programmes

Simpson Penn Schools	recruited	offered by the schools • Reduction in recidivism			
7.3.11 Revise the education policy to ensure youth with behavioural problems who are not referred to Willi Mae Pratt and Simpson Penn have access to education	• Education policy revised to allow youth suspended from school due to behavioural problems to continue with their education while their matters are before the Courts	• Increased number of at risk youth completing their education • Reduction in recidivism	**Short Term**	**Lead MOE in collaboration with Simpson Penn and Willi Mae Pratt**	**Medium /Low**
7.3.12 Introduce drug policy reform - a 21st century approach to drug policy[38]	• Re-establishment of the National Drug Council Treatment and Rehabilitation Committee[39] • Existing National Drug Policy reviewed and revised based on science, health, security and human rights and policy implemented • Studies on whether to decriminalise and regulate certain classes of drugs conducted and recommendations of findings prepared and implemented	• Increased civil society role in drug policy • Policies which effectively reduce consumption and sale of drugs • Increased health and safety of citizens • Policies which undermine the power of organized crime • Reduction in gang numbers • Reduction in number of young men in prison for drug offences • Reduction in the number of young men with criminal records	**Short-Term to Medium Term**	**Lead National Drug Council and its Treatment and Rehabilitation Committee in collaboration with relevant experts**	**High /Low**
7.3.14 Implement policies which provide additional support to civil society organisations that deal with	• Civil Society Fund established to make grants and subventions available to civil society organisations which	• Increased subventions to organisations supporting youth activities • Increased structured	**Short-Term to Medium Term**	**Civil Society Bahamas**	**High/ Low**

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[38] 'war on drugs approach has been largely ineffective and costly. A 21st century policy will be based on science, health, security and human rights
[39] Committee is comprised civil society

the youth	meet the criteria identified in the CSO/Charities Bill • Policy which encourages harmonization of youth programmes and the participation of residents over the age of 60 years as youth mentors in youth organisations drafted and implemented	environment for youth after school and on weekends • Increased number of retired individuals involved in productive activities • Increased access of youth to mentors • Harmonised youth programmes			
7.3.15 Implement the inter Development Bank (IDB) Citizen Security and Justice Programme.	• Crime & Violence evidence based strategy developed and recommendations implemented. Specific objectives of this strategy are to inter alia,: d) prevent youth violence and victimization; e) increase employability of disadvantaged youth	• Reduction in crime in generally, particularly violent crime • increase employability of youth and young adults (between the ages of 15 to 35)	**Short-Term and ongoing**	**MON in collaboration with relevant stakeholders**	**High/ High**

Strategy 7.4: Participatory Governance and Community Engagement

Strategy	**7.4 Promote policies which encourage participatory governance and community engagement in policy development and service delivery (No Poverty SDG 1 Target 1.2 and 1.a, Sustainable Cities and Communities SDG 11 Target 11.3, Peace, Justice and Strong Institutions SDG 16 Target 16.6 and Partnerships for Goals SDG 17 Target 17.16 and 17.7) (Refer also to Strategy 7.5)**
Why Important?	Participatory governance and engaging citizens ensures that all citizens; voices in particular the voices of those in the grass roots, vulnerable groups are heard and their ideas included in public policy. This ensures that no one is left behind and all communities develop and are strengthened.
Risk Assessment	1. A weak civil society (lack of harmonization and lack of technical capacity within NGOs) 2. Failure to implement and enforce legislation to regulate NGOs 3. Failure to reduce rent seeking 4. Lack of government accountability

	5. Failure to build the capacity of the Bahamas Investment Authority and other government agencies which set polices for foreign direct investment
	6. Failure to involve the elite
Indicators of Success	1. Increased participation of citizens in development
	2. More empowered citizens
	3. Increased private sector participation in development
	4. Stronger local governments
	5. Increased perception of good governance
	6. Active lobbying and campaigning for change by community members
	7. Increase in percentage of community based organisations represented in national and local level decision making
	8. Increased perception that citizens are heard and have opportunities to participate in the governance of the country
	9. Effective and sustainable structures to include urban poor – i.e. which facilitate consultation and cooperation
	10. Development of society in general including marginalized communities
	11. Increase in social cohesion
	12. Lower crime rates

Actions	Output	Outcome	Time Frame	Responsible Agent	Impact/ Effort
7.4.1 Strengthen local governance by strengthening legislation and policies to promote participatory governance	• Study conducted to review the current structure of local government and recommendations made to strengthen local government • Local Government Act 1996 and subsequent amendments reviewed and revised and recommendations of local government study implemented to strengthen decentralisation and	• More efficient local government • Appointment of local government administrators and council members based on merit • Shared control -poor communities empowered through increased responsibility for developing and implementing development action plans • Voices of the poor heard • Increased collaboration and joint decision making between	**Short Term- Medium Term**	**COB (Study)** **OAG (Legislation) in collaboration with COB, LG and Civil Society**	**High/ Medium**

	• devolution of authority to local government • Policy on use of constituency funds for each constituency reviewed and policy revised to ensure equitable allocation of fund for community development • Introductory governance curriculum for all students entering primary, secondary and tertiary educational institutions in The Bahamas developed and implemented	government recipient communities, local and central government offices, civil society actors, and the private sector • Enhanced social capital • Perception of sound governance by communities • Sustainable local participation • Participatory monitoring- communities, groups or organisations can assess their own actions using procedures and performance indicators they selected when finalizing their plans • More focused use of constituency development plans to support poverty alleviation and family island livelihoods • Increased number of micro- development projects implemented in all island communities • Increased community development capacity and community ownership of ownership of all island development programs			
7.4.2 Improve the legislative framework for Civil Society development	• Consultations on draft Civil Society Organisations Bill conducted. • Civil Society Organisations draft Bill revised and passed • Non-Profit Organisations Accounting Act passed • Tax legislation and	• Increase in ease registration of NGOs and to regulate NGOs • Increase in tax incentives for NGOs especially those acting for public benefit (tax reductions, reliefs, exemptions, deductions, lower tax rates, etc.) • Increased transparency of CSOs through regulation of public funds	**Short-Term**	**Civil Society Bahamas in collaboration with OAG**	**High/ Low**

	regulations reviewed, revised to incorporate incentives for CSOs	allocated to CSOs as non-profit organisations • Increase in number of community based organisations and community associations engaged in charity work and community development			
7.4.3 Create an engagement framework for Civil Society Organisations (CSOs)	• Civil Society engagement framework that recognises civil society as an integral part of the development process formulated to include: ▪ the design of initiatives that will enhance and incentivise collaboration and learning between CSOs and governance institutions	• Increased interactions and collaboration with CSOs, governance institutions and partners • Establishment of a Civil Society Portal, a website for all civil society organisations which acts as a central information hub • Increase in the impact of civil society on contributing to public policy • Identification of sustainable sources to finance the work of the NGOs • Education forums convened regularly to inform CSOs about local and regional and international training[40] and funding opportunities	**Short-Term**	**Civil Society**	**Medium /Low**
7.4.4 Strengthen volunteer programmes organized by CSOs	• Formulate a National Volunteer Strategy • Online Volunteering website created to centralise community volunteering opportunities	• Good volunteer management and training • Better coordination of NGO work to avoid unnecessary duplication and wastage of resources	**Short-Term and on-going**	**Civil Society**	**High/ Low**

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[40] For example in in in project design and management

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		• Increased advocacy on behalf of vulnerable groups • Increased assistance offered to vulnerable groups • The poor have a voice in the formulation of public policy • Increased Government accountability • Increased community development led by CSOs • Increase in number of social, employment and business opportunities available through NGOs/CSOs • Increased volunteering by members of the public within communities • Increase in social cohesion in communities as a result of increased membership and participation in community events and gatherings, savings etcetera			
7.4.5 Create a Corporate Social Responsibility Code of Conduct for the domestic private sector and multi-national /transnational enterprises	• Corporate Social Responsibility Code of Conduct for the domestic private sector and for multinational enterprises formulated	• Increased Public-Private Partnerships • Increase in number of businesses contributing to sustainable development • Increase in businesses complying with labour and environmental standards • Increased research and development and innovative solutions and the sharing of	**Short Term**	**Lead OPM in collaboration with BCC and BIA**	**High/ Low**

		information and know-how to address economic, social and environmental challenges • Increase in number of corporations and firms (domestic and foreign) contributing to community development and eradication of poverty • Improved additional tool of good governance			
7.4.6 Ensure that new Heads of Agreements with investors include a social responsibility clause, and a community based Impact Benefits Agreement (IBA)	• Heads of Agreements template reviewed and revised to include a social responsibility clause and an "adopt a community program" • Heads of Agreement social responsibility clauses enforced	• Increase in number of hotels/resorts partnering with local communities and organsations to address social issues (issues involving children, hunger and poverty) • Increase in mentoring and youth development programmes within communities • New "adopted communities" • Increase in number of volunteers in communities • Increase in recreational and park space in communities	**Short Term and on-going**	**BIA**	**High/ Low**

Strategy 7.5: Social Entrepreneurship

Strategy	7.5 Strengthen Civil Society and position The Bahamas as a leader for social entrepreneurship and a model for development for small islands states through partnerships between government, the private sector and civil society (Partnerships for Goals SDG 17 Target 17.3, 17.16 and 17.17, Decent Work and Economic Growth SDG 8 Target 8.3 and SDG 1 No Poverty Target 1.a) (Also refer to Strategy 7.4)

Why Important?	Social entrepreneurship is becoming more and more an important component of development. Social entrepreneurs seek to utilise private sector approaches and innovative ideas to find solutions for critical social, cultural and or environmental challenges facing the community. Social enterprises may deliver a market-based good or service but have social aims and community ownership. Social entrepreneurship has become an important model for development as governments are increasingly challenged to provide all services residents, more so in light of the growing inequalities, high levels of poverty and disenfranchisement of large sections of populations. Governments must work in collaboration with other stakeholders to improve the quality of life for all.
Risks	- Lack of understanding of the role of civil society - Need for improve governance in the current structure of many social enterprises - Weaknesses in sourcing finance - Lack of coordination of efforts
Success Indicators	1. Improved social economic conditions 2. Reduction in Poverty levels

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
7.5.1 Assess the structural and policy needs required to develop social innovation and enterprise and implement the required policy arrangements	- Study on the role of social innovation and the public policy requirements and supports conducted - Suite of legislation, processes and systems to support social innovation, volunteering and donations developed and implemented	A public policy environment to support social innovation and the promotion of giving.	ST	MoF (Investments)	HILE
7.5.2 Improve the education and knowledge about social enterprises, social financing	Education programs for policy makers and the general public on social enterprises,	Improved knowledge about social enterprise and the acceptance of the social	ST	MoEST	HILE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
products and social entrepreneurship	financing and entrepreneurship developed and applied • Information on social entrepreneurship included in the school curriculum and the training programs of BAIC	enterprise products (financing)			
7.5.3 Strengthen Civil society and promote social enterprise as a driver of good governance, economic growth and development	• A framework for social enterprises and social entrepreneurs developed • Draft NGO legislation revised and passed • A Charter and Principle of Engagement agreement based on international best practices for non-for-profits institutions developed • Evaluation and rating of compliance with the charter (conducted by umbrella body or external agency) • Education campaigns on the benefits of social enterprise and entrepreneurship conducted • Inclusion of social enterprise and entrepreneurship in school curriculum starting from primary level commenced	• Availability of infrastructure to facilitate the development of a social enterprise industry in The Bahamas • Improved Governance of NGOs • Enforcement mechanism to ensure compliance and high standards so as to protect donor funds	ML ST ST	Civil Society	MIME

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
7.5.4 Promote a culture of giving and volunteering.	• A "gift" regime with associated tax certificates and frameworks that are recognised in other countries created (Ref. Goal 14c Financial Services) • Frameworks for the valuation of and the promotion of donated time, knowledge and skills, things created	• A more formalised process of volunteerism and donation • Encourage domestic philanthropy	ST	Civil Society	HILE
7.5.5 Identify potential models for development within civil society and social enterprises that are proven and can be scalable	• Establishment of an Evaluation framework for evaluation of potential models for development of issues specific to Small Island States • Regular participation in international conferences and promotion of innovative ideas and models that have proven successful • Links between innovative social enterprises, business and research centres (including UoB) promoted	• Promotion of The Bahamas as the centre for social entrepreneurship	ST	OPM/ MOF/Civil Society	HIME
7.5.6 Improve funding for social development enterprises	• Policy framework developed	• Availability of seed funding for non-for profit and for-profit social enterprises of all sizes	ST-	OPM/ Civil Society	HIME

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
7.5.7 Develop creative high impact solutions for social challenges with special emphasis on technological solutions	• Annual competition to find the best innovative idea that meets a significant social need which is scalable can be replicated in different islands held.	• New innovative ideas that could resolve social challenges	ST	OPM/ Civil Society	MILE
7.5.8 Development of a philanthropic clusters, including the clustering of enterprises to create scale and increase their impact	• Alliances, and associations for social enterprises created • Social enterprise hubs, business parks and networks created • Links between social enterprises and for profit business created	• Increased numbers of social enterprises that operate at the national level, reduce poverty, improve living and education and social standards and facilitate development.	MT	Civil Society/ OPM	HILE
7.5.9 Enhance the impact of social enterprise within the public sector	• Social enterprise council bringing public sector agencies, local government, private companies and social enterprises together to develop solutions for social problems created • Metrics for social value created. • A stamp (brand) for ethical investment and philanthropy created	• An established social enterprise sector as a key supplier of services • A clear accounting of the benefits of social enterprises. • Reduction in the government fiscal budgets for social services	MT	OPM/ Civil Society	HIME

Strategy 7.6: Develop and Revitalise Marginalised Communities

Strategy	7. 6: Develop and revitalise neglected and marginalised communities across the country to ensure that these communities have access to improved housing, water and sanitation (No Poverty SDG 1 Target 1.4, Clean Water and Sanitation SDG 6 Target 6.1, 6.2, 6.3, 6.b and Sustainable Cities and Communities SDG 11 Target 11.1, 11.3, 11.4 and 11.7)
Why Important?	Community development initiatives at the grass root level ensure that no community is left behind. Ensuring that everyone has access to improved housing, water and sanitation is important because these resources are needed to sustain life and health. Revitalising neglected areas preserves the historical heritage of these communities and provides for good opportunities for the involvement of CSO/NGOs and private companies in community development and in turn increases social cohesion.
Risk Assessment	1. Lack of a formal framework (Memorandum of Understanding) harmonising the responsibilities of government agencies and a code of conduct for CSOs'/NGOs in community development 2. Failure to build technical human resource capacity and data collection capacities of Urban Renewal and other government agencies working in marginalized communities. 3. Lack of poverty sensitive government spending in marginal communities and lack of innovative domestic resource mobilisation.
Indicators of Success	1. Development of marginalized communities 2. Reduction in the number of slums 3. Increase in number of people with access to improved housing 4. Increase in the number of sewer and water connections in disadvantaged communities 5. Increase in social cohesion 6. Increase in the value of housing stock 7. Lower crime rates 8. Increase in well maintained and well managed parks and green spaced 9. Increased access to library services within communities

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
7.6.1 Conduct poverty mapping/profiling studies in all marginalized communities across the country	• Consistent poverty mapping exercises to determine the multi-dimensional nature of poverty in marginalised	• Identification and location of the poor • Creation of poverty profiles to better determine poverty	Short - Term and ongoing	Lead COB in collaboration with MSSCD, DOS	High/ Medium

	communities conducted • Position papers identifying causes of deprived communities produced regularly	reduction polces, programmes and projects • Improved targeting of the poor • Collection of new and relevant quantitative and qualitative data about urban renewal programmes and the socio-demography of inner-city neighbourhoods on a regular basis[41]			
7.6.2 Strengthen the Urban Renewal 2.0 Programme	• Draft Urban Renewal Bill passed to: ▪ incorporate the Urban Renewal Commission as a statutory body creating of a governance structure to improve service delivery • Policy for Urban Renewal Centres to serve as a coordinating hubs for community programmes drafted and implemented • MOU's signed between Urban Renewal Commission and	• Efficient Urban Renewal Programme structure with a clear legal mandate • Harmonised community programmes • Representatives of key social, health and policing agencies stationed in each Urban Renewal Centre • Increase in number of dispute resolution cases including restorative justice cases heard by mediators in Urban Renewal Centres • Reduction in number of cases brought before the court as a	**Short Term to Medium Term**	**Lead OAG (legislation)** **Urban Renewal Commission where relevant**	**High/ Medium**

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[41] ibid

	government agencies[42] specifying service responsibilities • The International and Western Hempshire Arbitration and Mediation Centre Bill passed[43] to strengthen the dispute resolution work of Urban Renewal 2.0 produced • Monitoring and Evaluation policy for Urban Renewal designed and implemented • Monitoring and Evaluation experts recruited • Urban Renewal Fund created	result of ADR hearing • Increase in social cohesion in communities[44] • Improved job prospects for local people within the communities[45] • Rise in trust between the police and community members • Resolution of social, health and environmental issues at community level within a short space of time • Increase in number of dilapidated houses repaired through the Renewal Small Home Repairs programme • Reduction in number of abandoned buildings • Reduction in number of derelict vehicles • Increase in employment opportunities for small contractors, tradespersons, and semi-skilled personsInter-agency information sharing[46]			
7.6.3 Improve existing	• Identify locations for creation	• Existence of enabling	**Medium**	**Lead CBOs**	**High/Low**

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[42] Ministry of Social Services, Ministry of Health, the police, etc.

[43] Act establishes an arbitration centre and alternative dispute resolution mechanisms (ADR). ADR has a component of restorative justice

[44] Human Development and Urban Renewal, Past, Present and Possibly Future: Final Consultation Report

[45] ibid

[46] Ibid

community green spaces and create additional green spaces within communities	of green spaces in communities • Policy on the re-design of parks and open spaces and encouraging ownership of parks and green spaces by communities produced and implemented	environments for creativity and innovation • Increase in physical and activities in parks and other green spaces • More active participation of the community in the maintenance and development of parks and open spaces • Well maintained and well managed parks • Increase in nature of well being • More safe places to enjoy life	**Term – Long Term**		
7.6.4 Construct and set up physical libraries within communities	• Policy on establishment of libraries in community areas produced • Locations for construction and setting up of public libraries identified • Community libraries equipped with books and smart technology (computers, etc.) built	• Increased access to library services within communities with core services of reading, information, digital services, health, wellbeing for the benefit of children and adults • Better education outcomes • Availability of additional structured environment for children and the youth	**Medium Term – Long Term**	**Lead MPW in collaboration with MOSSCD, MOE and Civil Society**	**High/Low**
7.6.5 Revive and preserve local historical and cultural communities, settlements and heritage sites across the country[47]	• Assessment study conducted to identify key heritage, cultural communities and national parks across the country • Costing exercise completed	• Historical and cultural community settlements, homes restored across the country • Restoration of heritage sites and National Parks across the	**Medium Term – Long Term**	**Lead Antiques and Monuments in collaboration with MOT and the Bahamas**	**High/ High**

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[47] Nassau for example: Masons Addition, Bain and Grants Town, Englerston, Fox Hill, Gambier and Adelaide. In the Family Islands for example, San Salvador National Parks and heritage sites

				History Society	
	and funding obtained to refurbish and maintain heritage, cultural communities and national parks • Dilapidated historic, community and cultural buildings and sites restored, rebuilt and preserved • Cultural Villages established in key historical areas across the country • Policy on strengthening the integration of Junkanoo into community development drafted/implemented • The Junkanoo Corporation's organization structure formalised under the Companies Act 1992	country • Increased number of cultural and street festivals across the country • Increased number of souvenir shops and visitor sites in communities/settlements/ villages across the country • More tourist tours (local and international tourists) in communities/settlements across the country • Community Centres around Junkanoo shacks open 24 hours seven days a week • Junkanoo museums within communities			
7.6.6 Upgrade, clean and rebuild dilapidated houses in marginalised communities, particularly urban areas	• ESCI Nassau Project Master Plan completed • ESCI master plan recommendations implemented • National Housing policy produced • Policy on incentivized public private partnerships for community revitalization produced • Approval of additional budget amount to repair dilapidated Government rental housing allocated to the Ministry of	• Increase in public private partnerships leading to the upgrade of community neighbourhoods • Increase in the number of improved affordable/low cost housing units built, preserved or improved • Reduction in the number of derelict vehicles and abandoned buildings in communities • Increased empowerment efforts for residents within communities: people to keep	Medium Term – Long Term	OPM, Ministry of Social Services and Community Development	High/ High

	Housing and Environment • Policy on partial Government subsidies to assist landlords with upgrade of homes • Rent control Act and Regulations enforced • Derelict Motor Vehicles (Disposal) Amendment Act 2014 enforced.[48]	their own homes (private spaces) and communities clean • Increase in number of street lights installed/restored • Increase in the number of beneficiaries perceiving improvement in security and convenience through better lighting • Increase in the percentage of the population who perceive their priority urban service needs are being addressed. • Reduction in number of buildings in dis-repair			
7.6.7 Develop an affordable/low cost housing strategy for specific groups: a) Single mothers with children b) Families c) Young people d) Elderly e) Disabled whose needs are not met by the market.	• Affordable housing policy produced for specific groups[49] which : • Identifies the scale and mix of housing that the local population is likely to need over the plan period • Identifies areas where houses/condominiums will be built • Identified needed amenities and infrastructure needed in the target such as day care	• Increase in available high quality homes in mixed sustainable communities for those in need; • Increase in opportunities for home ownership; • Increased opportunities for greater quality, flexibility and choice to those who rent	**Medium –Term – Long Term**	**MEH**	**High/Low**

[48] Act clarifies the definition of a derelict vehicle and give additional powers for the swift removal of derelict vehicles from the streets
[49] a) Single mothers with children, b) Families c) Young people

	centres • Identifies strategies for allocating the houses/condominiums including eligibility requirements Affordable housing built in identified areas				
7.6.8 Develop and implement an equitable policy on the eradication of slums/informal settlements	• National slum profiling studied carried out to identify slums in the country and completed • Existing policy on relocation of informal settlements reviewed and revised to ensure it is equitable • Revised policy on informal settlements implemented	• Accurate data on number of slums/informal settlements in existence • In-situ upgrade of slums/informal settlements in designated/existing areas by providing land[50], infrastructure and social amenities in appropriate sites • Livelihood strategies of vulnerable groups in upgraded slum areas retained and improved • Increase in number of vulnerable populations with improved housing and sanitation facilities • Increased levels of health and wellbeing in informal settlements • Increased number of vulnerable groups with property rights	**Medium Term to Long Term**	OPM, MHE and MSSCD	**High/ High**
7.6.9 Upgrade water and	• A rapid assessment study on	• Increase in the percentage of	**Medium**	MSSCD, MWP,	**High/**

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[50] property rights where appropriate (temporary or otherwise) granted to vulnerable groups

sanitation infrastructure in all marginalised communities	water and sanitation services available in marginalised communities conducted and report produced • Existing water supply and sanitation infrastructure in marginalized areas rehabilitated	the vulnerable population with reasonable access to an adequate amount of water from an improved source, such as a household connection, public standpipe, borehole, protected well or spring, and rainwater collection • Increase in number of piped water supply connections provided/restored • Increase in number of sewerage connections provided/ restored • Increase in number of households and improved sanitation • Improved sanitation and hygiene conditions by installation of sustainable sanitation	**Term to Long Term**	**WSC and URCA**	**High**

Strategy 7.7: Eliminate Discrimination and Protect Human Rights

Strategy	**7.7 Eliminate inequality by removing discriminatory laws, policies and practices to ensure social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, economic or other status.** **(Gender Equality SDG 5 Target 5.1, 5.2, 5.a and 5.c, Decent Work and Economic Growth SDG 8 Target 8.7, 8.8, Industry, Innovation and Infrastructure SDG 9 Target 9.1, Reduced Inequalities SDG 10 Target 10.2, 10.3, 10.4 and 10.7, Sustainable Cities and Communities SDG 11 Target 11.1, 11.2 and 11.7 and Peace Justice and Strong Institutions SDG 16 Target 16.1, 16.2, 16.3, 16.6, 16.a and 16.b)**
Why Important?	Equality ensures that everyone has an opportunity to fully participate in society, enhances economic, social and cultural development and strengthens political and social systems.

Risk Assessment	1. Ignoring the need to implement policies and regulations which emphasis tolerance of all members of society and the need and failing 2. Failure of the Government agencies to uphold the rule of law and protect basic human rights by failing to enforce legislation due to corruption 3. A weak civil society 4. Weak capacity (human resources and equipment) of police force and judiciary limiting the protection of human rights 5. Failure to consistently inform/educate society on the importance of the inclusion of all members of society leading to increased cultural intolerance and ignorance
Indicators of Success	1. Increased access to justice for vulnerable groups 2. Increase in number of minorities whose human rights are protected 3. Equal access to public services and amenities 4. Increase in social cohesion

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort

7.7.1 Introduce a comprehensive system of legal aid for civil and criminal law matters[51]	• Legal Aid Commission re-established
	• A review and revision of the Legal Aid Commission Report 2005 conducted to reflect modern needs
	• Findings of the Legal Aid Commission Report implemented including:
	  ▪ Establishment of a Legal Aid Facility with branches within identified communities
	  ▪ Establishment of a Public Defenders Unit
		• Promotion of the rule of law increased
		• Increase in number of functioning legal aid clinics
		• Increase in number of fully staffed and functional legal aid centres in marginalised communities/settlements offering a full range of legal aid services
		• Increased percentage of the number of poor and vulnerable groups who have satisfactorily used available
			Short-Term and ongoing	**LAC, BBA, OAG**	**High/High**

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[51] Questions (means testing, funding)

	• Legal aid legislation passed • Legal Aid Fund to set up legal aid centres and to train staff working in these centres established • International Western Hemisphere Arbitration and Mediation Centre Bill and Rules 2015 passed • Correctional Services Act 2014 amended to allow for the establishment of a Legal Aid Unit within the Department of Corrections	legal aid services • Increase in number of poor and vulnerable groups who are aware of available legal aid service and who have trust in using these service providers • Confidence in the fairness and accessibility of the justice system • Better outcomes for individuals accessing legal information and the justice system within communities and in the Department of Corrections • Avoidance of costs to the community as a result of better justice outcomes • Increased efficiency of the justice system and reduction in backlog of cases in the courts • Disputes within the community and within the Department of Corrections resolved by alternative dispute resolution for example Restorative Justice			
7.7.2 Repeal discriminatory laws in order to promote gender equality	• Gender equality referendum held • Facility for pregnant inmates within the Department of Corrections built	• Decrease in discrimination based on gender • Compliance with international human	**Short Term-Medium Term**	**CC, OPM, MSSCD, WB in collaboration with UNHCR**	**High/ Medium**

		rights instruments on discrimination (CEDAW) • Changes in perceptions of risk of discrimination based on gender • Improved housing conditions for pregnant women housed in the Department of Corrections			

7.7.3 Introduce a national response to gender based violence	• National Strategic Plan to Address Gender-Based Violence fully implemented.[52]
	• Policy formulated to address the 'Girl Fighting' phenomenonwith provisions which, inter alia,:
	
	  ▪ take into account the developmental needs of girls at adolescence, a critical stage for gender identity formation;
	  ▪ reinforce positive identity for girls and positive relationship building;
	  ▪ provide girls with decision-making and life skills that will assist their development into
		• Penalty for perpetrators of sexual harassment increased
		• Family court system created
		• Effective application of the national strategy to combat GBV
		• Reduction in the proportion of women or girls experiencing some form of GBV who file a report with the police
		• Reduction in adolescent female aggression
			Medium Term to Short Term	**OAG, House of Assembly, MSSCD**	**High/High**

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[52] Plan recommends inter alia, amendment to and domestic legislation relating to certain areas of GBV such as sexual harassment in the workplace and street creation of a National Protocol to address GBV establishment of GBV Authority and women's shelter/safe houses established by law

	womanhood.				
7.7.4 Strengthen support systems and referral networks for those dealing with gender based violence (professionals and institutions)	• Domestic Violence Unit of the Ministry of Social Services strengthened (human resource and infrastructure capacity) • Professionals charged with defending rights (police, judiciary etc.) and providing health care trained on domestic violence (gender responsive service) • Comprehensive Screening Tool created to identify those affected by domestic violence using social services • Economic support for domestic violence victims secured through the establishment of a national fund to support abused women and their children • Campaigns aimed at engaging men as gender justice and anti-violence advocates convened regularly	• Increase in number of police, judiciary and health professionals receiving training on GBV • Increase in Sexual Offences Units in police stations across the country • Increase in number of training sessions provided • Increase in number of incidents of gender based violence reported to the police and health care providers • Extent to which women and girls perceive policing services to be more accessible • Increase in number of domestic violence victims leaving abusive relationships • Reduction of cases of domestic violence	**Short Term and ongoing**	**MSSCD, WB, UN Women, BCC , and other CBOs**	**High/ Medium**
7.7.5 Strengthen the adjudication of human rights cases	• Legislation enacted to establish a human rights tribunal to deal with all human rights abuses • Judges and prosecutors with expertise in human rights	• Increase in the proportion of cases of police brutality adjudicated • Increase in number of human rights judges and prosecutors recruited	**Short Term to Medium Term**	**OAG and where relevant, JLSC and BA**	**High/High**

	recruited • National Human Rights Commission established and equipped with appropriate human and technological resources	• Increase the proportion of cases of domestic violence adjudicated in the human rights tribunal and family court			
7.7.6 Strengthen monitoring and implementation of international human rights conventions	• Human rights experts employed in the Bureau of Women's Affairs in the MOSSCD and MONS • Department of Gender Affairs established and capacity of the Department built • Human rights monitoring and evaluation training provided in MSSCD and MNS to relevant professional	• Increased and effective ongoing monitoring of human rights abuses	**Immediately and On-going**	**MSSCD and MNS** **UN**	**High/ Medium**
7.7.7 Strengthen the judicial determination of family law matters (custody matters, child maintenance etc.)	• Legislation enacted establishing a family court to deal with family law matters[53] • Minor Advocate appointed by the Department of Social Services as required under the Child Protection Act • Child Protection Act regulations enacted	• Holistic approach to resolving family disputes (system embraces legal, psychological and social issues in determining matters) • Conciliatory system of determining family matters • Speedy resolution of family disputes • Availability of an advocate to represent the best interests of	**Short Term to Medium Term**	**Lead role: FCSC in collaboration with MSSCD, JLSC**	**High/Low**

[53] *as recommended by the Report of the Family Court System Committee*

		children in every case of abuse or neglect that result in a judicial proceeding.			
7.7.8 Strengthen the capacity of agencies responsible for the protection of children	• Child Registry (responsible for receiving, recording and referring reports of child abuse to the Child Protection Unit and to the police) established • Establishment of a call centre within the Ministry of Social Services • All police officers trained and aware of their responsibilities under the Child Protection Act[54] • National Parenting Programme strengthened by transitioning the National Parenting Programme unit to a department with its own budget, with the ability to recruit trained social workers and counsellors and with overall monitoring and evaluation experts • Social workers and counsellors trained regularly • Additional social workers recruited in the Ministry of Social Services • Data collection data base upgraded and data standardised in the Ministry of Social Services	• Consolidated information system on reported cases of child abuse • Production of accurate date on child abuse • Effective monitoring of child abuse cases • Increase in prosecution of child abuse cases • Increase in number of people who are able to report child abuse cases • Reduction in number of children and youth involved in anti-social behavior • Impact assessments on effectiveness of National Parenting Programmes • Efficient delivery of quality social services to the public • Consolidated data base at the Ministry of Social Services which is linked to all of the units at the	**Short-Term to Long Term**	**MSSCD, OAG and MNS**	**High/ Medium**

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[54] Including their responsibilities with refers for Care Orders

		Ministry • Accurate social services policies passed based on available data			
7.7.9 Strengthen existing child protection programmes	• A Child Sex Offenders Registry established • Child abuse programmes and policies reviewed and revised with the view of strengthening them. These programmes include: ▪ School-based child abuse programmes; ▪ Teacher training programmes on non-violent discipline approaches; ▪ Community-based interventions programmes to prevent violence against children including targeted interventions to prevent incest; ▪ Parenting programmes and practices ▪ Mass media awareness-raising campaign programmes	• Effective monitoring of child sex offenders • Increased reporting of child abuse cases • Decrease in child abuse incidence • More informed society on child abuse and effective parenting	**Short-Term – Medium Term**	**MSSCD, and MNS**	**High/Low**
7.7.10 Enforce child protection legislation	• Employment Act 2002 enforced • Child Protection Act 2009 enforced	• Reduction number of cases of child labour and exploitation • Increase in the number of children protected under the Child	**Short Term and ongoing**	**RBPF in collaboration with OAG and CBOs**	**High/Low**

		Protection Act from child abuse including incest			
7.7.11 Implement a national response to end trafficking of persons and to protect trafficked persons	• National Anti-trafficking in Persons Strategy 2014-2018 implemented • Bilateral and multilateral agreements for exchange of information, mutual legal assistance and safe returns in order to jointly tackle the root causes of trafficking in persons in the region signed • A harmonized data collection system to collect data on human trafficking created and launched • Building with increased capacity acquired to relocate safe house for women and children trafficked into the country to a secure environment	• Existence of Memorandum of Understanding with civil society groups, NGOs and FBOs specifying their role in reducing trafficking and increasing funding • Increase number of NGOs involved in anti-trafficking outreach activities in Family Islands • Increase in the number of training programmes on effective reporting on trafficking in persons for all stakeholders (police, the defence force, immigration and border agents, prosecutors, judges and lawyers) • Increase in the number of dismissals of law enforcement and judicial authorities involved in trafficking or trafficking related crimes • Increase in the number	**Medium Term to Long Term**	**Lead role: MNS in collaboration with MSSCD, BCC and UNHCR**	**High/ Medium**

		of prosecutions of law enforcement and judicial authorities involved in trafficking or trafficking related crimes • Decrease in number of trafficked persons • More respect for human rights for migrants			
7.7.12 Strengthen immigration legislation to ensure promotion of human rights including the protection of the stateless	• Immigration (Amendment) Act 2015 amended to allow for the provisions of Belonger's permit to apply to stateless individuals • Carmichael Detention Centre Detention Policy Regulations drafted and passed • Immigration Management Act passed • the 1954 Convention relating to the Status of Stateless Persons and the 1961 Convention on the Reduction of Statelessness ratified and implemented domestically through passing legislation. • Refugee policy and legislation passed	• More stateless persons granted status • Reduction of number of stateless individuals • Decrease in percentage of migrants who perceive they are unwelcome in the country • Structured and clear detention policy and procedures for detained migrants • Enforcement of fines against airlines transporting illegal migrants into the country • Increase in social cohesion within communities • Clear and equitable policy on addressing refugee matters	**Medium Term**	**OAG, MNS, MSSCD, RBPF, RDF, BCC in collaboration with UNHCR**	**High/Low**

7.7.13 Strengthen the capacity (human and technological) of the Immigration Department	• Statistical unit established • National Border System created and launched • Additional immigration officers recruited and trained	• Increased collection of immigration data • Accurate mapping of immigration trends • Coordinated data base system allowing for information sharing between all law enforcement agencies	**Medium Term**	MONS	**Medium/ Medium**

7.7.14 Strengthen the capacity of the Carmichael Detention Centre (facilities and human resources)	• Carmichael Detention Centre upgraded with a fully equipped and staffed medical centre
	• Detention Centre Safe house relocated to logistically suitable premises
	• Study to assess the security needs at the Centre conducted and recommendations implemented
	• Additional immigration officers recruited
	• Training and support policy created and implemented:
	  a) to train immigration officers in international human rights law and refugee law
	  b) to offer immigration officers psychological support
		• More easily accessible health care services available to detainees
		• Reduction in time spent by immigration officers attending to detainee needs at PMH
		• More knowledgeable staff in human rights standards and refugee law
		• Psychological support available immigration officers
		• More secure Detention Centre
			Medium Term- Short Term	MONS	**Medium/ Medium**

7.7.15 Improve the living conditions	• Strategy 4.6.1 implemented by the completion of new	• More humane prison conditions	**Medium Term and**	MONS	**High/High**

in the Fox Hill Prison (the Department of Corrections) (Also refer to Goal 4, Strategy 4.6)	Correctional Facility to increase the capacity of the facility and to reduce overcrowding in the facility
	• Existing Policy on Standard Minimum Rules for the Treatment of Prisoners reviewed, revised and implemented to comply with international best practices which includes standards on:
	  ▪ Separation of detainees by categories
	  ▪ sleeping accommodation shall meet all requirements of health, due regard being paid to climatic conditions and particularly to cubic content of air, minimum floor space, lighting, heating and ventilation
	  ▪ Information to and complaints by prisoners
		• Humane treatment of detainees
		• Enabling environment for positive rehabilitation of offenders
			ongoing		

7.7.16 Create a more inclusive environment to allow those with disabilities to access infrastructure and services	• Proposed public bus unification system launched • Public transportation policy (as required by section 22 of the Persons with Disabilities (Equal Opportunities) Act 2014) implemented to ensure access to public transport for those with disabilities.	• Increased in number of people with disabilities using public transport • Increase in number of people with disabilities with access to residential home care • Decline in discrimination against	**Short Term – Medium Term**	**Collaboration between MOT and NCFPWD**	**High/High**

	• Provisions of the Persons with Disabilities (Equal Opportunities) Act 2014 enforced to ensure non-discrimination of those with disabilities on any ground including access to employment, education and health services • College of The Bahamas (University of The Bahamas), Bahamas Vocational Training Institute and the National Training Agency curriculum and enrolment policy revised to make provisions for enrollment of those with disabilities • Public Health Clinics and Princess Margaret Hospital equipped with facilities and medical personnel trained on the medical and rehabilitative needs of various types of disabilities • Public After School Care facilities built and equipped (technology and human resources) for those with disabilities • Residential care homes for people with mental illness and physical disabilities built and equipped	people with disabilities • Increased number of those with disabilities with tertiary education and vocational skills • Increase in the numbers of those disabilities with the necessary skills to access the job market	**Immediate and On-going**		
7.7.17 Improve the health services available to the elderly and the delivery of such services	• Home Health Network established within communities to help elderly persons leaving hospital to become independent again	• Increased number of elderly people capable of living in independently within	**Medium Term**	**MOH in collaboration with the Senior Citizens Division and**	**High/Medium**

				COB	
	• Transitional care units established in hospitals to assist the elderly prepare for hospital release • Additional health centres which deal with holistic treatment of elderly persons established within communities • Training of staff working in Age friendly Group Homes (Assisted living facilities) and Day Care Centres provided in the areas of: ▪ Physiotherapy ▪ Nutrition ▪ Care giving etcetera • College of The Bahamas/University of The Bahamas' School of Nursing curriculum reviewed and revised to include provision for sensitisation training for nurses and caregivers on providing health care services to the elderly • Scholarships granted to high school leavers to study to qualify as geriatricians	communities • Increased number of medical professions who are sensitive to the needs of older persons • Increased number of doctors with specialisations in the diagnosis, treatment, and prevention of disease and disability in the elderly			
7.7.18 Increase the availability of housing for the elderly (Refer also to Action 7.6.6, 7.6.7 and 7.7.19	• Study conducted to: ▪ assess the number of additional Age Friendly Rental Units (Independent Living units), Age Friendly Group Homes (Assisted living) and Day Care Centres	• Reduction in waiting times for the availability of suitable accommodation and daycare facilities	Short-Term – Long Term	MSSCD	High/High

	needed ▪ identify suitable locations for the construction of these facilities (Rental Units, Group Homes, Day Care Centres) and recommendations made • Additional Age Friendly Rental Units , Age Friendly Group Homes and Day Care Centres constructed				
7.7.19 Legislation to protect the elderly enacted and enforced	• Legislation passed to end discrimination based on age • Powers of Attorney Act 1996 reviewed and revised to ensure that older persons are afforded adequate protections • Draft policy document prepared by the National Council of Older Persons and the Senior Citizens Division detailing the rationale for the enactment of legislation for older persons finalised, approved and recommendations implemented as follows: ▪ Legislation to guide the Senior Citizens Division in providing services for senior citizens passed. Provisions of the legislation to include: ○ guardianship provisions that enable the Senior Citizens Division to intervene in cases of	• Mandatory retirement age revised for both private sector and the public sector • Reduction in the number of older persons without adequate under the law • Increased number of people afforded opportunities to work after 55 years of age (in the private sector) and 65 years of age (in the public sector) • Increased intervention by the Senior Citizen's Division to prevent abuse and neglect of the elderly • Increase in number of elderly people with access to suitable	**Short-Term**	**OAG**	**Medium/ Low**

	abuse and neglect of the elderly; o powers to regulate accommodations for the elderly; o reduce premature institutionalisation of the elderly	accommodation • Reduction in numbers of cases of premature institutionalisation of the elderly			
7.7.20 Create a more inclusive environment to allow the elderly to access transport services	• Proposed public bus unification system launched • Public transportation policy which takes into account the needs of the elderly drafted and recommendations implemented • Provisions of the Persons with Disabilities (Equal Opportunities) Act 2014 enforced	• Increased in number of elderly persons using public transport which is conducive to their needs •	**Short-Term – Medium Term**	**MSSCD**	**High/ Medium**

7.7.21 Develop and implement policies to address HIV/AIDs related stigma and discrimination	• A policy on HIV/AIDS related stigma and discrimination produced to include:
	
	  ▪ improving public understanding of stigma and discrimination based on HIV/AIDS
	  ▪ empowering people living with HIV/AIDS and at risk populations
	  ▪ guidelines to reduce discrimination
	
	• Public education campaigns held by convening workshops within communities
	• Legislation to support the policy on HIV/AIDS related stigma and discrimination drafted, implemented and enforced
		• People with HIV/AIDs have equal access to basic goods and services
		• More people with HIV/AIDs have access to employment opportunities
		• More people with HIV/AIDS have equal protection under the law
		• A more informed public on HIV/AIDS
		• Reduction in the level of stigma attached to HIV/AIDS
		• Increased number of people seeking treatment for HIV/AIDS
			Short-Term	**MOPH in collaboration with CSOs and OAG**	**High/Low**

Strategy 7.8: Strengthen Social Protection Mechanisms

Strategy	7.8 Strengthen the provision of social protection[55] to ensure that all vulnerable groups have access to adequate safety nets (SDG 1 No Poverty Target 1.2, 1.3 and 1.b and Reduced Inequalities SDG 10 Target 10.4)
Why Important?	Social protection is an important social policy instrument for poverty reduction, social cohesion and economic growth. Social protections provide vulnerable populations who are susceptible to adverse shocks resulting from natural, health, social, economic, political, and environmental risks with safety nets to protect them against shocks.
Risk Assessment	1. Errors of targeting. Not implementing a human rights based approach to social policy leading to the most vulnerable and the poorest population being excluded from benefiting from social protection while many of the non-poor benefiting from the said safety nets.

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[55] Social protection interventions include, at a minimum, social insurance, labour market policies, social safety nets and social welfare services.

	2. Inadequate funding due to targeting
	3. High Administrative costs due to targeting
	4. Failure to creatively mobilise domestic resource
Indicators of Success	1. More informed policy on social protection programmes
	2. Increased number of vulnerable individuals with access to social protection programmes
	3. Reduction in the number of targeting errors
	4. Reduction in poverty
	5. A more sustainable National Insurance Fund

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
7.8.1 Assess the existing social protection programmes to determine whether they: I. cover vulnerable groups affected by both chronic and transient poverty II. alleviate poverty and social exclusion	• Study conducted to assess the accessibility and impact of the following benefits: a) social insurance programmes (contributory)[56] b) Social assistance programmes (non-contributory)[57] and recommendations produced and implemented	• More informed policy on social protection programmes	**Medium Term**	**MSSCD, NIB, MOL in collaboration with DOS**	**High/Low**

[56] Contributory programmes (are designed to help households insure themselves against sudden reductions in work income as a result of sickness, maternity, employment injury, unemployment, invalidity, old age (i.e. pensions) or death of a breadwinner.)
[57] consist of targeted interventions designed for the poorest and most vulnerable and financed out of general revenues – unconditional and conditional transfers (in cash or kind); and targeted subsidies designed to ensure access to health, education, housing or public utilities, such as water or electricity -child care, elderly care, care for people with disabilities, home based care and referral support for people living with HIV, family and community support services, rehabilitation support for out-of-school youth, drug users and child labourers and psychosocial services

7.8.2 Implement Social Protection Floors by strengthening legislation and policies	• International Convention on Economic Social and Cultural Rights enacted into law domestically and enforced • ILO's Social Protection Floors Recommendation, 2012 (No. 202) fully adopted. • Policy on universal non-contributory pension schemes drafted and implemented • Policy on micro-insurance schemes drafted and implemented • National Health Insurance fully implemented • Employees' Pension Fund Protection Bill 2012 and supporting Regulations passed into law • Study conducted to determine whether a Mandatory Pension system should be introduced and recommendations made (Chilean Model) • Legislative and regulatory framework within which new social insurance and social assistance schemes can operate drafted and passed	• A human rights based approach to social protection • Increase in number of individuals with lower contributory capacity (including informal economy workers) who benefit from social insurance (for example through schemes such as micro-insurance[58]) • Increase in the number of beneficiaries of social protection programmes in chronic and transient poverty • Reduction in incidences of extreme poverty • Increased share of persons above retirement age that benefit from an old-age pension • Share of persons with severe disabilities who receive a regular disability benefit increased • Increased expenditure on safety net programs as a percentage of GDP • Increase in health expenditure not financed out of pocket by poor households • Increase in share of eligible population covered by (basic) health care provision • Existence of a framework for good	**Medium Term – Long Term**	**OAG, MOL, MSSCD**	**High/ High**

[58] A micro-insurance scheme is defined as the pooling of resources among people that are excluded from formal social protection mechanisms and that usually belong to the same community (village, cooperative, trade-union, micro-finance institution, etc.) to share risks

		governance, oversight and enforcement and protections for the administration of pension plans.			
7.8.3 Improve targeting methods for non-contributory social assistance benefits	• Study conducted to assess targeting/means testing methods for all non-contributory social assistance benefits and recommendations produced • Inclusive targeting policy for all social assistance benefits drafted and recommendations implemented	• Reduction in number of errors of exclusion of vulnerable people • Increased number of vulnerable and chronically poor and eligible individuals and households benefiting from social assistance • Increase in number of social assistance programs that respect the principle of equality and non-discrimination (universalism)	**Short-Term and on-going**	**MSSCD and NIB**	**Medium /Low**
7.8.4 Strengthen the sustainability of NIB's Social Security Scheme	• NIB's 'Contribution Compliance Strategy' reviewed and revised to strengthen compliance - to ensure employers including the self-employed comply with the contributory provisions of the National Insurance Act 1974 • Study conducted to ascertain the feasibility of all of NIB's contributory schemes including the pension's scheme and report produced with recommendations for any needed adjustments to contribution rates	• Adequate coverage of citizens • A more sustainable National Insurance Fund	**Short-Term and Ongoing**	**NIB in collaboration with MOL, BCCC**	**High/ Medium**
7.8.5 Strengthen legislation and policy	• National Insurance (Chronic Diseases Prescription Drug	• More access to prescription drugs and medical supplies for	**Short-Term**	**OAG in collaboration**	**High/Lo**

to allow for more vulnerable groups to benefit from the prescription drugs	Fund) Act 2009 amended to expand the list of chronic illness covered by the Drug Fund[59] • Amended National Insurance Diseases Prescription Drug Fund) Act 2009 mapped into a fully universal NHI programme	vulnerable groups suffering from a broad range of chronic illnesses		**with MOH and NIB**	**w**
7.8.6 Further strengthen monitoring of all social protection programmes.	• Comprehensive, electronic data-bases acquired to enable more efficient and effective monitoring of: ▪ Contributory and non-contributory benefits	• Consistent mapping of the accessibility and impact of social protection programmes • More informed social protection policies	**Short-Term**	**MSSCD and NIB**	**High/ Low**
7.8.7 Strengthen information flows on availability of social services	• Establishment of a National Social Services Unit comprised of technical experts from agencies which administer social protection programmes to coordinate the provision of social services among governmental providers • National harmonized social protection database established • Harmonised community	• Increased percentage of poor households aware of available social services and benefits • Increased use of online platforms, electronic communication to publicise benefits available • Data collated into a central database on all social protection programmes	**Medium Term**	**Ministry of Social Services and the National Insurance Board**	**High/ Low**

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[59] eg HIV/AIDS, Alzheimer's disease, Parkinson's disease and other neurodegenerative diseases, Cerebral palsy, Chronic renal failure and kidney disease, Multiple Sclerosis

	education and outreach policy on available social protection programmes drafted and recommendations implemented				

Strategy 7.9: Improve Data Collection on Poverty

Strategy	7.9 Improve data collection to accurately analyse the nature and depth of poverty in The Bahamas (No Poverty SDG 1 Target 1.1, Gender Equality SDG 5 Target 5.1, 5.2, 5.a and 5.c, Reduced Inequalities SDG 10 Target 10.2 and 10.3 Peace, Justice and Strong Institutions SDG 16 Target 16.6 and 16.7 and Partnership for goals SDG 17 Target 17.18)
Why Important?	It is important to assess the nature and depth of poverty from a multi-dimensional perspective in order to accurately draft policies to alleviate poverty.
Risk Assessment	1. Lack of skilled experts with expertise in development, poverty and statistics working in agencies responsible for data collection 2. Unattractive immigration policies which limit recruitment of those with expertise in development, poverty and statistics
Indicators of Success	1. Accurate data collected to reflect the multi-dimensional nature of poverty 2. National Strategy on data collection implemented 3. More informed poverty alleviation policies

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
7.9.1 Improve data collection on poverty at the Department of Statistics to capture economic, social,	• National Strategy for multi-dimensional data collection on poverty produced[60] • Statisticians trained on new poverty research	• Accurate collection of data to reflect multi-dimensional nature of poverty • Collection of disaggregated data from poverty mapping	Medium Term and on going	DS, MSSCD and U.N. Statistical Department	High/ Medium

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[60] To include social indicators which often provide a more accurate picture of poverty

environmental and cultural aspects of poverty.	methodologies and poverty mapping • Technology upgrade - hardware, software and equipment for poverty mapping exercises obtained • Statistics Act 1973 amended to increase penalties and strengthen provisions for the requirement to furnish information to the Department of Statistics and data collection under the Act • Inter-agency collaboration Memorandum of Understandings on data collection drafted and implemented	exercises at defined community levels by: gender, age, ethnicity, nationality to ascertain level of access to basic goods and services • More informed policy development • Greater ability to measure indicators of poverty against international standards			
7.9.2 Investigate the nature of gendered poverty in the country	• Studies conducted to assess the socio-economic status of girls and women including: a) women in female headed households[61] b) women in male headed households including assessment of labour deprivations and time and asset poverty in both scenarios	• Availability of data collected on women particularly data on: a) women's access to reproductive health care b) women's access to income c) women's ownership/control of land or assets d) women subjected to violence/insecurity Most e) women's exclusion from decision-making f) women and time poverty g) women exploited in the labour	**Short-Term – Medium Term**	**COB in collaboration with DOS and CSOs**	**High/ Low**

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[61] Widowhood, separation, divorce, non-marriage, migration (forced or voluntary)

		market including those working in the informal economy • More informed poverty alleviation policies			

ENVIRONMENT (BUILT and NATURAL)

It has been said that a nation will only go as far as its infrastructure allows. For The Bahamas, the same could also be said for its natural environment, including the pristine sand, water and land we enjoy daily and so treasured by our visitors.

Collectively, our built environment natural and must be protected and developed in a rational thought-through manner. Our roads, bridges, ports and airports are a life-line for the country, moving people and goods between islands and connecting Bahamians to the world. Energy, water and information communication technology infrastructure is also important. Energy is central to economic and social development and environmental protection. Clean, affordable and reliable energy services are key to The Bahamas' prosperity in order to reduce poverty, increase productivity and competitiveness to promote economic growth.

Additionally, ongoing availability of a sustainable clean, safe drinking water supply is a critical issue for the country as clean water is essential to human health and also supports agriculture, tourism, and industry. Information and Communication Technologies in addition to enabling real- time communication amongst people also (a) reduce transaction costs and thereby improve productivity (b) substitute for other more expensive means of communicating and transacting for example, physical travel and (c) provide access to otherwise unavailable goods and services.

Regulations are necessary to guarantee access to clean drinking water, clean air, functioning landfills and effective land management allows for sustainable economic development and entrepreneurship.
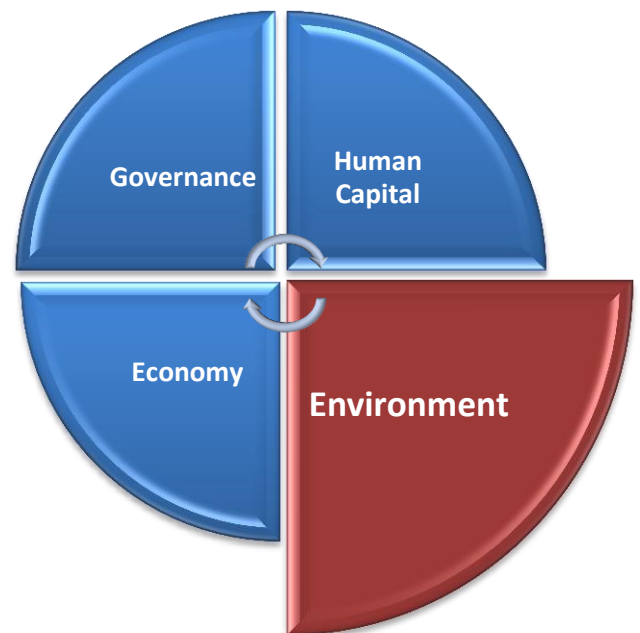
The Natural Environment

Although we have made substantial improvements in environmental management, many challenges still remain and need to be addressed. There are challenges with land tenure. The country has unclear land ownership including overlapping claims and lack of procedures to resolve the conflict, or to divest crown lands. These issues must be addressed through a transparent and equitable process to create greater certainty and unleash entrepreneurship and further development.

The Bahama's location, geography and geology make the island prone to several natural hazards. Major threats include hurricanes and floods. We are increasingly acknowledging the importance of climate change. Climate change is real, and we are not prepared for it. There is scientific data that indicates The Bahamas is one of the top ten nations facing the effects of rising sea levels, with some predictions of the nation being 80% under water next century. The Bahamas and other highly vulnerable Small Island Developing States (SIDS) which are characterized by a high concentration of development and essential infrastructure along the coasts. The impacts of climate change will include sea-level rise and the accelerated erosion of coastal zones, increased frequency and intensity of hurricanes, more flooding of coastal areas, coral reef destruction, and the spread of vector-borne diseases. Addressing the climate change challenge cannot be left to our grandchildren; it will be too late.

Additionally, economic and land development activities in the country are not always practiced in a manner that is sensitive to the environment, partly due to unsustainable consumption and production patterns which result in these natural resources deteriorating faster than they can replenish themselves. Our built and natural environment must be protected and developed in a rational thought-through manner in order to conserve our natural resources for generations to come.

The Bahamas has come a long way since 1973 but major reforms are still needed in order to achieve our vision.

Where do we go from hear to achieve our vision?

The National Development Plan's Pillar for Infrastructure and Environment calls for a comprehensive set of reforms which will set the country on the path towards modern infrastructure in support of economic growth, while preparing for climate change and protecting our land and environment.

Under this Pillar there are four goals:

Goal 8: The Bahamas will have a land administration system that is efficient and fair

Goal 8 lays out four strategies including investing in the administration of lands, developing a long term solution to disputed lands, making the crown land granting procedure more transparent and predictable and finally, creates a on term land use plan to guide decisions for the next 25 years. These issues have

vexed Bahamians for decades and it is time to address them in order to unleash economic output and create certainty for residents and businesses.

Through a series of legislative amendments, a new land registry and digital mapping the administration of land will be better coordinated and decision-making will be more evidence based.

Land use is necessary and essential for economic development and social progress. Issues surrounding land ownership remain an emotive issue in The Bahamas. It is estimated that between 15% and 25% of all land which is not Crown land (30% of land is not Crown land) in The Bahamas is in dispute, the main reason being the lack of clear title documentation.

Several legislative measures will address this including the enactment of a series of bills first introduced in 2010, as well as review of the *Quieting of Titles Act*, 1959. These will clarify how land is registered and conveyed among other improvements. However, the single most important action is the creation of a formal adjudication process to settle disputes once and for all in the eyes of the courts.

As crown land makes up 70% of all Bahamian soil, a more transparent approach in divestiture is necessary.   The first step is the creation of a Crown Land Task Force charged with reporting back to the government and citizens with policy recommendations intended to rationalize the use, allocation, administration and pricing of Crown Lands; as well as ensuring the resources exist to implement such policies.

Sound land management practices help create a balance between the need for economic growth and the building up of infrastructure on the one hand, and ensuring there is a sustainable environment on the other. Land use management plans undertaken on each of the family islands and for New Providence will create a public dialogue and plan for how land gets developed and for what purpose. For example, certain lands might be set aside for residential development and other land might be secured for commercial development. The key outcome is that citizens are engaged and rules are created to guide future development.   All of this will require new resources and legislative tools for land planners to implement and enforce.

Goal 9

The Bahamas will have modern infrastructure in New Providence and the Family Islands built to grow the economy and withstand the effect of climate change

Undertaking infrastructure renewal is no small task for an archipelagic nation of less than 400,000 people, but the economy and our way of life requires taking strides forward, including infrastructure planning, asset maintenance, effectively run public utilities and encouraging the private sector to share risks and costs of public infrastructure.

Too often infrastructure is built based on emergency or political expediency. A long term capital plan will identify needs, create criteria for prioritizing: and enable more public-private partnering opportunities to build the country we want by 2040. Key steps include:

- assessing the condition of public assets now;
- creating a new Capital Improvement Plan that drives which projects are funded, the criteria to include a projects impact on the economy and human welfare, balances the needs of family islands and its ability to withstand changes to climate change; and
- creating a better asset management strategy so that the useful life of assets is extended.

Quality of life, health, protection of the environment and economic development all require ready, reliable and affordable public services that depend on working infrastructure.   There are a number of ways to achieve this goal. The NDP proposes to require all utilities to operate on commercial principles, including pricing services on a cost recovery basis as well as ensuring collections of overdue accounts is rigorous.   In addition, by encouraging private sector investments into infrastructure, the potential for achieving more reliable services in a shorter time is possible.

Technology will play a role in the future delivery of core infrastructure. The plan calls for even more effort put on the search for alternative energy sources. Currently 11% of GDP is spent importing oil to burn in our power plants. Between household and commercial solar panels and other technology, this burden on the economy will be reduced.   Moreover, as the world grows in population, new and cheaper technologies are being developed that might allow small family islands to move towards healthier and more efficient water and sewer options.

Regulations will also play a role as drinking water standards are created and slowly phased in. Rigorous monitoring of wells and on-site sewage will be necessary to ensure healthy drinking water and a clean environment.

The cost of building and maintaining infrastructure prohibits Bahamians from having the quality of infrastructure they desire. Encouraging private sector involvement in a planned way increases capital stock, helps develop the domestic supply, and allows for innovation and the financing of core infrastructure.

Related to improved procurement procedures is the development of a Public Private Partnership guideline that signals opportunities for the private sector to offer services and infrastructure to the government in a way that shares the risk between partners.   Many countries have found this approach to be beneficial for government, business and the taxpayer.

Goal 10: The Bahamas will have an effective interconnected transportation system that enables the free flow of people and goods

Our economy depends on removing regulatory barriers and improving infrastructure for the movement of goods and people. This begins with a comprehensive vision of how transportation will be interconnected in the future, and the relative gaps to reach this vision – for air, sea and land. It will then be important to align the transportation strategy with the overall Capital Improvement Plan noted in Goal 9 so that investments are queued and evaluated with other national infrastructure priorities.

The NDP calls for an examination of the mail boat and domestic air systems. As an archipelagic nation, both are vital cogs in inter-island transportation. However, a review of governance and subsidies might lead to a more comprehensive and sustainable network for Bahamians.

Traffic Congestion on New Providence slows down economic growth and frustrates many Bahamians. While land is limited, controlling traffic patterns, and implementing bespoke innovative approaches will ease this situation. For example, alternating traffic flows to and from downtown based during peak hours offers potential in Nassau.

The bus system requires a comprehensive review, as already noted by the Inter-American Development Bank in its agreement to study bud governance. The National Development Plan calls for this review and increasing the perceptions of reliability and safety. Too often jitney's are viewed as the last resort for transportation; but a fully functioning and dependable service can provide national benefits by reducing overall traffic on the roads, personal fuel costs and greenhouse gas emissions. Moreover, a comprehensive bus system allows citizens of all walks of life the mobility required to commute to work, school or shopping without the need for multiple vehicles.

In the year 2040, will Bahamians still drive to and from school every day to transport their children? Or will there be a school bus/jitney system that means fewer cars on the road during rush hours? Will there still be as many cars on the road or will bicycles and electric scooters be more commonplace both to reduce traffic and greenhouse gas emissions?   The National Development Plan identifies the policies that can be put in place to slowly shift our culture towards these options and incentivize alternatives.

Goal 11: The Bahamas will have a natural environment that supports the long-term sustainable development of the Bahamian economy and way of life for generations

The Bahamas is the signatory to a number of international agreements aimed at reducing greenhouse gas emissions and protecting the ocean; back up by a slate of legislation and strategies. Unfortunately, the implementation, funding and monitoring have to date been less successful.   The National Development Plan provides a comprehensive path forward to one of the most pressing issues facing The Bahamas, and indeed the world.

The Bahamas is highly vulnerable to the impacts of climate change given its geographical vulnerabilities (limited land masses, low-relief and dispersion of islands) and environmental vulnerabilities (high

temperatures, storm surges, sea level rise, flooding, increased tropical storm activity, and rising water tables). Climate change research and the implementation of adaptation measures will help mitigate climate change risks. Although there is little The Bahamas can do to change world Greenhouse Gas emissions (countries such as the United States and China are top carbon dioxide emitters), it can open its doors to international partners in academia, donors, NGOs and businesses to become an innovation hub for new technology to adapt to the effects of climate change.   Through a series of agreements and thought leadership initiatives, The Bahamas can be known as leading edge innovators, and students will come from around the world to learn and apply their knowledge.

The Plan also calls for the recreation of the Climate Change Task Force to provide a coordinating role in developing and implementing government wide policy including the National Energy Policy 2013. Demonstrating the significance of this issue, the Plan lays out steps to engage in all manners of public education including curriculum development, national planning and the creation of a dedicated fund to support worthy initiatives.

Every day Bahamians must not be restricted from the benefits of the green revolution; policies are recommended that ensure more residents are aware of their choices and programmes that might assist in reducing waste and energy costs.

Disaster loss is on the rise with grave consequences for the survival, dignity and livelihood of individuals particularly the poor. We must better prepare for the eventuality of storms and attempt to do what we can to mitigate their damage.

There are concrete steps to be taken including fully implementing the strategies recommended by the Caribbean Disaster Emergency Management Agency. We can also conduct hazard mapping to identify where our weaknesses are, and we can ensure our early warning and evacuation procedures are effective. Good work has been done to date, but when it comes to saving lives and property, we can do more.

Specific examples cited in the plan include community education, revisiting our forecasting procedures, harmonizing with the private sector and building more shelters around the country.   For these strategies to be effective, further investments in the skills and training of disaster management specialists are required.

Sustainably manage natural resources to guard against overuse, pollution and invasive species that undermine ecosystems and marine resources.

While we consider the sun and sand as our natural environment, the land, marine and coastal ecosystems are also in need of greater protection than what they currently receive. Together these ecosystems, attract, shelter and feed species of The Bahamas. Protection begins with a regulatory regime that is funded, coordinated, monitored and enforced. This includes environmental protections but also extends to fishing and petroleum exploration and mining.

Solid waste is an on-going concern with respect to the condition of landfills, the need to improve recycling capacity and practices, and the of course the issue of frequent fires. Degradation to human health and the environment are the consequences and they must be resolved as part of the National Development Plan

A comprehensive approach is needed, including legislation, programmes and a cultural shift among residents, that might take a generation to implement, but The Bahamas will be better off for it in the long run.

The three key priority areas the plan proposes are first: a new framework that creates authorities, incentives and disincentives in order for the government, residents and business to all work together to modernize the system. Significantly, the introduction of a National Waste Management Authority with the mandate to marshal resources and policies is proposed, as is the regulation of hazardous waste (such as biomedical), and the requirement to set the standards for waste management, monitoring and enforcement.

Second, the creation of a recycling system and concomitant regulations that incentivizes recycling of household solid waste such as bottles and paper, while disincentivizing industry from importing wasteful packaging. Recycling already has roots in the school system but broader education on the harmful effects of dumping and the need to take pride in our country's cleanliness will require sustained public education. In the long term an industrial, commercial and institutional system will be created, diverting even more waste from the landfill.

Third, the plan calls for a national clean-up of private dumps and the remediation of dumps where leachate causes a risk to the water table.

The outcome created by implementing these measures will take time, but eventually the fires will dissipate, the recycling industry will grow, the country will look more beautiful and the drinking water will be safer.

Goal 8: Land Administration

Goal 8	The Bahamas will have a land administration system[62] which is efficient and fair
Challenges addressed:	Land administration challenges include: • lack of a cadastral mapping system; • overlapping claims to title to property; • existence of generational and communal land and • outdated crown land divestment policy • outdated land valuation system • unsound land development practices

Strategy 8.1: Efficient Land Information System and Land Agencies

Strategy	8.1 Create an efficient land information system[63] and efficient land agencies (End Poverty SDG 1, Target 1.4; Sustainable Cities and Communities SDG 11 Target 11.3 and Peace, Justice and Strong Institutions SDG 16 Target 16.6 and 16.5 and 16.a)
Why Important?	A land information system is an important tool for legal, administrative and economic decision making. An efficient land administration system will boost land management by aiding in the planning and development of land. Efficient land agencies are necessary for sound land administration because they promote efficient service delivery with respect to land matters.
Risk Assessment	1. Failure to mobilise and invest resources to for the acquisition of needed spatial data infrastructure 2. Failure to mobilise and invest resources to build the capacity of land institutions 3. Rent-seeking and private interests
Indicators of Success	1. Efficient, modern and consolidated land management system 2. A complete cadastral map 3. A land cadaster system which is trusted by the public 4. Efficient land agencies 5. An Integrated land administration system

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[62]Land Administration functions include: land tenure, land use, land value and land development
[63] A land information system consists of a database containing spatially referenced land data (eg geodetic/survey data, cadastral data) and procedures and techniques for the collection, updating and distribution of that data.[63](International Federation of Surveyors)

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
8.1.1 Create an efficient land information system	• National Policy on Geospatial Data Infrastructure (NGDI) reviewed and revised to suit modern times • Framework for an efficient multipurpose cadaster system capable of recording, maintaining and dealing with all interests in land produced National Spatial Data Infrastructure fully acquired[64] • Land Surveyors Act 1975 regulating the collection and use of cadastral information strengthened to: o require mandatory registration of surveys o allow surveyors to use updated geodetic technology to perform their duties • Modernised geodetic infrastructure[65] acquired by	• Accurate, assured and authoritative land/geospatial information collected and maintained • A complete cadaster map produced for all private land and crown land • Improved and more informed land policy decisions • System is trusted by the general populace • A System which helps to provide security of tenure for the vast majority of land holders • System extensively used by all relevant stakeholders • Fully inclusive and integrated digital Land Information	**Medium Term and ongoing**	**BNGIS and DLS in collaboration with OPM**	**High/High**

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[64] **That is the technology, policies, standards, and human resources necessary to acquire, process, store, distribute, and improve utilization of geospatial data**

[65] to support more accurate and efficient cadastral surveying by surveyors

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	the Department of Land and Survey • All Government agencies mandated and equipped to use Geographic Information Systems which are centralised within Bahamas National Geographic Information System (BNGIS) • BNGIS resources (technology and human) strengthened to become the National database repository	Systems (LIS) adopted			
8.1.2 Strengthen land governance structure and the capacity of land agencies	• Land Administration legislated (legislation for the administration of land passed and enforced) • Skills audit at the Land Unit (OPM) and DLS to identify required skills needed completed • Technical staff of land agencies trained in land management and GIS related issues. • Monitoring tools/equipment (for example high resolution aerial photography) and other appropriate software acquired	• Efficient land agencies • Recruitment of technical experts in shortage areas identified in following the skills audit	**Medium Term**	**OAG (Legislation)** **OPM in collaboration with DLS**	**High/ Medium**
8.1.3 Harmonise the	• Policy framework to	• Integrated land	**Short -**	**OPM, Real**	**High/**

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
functions of Ministries and land agencies by designing a coordinating mechanism for land administration	coordinate responsibilities of national government ministries and land agencies produced. • Amendment to Land Surveyors Act so that it consolidates land administration functions carried out by the Real Property Tax Department, Department of Lands and Surveys, Department of Agriculture (leases), and the Registrar Generals office (land functions only) into a single executive agency	administration • Efficient land management system • Increase in synergies between land agencies and ministries	**Term - Medium Term**	**Property Tax Department, Department of Lands and Survey and the Deeds and Documents Section of the Registrar General Department**	**Medium**
8.1.4 Review the business activities of land agencies as result of Action 8.1.3	• Study of land agencies conducted to ascertain whether their business activities or processes will be re-defined as a result of Action 8.1.3 • Where relevant, re-defined business processes implemented within land agencies	• Restructured and updated functions of land agencies • Activities of land agencies are more harmonised	**Medium Term-Long Term**	**OPM and DLS in collaboration with the Registrar General's Department**	**Medium/ Low**
8.1.5 Encourage development of progressive property taxation and valuation system	• Real Property Tax policy and legislation reviewed and strengthened to improve land valuation and to enable efficient collection of real property tax for the purpose	• Increase in accurate land valuation • Increased incentives to properly transfer and register land • Efficient collection of	**Short - Term**	**OAG in collaboration with RPTD**	**Medium/ Low**

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	of economic and social progress of citizens • Benchmarking study completed on stamp tax rates on land transactions	real property tax • Real property tax harmonized with national goals (e.g. ensuring that property tax burdens on citizens are proportionate to the type of land owned)			

Strategy 8.2: Address Land Ownership Challenges

Strategy	8.2 Create comprehensive solutions to address land ownership and development challenges in New Providence and the Family Islands (No Poverty, SDG 1 Target 1.4; Zero Hunger, SDG 2 Target 2.3; Gender Equality SDG 5 Target 5.a, Reduced Inequality SDG 10, Target 10.2 and 10.3)
Why Important?	Land use is necessary and essential for economic development and social progress. Issues surrounding land ownership remain an emotive issue in The Bahamas. It is estimated that between 15% and 25% of all land which is not Crown land (30% of land is not Crown land) in The Bahamas is in dispute, the main reason being the lack of clear title documentation.[66] The challenges with land tenure security in the country are as a result of various issues including: (a) overlapping claims and rights to land which result in property disputes; (b) an outdated policy for Crown Land divestment of Crown land and (c) existence of generational property which results in the lack of clear legal title and as a result, occupants on the land do not have access to the economic value of the land.
Risk Assessment	1. Failure to enact and legislation to create a legal framework for land registration and the adjudication of land disputes 2. Rent-seeking and private interests 3. Failing to build the capacity of land agencies (human resource capacity and infrastructural capacity)
Indicators of Success	1. Reduction in number of unresolved land disputes 2. Increased number of grants of title for generational land

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[66] Smith Sharlyn 2013, p. 3-4

	3. Reduction in fraudulent claims to land 4. Increase in number of people who have access to the economic and social value of land 5. Reduction in transaction costs for the conveyance of property 6. Increased in percentage of title to land registered 7. Efficient land registration system

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
8.2.1 Engage legal experts to consider whether to strengthen or repeal the Quieting of Titles Act 1959	• Quieting of Titles Act 1959 amended or repealed to guard against fraudulent claims to land and costly litigation[67] with respect to land	• Reduced number of fraudulent claims to land • Reduction in the cost of litigation to prove ownership of land	Short - Term	OAG in collaboration with OPM and legal experts in the private sector	High/ Low
8.2.2 Resolve mass land claims for generational property	• Land Adjudication Bill 2010 revised, enacted and enforced to facilitate effective and legitimate adjudication of land disputes amongst interested parties/groups who hold generational property[68] • Title certificates granted to holders of generational property	• Increase in proportion of the population with recognized land title • Increase in the proportion of the population with access to the economic and social value of land	Medium Term – Long Term	OPM in collaboration with OAG,	High/ High
8.2.3 Strengthen legislation to allow for productive use of commonage property	• Study conducted on the impact of commonage land and recommendations implemented	• Increase in productive use of commonage land	Short-Term	OAG in collaboration with legal experts in the	Medium/ Low

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[67] usually the true owner is put to expense and time to defend their title

[68] adjudication of land titles is also important for the purpose of compiling the registers to be maintained in a land registry as provided under the Registered Land Bill (action 8.2.5)

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	• Commonage Act 1926 reviewed and revised to allow for more productive use or disposal of land by the individuals holding the land in common[69]			**private sector**	
8.2.4 Encourage sustainable and strategic development of undeveloped land in Family Islands	• Stamp Tax Act reviewed and amended to remove/reduce stamp tax exemptions for undeveloped land in the Family Islands.	• Increase in development/ improvements to undeveloped family island land and more efficient use of land	**Short-Term**	**OAG and OPM**	**High/ Low**
8.2.5 Strengthen the land registration process	• Registered Land Bill 2010 reviewed, any required revisions made and Bill enacted to create inter alia, a system of registered land[70] through establishment of a land register • Provisions of the Registered Land Bill implemented	• Deeds recording system replaced with a land title registration system • Details of land ownership recorded in one register that is maintained by government at a Land Registry • Time consuming and cumbersome backward search of the "chain" of all previous land transactions to determine the current ownership, "good and marketable" abandoned • Reduction in transaction costs for the conveyance of	**Medium Term – Long Term**	**OPM in collaboration with OAG,**	**High/ High**

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[69] To allow for use of land for example by the creation of Land Trusts with Trusts for sale mechanisms

[70] The Torrens System (the system of registering title to land as opposed to registering deeds)

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
		property • Land title guaranteed by the State, guaranteeing the ownership and encumbrances information contained on the certificate of title for a specific parcel of real property • Clarity and simplicity when ascertaining land title and transferring land • Increase in percentage of title to land registered • Efficient land registration process			

Strategy 8.3: Strengthen Administration of Crown Land

Strategy	8.3 Strengthen the administration of Crown Land and increase transparency in the allocation of Crown land (Reduced Inequalities SDG 10 Target 10.2 and 10.3 and Peace, Justice and Strong Institution SDG 16 Target 16.5, 16.6 and 16.a)
Why Important?	70% of land in The Bahamas is Crown land. Currently, the Crown Land divestment and allocation policy is outdated and lacks transparency.
Risk Assessment	1. Failure to increase transparency and accountability of government agencies responsible for administration and allocation of Crown Land 2. Lack of clear policies and legislation outlining administration of crown land and harmonizing allocation of crown land 3. Failing to build the capacity of land agencies to enforce land policies and legislation
Indicators of Success	1. A clear and efficient Crown Land application process 2. Transparency in allocation of crown land 3. Increase in the efficient use of crown land 4. Reduction of backlog in processing time for applications for Crown Land

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
8.3.1 Conduct a study to identify all land designated as Crown Land in the country	• Updated report prepared identifying all land held by the Government for public purposes	• Clear identification of all crown land in the country	**Short Term – Medium Term**	**OPM in collaboration with DLS**	**High/ Medium**
8.3.2 Review and strengthen the administrative procedures which govern the allocation of Crown Land	• Crown Land Task Force created to carry out a study and to make recommendations on the Crown Land administration, including the: o allocation procedure for the acquisition of Crown Land o use of Crown Land and o pricing of Crown Land • Crown Land Allocation Policy produced by the Crown Land Task Force • Crown Land Allocation Policy implemented • Legislation passed to legislate Crown Land Allocation	• Clear eligibility criteria for the acquisition of Crown Land identified and published • A Crown Land allocation process that is trusted by the public • More timely and well considered decisions for the allocation of Crown Land. • Increase in the efficient use of Crown Land according to the purpose granted, 'permitted use'. • Increased Monitoring and Evaluation to ensure land is used for 'permitted use' • Harmonised allocation of Crown Land and title documents • Reduction of backlog in processing of applications for Crown Land	**Short Term – Long Term**	**Crown Land Task Force, OPM, DLS and MAF**	
8.3.3 Ensure transparency in the allocation of Crown land	• Inventory and mapping of the government's Crown Land grants and holdings	• Increased accessibility of information on Crown Land allocation by members of	**Short-Term - Medium**	**OPM**	**Medium/ Medium**

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	produced and published annually • Digitalised Crown Land grant and lease database established	the public	**Term**		

8.3.4 Strengthen the institutional capacity of agencies responsible for Crown Land administration	• Additional budgetary and human resources allocated for the administration of Crown Land to land agencies
	• Training offered to technical professionals responsible for land administration in relevant areas including:
	   o GIS
	   o Land surveying
	   o Cadastral mapping
		• Faster processing times for Crown Land applications
		• Increased use of digitalised land information system for the management of Crown Lands by staff at relevant land agencies
		• Increase in number of technical professions trained in:
		   o GIS for land administration
		   o Land surveying
		   o Cadastral mapping
			Short-Term to Medium Term	**OPM and Cabinet in collaboration with DLS**	**High/ Medium**

Strategy 8.4: Create a Land Use Plan to Guide the Country's Physical Development

Strategy	**8.4 Create a land use plan that guides The Bahamas's physical development over the next 25 years (Sustainable Cities and Communities SDG 11 Target 11.2, 11.3 and 11.7, 11.a, 11.b and Climate Action SDG 13 Target 13.2) Strategy 8.4 should also be read together with Goal 11 which also addresses land use.**
Why Important?	Sound land management practices help create a balance between the need for economic growth, setting up key infrastructure on the one hand and ensuring there is a sustained good quality of living environment for the country's population.
Risk Assessment	1. Lack of political will 2. Failing to build the capacity of planning agencies to enforce land planning policies

Indicators of Success	1. Land and buildings developed according to sustainable planning intentions 2. More choices for recreation, including new sports and arts facilities and more green spaces in cities and settlements 3. Improved quality of the living environment for the entire population 4. Transparent and clear land use guidelines 5. Enforcement of land use legislation

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
8.4.1 Draft an integrated National Land Use Plan driven by a clear vision for environmental and socio-economic development	• A land use plan incorporating disaster risk reduction actions prepared[71] for each city/ settlement based on a grouping of neighbourhoods/settlements which are relatively self-sufficient in terms of local commercial, educational, health, transport, social and recreational facilities	• Increased compliance with the requirements of the Planning and Subdivisions Act 2010 and any subsequent amendments • Decentralisation of population from poor quality and overcrowded ('slum') housing in the city centre/settlements to good quality affordable housing in the new towns and settlements • Abundance in green and recreational spaces, comprehensive amenities and good connectivity to transportation systems	**Short Term – Medium Term**	**TP and MPW**	**High /Medium**

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[71] In compliance with the requirements of the Planning and Subdivisions Act 2010 and any subsequent amendments

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
8.4.2 Implement the recommendations made in the National Land Use Plan	• Land Use Master Plans[72] implemented in stages by island or regions	• More development control: land, buildings and infrastructure developed according to sustainable planning intentions	**Long Term**	**TP and MPW**	**High/High**
8.4.3 Strengthen and enforce planning legislation	• Planning and Subdivisions Act 2010 revised to clarify the uncertainty surrounding the types of development projects/activities for which EISs[73] are needed and to incorporate relevant international best practices • Revised Planning and Subdivisions Act 2010 and subsequent amendments enforced • Local Government Act 1996 amended to give power to local communities to control land planning • Freedom of Information (FOIA) Bill 2016 and a comprehensive Environmental Planning and Protection Act passed • Regulations passed to regulate	• Increased clarity on which types of development projects/activities require EIS prior to any land development • Increased public consultation during the EIS • Increased regulation of land use according to for example: zones[78], maximum development intensity[79] and building height. • Increased planning for a good quality living environment (green spaces, sidewalks etc.) • Conservation areas and nature reserves are clearly demarcated.	**Medium Term**	**OAG in collaboration with TP and MWP**	**High/ Low**

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[72] ESCI and Andros Master Plans currently being drafted
[73] Environmental Impact Statements
[78] i.e permissible uses such as residential, commercial or institutional uses
[79] i.e., the ratio of built-up area to site area

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	Junk Yards passed Legislation making provisions for different types of zoning for specific areas or districts (i.e. zoning provisions for Residential Mixed Districts[74], Commercial Mixed Districts,[75] Town Centre Districts,[76] General Business Districts[77] drafted, passed and enforced)	• Increased access to information related to land development by members of the public • A cleaner environment			
8.4.4 Improve efficiency and capacity for physical planning at all government levels.	• An Inter-agency committee comprising of all relevant agencies dealing with land use established • All Central and Local Government physical planning staff trained in advanced Geographical Information System (GIS) skills • All agencies dealing with land use equipped with a modern physical planning database with data centralized at BNGIS • BNGIS strengthened to adequately back up land use	• Centralised land planning • Increase in land use institutions working together to prepare and implement land use plans strategies • Technological capacity of planning of ministries and government departments strengthened • Better policy decisions on land use planning • Efficient and centralized land use data repository • Increased sustainable land	**Short-Term and ongoing**	**MPW in collaboration with DLS and BNGIS**	**High/ Medium**

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[74] A mixture of housing types, prominently sited civic or community building(s), and stores, offices and workplaces that provide a balanced mix of activities.

[75] Allows for the location of retail, services, offices, and civic uses essential to the everyday needs of Town residents.

[76] integrates shops, restaurants, services, work places, civic uses, educational and religious facilities, and higher density housing in a compact, pedestrian-oriented environment

[77] Accommodate heavy businesses and light industry (Text in Footnote 11-14 is derived from –Town of Bermuda Run Zoning Ordinance, 2005 found at: http://townofbr.com/wp-content/uploads/2015/12/Zoning-Ordinance-20151110.pdf)

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	data repository	use planning			

Goal 9: Modern Infrastructure

Goal 9	Modern Infrastructure in New Providence and the Family Islands built to grow the economy and withstand the effect of climate change
Challenges addressed:	• Poor quality of public infrastructure • Lack of data on existing infrastructure • Lack of a framework to determine priorities and tradeoffs • No land use policy to guide infrastructure decisions • Lack of coordination among agencies • Low private sector involvement in construction and risk sharing • Undependable and inefficient electricity supply • Lack of centralized sewer and water service on many islands • Significant exposure to threats of climate change

Strategy 9.1: Strategic Framework for Infrastructural Decisions

Strategy	9.1: Implement a strategic framework that guides infrastructure decisions (Industry, Innovation and Infrastructure SDG 9 Target 9.1 and 9.a, Sustainable Cities and Communities SDG 11 Target 11.2 and Peace, Justice and Strong Institutions SDG 16 Target 16.6)
Why Important?	The demands for infrastructure continue to grow. New buildings and upgrades are needed in all facets of society on New Providence and the Family Islands including energy, transportation, recreation and sewage. Too often infrastructure is built based on emergency or political expediency. A long term capital plan will identify need, create criteria for prioritizing: and enable more PPP opportunities to build the country we need by 2040.
Risk Assessment	Periodic urgencies can overtake a planned and methodical approach to building infrastructure. This can be mitigated by strong leadership and a culture of vetting projects through the planning tool.
Indicators of Success	1. Percentage of public assets with a useful life estimation 2. Creation of a Capital Investment Plan 3. Percentage of approved capital projects that were screened through the CIP 4. Percentage increase in the useful of public assets due to maintenance

Actions	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
9.1.1 Undertake a long term programme of identifying and classifying the condition of existing public infrastructure	• Asset inventory database with asset condition classification systems developed • Human Resource management strategy developed including identification of a Lead within public works, training and deployment of engineering students) • Existing infrastructure documented and predesigned ratings for each assigned	• Gradually an organic database of public infrastructure will be available for decision makers	ST	MoW	Medium/ Medium
9.1.2 Design a Capital Investment Framework and a 25 year rolling Plan that includes the following key elements: • criteria for determining priorities with NDP and economic development related infrastructure weighted more significantly	• Capital Investment Framework approved by Cabinet that has input from citizens, business, Ministry of Finance and Public Works. • Capital Investment Plan in partnership with Ministry of Works, populated within the parameters of the Capital Investment Framework. The plan includes a provision for periodic updating of both projects and standards of construction that are consistent with evolving trends in climate change best practices	• Quality Infrastructure that is planned, financed and built to last based on the national priorities of the country	ST	MoW	High/ Medium

Actions	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
• annual funding envelope and source of financing; • incorporates the needs of Family Islands • Screens for PPP opportunities • incorporates best practices in climate change resistant design and construction	• Terms of Reference for the contract for a professional engineering firm to design the Capital Investment Plan completed.				
9.1.3 Develop and implement a long term asset management plan	• Guidelines developed by Works and utilities with the objective of maintenance programme that extends the useful life of assets • Dedicated asset maintenance line item in the budget • Inter-ministerial MOU on asset maintenance	• Extension of the useful life of public assets, creating greater return on investments from capital projects	ST	MoW	High/ High

Strategy 9.2: Long term Access to Reliable Services

Strategy	9.2: Ensure Bahamians have long term access to reliable power, water, sewer, and telecommunication services at a reasonable price (No Poverty SDG 1 Target 1.4, Clean Water and Sanitation SDG 6 Target 6.1 and 6.3, Affordable and Clean Energy SDG 7 Target 7.1 and Industry, Innovation and Infrastructure SDG 9 Target 9.c
Why Important?	Quality of life, health, protection of the environment and economic development all require ready, reliable and affordable core infrastructure
Risk Assessment	The costs can be overwhelming in the face of limited borrowing capacity, emerging needs and political imperatives.
Indicators of Success	1. Number of annual blackouts (SAIDI and CAIDI) 2. Number of BPL employees to customers ratio 3. Total current (less than 2 years old) BPL receivables 4. Cost of electricity, sewer and water 5. Perception of customer service 6. Percentage of the population with access to centralized sewer and water services 7. Leakage rates 8. Percentage of the population with access to a 4G service provider

Actions	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
9.2.1 Ensure the policy and regulatory framework enables all utilities to be run on commercial principles including tariff setting, collection efforts and HR management	• Management Plans produced by each utility that addresses how commercial principles will be applied and outlining amendments to the regulatory framework to enable the application of commercial based principles • Policy White Paper from the Government on: Family Island subsidization, the role of URCA as primary rate setter and the	• Well run and efficient public utilities, free from interference • Dependable supply of water and electricity	ST	URCA	High/ Medium

Actions	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
	independence of the utility with respect to hiring and collection efforts				
9.2.2 Incentivize private sector capital investment into utilities	• Prospectus developed by each utility to attract investment from direct investors (local and FDI) or capital markets • Call for proposals released inviting the private sector to produce options to address immediate infrastructure needs in production, transmission and distribution	• New options provided to Government to finance infrastructure deficiencies without new debt burden	ST	URCA/ MoW	High/ Medium
9.2.3 Draft an implementation plan to operationalize the National Energy Policy	• Implementation plan released. • White Paper released on incentives for industry development including diversified, renewable and low-cost energy sources and demand side management programmes • Incentives to encourage alternative energy agreed and implemented • Implementation plan for commercial size solar on family islands released and executed. • The Renewable Energy Self-Generation (RESG) at the household level for solar power implemented	• Lower energy costs for consumers • Lower input costs for businesses • 30% of input costs are from renewable source	ST	MoEH	High/ Low

Actions	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
9.2.4 Explore new technological solutions for potable water and sanitary sewage in the Family Islands and New Providence	• Report (including an environmental scan on new technologies) produced every 3 years • Review of status/upkeep of public water pumps completed and report prepared. • Cost/Benefit analysis for the most promising new technology solutions for potable water and sanitary sewerage completed • Pilot projects completed as appropriate	• Improved cost and reliability of water and sewer service for residents of Family Islands and New Providence	ST	MoEH	High/ High
9.2.5 Ensure water quality is set and monitored and that on-site septic systems are routinely monitored	• Regulatory changes enacted to enable the regulation of water and sanitation by URCA • Regulation of ground water supply and private wells put in place	• Increase in the quality of potable water • Increase in number of wells tested for water quality • Reduction in number of homes without assess to a sewerage system or septic tank	ST-MT	WSC or authorized regulator	High/ Low
9.2.6 Rationalise the electrical system	• Assessment conducted to explore the feasibility of installation underground power lines country wide • Underground power lines installed where feasible	• Reduction in number of power lines destroyed during disasters as a result of wind-borne tree branches, debris • Reduction in long power outages following disasters • Reliable electricity supply following disasters	MT	BPL	High/ High

Strategy 9.3: Comprehensive ICT Strategy

Strategy	9.3: Create and Implement a comprehensive Information and Communication Technology (ICT) Strategy (Industry, Innovation and Infrastructure SDG 9 9.1, 9.5, 9.a, 9.b and 9.c and Peace, Justice and Strong Institutions SDG 16 Target 16.6 and 16.a)
Why Important?	The development of The Bahamas as a financial services centre and tourist destination over the last 80 years was largely in part due to its telecommunications infrastructure. Today, the ICT sector has grown quickly and continues to accelerate to meet the modern world. If The Bahamas wishes to continue in the services sector, its ICT policies must meet the demands of the future.
Risk Assessment	
Indicators of Success	1. Increase in investment in ICT sector 2. Number of ICT sector firms 3. Number of persons employed in the ICT sector 4. Increase in the value of the ICT sector to GDP

Action	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
9.3.1 Ensure the provision of ICT facilities and services (i.e. infrastructure) that are accessible, universal, affordable, reliable, secure, of high quality and modern	• Bahamas ICT infrastructure strategy developed and implemented • Business model agreed to ensure greater internet/Wifi access in public spaces	• ICT infrastructure is reliable and efficient across the country with sufficient capacity and network speeds to provide improved connectivity at reasonable, non-prohibitive costs. • Broadband networks ensures speed, affordability and open access • Free internet access in public spaces such as beaches, public parks, libraries, and bus stops. • Private investment and PPPs used more frequently to fund and operate ICT infrastructure	MT	Urca	High/ Low

Action	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
		• Existing ICT infrastructure is effectively utilized and harmonized • ICT infrastructure is upgraded and investments take place to maintain the sector and improve international access and connectivity • ICT services are accessible • ICT networks are interoperable and well maintained • E-commerce flourishes and is secure • Increase in use of Internet of Things (IOTs).			
9.3.2 Strengthen the existing legal and regulatory framework to support the growth and the development of the ICT sector	• Report on the existing legislation against international best practice to ensure a clear and supportive legal framework for ICTs completed • Laws which impact the ICT sector are updated • Training programme for legal community on ICT regulation and law enforcement issues • Policy on consumer and digital rights • White paper on spectrum planning and policy • Benchmarking of e-commerce	• Comprehensive ICT legal framework promotes the growth of the sector, e0bsuiness and innovation in the sector • Fair and equitable competition amongst service providers • Continuous innovation aided by efficient and appropriate regulation • Sufficient legal and law enforcement expertise exist to police the sector.	ST-MT	URCA	High/ Medium

Action	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
	regulations • Policy paper on cyber safety and security and development of Cyber Crime Law, Digital Privacy Law and Cyber Safety Guidelines and Governance				

9.3.3 Strengthen the ICT skills development to ensure an ICT savvy population	• ICT policy prepared and implemented for ICT training and education and human development which covers the following
	  • Nationally accredited training programmes exist for ICT
	  • Digital inclusion: ICT training for non-traditional learners, learners of all ages, etc.
	  • ICT used to deliver distance education
	  • Government policy which encourage ICT use in schools, libraries and community centres and all government agencies such as museums.
	  • Mechanisms to attract Bahamians abroad in the ICT sector back to The Bahamas and highly skilled immigrants to the sector.
		• Students trained in ICT
		• New ICT Programmes launched at the University of The Bahamas
		• New ICT Programmes launched at the BTVI
		• Sufficient qualified ICT professions exist to support the sector
		• Options exist for lifelong ICT training to ensure that the technology gap based on age, place of origin, sex or income status is closed
		• ICT programmes are accredited by a National Standards setting body
		• ICT track in the public service is well developed and attracts professionals
		• Increased skills in cyber security and technical capabilities
			MT	MOEST and MOPS	High/ High

9.3.4 Increase the value of	• ICT strategy developed which	• The ICT services sector	ST-MT	OPM	Medium/

Action	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
the ICT sector's contribution to the Bahamian economy through the promotion of investment in the sector	identifies ICT value chains and opportunities for investment • ICT strategy developed which includes incentives for research and development, ICT business incubators • Industrial and SME policy developed which encourages the use of ICTs • Strategy produced which encourages ICTs in civil society organizations	becomes a larger share of the economy • Research and development in the ICT sector encourages the growth of the sector • Software development is encouraged • Foreign Direct Investment, including joint ventures are encouraged in the ICT sector • ICT and IOTs are expected approaches in business and industry • ICT is fully integrated in tourism, financial services, agriculture and fisheries and within Small and medium sized businesses. • ICT is integrated into businesses as a means of service delivery, communication and to support cost savings and increased productivity. • ICT used to encourage virtual office environments and e-work			Low
9.3.5 Strengthen the use of ICT in the Government for the innovative, efficient and effective delivery of information and services to	• Government e-services/ Smart Strategy completed and implemented.	• High level ICT leadership in place • Government service delivery, efficiency and effectiveness enhanced through the use of	ST-MT	MOPS	High/ High

Action	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
the population and internally within the public sector		ICT • Government offices and processes fully computerized, networked with data securely stored and transmitted • ICT integrated in all levels of government (i.e. Parliament, Cabinet, public service) and all government functions (HR, public safety, health, education, customs, social protection, disaster management, etc.)			

Goal 10: Interconnected Transport

Goal 10	The Bahamas will have an effective interconnected transportation system that enables the free flow of people and goods
Challenges addressed:	• Traffic congestion on New Providence • Inefficient public transit system • Effectiveness of the mail boat system • Economic output and transport barriers to trade and development • Lack of planning and coordination of transportation • Better road maintenance

Strategy 10.1 National Transportation Strategy

Strategy	10.1: Create and implement a National Transportation Strategy including strategic investments and effective policy environment (Industry, Innovation and Infrastructure SDG 9 Target 9.1, Reduce Inequalities SDG 10 Target 10.2 and Climate Action SDG 13 Target 13.2)
Why Important?	The economy and way of life depend on removing regulatory barriers and improving infrastructure for the movement of goods and people.
Risk Assessment	Investing in a plan and infrastructure dedicated to improving transportation is a long term investment, which can get lost in the
Indicators of Success	1. Number of suppliers of inter-island transportation services 2. Number of consultations held on transportation strategy 3. Percentage of capital projects that improve transportation 4. Quality of roads

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
10.1.1 Develop an integrated vision and strategy for improving transportation both domestic and	• Multi-ministries and stakeholder Task Force created	• National consensus on an integrated transportation plan • A roadmap for future	ST	Ministry of Transport and Aviation (MOTA)	HIHE

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
international focusing on the following key elements: • Economic growth through stronger transportation infrastructure; • Greater social inclusion through better connectivity for communities and islands; • Environmental protection and healthy living by low emissions, low energy consumption options; • Improved safety; • Stronger integration of Smart and ICT approaches to enhance the quality of the transportation experience	• Detailed vision outlined to address the gaps for each mode including air, road, and sea • Detailed opportunities for short sea and long sea hauls • Regulatory hurdles are addressed • Consultation with the public occurs	investments in the transportation sector thereby reducing uncertainty and encouraging investment and reinvestment in the sector • A better understanding of how coordinated transportation linkages can grow the economy • A roadmap towards tackling geographical inequalities • A safer and more reliable public transportation system • Reduced emissions from the transportation sector			
10.1.2 Align transportation policy with national infrastructure priorities	• Capital Investment Plan which prioritizes projects such as ports, airports and roads that have a multiplier effect on the economy, both on Family Islands and New Providence	• Increased capital stock and growth in the economy	ST	MOTA	HIHE

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
10.1.3 Position key port(s) as a redistribution centre for Post-Panamax shipping along the east coast	• Assessment of attracting large post-Panamax ships to Freeport for unloading and reshipment to the US east coast and the Caribbean is completed	• Evidence based plan on the future of commercial shipping in The Bahamas	MT	MOTA	HIHE
10.1.4 Revise the governance and reward system for the mail boat and other marine based transport systems with a view to ensure: 1. Reliability of service 2. Lower cost of service 3. Acceptance of reasonable liability 4. A schedule that facilitates inter island connections (inter island ferry – not only hub and spoke design) 5.	• A systemic review of the performance and subsidies of the inter-island transportation suppliers and network complete • Ongoing performance standards review • New regulations and subsidy programme incentivize competition • Improved liability coverage • Training programs for staff on cargo and produce handling • Refurbished boats • Revised schedules (that are maintained)	• A domestic transportation system that provides Bahamians with an efficient system, and various options at a reasonable price	ST	MOTA	MIHE
10.1.5 Rationalise air transport links and subsidies with a goal of 1. reducing the cost of transportation 2. improving journey	• Systemic review of the subsidies and charges for airlines • New regulations and incentive structures outlined • Creation of transport apps	• Lower cost and more effective air transport that provides efficient inter island transport	ST	MOTA	HIME

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
planning and 3.ensuring smooth connections between different airlines and other forms of transport	that facilitate smooth connections across various types of transport methodologies				
10.1.6 Evaluate the feasibility of building inter island and intra island bridges and sub-sea tunnels to promote greater connectivity	• Feasibility studies, including environmental assessments, detailing the potential impacts of inter and intra island bridges and tunnels and identifying preferred location for bridges / tunnels which promote positive externalities.	• Improved connection and journey times between settlements and islands.	ST	Ministry of Works and Urban Development (MOWUD)	HILE
10.1.7 Creation of standards for the delivery of transportation services including: 1. Maintenance standards 2. Customer care standards 3. Service performance standards 4. Taxi, Tour and Bus Operators standards	• Standards developed for all transportation services and service providers • Certification levels / standards for hangers, maintenance crews • Service standards for taxi, tour and bus operators	• Consistent high quality service offered	MT	Bahamas Bureau of Standards and Quality (BBSQ)	MILE
10.1.8 Limit the potential for conflict between the	• Rationalization of the role of the Bahamas Airport	• Improved allocation and management of risks at the	ST	MOTA	HIME

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
Bahamas Airport Authority and the Nassau Development Company	Authority (BAA) and the Nassau Airport Development Company (NAD) ○ Strengthening of the corporate governance arrangements of the institutions • Upgrade the security arrangements and equipment used including improved management of Service Level Agreements (SLA) to facilitate improved maintenance and efficiency of operations	airport which could have severe consequences if realised			
10.1.9 Maximise the value-added that can be derived from the Nassau airport	• Medium to Long Term Strategic Plan developed for the Nassau Airport inclusive of: • Purchase/ Assignment of land to facilitate future airport expansions including the building of new runways • Development of Zoning codes for land development close to ports (air and sea ports) (ref. Goal 9)	• Facilitate long-term upgrade of the Airport facility and long-term profitability	MT	MOTA/ NAD	MIME

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	• Independent, reliable energy generation • Rationalisation of the use of shopping space to improve income stream • Targeted marketing of the airport as a potential hub for southern (including Caribbean) airlines				
10.1.10 Maximise the value added that can be obtained from investment the Airport infrastructure	• Programs for the Training and certification of engineers and airplane mechanics to create a mechanical hub in Nassau for use by international airlines • Development of a training hanger for all technical airline personnel including pilot training.	• Improve the services and value that Nassau can provide to international and domestic airlines • Creation of additional revenue streams and job opportunities for local business in the aviation sector	MT	MOTA/ Civil Aviation (CA)	HIHE
10.1.11 Maximise the value added that can be obtained from Bahamas Air	• A feasibility study on the impact of a full or partial privatization of Bahamas Air • A feasibility study in the benefits of linking Bahamas Air more closely to Tourism promotional efforts to provide lift into the island. • Creation of a national strategy and vision for the	• Reduction in the cost of the National carrier – Bahamas Air • Maximisation of the benefits (direct and indirect that can be gained from the investment in Bahamas Air. • Improved air service between islands • Enhanced penetration of the Tourism product to	ST/ MT	MOTA/ CA	HIHE

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort

	and domestic aviation sector which:
	
	  o rationalizes the domestic fares, subsidies, schedules and routes
	  o allows for the creation of a hub in Nassau that better utilizes the gate availability at Nassau
	  o facilitates the domestic routes to be served domestic carriers under the Bahamas Air banner
	  o Provides access to the domestic carriers to GTS systems
	• New Regulations, licensing and oversight requirements
	• Development of a strategic plan for Bahamas Air that maximizes the use of the aircraft capacity which includes:
	  o Use of smaller aircraft for short haul routes
		o Addition airlift to non-tradition source markets
		  o Increased airlift to the family islands
		  o Improved ease of booking travel to the family islands (can better evaluate the booking option of travel to the family islands as the smaller airlines would have access to GTS through Bahamas Air
		• Higher safety standards in the aviation sector			

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	o Improves linkages to other non-traditional areas including the Caribbean, Europe and West cost of the USA. • Infrastructural improvements to facilitate flying capacity in key family island territories, including: o Lights and communications o Supportive immigration infrastructure o petrol facilities o mechanical engineers and infrastructure				

Strategy 10.2: Public Transit Strategy (New Providence)

Strategy	10.2 Create and implement a Public Transit Strategy on New Providence (Industry, Innovation and Infrastructure SDG 9 Target 9.1 and 9.a, Reduce Inequalities SDG 10 Target 10.2 and Sustainable Cities and Communities SDG 11 Target 11.2)
Why Important?	Traffic Congestion on NP slows down economic development and reduces the quality of life for many Bahamians. While land is limited, controlling traffic patterns, and creating new instruments such as enhanced bus service and school bussing will explored in order to help build a long term sustainable Nassau.
Indicators of Success	1. Number of cars on New Providence 2. Number of cars per day in the downtown core 3. Number of new routes created

	4. Total transit ridership 5. Number of bicycles and electric scooters imported

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact / Effort
10.2.1 Create a long term, publicly disclosed New Providence Traffic Plan which takes into account: • Forecasted analysis of traffic by the year 2040 • Urban growth planning principles and • Best practices implemented in traffic management including am/pm alternating right-of-ways during peak hours, as well as dedicated transit lanes • A feasibility of fee-for-drive schemes to discourage cars in the core	• Road Traffic Plan for Nassau completed and publicly consulted •	• A national plan to accommodate traffic repercussions of a growth in population • Innovative techniques in traffic management that accommodates the geography of New Providence	ST	MOWUD	HIHE
10.2.2 Enhance the overall reliability of public transit	• New routes in place to capture a greater percentage of the population • Consolidated and rationalized public bus governance and service delivery	• Fewer cars on the road • Greater percentage of the population using transit • Greater percentage of the population having access to transit • Standardization of route times and driver behavior	MT	MOWUD	HIHE

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact / Effort
	• New service and safety standards for jitneys and drivers • Park and ride programmes during peak periods • Public transit option for residents with physical challenges incentivized	• Better transportation options for the persons with disabilities			
10.2.3 Develop a strategy for New Providence school busing	• Feasibility study complete of public and private systems to reduce heavy traffic in peak periods; including the feasibility of staggered start times at schools to reduce traffic in peak periods	• Fewer cars on the road • Greater predictability in the flow of traffic	MT	MOWUD with MOEST	MIHE
10.2.4 Introduce a bike/electric scooter accommodation strategy	• Plan and develop bike paths • Tariffs review of bicycles and scooters • Enhanced bike and electric scooter parking in the downtown core • Public advertisements of bike and electric scooter use in public advertisements as a means to reduce traffic and Green House Gas emissions	• Fewer cars on the road • Lower GHG emissions • Healthier lifestyle (for bicycle users)	MT	MOWUD and MOTA	HIHE
10.2.5 Restructure the system for Taxi services around the concepts of : • Safety	• Standardisation of taxi branding to make more visible and easily identifiable • New incentives introduced to promote hybrid/electric	• Standardised service and product which reduces passenger anxiety using the service and improves the tourism experience	ST	MOT	MIME

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact / Effort
- Reliability - Customer focused - Commercially sustainable - Energy efficiency and low carbon footprint	vehicles - Publication of codes and standards of behaviour for all drivers - Standardisation of rates - Development of behaviour codes and rates for specialized areas e.g. Airports (which can be passed on to the passenger)				

Strategy 10.3: Modern Domestic and International Postal System

Strategy	10.3: Create a modern postal system that provides adequate domestic and international services to New Providence and the Family Islands (Industry, Innovation and Infrastructure SDG 9 Target 9.1)
Why Important?	The domestic postal service continues to face significant challenges, included inadequate facilities, insufficient postal boxes and inadequate postal financial services in many of the family islands. Mail services are also not robust with domestic and international mail often not reaching the destination within the expected timelines, and mail handling and accountability for the mail is low. Additionally security and disaster management within the domestic postal system is weak
Indicators of Success	1. Introduction of GPS tracked mail (all mail) 2. Increased use of the postal financial services (particularly in the family islands) as the primary choice 3. High uptake of the delivery fee option for mail delivery 4. Increased use of the postal system for domestic (and inter island) package delivery

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact / Effort
10.3.1 Creation of a modern	• The establishment of the	A project plan to deliver a modern	ST	OPM/ MOWUD	MIME

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact / Effort
and efficient postal system which is in line with United Postal Union Standards	Postal Service as a body corporate • Establishment of a regulatory agency or body for the regulation and oversight of the postal service –Postal Authority (PA) • Adoption of UPU Technical Standards or the UPU EDI Messaging Standards for each area of service delivery including, letter and parcel delivery and times, security, addressing, e commerce and electronic services, quality service standards, disaster management, etc. • Strategic plan for the redevelopment of the postal system in The Bahamas based on international best practices, including the: o A full evaluation of the benefits of full, partial privatization of the use of PPP to redevelop and manage the system	efficient postal system that meets the needs of all Bahamians			

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact / Effort
	o The provision of decent work for staff including new job descriptions, term of agreements and work hours o A reduction of its environmental impact o The facilitation of financial inclusion for the vulnerable o The utilization of ICT to improve service delivery • Identification of Grant/Loan funding to facilitate the revitalization of the postal system so that it can fulfill its role in sustainable development of The Bahamas • Education and promotion programs to increase knowledge and use of the service				
10.3.2 Create supporting infrastructure to support a modern postal system.	• Construction of new modern postal facilities that can (in some cases) which: o Integrate sustainable criteria	• The provision of buildings and structures to facilitate the delivery of postal services	ST/MT	MOWUD/ (Postal Authority) / OPM	HIHE

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact / Effort
	in the design and renovation of buildings o Utilise of solar and other energy efficient mechanisms o Are fully accessible and inclusive o Facilitate the security of mail and other products (including financial products) o Which are capable of providing high quality financial services (including ATM facilities) • Improved use of ICT in the postal system e.g. o Online tracking of all mail and package delivery o Improved website with online selling of postal service capabilities o Improved security of the postal services and infrastructure o Consideration of the				

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact / Effort
	adoption of " .POST" to enhance security • Provision of adequate postboxes to service the population. This should be influenced by issues such as accessibility and location to population centers and community. • A change in the opening hours and delivery hours of the postal system to accommodate the need of a more developed society and increase its relevance.				
10.3.3 Leverage the underlying attributes of the postal service to facilitate financial inclusion, (the provision of basic financial services (savings, payments, money transfers, insurance, credit) in The Bahamas particular for vulnerable communities and family islands with low bank penetration.	• Project plan to restructure the current service being offered to include modern banking facilities, electronic access and money transmission services, upgraded security, cross delivery of related financial services and increased access by the non-banked. • Connection of Postal banks to the UPU's electronic payment network to facilitate money transfer • Hiring of new staff and the retraining of staff to provide	• The postal system through a combination of electronic, financial and physical services, would ensure that all persons resident in The Bahamas have access to efficient, reliable, secure and affordable financial services	MT	OPM/ Postal Agency/ CBOB	HIHE

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact / Effort
	financial services • The inclusion of the Postal bank under the regulatory ambit of the Central Bank • Public education and promotion campaigns				

10.3.4 Ensure that the postal system has the requisite staff, with the skills necessary to deliver the services required.	• A Study on the Human Resource requirements and an evaluation of the composition of the current staff.
	• A plan to retrofit the staff complement given the new service requirements and job roles. This can include a combination of :
	  o Training and education programs
	  o Hiring of additional staff
	  o Retirements and separation packages
	  o Natural attrition
		• A highly trained workforce cable of delivery of high quality services	MT	OPM/ Postal Service	HIHE

10.3.5 Ensure that there is sustainable funding for the postal system	• Create alternative revenue streams to support the postal system including:
	  o Fees for home delivery of mail and letters
	  o Promotion of first class and EMS services
		• Well-funded postal service	MT	Postal Service	MIME

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact / Effort

	o Promotion of electronic services
	   o Introduction of domestic commercial delivery services
	   o Act as agents to provide or facilitate some government and private services
	• Offer a competing mail delivery services with the local package and shipping companies				

Goal 11: Natural Environment

Goal 11	The Bahamas will have a natural environment that supports the long term sustainable development of the Bahamian economy and way of life for generations.
Challenges addressed:	• High vulnerability to environmental threats to its land, water and biodiversity as a result of climate change and sea level rise • Land development practices which fail to balance between development and environmental management and protection of ecosystems and coastal areas • Fragmented environmental legislation and management coupled with institutional capacity deficiencies within environmental management agencies • Fishing policy which faces challenges with illegal, unreported, and unregulated (IUU) fishing, lack of logistical capability and personnel and funding • Inadequate solid waste management system and limited recycling practices • Impaired air quality as a result of burning at dumps and landfills and vehicle exhaust emissions. • Weak enforcement of environmental laws.

Strategy 11.1 Researching and Implementing Climate Change Adaptation and Mitigation Measures

Strategy	11.1 Position The Bahamas as a leader in researching and implementing climate change adaptation and mitigation measures and as an incubator of green technologies (Affordable and Clean Energy SDG 7 Target 7.1, 7.2, 7.3, 7.a and 7.b, sustainable Cities and Communities SDG 11 Target 11.b, Climate Action SDG 13 Target 13.1, 13.3, and 13.b and Peace, Justice and Strong Institutions SDG 16 Target 16.6, 16.a)
Why Important?	The Bahamas is highly vulnerable to the impacts of climate change given its geographical vulnerabilities (limited land masses, low-relief and dispersion of islands) and environmental vulnerabilities (high temperatures, storm surges, sea level rise, flooding, increased tropical storm activity, and rising water tables). Climate change research and the implementation of adaptation measures will help mitigate against climate change risks. In the Bahamas' Intended Nationally Determined Contribution (INDC) under the United Nations Framework Convention on Climate Change (UNFCCC) submitted just prior to the United Nations Climate Change conference Paris meeting in December 2015, The Bahamas committed to reducing Greenhouse Gas emissions, even though they are small, by increasing the amount of energy generated from renewable sources. Although there is little The Bahamas can do to change world Greenhouse Gas emissions (countries such as the United States and China are top carbon dioxide (CO_2) emitters), it can open its doors to international partners in academia, not for profit, donors, NGOs and businesses to become a ground zero for new technology to adapt to the effects of climate

	change.
Risk Assessment	1. Sole focus on adaptation measures which are reactive and short-term (coping strategies) 2. Technological barriers which lead to inaccurate climate change information due to, for example, limitations in modelling the climate system or lack of accurate weather forecasts. 3. Budget constraints which can pose as a barrier when adaptation measures involve high upfront cost 4. Social barriers: ethics (how and what people value), knowledge (how and what people know), risk (how and what people perceive) and culture (how people live) 5. Erosion of social cohesion and collective practices in communities has the potential to constrain adaptive capacity. 6. Lack of integration of dynamic pressures such as climate risk induced migration, rapid urbanisation and population growth into national adaptation policies/strategies 7. Limited capacity of government officials to engage in climate diplomacy at the international level 8. Lack of focus on the adaptive capacity needs of Local Government or Island communities in formal adaptation efforts
Indicators of Success	1. Increase in research and development in climate change 2. 80% increase in family islands with climate change adaptation plans by 2025 3. 70% increase in homes using alternative energy sources by 2025 4. Increase in the number of partnerships with leading green technology firms to build institutional capacity of COB and MEH and MPW in green technology 5. 45% increase in green foreign direct investment flows by 2025 6. 50% increase in share of renewable energy in total energy consumption

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
11.1.1 Invest in science, technology, innovation and research on climate change	• A Climate Change Adaptation and a Renewable Energy centre established within COB for research and development (R&D) • Strategic partnerships formed with national and international agencies, civil society, think tanks, academia with expertise	• Increase in research, and development (R&D) and publication of material on climate change and renewable technologies to meet national climate and development priorities • Primary data on	**Medium Term**	**Lead COB in collaboration with strategic partners**	**High/ Medium**

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	in climate change for Small Island Developing States selected to build the scientific research capabilities of COB, and the country's institutional capacity in climate change and the use of green technologies • Research and Development Fund established	climate change and adaptation collected and retained within the country and data published • Better informed climate change adaptation policies incorporating recommendations made by environmental agencies and other strategic partners • Increased number of students with higher education and skills in climate change • Increase in number of COB faculty researching climate change • Technical expertise in climate change adaptation in the country increased			
11.1.2 Incorporate climate change adaptation and mitigation measures into public education, planning and budgetary processes	Education and training: • Climate change adaptation and mitigation curriculum for public awareness campaigns developed and used in targeted outreach	• Increased awareness among the public of climate change and its risks • Increase in proportion of media sensitized on	**Short-Term and on-going**	**Lead MHE in collaboration with MOSSCD, MOE, BEST, BCC and Environmental**	**High/Low**

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	programmes Planning • Comprehensive policy on climate change and resilience developed and implemented for all national action plans • Hazard/asset mapping in all islands prepared • Capacity of UNFCCC delegates strengthened Budgetary Processes: • Annual budgets reflecting budgetary allocations for climate change concerns produced • Establishment of a National Implementing Entity for the Green Climate Fund[80]	the effects of climate change • Climate actions included in business strategies • Land use and management plans take climate change into account • Reduction in proportion of housing and development permitted in flood risk or vulnerable areas • More areas provided with improved drainage services • Stronger international partnerships • Sustainable funding available and applied for climate change adaptation		**NGOs**	
11.1.3 Adopt a national response to climate change adaptation and introduce appropriate legislation	• Re-establishment of a National Climate Change Committee of experts to coordinate The Bahamas' national response to climate change • National Policy for Adaptation to Climate Change 2005 reviewed	• Coordinated and holistic government response to climate change • Government climate change communications	**Short-Term**	**Lead BEST in collaboration with MHE, COB, environmental NGOs and OAG**	**High/Low**

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[80] Budget Speech March 2016

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	and revised to ensure it meets current environmental standards • National Policy for Adaptation to Climate Change officially adopted to ensure implementation • Legislation and regulatory instruments incorporating the National Policy for Adaptation to Climate Change into law passed	improved • Modern legislation and polices enacted			
11.1.4 Proactively seek opportunities to increase capacity for green technologies in the country	• Full implementation of Bahamas National Energy Policy 2013 to 2033 policy • Residential Energy Self Generating Programme[81] reintroduced • Information on renewable energy incorporated into school curriculum • Policy incentivising the Use of Green Technologies[82] in existing infrastructure (including in industries for example, construction, tourism etc.) developed and implemented	• Development of renewable energy sources such as solar, ocean energy, biofuels, waste-to-energy and wind • Eco-efficiency - increased energy conservation and efficiency in government and all industries • comprehensive governance/regulatory framework to effectively support the advancement of the energy sector and to	**Short-Term - Medium Term**	**Lead MHE in collaboration with OPM, MHE, MPW**	**High/ High**

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[81] Minister Dorsett's Budget Speech March 2016
[82] For example Plugged-in Solar PV System Kits: solar systems that can be directly connected to a household outlet and which do not require a licensed electrician to make the connection [http://www.renewableenergyworld.com/articles/2014/06/plug-and-play-solar-systems-automating-the-permitting-inspection-and-interconnection-processes.html]

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
		effectively able to facilitate the introduction of renewables and the diversification of fuel created • Increased awareness about available programmes for persons to pursue vocational training in green technologies. • Increase in number of persons with academic and vocational training in green technologies • Increase the number of houses using solar water and heating technologies Increase in the number of institutes and industries using environmentally methods in their work			
11.1.5 Take active steps to solarize the entire country	• Policy mandating and/or incentivising solarisation of all: (a) new schools (b) government buildings (c) new street lights installed and (d) new homes • All new schools, government	• Increased number of schools, government buildings and street lights off the grid • Consistent use of clean energy needed to operate schools,	**Short-Term and ongoing**	**MEH in collaboration with communities**	**High/ Low**

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	buildings and street lights retrofitted with solar panels • Solarisation campaigns commenced, (i.e. locally organized community outreach efforts aimed at getting a critical mass of area homes and businesses together to "go solar")[83]	government buildings and street lights • Increase in the number of families with better security and constant visibility in otherwise dark areas as a result of street lighting. • leverage group-purchasing power - individuals can purchase solar systems in bulk for significantly less money than the typical market rate[84]			

Strategy 11.2: Integrate Disaster Risk Reduction in Development Policies

Strategy	11.2 Integrate disaster risk reduction into sustainable development policies and planning and build resilience to hazards (No Poverty SDG 1 Target 1.5, Climate Action SDG 13 Target 13.1, 13.2, and 13.3 and Sustainable Cities and Communities SDG 11 Target 11.5 and 11.b)
Why Important?	The Bahamas is highly vulnerable to the impacts of climate change given its geographical vulnerabilities. Disaster loss is on the rise with grave consequences for the survival, dignity and livelihood of individuals particularly the poor, and hard won development gains
Risk Assessment	1. Poor communication and coordination between various tiers of government

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[83] http://energy.gov/eere/articles/making-difference-solarize-programs-accelerating-solar-adoption (Ulrich, Elaine 2015 Making a Difference: Solarize Programs Accelerating Solar Adoption)
[84] ibid

	2. Inaccurate weather forecasts
	3. Limited engagement of disaster agencies with communities pre and post disasters
	4. Root causes of vulnerability are not being addressed through current formal adaptation efforts
Indicators of Success	1. Increase in the useful life of homes and buildings
	2. Decrease in the number of people displaced by disasters
	3. Less overall cost of rehabilitation following severe storms and hurricanes
	4. Increase in number of homes insured in the Family Islands
	5. Improved pre and post disaster response
	6. Resilient communities

Actions	Outputs	Outcomes	Time Frame	Responsible Agent	Impact/ Effort
11.2.1 Incorporate comprehensive disaster risk management strategies for disaster response	• CDEMA's[85] comprehensive disaster management strategies fully implemented • Emergency Operations Plan reviewed and strengthened • Risk reduction adaptation recommendations from the ESCI's Hazard and Risk Reduction Study fully implemented	• Strengthened institutional arrangements for Comprehensive Disaster Management implementation at national and local levels • Clear identification of responsibilities of organsiations and individuals • Personnel, equipment, facilities, supplies and other resources identified for emergency operations • Increased and sustained knowledge	**Short-Term – Medium Term**	**Lead NEMA in collaboration with Government Ministries, BCCEC and CSOs**	**High/ High**

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[85] Caribbean Disaster Emergency Management Agency

Actions	Outputs	Outcomes	Time Frame	Responsible Agent	Impact/ Effort
		management and learning for Comprehensive Disaster Management • Sustained culture of safety and community resilience			
11.2.2 Strengthen land use policies and legislation	• Hazard asset mapping in all Islands prepared to identify land zones that are available and safe for human settlements.[86] • Disaster risk considerations mainstreamed into planning procedures for major infrastructure projects with considerations given to social, economic and environmental impact assessments. • Building codes, standards and construction practices reviewed and relevant legislation revised to make provisions for inter alia, building codes for flood prone areas for all the Islands	• Rehabilitation or relocation of roads, homes in hazard risk areas • Better quality of homes, buildings and infrastructure • More resilient communities and family islands • More knowledgeable and responsible builders • Enforcement of land use legislation	Short-Term – Medium Term	Lead MEH in collaboration with MPW, NEMA, OAG	High/ Low

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[86] MPW provides information on disaster reduction options prior to constructions, land purchase and land sales

Actions	Outputs	Outcomes	Time Frame	Responsible Agent	Impact/ Effort
	• Amended legislation on building codes, standards and reconstruction practices at national and local levels enforced				

11.2.3 Further strengthen early warning and evacuation systems and procedures	• GIS based system for early warning and mapping for flood disasters acquired
	• National Standard of Mean Sea Level established
	• Weather centres repaired and equipped
	• Early warning systems improved to ensure they are:
	  ▪ people centered (systems which are understandable)
	  ▪ take into account demographic, gender, age, cultural and livelihood characteristics of target audiences
	• Automated Early Warning System implemented.
	• Procedures to periodically review and maintain forecasting information systems as part of early warning systems implemented
		• Safer, more prepared citizens
		• Increased accuracy and timeliness of weather forecasts
		• More resilient communities
		• Better coordination and long term responses to the aftermath of severe storms
		• 90% of all the weather centres fully operational
		• Sufficient powers provided to relevant authorities to deal with disasters including evacuations
			Short-Term – Medium Term	**NEMA**	**High/ Medium**

Actions	Outputs	Outcomes	Time Frame	Responsible Agent	Impact/ Effort
	• Community-based training initiatives to enhance local capacities to mitigate and cope with disasters launched • Disaster Preparedness and Response Act 2006 reviewed and revised to strengthen inter alia, evacuation, emergency and early warning provisions				
11.2.4 Strengthen other pre-disaster response	• Policy to strengthen Disaster Consultative Committees in the Family Islands drafted and implemented • Liaison Officer and Unit responsible for harmonizing private sector response to disasters appointed and established respectively • Construction of the Relief Warehouse in Great Inagua as part of the Regional Warehousing Programme completed • Strategic purpose built shelters- built to standards across the country • Business continuity	• MOUs between NEMA and all government agencies • Increased accountability of government officials • More coordinated response to disasters • Improved logistics for delivery of relief supplies to Family Islands • Effective and safe shelters • Increased number of government institutions and businesses able to continue delivery of critical business	**Short-Term – Medium Term**	**NEMA**	**High/ Medium**

Actions	Outputs	Outcomes	Time Frame	Responsible Agent	Impact/ Effort
	planning programmes created and implemented by in each public and private sector institute/organization • Clear protocols developed by all Government agencies and public authorities providing essential services specifying for example: ▪ designated areas for the disposal of waste (degradable/non-degradable, bulky waste (furniture, household items) commercial waste following a disaster ▪ steps to be taken to protect the electricity grid and traffic lights prior to a disaster; ▪ steps to be taken to ensure availability of emergency water supplies following a disaster	operations after disasters			

Actions	Outputs	Outcomes	Time Frame	Responsible Agent	Impact/ Effort
	▪ steps to be taken to ensure availability of sufficient emergency medical services and supplies during and following a disaster ▪ steps to be taken to clear debris following a disaster				
11.2.5 Strengthen the conduct of post-disaster assessments to better inform future policy decisions	• Policy created establishing a revamped approach to post-disaster assessments: one that provides a comprehensive account of impacts by settlement and by sector • Additional technical experts recruited to NEMA's Re-Construction and Repair Unit to carry out post-disaster assessments	• Post-disaster assessments used to analyse the comprehensive impacts of hurricanes and flooding and inform rebuilding • Better informed disaster management policies	**Short-Term**	**NEMA**	**Medium/ Low**
11.2.6 Build national and local technical staff capacity in disaster management, data management and in the generation of	• Organisational structure for NEMA developed and technical and administrative staff recruited • Undertake skills and expertise audit to identify additional	• NEMA's capacity strengthened to deal with disasters adequately • Better trained technical staff trained in vulnerability assessments	**Short-Term – Medium Term**	**OPM** **Lead BNGISC**	**High/ Medium**

Actions	Outputs	Outcomes	Time Frame	Responsible Agent	Impact/ Effort
environmental vulnerability assessments	training and knowledge areas needed for technicians, professionals, the private sector, politicians and civil society. • Training packages in data management and vulnerability assessments developed and implemented National and local technical staff trained on: ▪ carrying out vulnerability assessments and post disaster assessments ▪ data management ▪ quality control and quality assurance methods and tools ▪ GIS and utilisation of LIDAR images and products • Additional technical experts trained in vulnerability assessment and data management experts recruited	• Evidenced based decision-making in identifying priority areas for investment across agencies, sectors, and geographic levels		**in collaboration with MEH, BEST and NEMA**	**Medium/ Low**

Strategy 11.3: Sustainably Use and Manage Resources

Strategy	**11.3 Sustainably manage and use natural resources while guarding against anthropogenic influences, unsustainable practices and invasive species which undermine terrestrial and marine ecosystems. (Responsible Consumption and Production SDG 12 Target 12.2, Life Below Water SDG 14 Target 14.1, 14.2, 14.4, 14.5, 14.7 and 14.c and Life on Land SDG 15 Target 15.1, 15.2, 15.3, 15.4, 15.5, 15.8, 15.9 and 15.a)**
Why Important?	Terrestrial ecosystems, including pine woodlands (forest), coppice (mixed woodlands), and wetlands provide

	valuable ecosystems services. Pine forests are ecologically important and support a variety of plants and animals. Coppice provides valuable ecosystem services, including: preventing the loss of nutrients in the soil, a wildlife habitat for birds, reptiles, and mammals and trapping and storing rainwater. Wetlands provide ecosystem services including: water cleaners and storm buffers. Marine ecosystems are important for the production of plant biomass from sunlight and nutrients (primary productivity), which represents the basic food source for all life in the ocean, and ultimately also for humans and because they create habitats, or structures, in coastal ecosystems. For example, macroalgae, seagrass and corals form large undersea forests, meadows or reefs that provide habitats for many other species such as molluscs, crustaceans and fish. There is therefore a need to ensure that ecosystems are preserved.
Risk Assessment	1. Highly centralized system of decision making and non-participatory system with respect to management of eco-systems in the family islands 2. Failure to enforce planning and protection legislation and land use policies 3. Lack of funding allocations and capacity building investments (infrastructure and human capital) into the Government Departments responsible for supervision and monitoring of environmental planning and protection 4. Lack of public education on the value of ecosystems and the importance of conservation 5. Failure to require and consider environmental impact assessments by relevant government agencies prior to approvals for land development 6. Lack of investments in research and monitoring to collect terrestrial and marine data and map out trends 7. Failure to strengthen and enforce legislation 8. Failure to prioritise marine management and education
Indicators of Success	1. Increase protected areas under effective management (including sustainable funding) 2. Conservation of at least 20% of their near-shore marine / coastal environment by 2020. 3. Increase in percentage of land area where environmental sustainable land use and management practices have been adopted 4. Increased knowledge on the value of ecosystems

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
11.3.1 Create policies and enact and enforce legislation for sustainable resource use	• A national land use and management plan for sustainable use of The Bahamas' resources created	• Better oversight of mining and use of natural resources • Reduced conflict over land and sea use and optimized	**Short-Term – Medium Term**	**Lead NCC in collaboration with COB, OPM, MEH,**	**High/ Low**

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort

	and supporting legislation strengthened.
	Resource management includes management of:
	    ▪ Sand mining and zones
	    ▪ Salt mining
	    ▪ aragonite mining
	• Environmental Planning and Protection Bill 2015 enacted
	• Integrated coastal zone managements framework and policy developed and operationalized
	• Integrated Coastal Zone Management Unit established
		use of land and sea that supports both development and conservation goals.		**BEST and OAG**	

11.3.2 Ensure that land development agreements are made public and contain clauses for environmental mitigation plans	• Land development Agreements and mitigation plans published online on BEST's website and filed at COB's library	• Environmentally friendly development • Increased transparency in land development	**Short-Term an Ongoing**	**NCC**	**Medium/ Low**
11.3.3 Carry out an economic assessment of all environmental resources in the country	• Ecosystems master plan for Andros and for all of the other family islands drafted and promulgated	• Economic valuation of all ecosystems	**Short-Term – Medium Term**	**OPM**	**High/ Medium**
11.3.4 Adopt a sustainable ecosystems management approach for the benefit of all of the population	• The 2012 Master Plan for The Bahamas Protected Area System revised and	• Increased percent of forest, agricultural and aquaculture ecosystems under	**December 2016 (Andros Master**	**OPM and where relevant BEST, MEH and OAG**	**High/Low**

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	the capacity action plan implemented[87] • Enforcement of Bahamas Protected Areas Fund 2014 • Bahamas Protected Areas Fund operationalized • Finalise and promulgate the Andros Ecosystems Master Plan • Ecosystems master plans for other family islands developed and promulgated • Environmental Planning and Protection Bill 2015 enacted • An accurate register of protected areas produced[88] • Forestry Act, 2010 and regulations enforced • National Forest Management Plan for the forest resources of the Bahamas produced and fully implemented	sustainable management • Restoration of forest areas • Vibrant stocks of selected species • Greater human enjoyment of the ecosystem • Number of protected areas meeting their management effectiveness target • Increase in innovative public-private partnerships • Increase in funding allocated to manage protected areas[89]	**Plan) and others Short-Term - On going**		
11.3.5 Develop a comprehensive framework to prevent and reverse loss	• Mitigation strategy against loss ecosystems and to reverse loss of ecosystems	• Greater resilience of local species and other resources • Greater accountability from	**Short-Term**	**MEH**	**Medium/ Low**

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[87] Master Plan refers to protection of all ecosystems including coral reefs, pine forest, blue holes, lakes etc
[88] Bahamas Protected Areas Fund 2014
[89] Bahamas Protected Areas Fund 2014

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
of ecosystems	drafted and implemented • Environmental Planning and Protection Bill 2015 enacted • Invasive species policy officially adapted and implemented	all stakeholders in the protection of ecosystems			
11.3.6 Protect coastlines and increase the resilience of coastal ecosystems	• Permanent Integrated Coastal Zone Unit with full-time staff with the lead responsibility to manage coastal zones created • A policy incorporating an Integrated Coastal Zone Management Plan (ICZMP)plan produced • ICZM unit established by statute • Flood zones for each island mapped[90]	• Construct coastal including both hard and soft defenses) Infrastructure • Coastal wetlands restored • Safer and more sustainable development	**Short-Term – Medium Term**	**BEST**	**High/Low**
11.3.7 Improve capacity building interventions for effective enforcement of marine regulations as well as controlling Illegal, Unreported and Unregulated (IUU).	• Stock assessment conducted to determine whether there is overfishing • Food and Agriculture Organisation's Code of Conduct for Responsible Fisheries (CCRF) and ecosystem approach to fisheries management adopted • Integrated Coastal Zone	• Increased number of court cases to enforce fisheries laws and regulations • Increased number of Defence Force personnel trained in fisheries management • Increased number of boats supplied by the Government for surveillance of waters • Evidence of increase of		**MAF, DMR**	**High/ Medium**

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[90] ICZMP

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	Management (ICZM) policy implemented • A rapid response unit at the Defence Force with a dedicated prosecutor in the Office of the Attorney General and a fisheries court to deal with fisheries violations established • Defence Force personnel working in fisheries management trained. • Provisions and responsibilities under the Bahamas Protected Area Fund Act expanded to allow for the fund to extend to fisheries Management • A fisheries monitoring centre established, equipped and functional • A biological and economic assessment of the health of targeted fish stocks conducted	equipment available to the Defence Force for constant coastal surveillance • Increase in the number of daily/nightly sorties for surveillance exercises • increase in fishing vessels observed by aerial/surface patrol or by radar and satellite monitoring, that are committing a serious infraction • reduction in overexploited fisheries measured by an increase in total catch per unit of fishing effort		**RBDF, OAF, Judiciary**	
11.3.8 Strengthen marine management by improving the existing Marine Information System (FIS) and regulations	• Marine Tracking System (AIS) acquired • Comprehensive marine database established • Marine laws on inspection and licensing systems, export, Marketing, trade and quality control revised and amended to suit modern times	• Increased tracking of vessels to ascertain what activities they are engaged in • Harmonise and enhance data collection • Data gaps identified • Improved and more informed policy decisions • Increased and consistent monitoring of export permits	**Short-Term – Medium Term**	**MAF and DMR**	**High/ Medium**

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	• A competent authority accredited for certification of marine products exports established/strengthened	and exports			
11.3.9 Train fishers/communities in the science of fisheries harvesting and management through short intensive courses to reduce unsustainable harvesting techniques	• A Fisheries Training Centre established • Fisheries Management Plans prepared and adopted for target fisheries	• Increase in number of fisheries management courses run by the Department of Fisheries • Increase in the number of fishers trained in short courses on fisheries management	**Short Term and on-going**	**MAF and DMR**	**High/ Low**
11.3.10 Strengthen regulation of new fisheries	• Policy established and legislation passed and enforce on exploitation of new fisheries	• Increased regulation of exploitation of new fisheries	**Short-Term – Medium Term**	**MAF and DMR in collaboration with OAG**	**Low/ Low**
11.3.11 Review and subsequently enact the draft Environmental Planning and Protection Bill 2015/ 2016	• Environmental Planning and Protection Bill 2015 finalised to include inter alia,: ▪ ways in which all the environmental agencies will interact ▪ compensation to victims of pollution ▪ accountability measures for the Government, businesses and individuals for future pollution and ▪ appointment of an	• Projects evaluated for environmental impacts prior to approval • Compliance with international environmental treaties • Greater accountability of all government, businesses and individuals as it relates to the environment	**Short-Term**	**MHE and OAG**	**High/ Low**

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	environmental agency which has the responsibility for ensuring the Government's compliance with international treaties for the protection of the environment. • Environmental Planning and Protection Bill 2015/2016 enacted				

11.3.12 Enforce current legislation and pass pending regulations on the exploration of petroleum	• Petroleum Act 2016 and Sovereign Wealth Fund Act 2016 enforced
	• Petroleum Regulations and Petroleum (Health and Safety) Regulations passed
	• National Oil Spill Contingency Plan implemented and capacity of relevant agencies increased to ensure enforcement
		• Strong and predictable regulatory regime related to extraction of oil
		• Remediation of any damage that may be inflicted on the environment due to oil spills and oil exploration efforts
		• Increased funding for natural resource conservation
		  • Reduction of oil/fuel leaked into the ground in Clifton
		  • Establishment of a sovereign wealth fund where funds derived from natural resources are deposited
			Short-Term	**MEH**	**Medium/ Low**

Strategy 11.4: Implement a Modern Waste Management Strategy

Strategy	11.4 Successfully implement a modern waste management strategy that includes public education and new services to sustainably manage waste (Clean Water and Sanitation SDG 6 Target 6.3 and 6.b, Industry, Innovation and Infrastructure SDG 9 Target 9.4, Sustainable Cities and Communities SDG 11 Target 11.6, Sustainable Consumption and Production Patterns SDG 12 Target 12.3, 12.4 and 12.5 and Peace, Justice and Strong Institutions SDG 16)
Why Important?	Waste is an on-going concern with respect to the condition of landfills, burning waste at landfills and dumpsites, and the need to improve recycling capacity and practices. Dump fires in The Bahamas have become a frequent event, with the most recent fires occurring in March 2016. Burning at dumps and landfills across the country impairs air quality. Ash from burning waste is considered toxic because it contains high concentrations of heavy metals, including arsenic, cadmium, mercury, and chromium, which may also be emitted into the air with gases. Other toxins and carcinogens cited as toxic by the U.S. Environmental Protection Agency that are emitted by burning waste are benzo(a)pyrene, hex chlorobenzene, polycyclic aromatic hydrocarbons, dioxins, and formaldehyde. Some of these not only cause cancer but also can negatively affect unborn children. Additionally, there are only a limited number of available dumps and landfills and landfill leaks often lead to contamination of groundwater sources used by households.
Risk Assessment	1. Non-involvement of all key stakeholders in the planning, decision making process and drafting of a waste management strategy 2. Failure to incorporate financial incentives to promote recycling in solid waste legislation 3. Failure to include long-term waste strategies in the solid waste policy 4. Insufficient funding to build capacity (human capital and infrastructure) needed for effective and sustainable solid waste management
Indicators of Success	1. Full implementation of the provisions of the Stockholm Convention on Persistent Organic Pollutants 2. Decrease in solid waste tonnage in landfills and ad hoc dump sites 3. Increase in total number of sites that recycle phones and paint 4. Reduction in CO_2 emissions 5. Reduction in measured leachate near the dumpsite on New Providence 6. Increase in total number of households indicating use of composting bins

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
11.4.1 Design a modern framework for managing	• A modern waste management and waste for	• An effective framework that lays out waste	**Short-Term –**	**Lead DEH in collaboration**	**High/ Low**

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
waste	energy policy for the country which meets international best practices drafted and launched	management standards and responsibilities for managing solid waste. • Conversion of waste to energy • Fewer illegal dump sites • Less unsightly neighbourhoods • Increase in alternative energy sources • Increased regulation to prevent illegal dumping • Increased formal collaboration agreements between agencies dealing with waste	**Medium Term**	**with MHE**	
11.4.2 Harmonise waste management and enforce waste management legislation	• Memorandum of Understanding between DEHS and partner governmental and private sector agencies signed and implemented • Department of Environmental Health (DEH)Management Act passed • Environmental Health Services Act 1987 enforced • CCTV utilized to enforce laws on illegal dumping • Environmental Health	• Existence of clear waste management responsibilities of - residents, industry and other operators • Coordinated response to waste management between government agencies, private sector and citizens through the DEHS • Enforcement of fines for breaches of environmental health legislation • Aggressive prosecution of	**Short-Term and ongoing**	**DEH**	**High/ Low**

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	Services Collection and Disposal of Waste Regulations 2004 on inter alia, transportation of waste and separation of waste enforced	illegal dumping • Cleaner and healthier environment • Collection and transportation of waste carried out in accordance with the law and international standards of handling of waste material[91] • Increased segregation of waste at collection points			
11.4.3 Strengthen the capacity of the Department of Environmental Health and Services	• Study conducted to determine the infrastructural and human capacity needs and partnership needs of the Environmental Monitoring Risk Assessment Management Unit in the Department of Environmental Health Services • Recommendations of study implemented	• Improved management of waste in the country • Fully trained and equipped DEH staff • Increase in strategic partnerships for waste management between DEH, the private sector and communities • Cleaner and healthier environment for residents	Short-Term	MHE	High/Low
11.4.4 Regulate disposal of hazardous waste	• Legislation implemented for new liner and cell system for	• Cleaner air • Fewer fires	Short-Term and	OAG in collaboration	Medium/ Low

[91] Section 38 of the Environmental Health Services Collection and Disposal of Waste Regulations 2004 states: A person shall not use or permit to be used any vehicle for the conveyance or storage of waste unless such vehicle is fitted with a suitable cover capable of preventing the dropping, spilling or blowing off of waste while it is being transported. Section 60. (1) States: No waste shall be transported along any road unless — (a) the vehicle is so constructed or loaded in such a manner that no waste can fall from such vehicle; (b) the vehicle is protected by a closed-in top or canvas cover; (c) the waste is placed in containers and kept tightly closed while being transported; and (d) the vehicle is fitted with suitable watertight floor and sides capable of preventing any liquid drainage from the waste material and the vehicle while it is being transported.

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	the disposal of hazardous waste including waste from funeral homes, medical, other commercial business waste (laundry mat waste) and household hazardous waste. • Medical waste Regulations passed and enforced • Medical waste collection centres established in highly populated family islands and transfer centres established in less populated family islands • Regulations for other types of unregulated hazardous waste passed and enforced	• Reduction in leachate • Proper disposal of hazardous waste from funeral homes, medical waste and other commercial businesses and households	**ongoing**	**with MHE**	
11.4.5 Introduce a sorting and recycling system	• National recycling policy specifying incentives for individuals and companies which recycle implemented • Infrastructural capacity of the Materials Recycling Facility (MRF) in New Providence to handle waste strengthened • Incentivise stripping of copper from industrial waste • Use of plastics and Styrofoam disincentivised, with a special emphasis for government • Review of tax regime on plastics conducted, including	• Less waste going to the landfill • Reduction of amount of copper in landfills • Less use of non-recyclable products • Increased integration of civil society thrift markets into the recycling processes	**Short-Term**	**MHE**	**High/Low**

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	the possibility of surcharges on imported bottles and cans				
11.4.6 Promote re-use, recycling and recovery	• Public awareness campaigns about proper waste management to change consumption patterns and lifestyles, and to encourage participation in the management of wastes (such as sorting and recycling) convened • Reduce, Reuse, Recycle education and practices in schools introduced • Strategy for recycling within households (i.e. paper, tin or aluminum cans, and glass or plastic bottles, composting etc.) introduced • Collection points established for used mobile phone, battery and paint conveniently located for users so that they can bring their mobile phones to such collection points (i.e. through telecom operators', retailers, distribution channels, by mail, postage)	• Less waste in the dump sites • More waste that is sorted and composted • Lower costs for dumping • New recycling cottage industry • Reduction in general waste produced per capita per year • Cheaper access to household paints	**Short-Term and ongoing**	**MHE(DEH)**	**High/Low**
11.4.7 Prepare and approve remediation plans for contaminated land for	• Studies to determine contaminated landfills in need of remediation concluded	• Increase in the number of contaminated sites with approved remediation	**Short-Term and ongoing**	**MHE(DEH)**	**High/ Medium**

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
each island	• Remediation plans for contaminated landfills prepared and recommendations implemented in stages	plans • Increase in number of properly constructed/excavated landfills/properly lined landfills in each island			
11.4.8 Create an Industrial, Commercial and Institutional (ICI) strategy to divest waste from landfill	• ICI policy produced • Legislation passed on controlled landfilling and requirements for ICI sector to divert more of their waste from public dumps	• Reduction of total tonnage in landfill • Private sector taking on a greater responsibility for managing their waste produced • Controlled landfilling (submission to a permit system and technical control procedures in compliance) • Reduction in the number and frequency of dump fires	**Short-Term**	**MHE**	**High/ Low**

ECONOMY

The **Economy** comprises that which is produced when human capital, governance and infrastructure interact effectively. It is the generator of wealth, ownership and jobs and is a reflection of a country's ability to combine what nature has given with the skills and the knowledge of its people to create prosperous, sustainable and interesting lives.

An economy functions best, and creates more wealth, when it can count on educated, productive people, working in diversified industries, producing products and services that are in demand both locally and abroad, supported by able managers, an attractive regulatory environment and modern, cost-effective infrastructure. These factors give an economy the support and the flexibility to face whatever the future can bring
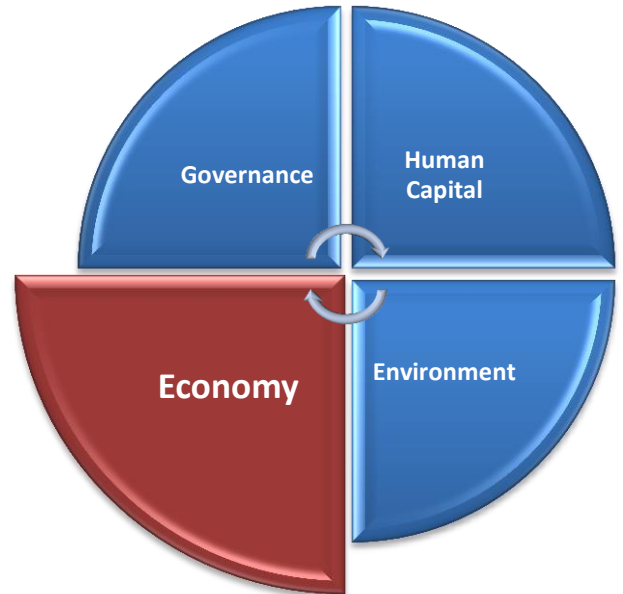
With a per capita Gross Domestic Product (GDP) of $22,217, The Bahamas is one of the wealthier nations in the Caribbean. Essentially a two sector economy; the main engines of growth have traditionally been tourism, which employs half the labour force and directly and indirectly accounts for about 60% of the GDP and to a lesser extent, the financial services sector which employs about 10% of the labour force and generates approximately 11-15% of GDP. These two sectors have faced significant external pressures over the past 10 years as is reflected in the economic decline seen.

The impact of the 2008 crisis and subsequent economic slowdown has been particularly harsh for the Bahamas particularly in regards to the tourism sector. Global economic performance was estimated by the IMF at a modest 3.1%[92] in 2015 and is predicted to continue to be relatively slow. This only exacerbates the challenge facing the Bahamas in terms of its economic recovery.

KEY STRUCTURAL CONSTRAINTS OF THE BAHAMIAN ECONOMY

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[92] World Economic Outlook, IMF, January 2016 Update, http://www.imf.org/external/pubs/ft/weo/2016/update/01/

The Bahamas has been classified by the United Nations as Small Island Developing States (SIDS) in recognition of the economic and environmental vulnerabilities that amplify the country's sensitivity to harmful external shocks. These include a limited resource base; high dependence on export earnings; a small domestic market; and high susceptibility to climate change, and natural and environmental disasters. The most pronounced weaknesses of local economy comprise of:

- A narrow economic base: The heavily reliance on a single industry and a single market.
- A lack of economies of scale: The small population and the archipelagic nature of the nation inhibit the building of a critical mass for businesses.
- Climate change: The high water table and propensity of flooding and hurricanes.
- A limited tax base: The country's tax base is narrow, exacerbating the government's capacity to fund essential public services in downturn years

On August 22, 2016 Moody's Investors Service downgraded the bond and issuer ratings of the government of The Bahamas from Baa2 to Baa3 with a stable outlook. Other aspects of the downgrade included the lowering of the long-term foreign-currency bond ceiling from A2 to Baa1 and changing the long-term foreign-currency deposit ceiling from Baa2 to Baa3. In addition The Bahamas' long-term local currency country risk ceilings were lowered to A2 from A1 which will have a run on impact on the country's banking sector.

Moody's Investors Service has pointed to the low growth prospects and inherent structural constraints, including the rigid labour market and government bureaucracy and inefficiency and high energy costs, which limit the ability of the economic to perform.

The National Development Plan addresses all of the areas identified in the Moody's Report and when implemented represents major structural reform for the economy of The Bahamas.   This reform agenda will facilitate an economic turnaround in the country and ensure the long-term sustainable growth for all. This agenda focuses on three transformational goals – Macro Stability, Business Competitiveness and Economic Diversification.

A stable and effective **Macroeconomic Competitiveness** framework is understood to be necessary but not sufficient criteria for development. In this framework the macroeconomic environment is a combination of the **Monetary** and **Fiscal Policies** as well as the level of **Human Development** and the **Effectiveness of Political Institutions**. In the Bahamas the Monetary and fiscal policy approach is based on a three main goals, fiscal sustainability, attracting FDI and maintaining the 1:1 parity with the US dollar. In the Plan the elements to address these aspects of macroeconomic competitiveness are captured in many of the strategies in Goal 13. Strategies to implement other elements of macroeconomic competitiveness as defined by the framework are found primarily in the governance (Goals 1-4), and human capital goals (5-7). **Human Development** and **Effective Political Institutions** were defined as follows:

- Human Development - basic education, health and equal opportunities for all (non-discriminatory regimes);

- Rule of Law – Property Rights, personal security and due process;
- Political Institutions – Stable and effective political and governmental organisations and processes.

The Private sector is the true engine of growth and development in any economy. To ensure its effectiveness the competitiveness framework suggest that a significant focus be placed on having an enabling **Microeconomic Competitiveness Environment**, which speaks to the **Quality of the Business Environment**, the **Use of Clusters of Development** and the **Sophistication of Company's Operations and Strategies**.

The National Development Plan has proposed a number of strategies targeted to improve the business environment. This was essential as The Bahamas is currently ranked 121 out 190 countries on the World Bank's Doing Business Indicators. The intent is to have a system that enables productivity, innovation and growth. There is also a key focus on enabling entrepreneurship and small business incubation. Clusters – defined as concentration of firms in particular fields, together with their suppliers, supporting services and related institutions, were considered important for development. Four major clusters were identified: Tourism, Financial Services, Free zone for the Southern Islands and the identification of The Bahamas as Centre for Social Entrepreneurship and Philanthropy. The use of the clusters methodology tightens productivity and empowers new business formation. The Plan cannot directly increase the sophistication of companies operation and strategies, but it can seek to provide business with some of the tools. This includes provision of the infrastructure and curriculum to enhance the education outcomes, strategies to improve the collection and publication of statistical information to facilitate informed decision making, proposal to increase the health of the works force and the suggestion of the creation of Centers of Excellence to improve skills and management practices.

Macro Stability – Goal 12

Increased fiscal discipline is critical if the economy is to move forward. As such, stronger budgeting processes, improved debt management and fiscal sustainability are key corner stones of the National Development Plan to promote macro-economic stability and create the conditions necessary for growth to occur.

Business Climate – Goal 13

Another major hurdle identified by both the rating agency and the NDP secretariat was the brakes placed on the economy due to government inefficiency and bureaucracy. As has been noted in a number of national speeches this year, The Bahamas ranked 106 out of 189 in the World Bank's Ease of Doing Business report. Much of this was attributed to high energy costs and difficulty in getting electricity, difficulty in starting a business and registering property, weak minority rights and limited access to credit. The NDP sets as its target a ranking of 50 on the Ease of Doing Business Survey within the next 5 years. This will be achieved through a focused project aimed at removing the barriers to

business facilitate and development within the country. Other projects in this subgroup include strategies focused on trade, labour skills improvements, immigration and foreign direct investment.

Economic Diversification – Goal 14

Creating the enabling environment for economic development and business facilitation is only one component of the reform agenda being proposed by the NDP secretariat. The current base of Bahamas is heavily vested, directly and indirectly in tourism and the USA market. For true long term growth, the country must diversify its base and maximise the use of its natural endowments. This goal proposes a number of diversification strategies, including maximising the value added from the tourism and financial services sectors, developing an Agribusiness sector utilising the skills and natural assets – land marine and forestry , growing the culture and creative economy, maximising the maritime assets and leveraging the bandwidth to use ICT as a business facilitator. In addition the plan takes an innovative approach to development though the encouragement of philanthropy and leveraging the international financial sector infrastructure to establish The Bahamas as a hub for philanthropy and Social impact bonds and Do Good funds.

The approach proposed by the NDP secretariat sets out the path for development and the strengthening of the underlying economic conditions in the country. In the short term it enables the country to regain its international footing and improve its external ratings, but more critically it provides the foundations for long term sustainable economic growth and development.

Economic Reform Strategy

Goal 12 – Healthy Macro economy

Goal 12	The Bahamas will have a healthy macro-economic environment that supports growth and stability.
Challenges addressed:	1. **Monetary stability,** 2. **Fiscal sustainability** 3. **Tax efficiency** 4. **Understanding of Economic Policies** 5. **Personal Financial maturity** 6. **Improve government transparency and communication**

Strategy 12.1: Strength of the Bahamian Dollar

Strategy	12.1: Maintain the strength of the Bahamian Dollar vis-a-vis the US dollar. (Partnerships for the Goals SDG 17 Target 17.13)
Why Important?	While a higher currency makes exports more expensive. The confidence in the Bahamian economy .based heavily on the stability of the exchange rate. The risk of instability and potential devaluation of the dollar would have long lasting negative consequences to the Bahamian economy.
Risk Assessment	• Continuous appreciation of the currency due to the stronger US dollar • Poor fiscal policy leading to elevated financing and monetary expansion • Strong import demand in the face of low foreign currency inflows
Indicators of Success	1. 6 months foreign currency reserves cover target 2. 80% of demand liabilities

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact / Effort
12.1.1 Maintain currency reserves	• Currency reserve targets • Remediation strategy	• A stable Bahamian currency • Strong economic environment	ST/ On-going	Central Bank of The Bahamas (COBB)	HIME
12.1.2 Design a communications strategy to ensure that monetary policy of the country is well understood at all levels , including the schooling system	• Communication strategy document • An operationalize Communication strategy	• Improved national understanding of the macroeconomic policies • Improved financial literacy	ST	COBB	MILE
12.1.3 Undertake a study of alternative exchange rate policies indicating their strengths and weakness for the Bahamas	• Policy paper produced	• The best exchange policy approach is for the economy, at each point in time, is used • Rational informed decision making around a sensitive, political topic	MT	COBB	MILE
12.1.4 Institute an orientation programme for all parliamentarians and senior public officials on monetary policy.	• Program developed including timelines for presentations Training sessions held on agreed frequency	• Improved political understanding of the macroeconomic environment and the impact of policy decisions • Faster and smoother policy development	ST/ On-going	COBB	MILE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact / Effort
		and implementation.			
12.1.5 Improve exchange control processes, including introducing technology and application tracking systems to improve transparency and efficiency	• Study on how to streamline processes and improve efficiency with respect to the exchange control department • Requirements and processes clearly outlined online • Online application and tracking processes	• Increased clarity around exchange control requirements • Improved satisfaction with exchange control systems	ST	COBB	HILE

Strategy 12.2: Debt Sustainability

Strategy	12.2: Strengthen the debt sustainability framework (Partnership for the Goals SDG 17 Target 17.1, 17.4 and 17.13 and Peace, Justice and Strong Institutions SDG 16 Target 16.6)
Why Important?	The Bahamas has a relatively narrow tax base as it has traditionally relied on high customs duties and tariff rates to fund its government expenditures. Taxes on trade and stamp duties are traditionally the primary source of government revenue, accounting for over 60 - 70% of tax revenue. The introduction of VAT has however, resulted in a significant improvement in the government's resilience to trade and tourism shocks, as it contributed about 15% of the revenue base in FY 2014/2015. While there have been considerable efforts in strengthening the revenue collection there are still significant leakages from the system. At the same time

	the 2008 economic crisis lead to the government increasing its borrowings to accommodate an expansionary fiscal policy. Debt to GDP levels rose from a low of 39% to 73.4% at the end of 2014. This is significantly above historical norms and the international benchmark of 60%. The external debt rating as a consequence has fallen to Baa2 (Moodys) and BBB- (S&P)
Risk Assessment	• External economic hit to the main drivers of the economy • Continued slowing of the Bahamian economy • Continued weakening of external ratings – high cost of external debt • Weak fiscal policy/ expansionary fiscal policy • Tax leakages and inadequate performance of the central revenue agency • Continued poor financial and revenue management at government agencies
Indicators of Success	1. International Ratings improvements 2. Falling Debt to GDP ratio 3. Increasing Tax Revenue as a percentage of GDP

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
12.2.1. Examine the debt sustainability framework of the current debt structure: 　- The maturity structure 　- The cost of debt 　- The type of rates 　- The areas of vulnerabilities and develop programs to reduce cost of financing	• Report produced and published on the current debt structure with recommendations on how to lower the cost of funding mix • Implementation of the agreed plan • Debt swaps (to lower cost and duration of	• Sustained fall in 　o Treasury bills and other domestic debt rates 　o External debt and contingent liabilities rates paid • Improvement in country's external	MT	Ministry of Finance (MOF)	HIHE

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact

	financing)	ratings
		  o Moody
		  o Standard and Poors			

12.2.2 Implement plans to reduce the debt burden of the country	• Clear revenue and expenditure targets established by Cabinet • Programme based annual budgets introduced to improve financial management • Strong control and accountability policies implemented with Ministries • Exception reports produced on revenue leakages and expenditure overages	• Reduce the fiscal fragility of the country • Improve the ability of government to social and economic programs • Fiscal balance or surplus • Declining ratios in debt ratios	MT	Ministry of Finance (MOF)	HIHE
12.2.3 Improve the efficiency of Public Corporations, including the expenditure and accountability frameworks and mechanisms to ensure profitable operation	• Report on the review of the performance of Public Corporations with recommended action and associated project plans	• Reduce the overall drag on the economy and on government expenditure caused by poorly performing public corporations	MT	Ministry of Finance (MOF)	HIHE

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	submitted to Cabinet • Implementation plan for agreed efficiency and profitability improvements actioned • Corporate governance policies strengthened • Clear authorities and responsibilities and accountability frameworks • Performance standards agreed and published • Private sector Management structures and accountability frameworks implemented • Performance Management reviews conducted	• Improved operational efficiency of public corporations • Lower public utilities costs • Improved performance ratios for public companies • Reduction in staff costs			
12.2.4 Develop a rigorous and standardized project review framework to ensure maximum	• Project framework developed, published. • Evaluation reports on	• Better projects chosen • Stronger returns on public investments	ST	Ministry of Finance (MOF)	HIHE

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
return on public investments	projects • Implementation of new frameworks • Project review team established in MOF	• Lower number of failed projects or those with overruns			
12.2.5 Align revenue and expenditure projections with planned Government priority objectives	• Production of a budget that is project and program focused • Implementation of the ITC frameworks to facilitate effective reporting	Allow government to be nimble and respond to pressing needs and shifting economic conditions	ST-MT	Ministry of Finance (MOF)	HIHE

Strategy 12.3: Fiscal Management

Strategy	12.3: Improve national fiscal management (Partnerships for the Goals SDG 17 Target 17.1, 17.14 and Peace, Justice and Strong Institutions SDG 16 Target 16.6)
Why Important?	Improving tax collection and the reduction of revenue leakage and bloating expenditure is critical.
Risk Assessment	• External economic hit to the main drivers of the economy • Continued slowing of the Bahamian economy • Weak fiscal policy….. expansionary • Tax leakages and inadequate performance of the central revenue agency • Continued poor financial and revenue management at government agencies

Indicators of Success	1. 15% annual increase in compliance rates. 2. 60 % increase in the number of places where tax can be paid online or electronically. 3. 3% year over year increase in tax revenue. 4. 10% decline in tax revenue/total revenue 5. External Ratings of Aa1 (Moody) or/and AA+ (S&P)

Actions	Output	Outcome	Time frame	Responsible Agent	Impact / Effort
12.3.1 Improve tax compliance through the creation of an optimal, secure, streamlined and effective collection environment	• Improved tax compliance rates. • Online tax payments and receipts • Finalisation of the customs reforms to allow for increased efficiency in tax collection	• Increase in tax revenue	**ST**	**MOF**	**HIME**
12.3.2 Strengthen expenditure management systems	• Establishment of a new Public Procurement Unit with defined action plan and procurement tools. • Online procurement process fully established. • Training on procurement practises for all units in	• Reduced expenditure leakage • Improved accountability in government in central government • Sustained reduction in Current Expenditure/total revenue • On-going Fiscal surplus	MT	MOF	HIHE

Actions	Output	Outcome	Time frame	Responsible Agent	Impact / Effort
	government • Centralise procurement of medical and related purchase (hospital, clinics, Pharmacy and PDP, NIB and HHS to achieve economies of scale (Ref. Goal 6) • Strengthening the Auditor general office • Requirements for reporting requirements and an annual compliance review (self-assessment) submitted to the Auditor General office annually by all Ministries/ Departments. • Implementation of Risk Based Framework for reviews by the Auditors General • Implementation of ICT infrastructure to	• Reduced debt to GDP			

Actions	Output	Outcome	Time frame	Responsible Agent	Impact / Effort
	facilitate non-financial reporting by all departments and units. • Output from the IFMS Loan facility				
12.3.3 Improve the timeliness and accuracy of financial information to improve decision making: Including 1. Increasing the accuracy of data collected 2. increasing the type and number of areas for which statistics are reported 3. Ensuring that all government databases are interconnected and that all data collected by government is entered into the database, is organised and searchable	• Legislation to facilitate the provision of information from all Government Departments to the Department of Statistics • New governing legislation for the management and dissemination of statistics • Development of a data management and dissemination plan and a policy for collection and management and access to statistical information • Strengthening of the Department of Statistics, including:	• Informed decision making • Improved links between expenditure and output – accountability and effectiveness of the funds spent	ST	MOF	HIME

Actions	Output	Outcome	Time frame	Responsible Agent	Impact / Effort
	a. new staff b. broader mandates c. new SLAs and Mandates d. improved infrastructure e. new training programmes f. integrated database management systems • Development of integrated government databases which capture all data reported to any government agency or department • Implementation of the new IFMIS (Integrated Financial Management Information System) within the Ministry of				

Actions	Output	Outcome	Time frame	Responsible Agent	Impact / Effort
	Finance which would have interoperability with other key government systems				
12.3.4 Review and improve business processes within central government	• Establishment of a committee and sub-committees to assess processes weakness and to identify process improvements • Electronic registry and back scanning (historical) of all documents • Centralised ICT platform and servers to facilitate business processing, transfer and storage of information • Monthly meetings of PSs to allow for resolution of cross department concerns • New business processes and policies	• Improved efficiency in government	ST	MOF	HIME

Actions	Output	Outcome	Time frame	Responsible Agent	Impact / Effort
	developed and implemented				
12.3.5 Align budget spending with the stated priorities of government	• ICT system for monitoring government priority projects and programs across government implemented[1] • Project/programme based budgets • Project evaluation reports	• Improved fiscal management	ST	MOF	HIME
12.3.6 Independent evaluation of government financial performance	• Publication of independent evaluation of the performance of departments • Launch of the E-data resources to improve transparency of government spending • Auditor General report on the overall performance of government bi-	• Increased transparency and accountability	MT	Auditor General	MIME

Actions	Output	Outcome	Time frame	Responsible Agent	Impact / Effort
	annually • COB (university) evaluation report on the implementation of the NDP • Reports on the performance of Government by independent private (quasi) institutions, e.g. COB, Central Bank				
12.3.7 Increase transparency and predictability of primary market – treasury bills, registered stock etc.	• Publication of Framework, timing and key actors	• Improved predictability of financing flows for government • Lower cost of financing • Increased transparency and reduction of agency costs	MT	MOF	MIME

Strategy 12.4: Tax Systems

Strategy	12.4: Create a more progressive and efficient tax system (partnerships for the Goals SDG 17 Target 17.1, Industry, Innovation and Infrastructure SDG 9 Target 9.c, Peace, Justice and Strong Institutions SDG 16 Target 16.6)
Why Important?	Taxes are the main source of government revenue and the efficiency of their collection impacts government's ability to deliver on services. Currently the Government of The Bahamas relies heavily on indirect source of taxes with some significant leakages from the revenue stream.

	Property taxes are mainly levied on foreign homeowners and Bahamian homeowners in New Providence. The current project to improve customs collection is to be commended by only 40%-60% of property taxes are collected. Further as residents call on the government to provide better and more social services the narrow tax base may be insufficient to fulfil these needs.
Risk Assessment	• Lack of commitment by government to change • Lack of understanding by the public of the link between government revenue and the provision of services • Cultural bias against direct taxes
Indicators of Success	1. 4% year over year increase in Tax revenue

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
12.4.1 Undertake a review of the impact and effectiveness of current tax system, specifically on businesses	• Report produced	• Ensure that the tax system is efficient and in line with current needs • Informed discussions around tax changes	ST	MOF	MILE
12.4.2 Evaluate and implement available option for diversifying the revenue including potentially the introduction of a more progressive tax system	• Proposals prepared on alternative sources of government revenue • Study prepared evaluating the available tax options including direct taxation. • Implementation of	• Increase in tax revenue from diversified sources • Allow for an informed discussion around tax strategies and a potential shift in culture towards greater contribution	ST	MOF	HIHE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	agreed recommendations	(inputs) to facilitate the provision of public services • A more stable revenue base			
12.4.3 Continue the strengthening of the tax administration and payment processes. (Ref. Strategy 12.3)	• Changes in processes including operations management and audit processes to ensure effective oversight of revenue collection • Annual risk based audits by the Auditor General • ICT improvements to facilitate tracking of flow of funds	• Increased tax revenue • Reduce inefficiency and leakage	ST	MOF	HIME
12.4.4 Strengthen property tax administration and examine property tax policy, including the rationalization of real property tax exemptions for Family Island Bahamian owned properties.(Ref. Strategy 12.4.2)	• Report prepared • Online payments facility for the payment of property taxes • Stronger penalties and the enforcement of	• Higher tax revenue	ST/ MT	MOF	HIHE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	penalties for non-payment				

Strategy 12.5: Transparent Reporting Relationships

Strategy	12.5: Create a more transparent/reporting fiscal relationship between the Central Government and local communities and island districts (Peace, Justice and Strong Institutions SDG 16 Target 16.6 and 16.7)
Why Important?	The lack of ICT connecting local government and central government has negatively affected the transparency and reporting between Central Government and Local Government.
Risk Assessment	• Maintenance of the systems once implemented • Continued lack of trust between local communities and Government
Indicators of Success	1. Timely fiscal accounting on a district basis 2. Electronic reporting between central government and Local government

Actions	Output	Outcome	Time frame	Responsible Agent	Cost/ Impact
12.5.1 Undertake an assessment of the fiscal relationship between central government and local government communities and island districts.	• Publication of the Report.	• Facilitate an informed discussion around the relationship, responsibilities and accountability between local government and central government	ST	MOF	LILE 0.66/ 1.66

Actions	Output	Outcome	Time frame	Responsible Agent	Cost/ Impact
12.5.2 Improve the financial reporting relationship between the central government and local communities and island districts.	• Introduction of an effective electronic information management system. – linked to the IFMIS. • Annual audit of the local government • New e-payment systems introduced	• Increased transparency • Reduce bureaucracy	ST 2 YRS	MOF	MILE 2/ 1.66
12.5.3 Better allocation of expenditure to the priorities of local districts	• Committees established to develop Island plans and identify island priorities • Fiscal and planning training programmes developed for local government officials • Formal feedback mechanisms (annual reports) between local districts, local government and central Government	• Improve transparency and allocation of funds to local governments	MT	MOF	LILE 1.66/ 1.33

Strategy 12.6: Financial Literacy

Strategy	12.6: Improve financial literacy and personal financial management such that personal saving, investments, financial resilience and ownership in the local economy are improved (No Poverty SDG 1 Target 1.2 and 1.4 and Quality Education SDG 4 Target 4.6 and 4.7)
Why Important?	The low level of national savings and the high level bad debt in the system speaks to the need for a reform the system so that Bahamians can be the engine of their own growth.
Risk Assessment	• The national consumer driven culture • Improvements in the legislation to improve the protections for small investors
Indicators of Success	1. Increased savings balances 2. Increased percentage of the population with bank accounts 3. Increased financial assets held by households 4. Improved National Saving Rate

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
12.6.1 Introduce financial literacy programmes targeted at students through the educational system and at the general public through a coordinated public education campaign.	• Inclusion of financial literacy in the curriculum at each grade level • Extension of the Central Bank's mandate to include improving financial literacy • "Banking the poor" strategies organized	• Improved understanding of the importance of personal financial security • Improved national savings rate • Increased usage of bank accounts by all segments of society	ST	CBOB	HILE 3/ 1
12.6.2 Introduce policies that encourage personal savings,	• Strategy paper introduced	• Sustained increased in the national savings	ST	CBOB/ MOF	HIHE 3.3/ 1

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact

education saving and retirement saving	• Revised Pensions legislation implemented
	• New financial products including:
	   o pension products
	   o Education saving products
	• Innovative incentives to promote saving developed (e.g. every persons who increase their minimum balance by $1000 and maintain that balance for at least a year will be given an additional $100 exemption applied to customs' duties at the airport in the following year)
		rate
		• Reduction in Education loans
		• Reduced consumer loans
		• Improved financial security
		• Reduced crowding out of business loans (by the consumer loans)
		• Transferability of pensions			

12.6.3 Strengthen protections for borrowers	• Disclosure of the effective rate of interest on all instalment facilities,	• Better protections for borrowers	ST	CBOB	MILE 2.3/ 1.3

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	hire purchase arrangements, payday type loans • Legislation limiting the mis-selling of financial products to persons • Introduction of stronger rules on salary deductions and marketing to public servants • Establishment of a financial ombudsman				

Strategy 12.7: Sustainable Economic Growth

Strategy	12.7: Strengthen and enhance measures of economic growth and GDP (Decent Work and Economic Growth SDG 8 Target 8.1 and 8.5, Peace, Justice and Strong Institutions SDG 16 Target 16.6 and Partnerships for the Goals SDG 17 Target 17.14)
Why Important?	The current socio-economic environment limits the growth potential of the economy. The Current measures of economic growth focus mainly on the monetary value of the economy. Measures that focus on the national health, happiness and other socio economic factors will drive growth that is more inclusive and sustainable.
Risk Assessment	• Failure to identify alternative economic opportunities • Inadequate funding of social programs • Inadequate protections for the environment
Indicators of Success	1. Achieve GDP growth of 6% 2. Increased the contribution to GDP by at least 3% in each subcategory

	3. HDI in the top 25 by 2030
	4. Falling Gini coefficient (by 2020)
	5. Falling number of person in the fifth quintile
	6. Less than 5% of children living in poverty by 2025
	7. 10% annual fall in measures measuring the degradation of the environment

Actions	Output	Outcome	Time frame	Responsible Agent	Cost/ Impact
12.7.1 Strengthen the measurement of GDP in the country with an inclusion of the informal economy	• Development of measures for the Informal Economy • Publication of contribution of value added from the informal economy • Growth targets aligned with the SDGs publicized • Human Development index indicator improved	• More accurate GDP measure • Transparency • Increased focus on targets beyond pure economic (expenditure or inputs models) performance to raise the focus of social development indicators • Maintain focus on the SDG's • Improved national well being	MT	CBOB	MIHE 2.3 / 3
12.7.2 Introduce the System of Environmental-Economic Accounting (SEEA)	• Environmental Accounting GDP introduced	• Environment is considered in growth decisions • Better sustainable policies	MT	Dept. of Statistics	MIHE 2.3/ 3.3

Actions	Output	Outcome	Time frame	Responsible Agent	Cost/ Impact
12.7.3 Consider the use of a DSGE model for the identification of sustainable economic targets	• Consultancy engaged • Model developed	• Stimulation exercises that identify realistic targets in key economic sectors of the economy	ST	CBOB	MIME

Strategy 12.8: Financial Sector Stability

Strategy	12.8: Continue to strengthen financial sector stability and regulation (Peace, Justice and Strong Institutions SDG 16 Target 16.6 and 16.a)
Why Important?	The financial services industry contributes approximately 11%-15% of the country's GDP and employs on average 10%-13% of the Bahamian workforce. It is the second leading industry of the Bahamian economy. The industry comprises a dual banking sector; featuring a small domestic banking component ($9.8 billion in total assets in 2013) alongside a competitive and significantly larger international component ($249.7 billion in total assets in 2013). Since 2001, the international financial services sector has faced numerous challenges as a result of external pressures, mainly from OECD countries and OECD-led institutions. The current challenges include issues of de-risking and Delinking which has left the sector extremely vulnerable.
Risk Assessment	• External pressure from the international financial institutions and OECD countries • Continued de-risking and de-linking of financial institutions • Perceptions of secrecy in the jurisdictions
Indicators of Success	1. Capital ratios at or above benchmarks 2. Improved FSAP rating 3. Non-performing loans less than 6% of capital

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
12.8.1 Continue to strengthen the legislative and regulatory framework for the financial system, in particular for the non-banking sector	• New Investment funds Legislation • Stronger Financial and corporate service providers legislation • Compliance with Basel III by the stated deadline • Supporting regulations governing investment funds, and securities firms; • Corporate governance framework requirements across the sector that are consistent • Revision of the Companies Act • Training programs for legislative drafters and the legal fraternity including judiciary	• Level playing field in the financial sector • Improved management of systemic risk • Reduce de-risking and de-linking • Improved Stability	ST	CBOB	MILE 2.6 / 1
12.8.2 Continue the strengthening of the institutional framework and capacity to effectively regulate	• Increase in the number of compliance officers in the financial sector.	• Reduce the potential for de-risking and delinking • Change the actual and	MT	CBOB	MILE 2.6/ 1

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
financial institutions and combat financial crimes	- Increase in the number of certified AML officers in regulatory agencies - Creation of Financial Courts - Report on alternative strategies to support correspondent banking facilities for resident institutions	perceived reputation of the sector with respect to "tax haven branding risks," AML risks, Terrorist financing exposure, etc.			
12.8.3 Continue the strengthening of the regulatory oversight of the sector	- Training programs and certification for regulatory staff - Larger numbers of skilled technical staff at regulatory agencies - Creation of a Financial Ombudsman - Publication of regulatory statistics	- Improved relationships between the regulators and the industry - Improved International reputation - Financial sector stability - Improved compliance	ST	CBOB	MILE 2.3/ 1

Strategy 12.9: Industrial Policy

Strategy	12.9 Develop a comprehensive Industrial Policy aimed at encouraging the development and growth of high impact sectors, innovation and research and development and logistics services to support trade (Industry, Innovation and Infrastructure SDG 9 Target 9.2, 9.3, 9.4, 9.5, 9.a and 9.b, Peace, Justice and

	Strong Institutions SDG 16 Target 16.6 and Partnerships for the Goals SDG 17 Target 17.11)
Why Important?	There is an absence of a clear industrial policy for the Bahamas, limited manufacturing, concentrated in a few places and a lack of a clear direction for development and financing of the sector. Further the transportation and freighting logistics to enable goods to be transported through and out of the country is fragmented.
Risks	- Business Climate - Transportation logistics - Failure to identify appropriate sectors for the Bahamian economy - Weak business incubation - The cost of utilities
Success Indicators	1. Increase in GDP contribution from industrial sector 2. Increased exports and domestic trade.

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact / Effort
Industrial Policy					
12.9.1 Develop an industrial policy for the Bahamas, including: - the identification of potential areas /islands and products suitable for development in The Bahamas; - the appropriate administration structure for industrial development	- UNIDO engaged to provide strategic Industrial Policy Services including to design an Industrial Strategy & Policy An Industrial policy for the Bahamas designed. It should include the: - Prioritisation of sector strategies - Identification of related government policies - Identification of a lead agency for industrial policy and development	Clear framework for industrial development in The Bahamas	ST	MOF	HILE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact / Effort
12.9.2 Create an enabling environment to facilitate industrial development in the identified areas	• Trade policies including tariff reforms conducive to industrial growth developed • Current and planned trade agreements evaluated to identify how they can benefit the development of the priority sector • Utilisation of regional trade agreements maximised • Regulatory and supervisory agencies to oversee standards, quality control, compliance with environmental and other legislative requirements established • Infrastructure development plan. (Ref Infrastructure Goal - 9) created	• Adequately paced and sequenced trade reform programme, which facilitate achieving the objectives of sustainable economic growth and International competitiveness	MT	MOFS (Trade)	MIME
12.9.3 Ensure that the economy has the necessary knowledge and skills through aligned education policy, strategic use of immigration and knowledge transfer through FDI (Ref. Goal 6 –Education)	• Improved education and focused skills training in the identified priority areas offered • Immigration policy created to facilitate the use of external labour and FDI to build capacity • Strategy for the integration of industrial policy objectives and the education system (university and secondary) produced	• Development of the skills required to execute the strategy	MT	MOF/ DOI/ MOEST	HIME

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Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact / Effort
	• Alignment between the vocational training programmes and the need of the needs priorities high impact • Improvements made on the tertiary education and alignment with priorities				
12.9.4 Improve the cost effectiveness of energy, a key industrial input	• National Energy Policy implemented	• Ensure that the sector can be competitive	MT	MOF/ BPL	HIHE
12.9.5 Ensure quality standards are in line with best practices (Ref. also to Trade Goal 13)	• Polices around quality assurance, accreditation, and evaluation produced. • A strengthened and resourced Bahamas Quality and Standards Bureau.	• Firms/ products are of the quality to meet the standards necessary for export • Ensure that low-quality imports do not undercut the productive base of the manufacturing sector	ST/ MT	BBSQ	HIME
12.9.6 Examine the potential for the development of the southern free zone (e.g. in Inagua) to facilitate trade with Latin America and the Caribbean and the USA.	• Study conducted on the economic potential of a free trade zone with the identification of any completive advantages, recommendations on the optimum structure, and the benefits of potentially linking it to the freeport in Grand Bahama	• Better understanding of the economic potential of the southern islands as a free zone	ST	OPM/ MOFS	MILE
12.9.7 Develop a policy and regulatory framework on	• Comprehensive market and feasibility study completed for	• Existence of a clear strategic direction and	MT	OPM/MHE	MIMI

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact / Effort

extractive industries (including aragonite mining)	the aragonite industry (size of market, profitability, demand and competition analysis, job creation potential royalties, concessions, auxiliary services, environmental impact, etc.)
	• A review of all legislation related to mining including the :
	  o Conservation and Protection of the Physical Landscape of The Bahamas Act, 1997.
	  o Ocean Industries Incorporated (Aragonite Mining Encouragement) Act 1971
	conducted to determine the effect of the legislation
	• A modern regulatory framework and supporting legislation drafted, passed and implement
		strategies for managing the exploitation of the country's mineral resources
		• Policy and regulations which balance the need to create conditions that attract high flows of mining investment with the requirement that such investments produce sustainable social and economic progress for all the people and for the environment			

Logistics					
12.9.8 Create a stronger Logistics infrastructure	• A national logistics policy and strategy created for all ports which includes: o A security strategy for the freight transport and logistics industry	• Strengthening the functioning of ports as major import/export hubs and, logistics centres • Informed discussion on other transportation	ST	OPM/ MOPWUD/ MOTA	HHEI

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact / Effort
	o a focus on airline freight including security concerns • A study identifying strategies to reduce the impact of freight transportation across the local transportation networks (roads, ports, etc.) and the assessment of alternative transportation mechanisms conducted. • Investments in the ports and terminals infrastructure made • Additional investment in ICT infrastructure in ports and logistics facilities (including increased linkages between facilities) made • International security standard enforced across all centres.	modalities			
12.9.9 Enhance the efficiency of all modes of transport	• Policy drafted and implemented to: o Encourage more involvement of PPPs in road and infrastructure construction and maintenance. (Use penalties and incentives to ensure projects are completed on time and in scope.) o Encourage separation of	• Reduce traffic congestion and shorten transportation timelines • Improved road work management • Better coordination of shipping routes and times.	MT	MOTA/ MOPWUD	HIHE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact / Effort
	passenger and freight where possible and effective. o Introduce programmes to fund innovative technologies • Traffic information and road works management systems installed • • Project plan to improve coordination of water shipping and transport systems developed •				
12.9.10 Reduce the potential for environmental damage and climate change concerns due to growth in industry and transportation sectors	• Financial assistance programmes which encourage the use of modern technologies and innovations to reduce environmental damage, emissions and noise pollution created. • CO_2 targets and a logistics plan for Nassau and Freeport produced • Incentive programs for cleaner emissions and environmentally friendly freight transportation modalities created. • A study on the environmental impact of a 100% increase in industrial development and	• Increased research and the development of environmental friendly technologies for the freight industry • Environmentally friendly industrial and freighting growth	MT	MOEH/ MOTA/ MOPWUD	LIME

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact / Effort
	growth in the freighting sector over the next 10-15 years conducted.				

Strategy 12.10: Use of PPP to create Sustainable Business

Strategy	**12.10: Promote the use of public and private partnerships to substantially increase The Bahamas economic performance and promote Bahamian workers and owners, linkages between economic sectors, sustainable business practices. (Decent Work and Economic Growth SDG 8 Target 8.1 and 8.2 and Partnerships for Goals SDG 17 Target 17. 7 and 17.16)**
Why Important?	The Bahamas is a low tax jurisdiction, which constrains government's revenues and its ability to provide needed services to the population. However investment in infrastructure to facilitate economic growth is critical, therefore working with the private sector to assist in the funding investment in infrastructure and other services has become an increasingly important means to effect change in the country. Private Public Partnerships (PPP) globally have been particularly useful to address challenges such as investment in technology and innovation, management of utilities, improving efficiency in the delivery of public services, leveraging domestic human capital and expert knowledge, facilitating knowledge transfer, risk management and increasing competitiveness.
Risks	1. Higher debt costs 2. Failure to have knowledge transfer 3. Inadequate risk sharing and transfer 4. Lack of an adequate regulatory and legislative framework to manage the PPP relationships 5. Need to have an out-put based performance requirements to maximise service delivery 6. Need for strong change and project management processes (on the Government's side)
Success Indicators	1. Number of successful PPPs

	2. Increased FDI

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact / Effort
12.10.1 Create an enabling framework for the promotion of PPPs in the Bahamas	• New legislation, regulations and operational guidelines for PPP enacted • A central PPP Coordination Unit (potentially under the MoF/OPM – Investments) created • Creation of framework to facilitate linkages to local government of PPP in their jurisdictions	• An environment where PPPs are encouraged • Increased use of PPP structures	ST	OPM	HIHE
12.10.2 Ensure PPPs are transparently and competitively procured	• Open competitive bidding process for PPPs	• Limit the possibility of collusion and ensure transparency in the PPP process	ST	OPM/ MOF	HILE
112.10.3 Ensure that PPP are economically and socially viable	• "Operational guidelines and procedures to ensure that PPPs are technically, financially, economically and socially viable. • Development of qualifying criteria	• PPPs are bankable and provide value for money	ST	OPM/ MOF	HILE
12.10.4 Ensure that there is an appropriate framework for risk allocation and knowledge transfer within PPPs	• Creation of risk sharing and pricing frameworks for PPPs.	• Equitable and optimal risk sharing in PPPs	ST	OPM/ MOF	HILE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact / Effort
12.10.5 Facilitate capacity building and the transfer of technology and the promotion of research and development through PPPs.	• Guidelines for investors (with respect to PPP investments) that also include a focus on technology and innovation transfer and frameworks for research and development • Development of strategic frameworks for the development of human resources in PPP environments. • Use of monitoring an evaluation feedback loops and reports	• Local training and knowledge and technology transfer	ST	OPM/ MOF	HILE
12.10.6 Improve public awareness of PPPs and potential opportunities	• Database of PPP opportunities • Public education and awareness campaign • Public Sector training (including local government) on the identification of PPP opportunities, the benefits of PPPs and the enabling legislation, policies and guideline frameworks	• Improve public understanding of PPPs • Increased sensitization of stakeholders including government leaders, parliamentarians, civil servants, investors, and civil society.	ST	OPM/ MOF	MILE

Strategy 12.11: FDI Policy

Strategy	12.11: The Bahamas will continue to attract high levels of FDI in sectors which promote sustainable economic development. The FDI policy should seek out investment in targeted areas to ensure its maximum effectiveness and impact on the overall economic wellbeing of the country and to reduce the

	risk of FDI enclaves. (Partnerships for Goals SDG 17 Target 17.7 and 17.16)
Why Important?	The Bahamas ranks in the top quartile in terms of attracting FDI although it does rank poorly in terms of FDI effectiveness. Notwithstanding this, FDI has driven much of the economic development of the Bahamas over the last 40 years and can continue to contribute in meaningful ways to further development. Traditionally much of the FDI has been targeted to the tourism sector however, it is critical that going forward FDI is evaluated and courted in line with national priorities. Going forward, FDI targeted in sectors that promote sustainable economic development.
Risks	• Failure to change the evaluation framework for the assessment of FDI projects • Inefficiency and low levels of productivity limit the effectiveness of FDI • Failure to identify the priority sectors that would promote sustainable economic development • Failure to effect the transfer of skills, knowledge and technology • Perception that FDI lead does not yield real benefits for the country and can be exploitive
Success Indicators	1. Increase in FDI levels 2. Identification of national priority areas

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
12.11.1 Restructure the BIA to allow for a one stop window for driving investment in the country	• Establishment of an Authority that harmonises the assessment of investment in Bahamas under one window • Revision of the FDI evaluation framework • Development of a strong promotion and marketing arm or separate body for investments • Development of a technical research group that provides rigorous evaluation of projects • Maintenance of statistical	• Ensure that the Bahamas is getting value for money on its projects • FDI is in line with national priorities • Statistics on FDI to inform national discussions and facilitate decision making • Improvement in social outcomes and civic contributions of FDI	ST	OPM/ MOF	HIHE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	database that captures investment in the country • Introduction of a national standards for the framework of Heads of Agreement for FDI which details the benefits to be accrued to the country from the FDI, with strong enforcement provisions • Costing of all environmental impacts of FDI, social benefits to be derived				
12.11.2 Identification of National priorities for FDI	• Evaluation report on the development needs and niche areas within each island • Announcement of the priorities areas for development in line with the National Development Plan • Assignment of developmental weights for priority areas within the framework for FDI evaluation	• FDI that is focused on the key development areas	ST	OPM/ MOF	HIME

Goal 13: Competitive Business Environment

Goal 13	The Bahamas will have a competitive business environment for economic success that supports business development, innovation, wealth creation, entrepreneurship and job growth.
Challenges addressed:	• Business environment competitiveness • Complexity of doing business • Lowering barriers to entry of new firms and encouraging growth of existing firms • Access to finance for entrepreneurs • Productivity • Small Business Development • Land for development • Development focused immigration reform • Utilization of trade for stronger economic growth • Streamlined investment policy to promote growth

Strategy 13.1: A Business Friendly Bahamas

Strategy	13.1: Introduce the necessary legislative, policy and procedure reforms that will enable The Bahamas to be one of the most business friendly countries in the World. (Peace, Justice and Strong Institutions SDG 16 Target 16.5 and 16.6)
Why is this Important?	The World Bank's "Doing Business Indicators" for the Bahamas has been on a steady decline. This trend reflects the experiences of domestic investors and limits the potential FDI investment. Moreover, it limits potential entrepreneurial activities and inhibits expansion and the growth of already established business. A complex business environment stifles economic development, suppresses innovation and curbs the diversification of the economy. Improving this metric would provide opportunities for small business to become established, for existing business to become bigger and provide job opportunities. It would improve the country's international business reputation and increase the interest in form seeking to be domicile here.
Risk Assessment	• Failure to quickly implement the required changes will result in the continued stagnation of the

	Bahamas economy • Inability to reform government and manage institutional and process change • Slowness of regulatory and legislation changes • Inadequate ITC infrastructure
Indicators of Success	1. Improvement in doing business indicators. Be in the top 75 in year 2018 and in the top 50 by year 2020 and top 25 by 2040. 2. Introduction of the Bahamas on other competitiveness indices

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
13.1.1 Establish a National Competitiveness Council with oversight of competitiveness and productivity issues, including a comprehensive competitiveness strategy	• Establishment of a National Development Council with required legislation, terms of reference and with appropriate powers	• Dedicated group of professionals tasked with advising the government on methods to increase productivity and competitiveness	ST	OPM	HIHE 5/4
13.1.2 Identify a lead agency for the implementation of a comprehensive strategy to reduce the cost of doing business in The Bahamas and to serve as the Secretariat for the National Competitiveness Council	• Lead agency identified and provided with an appropriate mandate • Comprehensive strategy for improving The Bahamas' business climate prepared	• One agency with the mandate to ensure the cost of doing business indicators are met • Major and consistent improvements in the World Bank's Doing Business Indicators' rankings for The Bahamas	ST	OPM	HIME
Starting a Business					

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
13.1.3 Reduce the time and complexity of starting a business by improving the company[93] registration process, name reservation process, business licensing experience and the interactions with the National Insurance Board	• Introduction of full online search, name reservation, registration and payments process for company registration. • Simplification of the business licensing process through greater automation and linkages with other government systems such as NIB • Production of accessible guidelines on the business licensing process and requirements. • Introduction of an automated and integrated system for business registration	• Faster and seamless registration, search and payments processes for new establishments • Simplification of the business licensing process • Reduction of total time to start a business to under 1 week. • Ease of collection of government revenue	Short term	Competitiveness Council)	HIHE
Building Permits 13.1.4 Reduce the complexity and timeframe for securing building permits through interventions aimed at: process reengineering	• Introduction of automated systems, including application tracking systems, to ensure a shorter timeframe and reduced number of steps for business set up (inspection, planning and	• Shorter wait times for permits related to buildings and electricity • Greater coordination between Ministries and agencies involved in permitting for new construction and	Short terms	Competitiveness Council (CC)	HIHE

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[93] Doing business Survey 2016

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
within the planning permission stage to reduce the 120 day timeframe to obtain a permit from Ministry of Works and the 16 day timeframe to secure water and sewerage services	external works) for building permits • Publication of new online procedures manual to ensure transparency of building permit process.	electricity			
Getting Electricity 13.1.5 Reduce the complexity and cost of getting electricity though: reducing the processing time for the initial request, stronger coordination between the utility provider and the Ministry of Works and reducing the cost for the initial hook-up.	• Rationalized cost framework produced for electricity fees for initial hook up. • Introduction of maximum times for coordination between Ministry of Works and the electricity company. Publication of new online procedures manual to ensure transparency of building permit process. • Online tracking system introduced.	• Shorter wait times for electricity permits and initial hook-ups • Greater coordination between Ministries and agencies involved in permitting for new electricity hook-up requests • Reduced costs for electricity hook-ups	Short term	CC	HIME
13.1.6 Reduce the financial burden placed on business due to the high cost and unreliability of electricity	• Implementation Plan prepared for The Bahamas Nation Energy Policy 2013-2033 • Provision of incentives to	• Lower cost and more reliable energy	Medium Term	Ministry of Environment and Housing (MOEH)	HIME

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	promote the industrial use of solar and other forms of alternative energy • Incentives to promote the use of energy efficient machinery, fittings and technologies				
Getting Credit 13.1.7 Improve financing options for businesses by improving credit systems, strengthening financial markets, introducing credit information systems and clarifications of the rights of borrowers and lenders.	• Review of the policy and regulatory framework to ensure the introduction of innovative financing options including seed funding, angel investing and junior markets on BISX • Venture capital and microbusiness funds established • New legislation strengthening the transactions, liquidation, security rights and protection of creditors rights • Collateral registry established • Credit bureau established • Increased disclosure	• Development of capital markets • Development of financial markets • Diversification of financial productions • Greater access to credit • Improved "getting credit" score for the DBI	Medium Terms	MOF	HIHE

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	requirements for firms				
Protecting Minority Investors 13.1.8 Introduce new legislative changes to strengthen minority rights and protect minority investors	• Revision of the Companies Act to upgrade minorities rights in line with international best practices (director liability rules, shareholder legal action, conflict of interest, investor protection); • Strengthened national corporate governance frameworks • Strengthening of corporate disclosure requirements in line with international best practices	• Removal of barriers to entering the market • Improve investor protection • Strengthen the capital markets and facilitate additional financing options (other than debt financing)	Medium Term	MOF	MIME
Resolving Insolvency and Enforcing Contracts 13.1.9 Improve the efficiency and effectiveness of systems for commercial dispute resolution and resolving insolvency	• Commercial courts established to reduce times for commercial cases • Review of legislative and policy framework to encourage the use of arbitration • Revised insolvency legislation and practices to	• Dependable, efficient resolution of commercial disputes • Reduced days and procedures for resolution of commercial disputes • Reduced time for resolving insolvency	Medium Terms	Office of the Attorney General	MILE

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	reduce the time for resolving insolvencies				
13.1.10 Strengthen legal, regulatory and enforcement framework for the protection of intellectual property rights and patents	• New legislation in place • Cases brought to court	• Strong environment for ingenuity in the private sector	Short Term	Attorney General	MIME
13.1.11 Strengthen existing legislation, mechanisms and agencies to protect consumer rights	• Implementation plan for the creation of a Better Business Bureau/ Fair Trade Commission type organization to promote stronger ethical business standards and practices • Transparent reporting of consumer violations by businesses • Ratings system developed for business establishments	• stronger redress for consumers • Better business practices • Strengthened consumer protections	Medium Term	Bahamas Consumer Protection Commission	MIHE

Strategy 13.2: Government One Window Service to Business Strategy

Strategy	13.2: Government to implement a one window service-to-business strategy (Peace, Justice and Strong Institutions SDG 16 Target 16.6)
Why Important?	One of the major challenges to business development in The Bahamas is the level of government bureaucracy and inefficiency. This not only inhibits economic growth but limits governments' ability to collect tariffs from business. One means by which government can increase its revenue collection as

	well as encourage business development is through an increase in its efficiency. The ideal solution for business is the idea of a one stop window through which they could access government services, acquire records when required, check on the status of applications and make payments.
Risk Assessment	• Lack of government commitment to make requisite governance improvements • Change in the culture of the public service towards stronger customer service
Indicators of Success	1. Single "business window of government" 2. Majority of all business services provided through one-stop shop 3. Number of new business start-ups reflecting an easier business environment

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact Effort
13.2.1 Appoint a lead agency to coordinate the a Smart Government initiative	• Creation and staffing of the agency	• One accountable agency for setting up end-to-end service to business strategy	Medium Terms	OPM	HIHE4/ 3
13.2.2 Undertake an inventory of existing services and determine which services will be included	• Report produced that maps existing services and identify process improvements	• Holistic documentation of existing services and any gaps in programmes	Short Term	OPM	HILE 3/ 1.33
13.2.3.Establish a Smart Government Strategy which identifies required processes, IT and staffing changes	• Implementation of an e-government platform • Single ITC platform for government with searchable document capacity	• Infrastructure to support service to business identified	Short Term	OPM/ MOF	HIME
13.2.4 Training of staff in all government agencies on service delivery, management and other soft skills	• Establishment of service standards • Interagency MOU's documented • Training programs	• Staff have the tools to enable them to deliver on their mandate	Short Term	OPM/ Ministry of Public Service	HIME 3.33/ 2.33

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact Effort
	developed and implemented				
13.2.5 Launch Smart Government Initiative	• Launch of new service delivery • Public education campaigns	• Services accessible through storefront, on-line or telephone	Medium Term	OPM	HIHE 3.33/ 3.33

Strategy 13.3: Financing for Entrepreneurs

Strategy	13.3: Improve Access for Financing for Entrepreneurs (No Poverty SDG 1 Target 1.4 and Decent Work and Economic Growth SDG 8 Target 8.3)
Why Important?	Access to financing has been identified as one of the challenges facing small business and start-ups.
Risk Assessment	• Failure to deal with the high level of defaults associated with small business development • Weak education campaign
Indicators of Success	1. High coverage by the credit bureau 2. Percentage increase in business loans 3. Establishment of Junior market 4. Number of new business start-ups that survive the first three years

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
13.3.1 Explore options for early stage business financing, particularly in high innovation areas	• Launch of policy framework • Education campaigns launched on business financing models • Single portal developed for small business start-ups…"Where you can go to get what?"	• Informed position by firms on the true level of the access to financing and facilitate the development of agencies designed to help start-ups	Short Term	MOF	MILE 2.66/ 1.66

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
13.3.2 Improve local capital market products through the encouragement of innovative financial products aimed at SMEs	• Revision of the Companies Act • Report on the Introduction of junior markets • Revision of the SIA regulation • Launch of training programmes on stock exchanges, their functions, investment opportunities and how to list on them	• Strong capital markets capable to providing equity financing • Improved financial investment opportunities for Bahamians	Short Term	MOF	MIHE 2.66/ 3.333
13.3. Improve analysis of corporate risk through better information and credit training	• Establishment of the Bahamas Credit Bureau	• Better risk management by financing institutions, encouraging more loans	**LINKED TO 13.1.6 CREDIT FINANCING**		
13.3.4 Promote the development of Co-ops and/ or Associations for purchase and financing of infrastructure	• Education campaign • Strengthening the cooperative legislative framework • Incentives provided for use of cooperative framework to up-size production in key industries • Growth of credit unions across the family islands	• Additional avenues to access small business funding	MT	MoF	HIME 3.66/ 2.66
13.3.5 Improve access to funding for MSMEs, including the Rationalization of government funding sources for MSME	• Coordination of the various bodies approving venture capital for business development • Introduction of a framework for SME financing based on commercial principles which	• More efficient management of the venture capital funds available for small businesses • Better access to	Medium Term	MoF	HIHE 3.3/ 3.3.

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
development	allow for the charging of risk premium that recognizes credit risk; and professional Management and Boards with limited political interference • Restructuring of Bahamas Development Bank • Creation of a venture capital framework • Creation of policies to facilitate crowd funding • Creation of government guaranteed small business fund to be administered by commercial lenders willing to take a 60/40 stake in the loan • Introduction of a micro-business fund in association with an established private institution (charity) which caters to providing micro finance loans, training and business incubation •	financing for small business			
13.3.6 Strengthen Entrepreneur encouragement and support programmes, including introducing incubator services for	• Programme designed and implemented that provides the knowledge and advice to build a business plan, access financing, register and launch a commercial enterprise	• More and better prepared business start-ups	Medium Term	MOF	HIME

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
SMEs	●				
	●	●			

Strategy 13.4: Business Empowerment Zone

Strategy	**13.4: Establish several business empowerment zones which attract business and investment in targeted sectors to encourage the formation of clusters, innovation and knowledge exchange to increase competitiveness and ease the complexity of doing business (Industry, Innovation and Infrastructure SDG 9 Target 9.1, 9.2, 9.3, 9.4 and 9.5)**
Why Important?	The use of business development zones, including "freeports" and special economic zones have been useful in fostering business clusters which result in increased innovation and knowledge transfer leading to increased competitiveness and business development when well-structured through clear industrial and investment policy
Risk Assessment	• Poor policy development with respect to the empowerment zones • Failure to maximize returns from the investment (government)
Indicators of Success	1. Number of new business start-ups 2. Amount of investment in zones

Actions	Outputs	Outcomes	Time	Lead	Impact Effort
13.4.1 Create an empowerment zone for a revitalized downtown Nassau. Potential incentives include: i. Special Access to	• Signed agreements on incentives for downtown Nassau development • Development of an Act to support the Empowerment zones and facilitate fines	• Revitalized, clean and vibrant downtown core	Medium Term	OPM	HIHE 4.3/ 4.3

Actions	Outputs	Outcomes	Time	Lead	Impact Effort
low cost funding or bond financing. ii. Tax relief on capital assets required for start-up. iii. Incentives for hiring persons. iv. Fines, higher taxes or similar charges on maintaining abandoned or derelict buildings in the zone, v. Incentives for innovative, creative business – diversity	• Implementation of a city code • Implementation of the Sustainable Nassau project • Low cost workspace provided (shared space programs) • Signed PPP programs				
13.4.2 Rationalize the free-zone framework to support the maximum benefits from free zones	• Report on the feasibility of the creation of other free-zone areas outside of the main islands • Development of a framework for creation of zones and the structuring of concessions to facilitate maximum benefits for the country • Report published	Better use of free zone concepts	ST	OPM	HIHE 4/3
13.4.3 Create	• Revitalized industrial parks	• Increase of	Medium	OPM/ BAIC	HIME

Actions	Outputs	Outcomes	Time	Lead	Impact Effort
programmes and incentives that foster the development of clusters such as mechanics, carpenters and other trades to ensure a space for innovation	• Framework for clusters developed for targeted sectors/ industries published • Development of Apprenticeship programs • Low cost workspace provided (shared space programs) • Signed PPP Incentive programs/agreements to encourage the hiring of persons in the empowerment zone	knowledge transfers to improve business outcomes for local businesses	Term		3.33/ 3
13.4.4 Incentivize PPPs to establish business empowerment zones across various islands.	• Signed PPP agreements • Create of PPP standards and framework	• Greater development and opportunities in the Family Islands	Medium Term	OPM/ BAIC	3HIME .333/ 2

Strategy 13.5: Worker Productivity

Strategy	13.5: Improve worker productivity and soft skills to lower the cost of doing business in The Bahamas to better compete on an efficiency basis (Quality Education SDG 4 Target 4.3, 4.4, 4.5, 4.6 and 4.7 and Decent Work and Economic Growth SD8 Target 8.2)
Why Important?	Human Capital deficits, particularly soft skills have been identified by all firms and agencies, private and public as the single biggest challenge they face.
Risk Assessment	1. Need for a cultural shift towards increased productive and service delivery.
Indicators of Success	1. Improvements in customer satisfaction surveys 2. Lower cost of doing business 3. Fewer complaints about human capital stock

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
13.5.1 Improve content of education and skills training programmes to better meet the needs of industry (existing and future)	• National Strategy on Productivity prepared including the role of the National Training Agency, UB, BTVI and all other adult centres of learning to better align skills training with the needs of the country • Creation of community based Centers of Learning to provide career and sector specific training	• Highly trained workforce • Increase productivity	Short Term	Ministry of Labour	MIME 2.66/ 2
13.5.2 Introduction of customer satisfaction surveys for service delivery in the country overall.	• Design, delivery and Publication of results	• Accurate, independent measure of how well Bahamians feel they are being served by both the private and public sector	Short Term	OPM/ Dept. of Statistics	LILE 1.666/ 1

Strategy 13.6: Trade

Strategy	13.6: Strengthen trade policy to create advantages for Bahamian entrepreneurs, exporters and consumers. (Partnerships for the Goals SDG 17 Target 17.10, 17.11 and 17.12 and Peace, Justice and Strong Institutions SDG 16 Target 16.6)

Why Important?	The Bahamas is small country with high levels of import demand and low export levels. The main trading partner is the USA which accounts for over 80% of all trade. The high trade deficit has implications for the maintenance of the exchange rate and the vulnerability of the Bahamian economy. Many of the domestic companies continue to maintain and inward looking growth strategy limiting their potential development. Domestic trade is limited and there is perceived to be insufficient research on the factors affecting trade in the country and the impediments to the developed of export focused industries and sectors.
Risk Assessment	• The Bahamas is seeking to accede to WTO membership and is a party to a number of trade agreements. What is critical is to ensure that the country benefits fully from these agreements • Competitive challenges for domestic producers and businesses • Lack of understanding of the trade agreements and potential benefits leading to resistance and fear
Indicators of Success	• Increase in exports, including services exports

Actions	Outputs	Outcomes	Time	Lead	Impact/ Effort
13.6.1 Pursuit of bilateral and multilateral trade agreements including the WTO?	• Accession to WTO membership	• Increased access to foreign markets • Increased exports • Cheaper cost and improved quality of imports	Short Term	MOFS	HIHE 5/4
13.6.2 Strengthen the regime for the development of standards and provide support for the of accreditation for Bahamian goods and service providers	• Metrology and numerology standards' and legislation • National Quality Standards • Stronger Standards Bureau • New Standards' legislation • Development of a Regulatory institution to inspect and enforce standards	• Bahamian exporters and importers of goods and services will have reliable standards in order to ensure reliability and	ST	BBSQ	HIHE 4/3

Actions	Outputs	Outcomes	Time	Lead	Impact/ Effort
	• Accreditation agencies and processes • Voluntary and compulsory standards issued • New regulations developed and issued to facilitate compliance with standards • Accreditation and certification of labs • Public Education campaigns	quality • Increased market access due to confidence on the quality of the product and recognition of quality standards			
13.6.3 Strengthen investment promotion and trade facilitation	• Institutionalization of the department responsible for trade into a compatible, stable Ministry. • Annual trade shows with targeted markets. • Bahamian Embassies to advance trade opportunity by adding trade attaches to key embassies • Creation of an enabling external environment for trade including encouraging the diaspora to demand Bahamian made products and to invest in The Bahamas[94] • Signing of trade relationships/ agreements	• Increased access to foreign markets • Increased demand for Bahamian exports • Consistent trade policy and focus by the government • More Bahamian companies exporting non-traditional export products or services including establishment for	Medium Term	OPM/ MFS	MILE 2.33/ 1.66

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[94] National Economic Summit pg. 34

Actions	Outputs	Outcomes	Time	Lead	Impact/ Effort
	• Consideration of tax incentives for companies that seek to grow externally or that become first time exporters in a non-traditional area (to the maximum of (additional custom duties on the inputs for export) of predetermined dollar amount	foreign subsidiaries			
13.6.4 Ensure effective use of existing trade relationships/ agreements such as the European Union's, Economic Partnership Agreement (EPA) with the CARIFORUM	• Study on the potential ways to maximize the use of the agreements • Review and refinement of domestic trade policies • Education and awareness campaigns • Trade strategy document prepared for major trading partners such as the United States and China	• Increased access to foreign markets • Increased exports	ST	Trade Commission	LILE 1.66/ 1.66
13.6.5 Strengthen strategic bilateral foreign and trade relations	• Maintain and enhance relationships with the African, Caribbean and Pacific Countries (ACP) countries	• Increased access to foreign markets • Increased exports	ST	Ministry of Foreign Affairs	HIHE 3.666/3.333
13.6.6. Improve the export regime to reduce the days to export and the procedures to export,	• Report assessing the current export procedures for Bahamian exporting and identification of efficiency	• Removal of information and efficiency barriers to trade for	ST	Ministry of Financial Services	MILE 2.66/ 1.66

Actions	Outputs	Outcomes	Time	Lead	Impact/ Effort
including the use of ICT to improve efficiency	improvements and process simplification to remove and potential barriers for Bahamian exports • Information packages detailing the exporting process and requirements provided online and in print • Creation of ICT portals or virtual market places to facilitate exports	Bahamians			
13.6.7 Introduce programmes that train and educate industry about existing and proposed trade agreements and their benefits and risks.	• Public education campaign on the benefits associated with the signed trade agreements • National discussion on ascension to WTO and implications	• Better understanding of the implications of trade agreements including WTO • Reduction in fear by local businesses	ST	Trade Commission	MILE 2/ 1

Strategy 13.7 Immigration Policy

Strategy	**13.7: Introduce development focused immigration policies that encourage the best global minds to live and work in The Bahamas to encourage the growth of the Bahamian economy in a manner which promotes the prosperity of Bahamians (Decent Work and Economic Growth SDG 8)**
Why Important?	Well-crafted immigration polices provide an opportunity for the country to get the skills needed and fast-track growth in the critical sectors of the country.
Risk Assessment	• Lack of political will and public appetite to reform immigration policy • Need for a cultural change in behaviours towards migrants

Indicators of Success	1. Number of high skilled immigrants 2. **Number of new jobs created by immigrants**

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort

13.7.1 Introduce an immigration policy review where the first objective is attracting high skilled, entrepreneurial immigrants (i.e. those who can assist building the economy in determined industries such as ICT, financial services, innovating industries, etc.)	• New clear focused immigration policy
	  o Target for the number of work permits by type
	  o Additional criteria for permanent residency incentives associated with family island development e.g. Provision of a minimum number of work permits associated with the investment of a specific size and duration in family islands
	• Clarification and streamlining of the work permits processing, including the time for processing and the areas of focus
	• Increase in the number of the work permits for technical or professional positions
	• Study completed on the opening of the legal profession
		• Highly skilled population
		• Increased knowledge and best practices transferred to Bahamians
		• Increased economic growth
		• More higher earning employees able to support retiring Bahamians
			ST	MFA/OPM/ Dept. of Immigration	HIHE 3.66/ 3

13.7.2 Introduction of an Entrepreneur Work Visa	• Inclusion of a category of Entrepreneur (and the detailed	• Strategic use of foreign investors	ST	MFA/OPM/ DOI	HIHE

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
	requirements) in the revised Immigration work permits policy documents • Work permits issued for Persons categorized as Entrepreneur	creating employment for Bahamians			
13.7.2 Encourage foreign investment programs to specific areas or Family Island.	• List of preferred areas for investment developed and published specific to each Family Island • % increase in investment in areas identified	• Increase in the skill sets living and working on Family Islands	ST	OPM/ BIA	HIME
13.7.3 Review and improve the system for permanent residence for Immigrants investors	• Publication of a revised "fast track" system • Clear criteria on process for the granting of permanent residency • Removal of the need for Cabinet approval of all permanent residency application	• Higher FDI investment and economic growth	ST	MFA/OPM/ DOI	MILE 2.66/ 1.66
13.7.4 Refocus culture norms towards immigration	• Study on the role of immigrants and their benefits/ costs to the development of The Bahamas – economic contribution of immigrants • Education campaigns on the roles of immigrants in the development of The Bahamas • Restructure the "Bahaminization" message towards one of inclusion and non-discrimination, while	• More tolerant society • Tapping the potential of all immigrants	ST	MFA/OPM	LILE 1/1.66

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
	ensuring that Bahamians are the primary beneficiaries of the economy and society				

Strategy 13.8: Up-skilled Workforce

Strategy	13.8: Ensure that the Bahamian workforce is appropriately tooled to meet the needs of a revitalized Bahamian economy (Quality Education SDG 4 Target 4.3, 4.4, 4.6 and 4.7)
Why Important?	Business of all size indicate that an inadequately skilled workforce was one of the biggest obstacles limiting development
Risk Assessment	- Challenge changing the school curriculum - Need for a cultural shift towards greater acceptance of vocational skills - Low level of educational attainment
Indicators of Success	1. Decrease in the number of companies citing low-skills as a restriction on growth 2. Number of graduates from learning institutions 3. Number of youth in internships

Actions	Outputs	Outcomes	Time	Responsible Agent	Impact/ Effort
13.8.1 Conduct a review of the skills needs of the country –Labour/ Skills Survey (every five years)	• Publication of the report	• Timely information on the current skills of the Bahamian workforce and where gaps exist	ST	Dept. of labour (DOL)	LIME 1.6/ 1
13.8.2 Strengthen statistics on the labour	• Publication of broad range of labour market data on a	• Timely information on	ST-MT	Dept. of Statistics/	HIHE 3/3

Actions	Outputs	Outcomes	Time	Responsible Agent	Impact/ Effort
market, particularly skills needs and provide greater access to the information.	quarterly biases including skills deficit.	the current skills of the Bahamian workforce and where gaps exist		DOL	
13.8.3 Ensure that adult training and re-training are in line with national priorities.	• Revision of the curriculums • Reduction in the skills gap in the Labour /Skills Survey	• Greater alignment between what is taught in learning institutions and what jobs are required in the market	ST	MOEST	MIME 2/2.66

13.8.4 Introduction of new Education centers for specialized skills in areas identified as critical for development	• Creation of the Centers of Learning including:
	  o Centre for Excellence in The Bahamas for specialized certification and skills
	  o Revised BTVI curriculum
	  o Language schools established
	• Coordination and database of all of the resources available for skills assessment
		• Clear understanding of what skills are being thought and coordination that these are in line with national priorities and business needs	MT	MOEST	HIME

13.8.5 Incentivize	• PPP in programmes to	• Easier path for	ST	OPM/	HIME

Actions	Outputs	Outcomes	Time	Responsible Agent	Impact/ Effort
industry involvement in the output of the education and training systems.	increase employment among youth • Internship programmes at the secondary and post-secondary levels in teaching. Knowledge transfer to education • Inclusion of private expertise	youth into the workforce • Higher employment		BCCEC/ MOEST	3/2.66

Strategy 13.9: Investment and Project Framework BIA

Strategy	13.9: Introduce an investment and project framework that allows The Bahamas to maximize value from the utilization of its resources. This includes improving the environment for developing entrepreneurship opportunities. (Peace, Justice and Strong Institutions SDG 16 Target 16.6)
Why Important?	While targeted FDI is important to grow the economy, domestically fuelled growth is equally critical. The best suitable framework for investment is a coordinated one which ensures that there is a maximum return to the country from investment. The investment framework needs to be as efficient as possible, eliminating the current conflicting mandates of similar agencies. Local entrepreneurship provides an opportunity to generate growth for the country through the provision of jobs and the increase in outputs.
Risk Assessment	• Inadequate infrastructure to support entrepreneurship • Lack of clarity with respect to the opportunities for domestic investment • Competing and conflicting mandates and programs in differing government agencies
Indicators of Success	1. Development of national entrepreneurship fund 2. Number of new business started

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
13.9.1 Conduct a review	• Publication of the report	• Rigorous analysis	ST	OPM/ BIA	MIME

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
of all of the programs aimed at encouraging investment currently being undertaken by various agencies and conduct a cost benefit analysis	• Ordering of the programs (in terms of priority and value added) and make stop-go recommendations	and informed decision making around the acceptance of projects			2.66/ 2
13.9.2 Restructuring of the investment and promotion and agencies and strengthening of the investment review process	• Placement of similar focused agencies under the same ministerial umbrella i.e. BIA, BAIC and BDB brought under a single department and restructured as complementary agencies • Creation of a new Business Investment Authority (BIA) with a revised mandate for the administration of the various incentives and business encouragements schemes. • Creation of a separated Investment promotions arm or sister agency which focuses on domestic and international promotion (apart from the approvals processing) • Creation of a separate department that evaluates large scale domestic investment using a similar framework to that	• Government reduces the inefficiency and overlaps identified in the current system and removal of silos which lead to competition and turf wars • Projects are evaluated using clear objective criteria that reduces political involvement and maximizes the value and benefits from the incentives provided • Small business development and incubation	Medium Terms	MoF/OPM	HIME 3.66/2.66

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	utilized to evaluate FDI • Revised framework for the evaluation of the FDI and other investment proposals focused on economic value and not on job creation • Strengthening of the research and evaluation framework used to assess projects • Restructuring of the mandate of BAIC as a sister agency and development partner with its main focus on business development, training, skills development, mentorship and small business incubation • Institute a graduation framework to free business from their dependency on BAIC and create additional space for new business development • Require graduated entities to provide mentorship/ apprenticeship opportunities for new entrepreneurs • Restructuring of BDB				
13.9.3 Strengthen the legislative environment	• Revision of the Small Business Act	• Legislative environment that	MT	OPM	HIHE 3.66/3

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
for investment	• Restructure of the Bahamas Investment Act • Revision of the BDB Act • Revision of the Act supporting BAIC • Creation of an Act to support crowd funding • Strengthen the Companies Act	promote investment and business development			

Goal 14: Diversified Economy

Goal 14	The Bahamas will have a diversified and resilient economy that provides opportunities for the expansion and deepening of existing industries and creation and growth of new high impact industries.
Challenges addressed:	1. Lack lustre performance of the tourism sector 2. Changing dynamics of the financial services sector 3. Need for a coordinated industrial policy to guide the development of new sectors, clusters and to foster innovation

Goal 14a: Tourism Economy

Goal 14a	The Bahamas will have a sustainable tourism sector which positively and significantly contributes to economic growth and development; is an engine for stable job creation and a source of entrepreneurial opportunities.
Challenges addressed:	1. Declining basic endowments which undergird the tourism product: human capital and infrastructure 2. Policy environment to encourage a competitive tourism sector 3. Lack of innovation and linkages in tourism, along with the inadequacy of tourism clusters
Why Important?	Tourism is the main pillar of the Bahamian economy. The sector generates over 60% of GDP and an equally sizable share of total employment. The sector, based on a "sun, sand and sea" model, is extremely concentrated, with over 70% of tourists originating from the United States visiting New Providence and to a more limited extent Grand Bahama, Abaco, Eleuthera and Exuma. Tourism in The Bahamas is organized around a growing, but low value cruise market (mainly Nassau and Grand Bahama based) and a stagnant, but higher value overnight/hotel market. The Bahamian tourism model is heavily dependent on foreign direct investments in hotels and resorts; although some small Bahamian owned properties exist. There are weak linkages to the local economy, including agriculture and the cultural economy. The Bahamas is facing competition from other destinations and its major threats arise from its relatively high costs, low productivity, increasing security concerns, environmental and solid waste management challenges. Growth in the long stay category is well below the Caribbean growth rate of 7%.

	Weak linkages to other sectors of the economy lead to greater financial leakages from the sector and a smaller multiplier effect reducing the potential economic value of tourism to The Bahamas. UNTAD estimated that in developing countries, leakages (due to purchasing inputs from abroad, paying international tour operators and profit remittance) can be as high as 50% of gross tourism earnings compared to 20% on developed countries[95]. Building domestic capacity, sourcing a higher percentage of goods and services locally, building additional attractions and by improving linkages between foreign investors and domestic firms could strengthening local linkages and improve the tourism value chain. This would increase the multiplier effect and improve the developmental and economic impact of tourism. Visitor spend in The Bahamas have been on a downward trajectory and was just over $82 (cruise) and $1300 (long-stay) per visitor. While there is significant potential for growth in this market through product and market diversification, particularly in the Out Islands, infrastructure and capital (human and financial) challenges must be resolved to maximise the value that can be extracted. Other challenges facing the tourism product include inadequate investment in heritage assets and culture, limited attractions and activities and a need to strengthen the service culture in the country.
Risk Assessment	• Uncertainty in the recovery in the US market and the geopolitical risk in Europe limit the potential to attract clients. • Cost of revenue guarantee revenue to initiate airlift from new hubs and the monetary incentives paid to tourist. • Inability to develop a strong the brand identity (niche) for all of the islands. • Lack of beds (over time) and attractions to support increased numbers across all islands. • Inadequate human capital • The opening of Cuba as a competing destination • Failure to upgrade infrastructure • Failure to fully understand the product (lack of adequate matrices)

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[95] http://unctad.org/meetings/en/SessionalDocuments/ciem5d2_en.pdf

	• Inadequate language skills • Bureaucracy – red tape • Cost of doing business – utilities and services costs • Failure to link it to disenfranchised communities
Indicators of Success	1. Increasing tourism revenue and spend per visitor (both overnight and cruise) 2. Improved rankings for visitor satisfaction 3. New tourism related small and medium sized businesses, including Bahamian owned businesses 4. Well-developed touristic attractions throughout the Bahamas 5. Increasing tourism arrivals, including greater penetration of non-US markets 6. Stronger tourism performance on the family islands as indicated by the contribution to GDP. 7. Increased tourism dollar that remains in The Bahamas 8. Improvements in customer satisfaction surveys

Strategy 14.1: Revitalise of Tourism

Strategy	14.1: Improve visitor satisfaction, encourage repeat visitors and strengthen the competitiveness of The Bahamian tourism product by strengthening the basic foundations of the Bahamian tourism sector: a service-oriented, well trained workforce; high quality, modern tourism infrastructure and a clean and beautiful environment. (Quality Education SDG 4 Target 4.3. 4.4, 4.6 and 4.7 and Industry, Innovation and Infrastructure SDG 9 Target 9.1, 9.4, 9.5 and 9.c, Decent Work and Economic Growth SDG 8 Target 8.9 and Reasonable Consumption and Production SDG 12 Target 12.2 and 12.6)

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact Effort
14.1.1 Develop a National Skills strategy for the	• Strategy developed • Competency criteria	• Effective training programmes for the	Short-term	Min Tourism University of	HILE

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact Effort
hospitality, leisure, travel and tourism sector and identify the core competency components for the tourism and hospitality sectors	developed for the following - Soft skills and personal effectiveness - academic competencies for the sector - Industry wide/ cross cutting competencies - Technical competencies for key hospitality subsectors - Leadership and supervisory competencies	hospitality and tourism sector which deliver appropriately trained tourism professionals		the Bahamas Tourism Associations Chamber of Commerce	
14.1.2 Develop and deliver hospitality and tourism training programmes aimed at improving tourism and hospitality core competencies: • In the high school system • Through practical experiences gained in internships and apprenticeships • Within the tertiary system • For executive	• *Cross reference basic education outcomes* • Introduction of tourism studies to the high school curriculum. • Establishment of a National Hospitality and Innovation Training Institute in concert with the University of The Bahamas, • Training programmes established by the private sector and industry groups for key tourism segments • Foreign language training	• Development of the skills (soft and hard) to meet the various needs and careers in the industry	Short term	Min Education Min Tourism University of the Bahamas Tourism Associations Chamber of Commerce	HILE

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact Effort
leadership • To encourage tourism entrepreneurship	programmes for the tourism sector instituted.				
14.1.3 Create standards of practices for local guides and tour companies etc.	• Training programs developed • Standards and codes devised and published	• Improve the level of professionalism and stature of the role • Enhance visitor experience and improved consistency in the tour experience	MT	Bahamas Bureau of Standards and Quality (BBSQ)	MILE
14.1.4 Strengthen the existing policy framework to encourage investments in the upgrading of existing hotels and the construction of high quality, sustainable touristic accommodations which are connected and accessible.	• Recommendations on amendments to the Hotels Encouragement Act which encourage and prioritize high quality, accessibility, green and/or technology upgrades, • Guidelines on accessibility, accommodations standards, SMART solutions and sustainable/green tourism created • Retrofit and redesigned of established sites/ hotels to facilitate universal access	• High quality hotel stock at various budget levels that provide value for money	ST	MOT	MILE

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact Effort
14.1.5 Establish a standing intra Ministry/Department, private sector, tourism industry association Committee to coordinate issues in the physical environment including: landscape, seascape, downtown and urban attractiveness, beaches, parks, verges and roadsides, historic sites and buildings, public transportation terminals and areas.	• Tourism Physical Environment Strategy (including funding strategy) prepared and implemented • PPPs established to conduct tourism physical environment upgrades and maintenance	• The physical environment to support tourism is safeguarded and remains well maintained	ST	MOT	HILE
14.1.6 Facilitate the use of technology and SMART approaches in all levels of the tourism value chain to improve the visitor experience (i.e. taxi booking applications, Wi-Fi enabled taxis and buses, better internet service provided in hotels, increased acceptance of credit cards, etc.)	• SMART Strategy developed for Tourism	• Improved ease of transactions for visitors	MT	MOT	HIHE

Strategy 14.2: Increased Market Share

Strategy	14.2: Increase The Bahamas' market share of global tourism through strategic planning, stronger promotions activities and improved access. (Peace, Justice and Strong Institutions SDG 16 Target 16.6 and Partnerships for the goals SDG 17 Target 17.16 and 17.18)

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
14.2.1 Prepare a comprehensive National Tourism Development Strategy	• Strategic plans developed/ revised	• Continuous current analytics with which to make informed decisions and strategies	ST	MOT	MILE
14.2.2 Continue to support the collection of timely tourism data	• Tourism GDP satellite accounts updated • Tourism statistics released on a timely basis	• Better decision making for tourism policy	ST	MOT/ Dept. of Statistics (DOS)	MILE
14.2.3 Rationalize and enhance promotional efforts to ensure a stronger Bahamas brand recognition in the United States and other traditional markets as well as the fastest growing economies in Latin America, Asia and Africa.	• Targeted marketing strategy to promote The Bahamas as a tourism destination; • Promotional campaigns launched in targeted markets in the United States and other growth countries; • Bahamas overseas diplomatic offices equipped with Tourism points of contact • Enhanced websites,	• Increased brand recognition for The Bahamas in targeted markets. • Greater awareness of The Bahamas as a chain of island experiences	MT	MOT	MIHE

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
	including information in the major foreign languages on The Bahamas and the Bahamian family islands				
14.2.4 Rationalize tourism promotion funding models	• PPPs for hotel, island and Bahamas brand development	• Active involvement by all stakeholders in the branding and promotion of The Bahamas. • Reduced dependence on government funding for promotions activities • Increased budget for produce development and foundations strengthening	MT	MOT	MIME
14.2.5 Empower local government in the development and promotion of the local tourism product	• Segmented strategic plans by local government to drive tourism development in their areas • Budget appropriation for agreed projects • Local incentives to facilitate increases in the number of PPPs	• Increased number of tourism related activities in each island • Improved governance and transparency	MT	Local Government / Out Island promotion Board (OIPB)	MIME
14.2.6 Provide user friendly tools and resources to coordinate trip planning information for visitors as	• Trip planning tools developed • Content includes a wide range of up to date	• Visitors are able to plan a vacations with a stronger local experience and have easier access to planning	ST	MOT	HILE

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
well as portable data that tour operators can use	information on destinations, experiences, resources, local activities, festivals, etc. • Booking facilities for all local (particularly out island hotels and bed and breakfasts) • Access to a global distribution system by small domestic airlines (and hotels) to facilitate trip planning	vacations in the family islands • Increase access to the international and domestic traveller by the smaller hotels and out islands			
14.2.7 Rationalize and strengthen (where necessary) airlift and transportation links to and within The Bahamas to support the tourism product	• New airlift agreements with targeted markets, including new markets • Coordinated intra Bahamas airline strategy (linked to the Goal 10)	• Diversification in the tourism product (by market and destination within The Bahamas) • Improved employment and economic opportunities in the family islands	ST	MOT and MOT	HIHE
14.2.8 Periodically rationalize entry requirements and processes to facilitate streamlined immigration processing of foreign visitors without compromising national security, health,	• Increased staffing at missions with higher visa processing to reduce processing times • Compliance manual for various immigration processes, including	• Welcoming entry experience for foreign visitors	ST	Dept. of Immigration (DOI)	MILE

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
customs and other considerations	methods for handling exceptions • Re-engineered immigration and customs processing at ports of entry, including prioritized customer service				
14.2.9 Promote domestic tourism	• Lower cost inter-island flights (airport taxes) • New accommodation (budget) • Coordinated calendar of events by island • Promotion campaign for family island visits	• Increase stability in the tourism product during non-peak season. • Unification of the culture and knowledge of the country • Facilitate inter island tourism	ST	MOT	HILE
14.2.10 Develop stronger independent consumer feedback mechanisms	• Decide on the national areas for analysis and design surveys • Solicitation of independent analytics developer to conduct surveys • Electronic surveys at all ports • Feedback polls at all major attractions	• Comprehensive national analytics to make effective decisions • Reputation and Asset Management improvements	ST	MOT	HILE

Strategy 14.3: Tourism Value-Added

Strategy	14.3: Ensure that the tourism sector provides greater value added services and linkages with the rest of the economy and that the sector is a source of innovation and entrepreneurship through well-formed tourism clusters (Decent Work and Economic Development SDG 8 Target 8.9)

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
14.3.1 Prepare a cluster study of the Bahamian tourism model. Map all functions of the tourism industry to identity and assess the potential linkages to the economy and or related value chains - Identify areas where Bahamians invest or own - Identify potential areas for micro business opportunities - assess the potential for backward linkages to the agriculture and specific communities or settlements - assess forward linkage opportunities for services - twin island visits	• Publication of report and chain map • Development of a strategic plan to minimize leakages from the sector. • Identification of areas for potential entrepreneurship and targeting by the national youth and empowerment programs	• Easily assessable information on the potential areas for development within the sector • Development of several new small business linked to the sector • Informed discussions on the sector and the preferred growth strategies • Focused development and SME business programs.	ST	MOT	HILE

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
14.3.2 Create strategies around various tourism experiences including: - Heritage and cultural tourism - Health, medical and wellbeing tourism (eg. Stem Cell) - Ecotourism - Business tourism - Gastronomy based tourism - Youth tourism - Yachting based tourism - Sports tourism (cricket, golf, basketball, rugby, soccer, beach volleyball, fishing and sailing, etc.) - Religious tourism	Strategies created for each segment	• Increase in the number of tourist to the country • Greater number of attractions to encourage initial and repeat visitors • Improved access to public spaces • Economic development in the islands	ST	MOT	HIHE
14.3.3 Incentivize the development of entertainment, attractions and near-island attractions within tourist hubs	• Policy position developed • New entertainment and amusement venues • Day tours and 2-3 days tours developed and marketed • Craft fairs and expos	• Promote cultural development • Increase attractiveness of the jurisdiction • Increase tourism satisfaction • Promote domestic	ST	MOT	MILE

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	• Music production and promotion activities • New bars and restaurants • Cultural sites developed • Attractions developed for various tourist segments (family, honeymoon, older visitors, youth visitors) • Events and attractions database developed and published	activities • Increase arrivals numbers • Economic diversification			
14.3.4 Facilitate equitable community and small business involvement in travel, hospitality, and tourism supported by cooperative agreements or associations.	• The development of services registry or information portal that allows hoteliers to know the goods/ services locally available and facilitate direct contact with communities or SMEs[96]; • Development of micro finance funds; • Announcement of incentives or PPPs for the development of tourism related micro business	• Facilitation of employment and business opportunities that benefit the local communities and small Bahamian owned businesses. • Increased access to the sector by non-traditional suppliers • Improved access to micro financing	MT	BAIC	MIME

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[96] Taken from " Value Chain Tourism that benefit the Poor" www.intracen.org/.../DownloadAsset.asp

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	• Small business and mentoring programmes for the tourism sector developed as PPPs or through sector associations.	• Improved business and job opportunities for "over the hill" and other vulnerable communities or groups in the tourism sector.			
14.3.5 Facilitate the creation of craft villages/days, artisans and local food experiences within hotels and local community venues with an emphasis on micro business.	• Calendar of craft days and expos • Vendor "cities" and association registry	• Increased income for local communities from the tourism sector • Increased access to the hotels by local entrepreneurs and artisans • Increase in visitor attractions • Agricultural products (value added) and handicraft links to the sector	ST	MOT/ BAIC	MILE
14.3.6 Facilitate and incentivise the creation of backward linkages to agriculture, fisheries	• Policy on linkages created, including standards and certifications • "EAT Bahamian" certification established • Tourism sector menus that highlight "EAT Bahamian"	• Development of tourism clusters around agriculture and fisheries • Job creation • Improved agricultural and fisheries output for domestic consumption	MT	MOT/ Ministry of Agriculture (MOA)	HIHE

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	or "locally produced" options • Local agriculture marketing portals created.	(rising tide)			
14.3.7 Facilitate and incentivise the creation of authentic Bahamian souvenirs (commercialization and commodification of art, experiences, Junkanoo, heritage sites, crafts, foods, etc.) and their distribution and sales	• Production of marketing study on Bahamian souvenir market, including benchmarking against competitors • Production of higher quality Bahamian souvenirs • Souvenir shops	• High proportion of Bahamian souvenirs bought • Souvenir industry created • Decreased leakages from local economy • High quality souvenir shopping experiences • Commercialization of Junkanoo	MT	BAIC/ Ministry of Youths Sports and Culture (MOYSC)	MIME
14.3.8 Strengthen promotion of national festivals for international audiences – visitors and the diaspora e.g. • Junkanoo • Island regattas • Home comings • Art and musical festivals • Rum and food festivals	• Calendar of events easily accessible and promoted • Vacation packages around specific island events	• Increased visitor attractions • Higher visitor spend • Diversifying the product (cultural tourism) • Create development and economic activity on the family islands.	ST	MOT/ Local Government	MILE
14.3.9 Identify and	• Creation of a Tourism	• Business incubation	MT	BAIC	MIME

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
implement innovative solutions to improve value added from tourism	Innovation Fund • Competition to identify the a number of potential projects • Funding of the project winners • Liaison with BAIC to assist with business development and business incubation of 1st and 2nd placed winners (in each island) • Promotion of technology related solutions for local concerns/ challenges	(tourism related projects) • Development of a Creative/ innovative solutions mind-set to problem resolution			

Goal 14 b International Financial Services

Goal 14	The Bahamas will become a leading global financial services centre which is internationally connected, diversified and resilient
Challenges addressed:	1. Changing dynamics of the Financial Service sector 2. Economic diversification 3. Rankings on the Global Financial Centres Index
Why important	The international financial sector currently contributes only about 3% to GDP but is a large component of The Bahamas' international identity. This sector has been partially responsible for

| | the growth of the Bahamian middle class; providing generous salaries, significant training and job opportunities for young professionals. Over the two decades, the sector has been under significant pressure as the changing positions on international regulatory standards and international views on offshore sectors has negatively impacted the sector. More recently there has been a shift back to on-shoring as firms seek to mitigate their geopolitical and regulatory risk as well as stream line their operations by moving to more cost effective jurisdictions.

According to The Global Financial Centres Index 17, The Bahamas is listed as an "evolving centre" in terms of product depth and breadth and as a "local centre" due to relatively low international connectivity. This assessment points to the need to strengthen the product offering of the centre, while developing deep and specialized clusters around core value added services. The international connectivity of the centre must also be a primary focus to rejuvenate the sector.

The core enabling factors for a successful financial centre, however, remain: people, policy environment and place (infrastructure). |
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Strategy 14.4 Human Capital (Financial Services)

Strategy	14.4: Improve the competitiveness of the International Financial Sector by ensuring that the best talent (human capital) and infrastructure (business and quality of life) is readily available to the sector. (Quality Education SDG 4 Target 4.3)
Challenges	1. Contracting offshore financial sector as firms struggle under the international pressures.
2. Need for revision of the policy environment to encourage innovation and skills development.
3. Lack of linkages to the rest of the sector.
4. Education reforms to ensure that there is sufficient human capital to fuel the growth of the sector over time.
Risk Assessment	• Failure to implement the changes in immigration policy

	• High business costs and bureaucracy inhibitors • Human capital inadequacy – technical, legal and language skills • Failure to innovate in time to respond to emerging needs of clients • Inability to penetrate new markets • Absence of requisite institutional arrangements for arbitration
Indicators of Success	1. Increase in value added from the financial sector

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact

14.4.1 Develop and implement a national skills strategy for the financial services sector. This should include the:
- identification of the required core competencies for a global centre
- identification of key skills gaps
- standards for the delivery of training and
- Modes of training delivery.
	• Centre of Excellence for Financial Services Training established
	• National Strategy developed:
	• Creation of the database of the skills needs of the sector and the baseline requirements.
	• Training standards established and published
	  - Service delivery
	  - Soft skills and personal effectiveness
	  - On-the job training (and certification)
	  - Academic competency requirements
	    - Language
	    - Technical
	    - Professional
		• The Bahamas is globally recognized as a centre with highly skilled financial sector talent.
		• Development of effective hard and soft skills training programmes
		• Alignment of the education training with the needs of the sector
			MT	MOFS/ Central Bank/ Ministry of Finance/ Standards bureau/Bahamas Financial Services Board	MILE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	certifications - Leadership and supervisory competency - Regulatory and oversight competencies • Accreditation criteria for Institutions providing training • Development of new curriculums aligned to industry needs at all education levels by training agencies • Development of industry codes for training.				
14.4.2 Deliver effective Financial Services Training Programs through: - - The high school curriculum - Tertiary education - Professional certification bodies - Apprenticeship programs - On the job training programs	• Establishment of a financial services streams and magnet schools • Introduction of language requirements for all financial services programs at all education levels (primary, secondary and tertiary) • Introduction of adult language learning programs • Financial Service scholarships for critical skills development	• Delivery of effective training programmes that meet industry specifications • Skills transfer to Bahamian nationals	ST	MOEST./ BIFS	HIHE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	• International job rotation and exchange programs encouragement programme established • On- the job training programmes in-line with national training standards • Formal mentorship programmes adopted throughout the sector.				

14.4.3 Strengthen the globally connected nature of the Bahamian financial services sector through targeted immigration reform and improved immigration operational efficiency to ensure that global talent is attracted to The Bahamas.	• Development of an immigration policy which is sector friendly. This should include:
	  o Ensuring that business travel and immigration entry to facilitate conferences, training, meetings, short term intra-company movements (i.e. under 7 days), etc. are simplified
	  o Policies that encourage the relocation of essential staff and their families to The Bahamas;
	  o Introduction of an
		• Attraction of highly skilled financial services professionals to complement the growth of the Bahamian Financial sector and the development of specialized clusters;
		• Shorter processing times for work visa and permanent residency applications:
		• Introduction of a "check the box approach" for all work visa and permanent residency applications
			ST	Dept. of Immigration (DOI)/ MOL	MIHE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	"entrepreneur class" residency programme which gives priority to job makers in the financial sector enterprises); ○ Identification of essential/highly required skills for immigration/ labour fast tracking. ○ Policy on intra-company transfers, particularly for training purposes ○ Knowledge transfer mechanisms • Process map of all immigration services produced including requirements at each stage, costs and processing times; • Real time monitoring of processing times for immigration matters				
14.4.4 Provide sustainable in-country training for the legal professional in critical financial services sub-	• Identification of key areas for legal training pertinent to the sector • Training standards for	• Development of specialized legal skills in the country • Become the regional	ST	Ministry of Financial Services (MOFS) /	LIME

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
disciplines.	professional certification in specialised areas. • Development of an appropriate curriculums and delivery of certification programmes	training centre for the provision of Legal and Arbitration training		Bar	
14.4.5. Widen the depth of the international legal knowledge to facilitate the broadening of the sector.	• Policy developed on the establishment of international legal firms • Policy agreed on the opening of the Bahamian legal fraternity. (calling of non-Bahamians to the Bar) (Work Permit requirements remain intact)	• Greater depth of international knowledge and skills in the legal sector • Increased client base • Increased capacity to handle matters within The Bahamas because of the reduction in conflicts of interest • Increased access to new markets	MT	DOI/Bar/ AG	MIME
14.4.6. Facilitate the use of technology and SMART approaches in the financial services sector at all levels of the value chain including; regulation services, Marketing services, etc.; reducing regulatory burdens	• Development of a SMART strategy for the International Financial Services platform • Revision of regulations and legislation for financial services online platforms and investment services ;	• Improved efficiency of operations • New services developed	ST	MOFS	HIME

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
and improving operational efficiencies.	• Online application and registration and licensing processes at the regulatory agencies • Improved and harmonised online reporting structures a				
14.4.7 Improve the desirability of The Bahamas as a place to relocate and open businesses for high net worth individuals and highly skilled financial sector professionals	• Improvement in the cleanliness of the jurisdiction and rejuvenation of the City of Nassau (Ref. Environmental Goal) • Improvement in the ease of doing business (Ref. Goal 13) • Reductions in the cost of doing business (Ref. Energy strategy Goal 13) • Enhanced cultural and entertainment products (Ref. strategy 14a and Culture strategy) • Improved infrastructure, including construction of Smart office buildings, high quality housing stock and	• The Bahamas strengthens its position as a desirable, high quality of life location.	MT	MOFS (monitoring and coordinating role)	HIHE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	ICT infrastructure (Ref. Goal 9)				

Strategy 14.5 Policy Environment (Financial Services)

Strategy	14.5: Position the prudent and responsive policy and regulatory environment of The Bahamas' financial services sector as a key asset for the growth of the sector (Peace, Justice and Strong Institutions SDG 16 Target 16.6)
Challenges	1. Regulatory overshadowing of the sector 2. Inconsistent approaches to policy development by regulatory institutions 3. New product development
Risk Assessment	• Failure to adequately coordinate regulatory changes and provide clarity to the sector • High business costs and bureaucracy inhibitors • Slow and inadequate courts systems • Policy uncertainty that limits the development of new products • Absence of requisite skills(legal and other) and institutional arrangements
Indicators of Success	1. Improved rankings 2. Ranking as an arbitration centre

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
14.5.1 Strengthen the	• Continuous reviews of	• Reduced regulatory	ST	Financial	HILE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact

business friendly regulatory, but prudent approach across all government and supporting agencies	mechanisms to ensure effective policies on consolidated/cross sector supervision while reducing regulatory burden
	• Establishment of formal private sector/ regulatory research and development teams to facilitate broad based approaches to:
	  - Emerging products
	  - Regulatory changes
	  - Efficiency improvements
	  - Customer protections
		burden
		• Consistency in approaches to challenges across Regulators
		• Increased transparency in the sector
				Sector Regulators	

14.5.2 Improve the enforcement processes and systems for financial services matters	• Establishment of a specialized Courts • Strengthen the enforcement provisions of legislation governing the sector	• Improved rankings in the doing business indicator for enforcement of contracts, resolution of disputes and insolvencies	ST	MOFS	MILE
14.5.3 Continue to support and strengthen the representation of The Bahamas on international forums, committees and conferences related to	• Strategy for international representation prepared outlining: key activities, expertise required and funding sources for participation on the	• The Bahamas will continue to be a key policy influence on the international financial services arena.	ST	MoF	MIME

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
financial services development and regulation	international arena (i.e. UN, Global Forum, CFATF, etc.)	• The Bahamas will be aware of upcoming issues in financial services regulation			
14.5.4 Review and strengthen cyber security policy for the sector	• Policy produced on financial sector cyber security to reduce instances of information breaches • Educational campaign about information and cyber security in the financial services sector	• A secure financial services ICT environment	ST	Central Bank	MIME

Strategy 14.6 New Products, New Markets, Clusters (Financial Services)

Strategy	14.6: Ensure that the international financial sector provides greater direct and indirect value added and employment through an increase in high quality business establishments, diversification of its products; innovation in the market; the creation of supporting clusters and stronger Bahamas brand recognition (Peace, Security and Justice SDG 16 Target 16.6 and Decent Work and Economic Growth SD8 Target 8.2)
Challenges	1. Bahamas brand identity is vague and misperceptions linger 2. Low value added from the current product mix 3. Need to penetrate new markets
Risk Assessment	• Lack of coordination among the various agencies • Limited funding
Indicators of Success	1. Value added from international business sector increases

	2. Bahamas brand recognition increases 3. Internet searches on financial services matters contain more Bahamas hits	

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
14.6.1 Strengthen the international brand identity for the Bahamas Financial Services Sector	• Communication strategy prepared	• The re-branding of the financial sector as a "Global Banking and Wealth Management Jurisdiction" offering a full suite of services	ST	BFSB	MIME

	• Marketing strategy for the promotion of The Bahamas Financial Services brand. This will include details on the:
	   o Target countries (traditional and new)
	   o Products to be promoted in each market
	   o Ideal team composition
	• Revision of the sector marketing brochures, including foreign language
		• Greater awareness of the Bahamian product
		• Penetration of non-traditional markets
			ST	MOFS	MIHE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	versions • Overseas Embassies and offices equipped with information and point of contact for financial sector investment • Journal publications on The Bahamas' financial services sector distributed internationally in targeted markets (at least two high quality articles per month) • Re-engage financial sector firms which have left The Bahamas over the last 10 years. • Engage financial sector firms which are new to The Bahamas				
14.6.2 Strengthen the Bahamas Financial Services Board	• Comparative study of the BFSB against other financial sector promotional bodies • Restructured roles of the BFSB and MOFS to minimize overlap and	• Highly effective promotional agency for the Financial Services Sector of The Bahamas • Higher levels of financial support for			

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	improve synergies • Funding strategy introduced for the BFSB	BFSB from the Government and Industry			
14.6.3 Encourage continuous innovation within the sector to promote the creation of new products and the identification of markets	• Identification of new products tailored to key markets • Annual innovation awards for the sector • Industry/Regulator innovation teams established	• The revitalisation of the sector	ST	MOFS	MILE
14.6.4 Conduct a study of impact of the new growth and emerging economies to identify potential opportunities. It should assess: - legislative structures - impact of the recognition of currencies - size and value of high net worth sector	• Report produced and recommendations published.	• Informed decision making and policy development on potential new growth areas	ST	MOFS	MILE
14.6.5 Develop the Bahamas as a centre for international arbitration	• Action Plan developed for the establishment of the Bahamas Arbitration Governing Agency/ Centre	• Diversification of the Bahamas economy – Increased value added from financial	MT	MOFS	**HIHE**

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	addressing the following: • Passing of Arbitration Bill and regulation • Membership in the Permanent Court of Arbitration • Enactment of the United Nations Commission on International Trade Law (UNCITRAL) Model Law on International Commercial Arbitration • Signed agreements to facilitate the country being named as the regional host country for Permanent Court of Arbitration hearings. • Promotion of the centre to regional countries, companies etc. for settle disputes • Revised immigration policy to allow experts and others to testify and provide input without a work-permit and other similar restrictions	services • Enhance the Bahamas' reputation as an international commercial centre - a place to relocate businesses • Ensure the Bahamas becomes a major international arbitration hub • Boost the Bahamas'' profile within the international arbitration community			
14.6.6 Introduction of	• Annual report on the State of	• Product and value	ST	MOFS	HIHE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
innovative solutions to revitalise the sector	Financial Services • Strategy created for the international renminbi market • Review of Trust Company capital requirements • Strategy to facilitate the growth of retail funds • Strategy created for Captive Insurance • Strategy for attracting Independent Asset Managers	added growth of the sector • Increased opportunities for Bahamian ownership of the financial services sector			

14.6.7. Develop a value proposition around philanthropy and financial services.	• Development of a policy framework and value chain study which targets philanthropic and socially conscious investors. The study will cover:
	  • Social Impact Bonds and Funds as an alternative investment product.
	  • The use of a SMART fund framework for "Social Investments Funds"
	  • Creation of tax exemption certificate/ organisation structure and framework that is transferable and
		• Creation of a new market niche and increase the value added	MT	BFSB	HIME

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	recognised by other countries similar to the 501c3 structures. • Creation of Bahamas "Do Good" Funds				

Goal 14c: The Development of New Growth Sectors

Goal 14c	Leveraging its technical capabilities, natural endowments and human talent, The Bahamas will develop new growth sectors to encourage opportunities for entrepreneurship and expand the knowledge and creative economy and its industrial and agriculture base.
Challenges addressed:	1. Need for a coordinated policies to guide the development of new sectors, clusters and foster innovation 2. Economic diversification and resilience 3. Increase targeted FDI and FDI utilization 4. Food security 5. Development of the southern islands 6. Improved Public private sector partnerships 7. Training – Skills development

Goal 14c: New Growth Sectors – ICT

Strategy 14.7: Develop Information and Communication Technologies (ICT)

Strategy	14.7: Leverage The Bahamas 'existing bandwidth access, infrastructure and mobile penetration to

	catalyse investment in ICT industries and services and facilitate productivity improvements across all industrial, administrative and governmental sectors. (Quality Education SDG 4 Target 4.1, 4.2, 4.3 and 4.b, Industry, Innovation and Infrastructure SDG 9 Target 9.c and Peace, Justice and Strong Institutions SDG 16 Target 16.6)
Why Important?	According to the IDB's Competitiveness report on ICT in the LAC region, a 10% increase in broadband penetration in the region could boost GDP by an average 3.2% and increase productivity by 2.6%. The ICT sector in the Bahamas contributed 5.83% to GDP according to the URCA strategic plan for 2014-2019. Continued investment in the sector has the potential to develop new service-based and industrial sectors from hardware development to data management and warehousing services to commercially focused application development across all commercial and industrial sectors of the economy. We also know that ICT facilitates the provision of government services and utilities in a more efficient and robust manner (emergency services, healthcare, education). Improved use and knowledge of technological solutions (documentation management, order processing, transaction services etc.) can lead to cost savings in both the private and public sector and maximize both impact and profitability for managers.
Challenges Addressed	In order to develop this sector the following needs must be addressed: i) the need for adequate human capital for management and use of ICTs, ii) the knowledge within both the public and private sector of the utility and availability ICT solutions and applications iii) a policy framework that prioritizes broadband penetration, infrastructure development and liberalization
Risk Assessment	1. Relatively high cost of service compared to international providers (low relative to other Caribbean territories) 2. Limited amount of service providers in the sector who service providers 3. Limited number of trained ICT professionals and managers 4. Low penetration and knowledge of how to integrate ICT

	solutions into business and administrative practices
	5. Slowly liberalizing regulatory sector
Indicators of Success	1. Increased broadband penetration [need to confirm statistics to establish a range]
	2. Faster connection speeds and data bundles
	3. Reduction in both cellular and data costs in line with international standards
	4. Increase in number of ICT based graduates in the general population
	5. Increase in approved number of work permits in ICT centric fields
	6. Improved and measured efficiency in government departments that have implemented ICT solutions
	7. Improved quality of life indicators

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
14.7.1 Continue and deepen the comprehensive integration of ICT learning streams from primary through to secondary and tertiary/vocational education in line or in support of educational planning initiatives with specific emphasis on public education.	• Integrated educational strategy designed with Ministry of Education and in line with detailed jobs/skills assessment for needs/demands in the ICT sector provided by the Economic Planning Institute and Innovation and Technology Commission • Magnet/streamed technology programs • Scholarships for tertiary	• Measurable increase in graduates at both the certificate and degree level in ICT studies	ST	MOEST	MIHE

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
	education or continuing certification in ICT streams • Incentives to recruit Bahamians with ICT training to return to private and public sector following their degree • Sponsored scholarship and internship programs with ICT focused firms for top graduates in both public and private secondary/tertiary and vocational institutions • Private sector led student application development competitions with the two major telecoms companies				
14.7.2 Facilitate the recruitment of expert ICT professionals (Bahamian and foreign) to the Bahamas to help develop the ICT industry and implement ICT solutions.	• Creation of special work permit and residency classes for recruitment of talent in priority sectors • Improve quality of life indicators to better entice both repatriates and expatriates to come to the Bahamas	• Increased number of highly skilled Bahamians opting to return home and start businesses. • Increased number of expatriates accessing preferential visa programs	ST	DOI	HIME

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
14.7.3 Improve the quality of life indicators to better entice both repatriates and expatriates to come to the Bahamas	• Lower cost of living (Ref. Goal 7 and Goal 11) • Lower set up cost for business (Ref. Goal 13 doing business indicators)	• Improved standing in World Bank quality of life indicators • Reduced cost of critical cost of living indicators (utilities, food, housing	LT	OPM	LIME
14.7.4 Develop a strong ICT knowledge base and ICT management capacities to encourage firms and government to adopt ICT in their business activities.	• Public education campaign educating businesses to the efficiencies that can be realized with ICT integration in their businesses • Link public education campaign to resources with IT development firms, IT consultancies, Chamber of Commerce and Innovation and Technology Commission literature on ICT best practices • Government e services Strategy completed and implemented – including o the Public sector review and prioritization of ICT targets for efficiency	• Increase in number of SME firms utilizing e-commerce platforms • Increase in number of investment projects (FDI and Domestic with an ICT focus) • Increase in Bahamas based commercial application development in Google Play and Apple's App Store • Measurable improvement in processing times in targeted government departments and ministries • Improvement in Doing Business indicators • ICT integrated in all levels of government (i.e.	MT	MOF	MIME

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
	in administration and processing ○ the Implementation of ICT across critical sectors (judiciary, finance, investments, NIB, immigration, healthcare, education)	Parliament, Cabinet, public service) and all government functions (HR, public safety, health, education, customs, social protection, disaster management, etc.)			
14.7.5 Promote growth and development in ICT focused commercial activity	• Reduction of entry barriers and market transaction costs through customs concessions for businesses that are improving or designing ICT solutions or for whom ICT contributes a threshold amount to their profitability. • Creation of incentives to facilitate innovation and entrepreneurship with SME • Introduction of cooperatives or cost sharing mechanisms to facilitate the purchase and maintenance of applications	• The ICT services sector becomes a larger share of the economy through growth of firms whose primary focus is ICT	MT	MOF	MIME

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact

14.7.6 Invest in the ICT infrastructure necessary to encourage expansion of the sector.	• Stable and clear (political, regulatory, legal, financial, etc.) environment ;
	 • Research and Development Centres established at the University of the Bahamas
	 • Clear scopes and targets for broadband projects;
	 • Clear policy framework for investment infrastructure. Including:
	    o Established public policies that foster investment
	    o (i) use of universal service funds (including by using it to efficiently fund the public contribution to a PPP structure or by securitizing its flows), and
	    o (ii) infrastructure sharing.
	    o (iii) spectrum
		• Planned agenda of targeted infrastructure expansion projects needed
		 • Facilitate the choice between wireless and wireline networks;
		 • Allow for a balance between obligations on coverage and the range of services to be provided against their impact on the attractiveness of the project
			ST	MOF/ URCA	HIHE

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
	management under the new digital framework.				
14.7.7 Create a business enabling regulatory environment that governs growth and monitoring across the entire ICT sector	• Legal review of existing legislation against international best practice (ensure a clear and supportive legal framework for ICTs) • Update of laws which impact the ICT sector ○ Training programme for legal community of ICT regulation and law enforcement issues ○ Policy on Consumer and digital rights ○ White paper on spectrum planning and policy ○ Benchmarking of e-commerce regulations	○ Comprehensive ICT legal framework promotes the growth of the sector, e-business and innovation in the sector ○ Fair and equitable competition amongst service providers ○ Continuous innovation which is not impeded by overregulation. ○ Policy paper on cyber safety and security and development of Cyber Crime Law, Digital Privacy Law AND Cyber Safety Guidelines and Governance ○ Sufficient legal and law enforcement expertise exist to police the sector.	ST	MOF/ AG	HIME

Goal 14c: New Growth Sectors – Agribusiness and Fisheries

Goal 14c	The Bahamas will develop modern, targeted and competitive agribusiness and fisheries sector
Challenges addressed:	1. Enhanced linkages for agriculture and fisheries with the tourism sector 2. New productive industries 3. Targeted FDI and enhanced FDI utilization in productive sectors 4. Food security 5. Family island development 6. Public private sector partnerships 7. Research and development 8. Training – Skills development
Why Important?	The agribusiness and fisheries sectors in The Bahamas contribute about 4% to GDP and an equal percentage of employment. The Bahamas currently imports some $600 million in food annually and exports just over $100 million. The further development of a competitive, but targeted food production sector could begin to reduce the dependency on imports as well as reduce the foreign exchange leakage associated with high levels of imports. The development of the food production sector can also provide a number of job and business opportunities and potential for development for the family islands The potential in this sector includes: • Changing the production systems and investment in processing centres • Revamping food distribution and increasing access to whole foods • Maximising the benefits that can be gained from treaties and regional food partnerships • The potential to improve the lives of women and youths through job and entrepreneurial activities • Improving food security • Economic diversification

Strategy 14.8: Natural Endowments

Strategy	14.8: Identify the best use for the natural endowments of the Bahamas so as to maximise the potential for high value added agribusiness and fisheries industries. (Life Below Water SDG 14 Target 14.7 and Life on Land SDG 15 Target 15.1)
Why Important?	There is significant benefit to be had from undertaking full ecological studies on the land, marine and forestry environments. Assessments of the fishing and mollusc stock, the risk and challenges facing the natural assets and the economic value of all natural assets would be very valuable.
Risk Assessment	• Lack of experts to undertake the detailed study on the land, marine and forestry environment
Indicators of Success	1.Improved statistics on agriculture

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
14.8.1 Undertake ecosystem services valuation studies across The Bahamas on the land and marine resources including: - Fisheries stock - Forestry stock - Arable land and type of soil for agriculture - Wetlands, streams, pond and or estuaries, etc. The study should also include an assessment of the agricultural capacity and valuation of resources.	• Study conducted and Report produced • Map and related information released publicly to facilitate informed discussion • Economic values assigned to key natural resources	• Better understanding of the type, quality and nature of resources available for agribusiness so as to facilitate evidence based decision making on the identification of agribusiness priorities and utilization of resources • s	ST	MoA	MILE
14.8.2 Study on the long term potential of agribusiness in The Bahamas, identifying the products and markets best suited for development	• Study conducted and report produced • Agribusiness plans for each island territory (Identification of industries -products and markets - best suited for	• Identification of key products and markets that would produce the greatest benefits for the country. • Non-competitive development of	ST	MoA	MILE

specific island territories)	agriculture in each island				

Strategy14.9: Human capital and Infrastructure and Cluster development

Strategy	14.9: Create an enabling microeconomic environment for the development of the food production sector through improvements in human capital, effective funding and the creation of related developmental clusters (Zero Hunger SDG 2 Target 2.3, 2.4 and 2.a, Quality Education SDG 4 Target 4.3 and 4.7 and Peace, Justice and Strong Institutions SDG 16 Target 16.6)
	•
Risk Assessment	• Difficult reforms to ensure access to land • Aging producers (farmers and fishermen) and reduced interest in agriculture/ fishing from the younger generation • Necessity for immigrant labour in the agriculture sector • Security and sustainability concerns from poaching • Aging and inefficient Infrastructure (ports, transportation, etc.)
Indicators of Success	Number of new agribusiness developed Increase in food production and exports Increase in the number of persons enrolled at and graduating from the BAMSI degree programs. Increase value added from agriculture and fisheries

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
Market Overview, Human capital development and research and development					
14.9.1 Undertake a detailed cataloguing of the current human capital makeup of the food production sector by island, activity.	• Study conducted and report produced	• Identification of key challenges and gaps in the knowledge and resource profile of the sector so as to assist in the identification of priorities for human capital.	ST	MoA	1.33/1 LILE
14.9.2 Strengthen investment in BAMSI to continue to build	• Research in post-harvest engineering and technology	• Research on products and techniques specific	MT	UOB,/ BAMSI	MIHE

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
capacity for focused research and development and innovation in agribusiness to better catalyze growth of the agribusiness sector	• Stronger research departments at University of the Bahamas and BAMSI • Publication of research on environmental management and agricultural techniques for small island development	to The Bahamas with an aim at promoting sustainable faming			
14.9.3 Encourage private sector led involvement in skills development and business incubation to build capacity of small-scale producers and agribusiness and fisheries	• Chamber of Commerce PPP with BAIC and the various training agencies, including the University of The Bahamas, to facilitate skills development and business incubation opportunities • Registry of business willing to participate in programmes or offering mentorship or business incubation assistance	• Development of business skills that facilitate the development of clusters and value added businesses	ST	BCCEC (Bahamas Chamber of Commerce)	HIME
14.9.4 Improve the management capabilities of agribusiness and fisheries entrepreneurs	• Harmonisation of the business advisory and management services of BDB, BAIC and BAMSI • Promotion of the harmonised business development unit to practitioners in the food production sector	• Business education and support and adversary services for entrepreneurs and established businesses.	ST	BAIC	HIME
14.9.5 Introduce apprenticeship programmes in the agriculture and fisheries	• Apprentice and training programme structured	• Knowledge transfer between the generations of persons involved in food production	ST	BAMSI	MILE
Market Access, Logistics and infrastructure and ICT, Policy Environment					
14.9.6 Improve agribusiness and fisheries transportation	• Study on the optimum transport	• Better market access • Reduced loss and	ST-MT	MOT	HIHE

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
logistics to facilitate effective market access for local consumption or export	logistics conducted and report produced • Incentives to create improved shipping links between islands and intra-island transport e.g. • Analysis of the port infrastructure in the islands (report produced) • Upgrade of identified ports	spoilage due to poor transportation logistics			
14.9.7 Increase the use of technology and e-commerce to modernize and develop the agribusiness and fisheries sector	• Competition to identify e-commerce opportunities and mechanisms for managing, promoting and selling resources in these sector • Improved ICT penetration in the family islands • Development of apps to enabled shipping and selling coordination logistics • Establishment of electronic portals to connect buyers and sellers of agricultural, and fisheries products • Promotion of and education on new models of technology. E.g. Partnership of research institutions and agents with farming and other agribusiness associations to provide training and on new technologies and innovations	• Increase efficiency in the fisheries, agriculture and creative sectors • Development of higher value-added products from these sectors • Increased integration of ICT in all sectors of the Bahamian economy • Increased productivity	ST	BAIC/ BCCEC	HIME

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort

14.9.8 Rationalise and upgrade the current Agriculture policy and administration.	• Restructure the Department of Agriculture including that of the Veterinary Service to:
	  o Increase in the number of vets and agricultural specialists
	  o Incentivize skilled graduates to enter the service
	• Rationalization and upgrade of the packing houses to Agribusiness Centres (privatized/cooperative)
	• Privatized abattoir with improved management and standards
	• Establishment of appropriate slaughtering facilities on selected Family Islands
	• Improved agriculture transit logistics
	• Study on Potter's Cay Landing Complex to determine its best use conducted
	• Upgrade of Potter's Cay facilities including dock
	• Upgrade the dock facilities in required islands
		• Improved food safety and security	ST	MOA	HIHE

14.9.9 Rationalise and upgrade the current Fisheries policy and administration	• Report produced	• Vibrant fisheries sector	LT	MOA	MIHE
Funding - Improve the range and availability of financial and non-financial services					
14.9.10 Develop alternative (non-bank) financing options	• Establishment of a Microbusiness Fund for Agribusiness	• Funding for start-up and expansions of	ST	MOF	MIME

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
for the Agribusiness and fisheries sector	• Development of a saving association among group members (agribusiness) to enable better access to affordable credit and borrowing facilities	agribusinesses			
14.9.11 Broaden the range of financing available to agribusinesses	• Incentives for financial institutions to develop appropriate financial products for agribusinesses • Continuation of the promotion of FDI for investment in agribusinesses	• Improved access to traditional financing institutions and new forms of financing (FDI)	ST	MOF	MILE
14.9.12 Marketing of financial products to persons in agribusiness	• Advertising campaigns detailing credit products and services available via all media – social media, TV, radio, etc. • Development of interactive platforms to link existing information and communication exchange initiatives,	• Increased knowledge and availability of information for entrepreneurs	ST	MOF	MILE
14.9.13 Improve risk management capabilities and insurance schemes	• Creation of an early warning system that provides reliable information on risks (climate, diseases, market trends etc.) • Development of a system for data collection, management and analysis of data for the development of the sector such as production and yield data,	• Better crop and business management' • Alternative financial products	LT	MOA/ NEMA	MIHE

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	diseases etc. • Incentives for the creation of insurance bonds and other insurance products used to finance agribusiness				
14.9.14 Encourage FDI in the sector, particularly in processing.	• Promotion of incentives for FDI investment in in non-traditional areas • Establishment of industrial/ processing centres	• Transfer of skills • Increased investment in non-tourism related areas • Jobs growth	MT	MOF	HIME
Clusters – creating the infrastructure for development					
14.9.15 Improve the links between the Agribusiness sectors and fisheries sectors and the main pillar of the economy – tourism.	• Identification of key products to be grown/ caught for delivery to the hotelier and restaurant industry • EAT Bahamas programme introduced on hotel menus • Development of Standards guidelines for products and agri-services and enforcement of the Standards (consistent size, presentation, service delivery and quality) • Fishing, planting and harvesting strategy to enable the industry to meet the expectations of the hotel sector.	• Build out of clusters and value added businesses associated with tourism • Consistent high quality supply of product to the tourism sector • Consistent pricing for farmers and fishermen • High valued linkages to the tourism sector	MT	MOA/ MOT	HIHE
14.9.16 Private sector led strategy to promote the	• Study commissioned by the Chamber of Commerce on the	• Identification of potential opportunities	MT	BCCEC	MILE

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
development of ancillary opportunities associated with the sector	potential clusters and business opportunities available (i.e. transportation, packaging, processing, etc.) • Document produced	•			
14.9.17 Improve the organisation of players (farmers, business and other with significant interests) in the sector to promote economies of scale and improved productivity	• Creation of Island Associations and cooperatives bodies to leverage collective assets and create economies of scale • Collective bargaining groups to negotiate prices, strategies and coordinate production. • The development of systems for the bulk-buying of inputs	• Improved productivity • Easier access to funding • Better sales prices for produce • Reduced incidence of gluts on the market	MT	MOA	MIME

Strategy 14.10: An Enabling Macroeconomic Environment

Strategy	14.10: Attract domestic and foreign investment through the creation of an enabling macro-environment (Peace, Justice and Strong Institutions SDG 16 Target 16.6 and Partnerships for the goals SDG 17 Target 17.14 and 17.16)
Why Important?	The policy environment for agribusiness and fisheries is an important determinant of the sectors of that sector and the attractiveness for investment. Increased domestic investment and FDI in fisheries, agro processing and agribusiness could generate the growth and investment in technology, skills and infrastructure.

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
14.10.1 Strengthen tax incentives to promote agribusiness and fisheries development and	• Review of tax incentives for entry into the sector • Review of optimal tariff	• Identification of the requirements for a supportive policy	ST	MOA	MIME

exports	structure for agribusiness and fisheries inputs	environment • An enabling policy environment			
14.10.2 Develop a policy position on Genetically Modified Organisms (GMOs)	• Report produced	• A clear policy environment for agribusiness	ST	MoA	HIME

14.10.3 Facilitate enhanced agriculture and fisheries international trade through the strengthening of appropriate standards and enforcement of those standards	• Publication of standards for agricultural (including fisheries) products and services
	• Promotion and enforcement of the standards :
	  ○ education campaigns
	  ○ Inspections, etc.
	• Increased number of business receive international accreditation certifications received by local
		• Produce that meet international standards	MT	BBSQ/ MoA	MIHE

14.10.4 Targeted use of trade agreements to strengthen the competitive position of Bahamian agricultural exports, technical cooperation, training and inflow of investment into the sector	• Database on trade agreements which identify potential benefits and opportunities for the agribusiness sectors • Participation of Associations (Agribusinesses) in trade shows	• Increased knowledge about trade agreements to facilitate the development of a trade and exporting culture. • Better identification of market opportunities	ST	MoFS (trade)	HIME
14.10.5 Introduction of a comprehensive land tenure policy to unlock the economic value of the land and create economic opportunities for the agribusiness	• Improved legislation and policies governing land ownership and land grants (domestic) • Revised policy on the	• Consistent application of land grants policy • Ability of entrepreneurs and agribusiness to use the economic value of the	MT	OPM	HIHE

sector Ref (Goal 8)	system of land grants associated with FDI • Development of a land cadastral system (ref Goal 8)	land to finance businesses			

Goal 14c: New Growth Sectors – Creative and Cultural Industries

Strategy 14.11: Cultural Sector

Strategy	14.11: Build and develop the cultural infrastructure and opportunities of The Bahamas to encourage strong, inclusive communities, the preservation of Bahamian heritage and the growth and evolution of Bahamian cultural expression (Quality Education SDG 4 Target 4.7, Decent Work and Economic Growth SDG 8 Target 8.9 and Sustainable Cities and Communities SDG 11 Target 11.4)
Why Important?	Culture has a significant influence on all facets of life – improving work life balance, providing employment and business opportunities, influencing socioeconomic conditions. By focusing national resources to the understands and the development of our cultural heritage and talents the country can lead to economic growth and enhancement of the Bahamas as a cultural goliath and a preferred place to visit, live, invest and work.
Risks	• Culture and its potential contribution is not taken seriously • National scepticism and Lack of commitment
Success Indicators	1. Increase in GDP contribution from culture

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
		•			
14.11.1 Develop a comprehensive policy and administrative framework to support the promotion of	• The communication of a consistent national cultural narrative • Development of cultural	• Highly regarded International reputation for outstanding creative content that celebrates the Bahamian	ST	MOYSC	LILE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
Bahamian culture, art, music and cultural products. The strategy should include a national and international events strategy. The strategy should specifically address: • Junkanoo: the long term vision for its growth and commercialization • Bahamian festivals and regattas • Revitalization of The Bahamian music sector • Securing funding and partnerships for the cultural sector • Capacity building and skills training for cultural activities • Development of a mix of community, educational, recreational venues for cultural activities • Integration of the diverse ethnicities of The Bahamas in the Bahamian cultural landscape	industries and performance companies • New Bahamian cultural products • Stronger support for cultural activities • Adequate and innovative funding for the sector	cultural identity			
14.11.2 Develop and restore	• Improved cultural spaces	• Improved quality of life for all	MT	OPM/	MIHE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
cultural heritage sites and infrastructure (natural and built) on New Providence and on the family islands including: - Cultural Attractions on each island - Redevelopment of historic Downtown Nassau, Fox Hill, Adelaide, Gambier, Delancey, Grants and Bain Towns, Forts and Monuments, etc.	• Regeneration plan for historic communities and sites throughout The Bahamas • Improved infrastructure in many island communities • State of the Art Performance Centre established	• Increased attractiveness of the Bahamas as an investment and relocation destination for HNW individuals and the diaspora • Become the most dynamic, welcoming, safe, culturally diverse country in the Region.		MOYSC	
14.11.3 Provide incentives and opportunities to facilitate cultural development and encourage linkages with the main pillars of the economy	• Targeted Cultural Studies scholarships • Funded Chair at the University of the Bahamas for Cultural Studies research and teaching • Mutually beneficial relations established between the cultural community and businesses, particularly the tourism sector • Affordable cultural performance spaces, manufacturing spaces and shop fronts	• More persons are employed or are able to make a comfortable living in the creative sector	ST	MOF/ MOT	MIHE
14.11.4 Include cultural heritage into the sustainable	• Enhanced legislation supporting the	• Protection of current and emerging cultural landscapes	MT	MOYSC/ OPM	HIHE

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Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
development agenda for The Bahamas	identification and legal protection of cultural landscapes and art forms • Management plans for the management, monitoring, maintenance and emergency intervention processes of cultural assets. • The integration of cultural heritage and creative expression sites and needs into the spatial plans of the country	and art forms			

Strategy 14.12: Orange Economy

Strategy	14.12: Strengthen the Creative Economy of The Bahamas to become a hub for creative entrepreneurs and companies (Quality Education SDG 4 Target 4.3 and 4.7, Decent Work and Economic Growth SDG 8 Target 8.3 and Industry, Innovation and Infrastructure SDG 9 Target 9.3)
Why Important?	The creative economy is a fast-growing segment of the global economy with the potential to create employment and entrepreneurial activities drawing on the creative and knowledge talent of the population
Risks	• Lack of policy support for the sector
Success Indicators	2. Increase in GDP contribution from creative economy

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
14.12.1 Create a policy framework for the development of the creative sector and the orange economy, including better measurement of the sector. The policy should focus on: • Define the components of the creative economy subsectors (i.e. The arts, film, animation, spectator sports, information and technology, culinary arts and food service providers and creative professional services: media, recording, software, architects, graphic design, marketing, fashion, etc.) • Catalogue the country's create industry resources and assets • Areas of growth to direct future resource allocations	• Policy framework developed, including a focus on intellectual property rights • Increased number of persons employed in the creative sectors • Increase in the number of business • Single point to access training for programs for Entrepreneurs • Creative business incubation centres	• Creation of a philosophy of innovation around creative pursuits	MT	OPM	MILE
14.12.2 Launch a National training policy, inclusive of Centres of Excellence and Schools for Creative and	• Opportunities for talent development • Improving the skill bank • Alternative education	• A creative, highly educated and skilled population able to sell creative talents worldwide	MT	Ministry of Youth Sports and Culture (MOYSC)	MIHE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
Performing Arts with links to the secondary and tertiary education programmes.	routes for school students • World class preforming school • Creative sector programmes strengthened at the University of The Bahamas				
14.12.3 Development of new spaces for artistic expression <mark>Ref. Sustainable Nassau Project</mark>	• New alternative museums and gallery spaces e.g. Junkanoo museum • Free spaces (open spaces) in downtown and other areas for artistic expression • Non-traditional gallery spaces	• New areas for artistic expression and creation	MT	MOYSC/ OPM	HIHE
14.12.4 The addition of the creative sector into the sustainable development agenda for The Bahamas	• Identification of key orange economy opportunities	• Protection of current and emerging cultural landscapes and art forms	MT	MOYSC/ OPM	HIHE
14.12.5 Inclusion of the creative sector/orange economy as a target sector for high impact FDI and as a core sector for international trade in services	• FDI policy reviewed	• The Bahamas becomes an attractive jurisdiction for creative companies			

Goal 14c: New Growth Sectors – Maritime Sector

Strategy 14.13: Maritime Sector

Strategy	**14.13: The Bahamas will have a vibrant maritime sector inclusive of world class shipping, ship repair and port infrastructure and ship registry, financial, ship broking and insurance services and maritime training to generate new employment and entrepreneurial opportunities within The Bahamas. (Decent Work and Economic Growth SDG 8 Target 8.2, Industry, Innovation and Infrastructure SDG 9 Target 9.3 and Peace, Justice and Strong Institution SDG 16 Target 16.6)**
Why Important?	This is a natural link to the financial sector which focuses on the wealth management and will serve to enhance that product. Further the ports and marina in the family islands are crucial to the islands' development. Opening up this sector not only improves infrastructure but provides job and business opportunities on the islands, assisting in the development of critical mass (in terms of economic activity) on the islands to make them sustainable.
Risks	• Infrastructural weaknesses • Inadequate number of persons with maritime training and speciality skills
Success Indicators	1. Increase in the value of GDP from maritime sector 2. Number of trained maritime professionals and increase in employment in the sector 3. More developed maritime supply value chain

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
14.13.1 Conduct a study to assess the status of the Maritime sector and the	• Report with recommendations produced	• Identification of the areas for development within the maritime sector.	ST	Bahamas Maritime Authority	MILE

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
potential for development.	• Communications strategy for a strengthened maritime sector launched.			(BMA)	
14.13.2 Streamline and upgrade the ship registry service	• Centralization of the Ship Registry under one Agency which focuses on both ship and yacht registries with outpost at various locations • One stop interface with government (reduced red tape) • Upgraded technology for the registry which interfaces with other government systems (improved processing) • Training of staff (skills and languages)	• Modernised ship registry services	ST	BMA	MIME
14.13.3 Upgrade strategic marina and port and infrastructure.	• Plan for the upgrade of the infrastructure developed • New infrastructure put in place • Technical training programs for staff • Upgraded ICT infrastructure	• Enhance the attractiveness of the destination for HNW individuals • Improved local infrastructure • Trained Human capital	MT	MOW/ BMA	HIHE
14.13.4 Strengthen support	• Increased capacity and	• Small business	MT	BMA	HIHE

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
services to support ports and marinas (marine services, terminal services and shipyards)	upgraded curriculum at the tertiary levels and specialist maritime colleges • National education programme to ensure that there are adequate numbers of trained technicians to service the marina – e.g. Plumbers, engineers, mechanics etc. • Mentorship and apprenticeship programmes to incubate small businesses ancillary to the sector	development in the complementary sectors • Trained human capital			
14.13.5 Strengthen business and financial services to support the maritime sector	• Sector analysis completed	• Maritime sector offering essential high quality business and financial services	MT	BMA/MoFS	HIHE

14.13.16 Implement a National Maritime Policy	• National Maritime Policy produced to address the following key thematic areas:
	    • Ocean governance to support future economic investments;
	    • Regulation and enforcement of
		• Increased licencing of all marine activities
		• Increased monitoring and enforcement of activities at sea and ports
		• More sustainable use of marine resources
		• Reduction in sources of pollution to the marine
			ST and ongoing	BMA/MOEH	HIHE

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	maritime space and activities; • Healthy and productive marine environment • Climate change and resilience • Education, awareness and participation for coastal inhabitants and visitors to the islands • Capacity building, research and information on the marine environment • Increasing revenue streams from existing maritime activities: ▪ Fisheries ▪ Maritime transport and port facilities • Increasing future maritime growth opportunities including: ▪ Ocean related tourism and leisure ▪ Deep marine water products	environment • Increased awareness by members of the public and visitors about the importance to the sea and its resources and the protection of the marine environment • Increased partnerships between academic and private sectors to support skills development in key marine sectors • Improved economic returns from existing and new marine activities			

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	▪ Biotechnology • National Maritime Policy fully implemented				

Strategy 14.14:   New Growth Sectors - Education and Research Services

Strategy	14.14: The Bahamas will become an international and regional hub for educational services (Quality Education SDG 4 Target 4.3 and Decent Work and Economic Growth SDG 8 Target 8.2)
Why Important?	Education services are a growing sector. The creation of an international education sector has tremendous benefits for local students and for the growth of the economy. Many students are searching for a safe study abroad opportunity with opportunities for cultural exchange.
Risks	• Safety for international students
Success Indicators	1. Increase in the value of GDP from educational sector 2. International student enrolment 3. Increase in the number of accredited educational providers

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
14.14.1 Undertake a detailed study on the creation of international education services with particular emphasis on the following areas: • Sustainable and small island development	• Report with recommendations produced • Recommendations on immigration policy changes to encourage foreign students and to facilitate internships	• Identification of competitive areas for international education • Ancillary services around educational services promoted (housing, food service, etc.)	ST	MoE	HILE

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
• Climate change studies • English as a second language • Medical, nursing and veterinary studies • Tourism and hospitality studies • Study abroad programmes on the family islands • International Business and Financial services studies • Exam preparations, testing for US exams (SAT, GRE, MCAT) and professional examinations	• Promotional strategy produced • Recommendations of partner institutions • Recommendation on an appropriate business model for the University of The Bahamas				

14.14.2 Conduct a study on the feasibility of the establishment of a Centre for Marine Conservation and Climate Change and implement recommendations	• Study conducted including the identification of:
	  o potential partnership arrangements with a number of international universities
	  o Potential curriculums areas
	  o Required facilities
	  o Strategy to promote The Bahamas as a centre for Climate Change
		• An independent evaluation of the economic potential for the development of centre for climate change in The Bahamas
		• The framework for the development of The Bahamas as a Centre for Climate Change
			ST	OPM/ Ministry of Environment and Housing (MOEH)	HILE

Goal 15: Fair Labour Regime

Goal 15	The Bahamas will have a fair and effective labour regime.
Challenges addressed:	1. Immigration reform 2. Minimum Wage reform 3. Improve quality of life 4. Poverty alleviation 5. Improve access to education to

Strategy 15.1: Analyse Labour Regime

Strategy	15.1: Undertake a full analytic review of labour regimes in similar economies including benefits, hours and minimum wage to ensure the Bahamian worker is fairly rewarded for his or her contributions. (Decent Work and Economic Growth SDG 8 Target 8.5, and Reduced Inequalities SDG 10 Target 10.4)
Why Important?	Human capital is a key determinant of growth. The ability for an economy to perform is heavily dependent on the quality of human capital or its access to the capital it requires. Failure to pay a living wage results in an increased number of working poor and related increased demands social services. This approach enables private businesses to transfer costs (of production) to the public coffers – forms of state subsidization. There are also other socioeconomic consequences of a failure to pay an appropriate wage. A fairly paid employee provides greater input into the production has improved job satisfaction and contributes to improved productivity. A fair wage regime is said to reduce the incidence of business losses (from thefts, accidents, malicious damage) because employees can adequately provide for their families – improving opportunities for children and increasing levels of happiness. This contributes to lower violence and fewer negative socioeconomic issues.
Risk Assessment	• Lack of commitment due to push back from industry due to fears of a potential rate increase and the resultant impact
Indicators of Success	1. Lower level of inequality. o Lower poverty rates

	o Improved socioeconomic circumstances				

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ impact
15.1.1 Conduct study on the wage and benefits levels, the cost of living, hours worked and the profit margins in the Bahamas and make a relative comparison to similar economies	• Report on wage levels • A new National Minimum wage introduced based on a living wage: o Including a Youth wage for persons 19-24, and o Apprenticeship wage 15-18	• Fair and equitable wages • All working Bahamians participate in the outputs of the economy.	ST	Dept. of Labour (DOL)	2.66/2.66 MIME

Strategy 15.2: Evaluation of Skills

Strategy	15.2: Evaluate the future skills needs of the country and ensure that they are met (Quality Education SDG 4 Target 4.b)
Why Important?	Understanding the future needs allows for improved efficiency in the use of the resources.
Risk Assessment	• Inability to identify the key areas for future development • Challenge to change the current incentive structure around education and scholarships based on perceived enshrined rights
Indicators of Success	1. 75% of scholarships given in the areas where there is an identified need or skill deficit 2. Higher number of students returning to the country bringing the skills required 3. Closer match of the skills needs with the educational expenditure by the Ministry 4. Improved efficiency (value for money) with respect to scholarship expenditure 5. % of scholarship funded allocated to technical training 6. % of scholarships granted by identified skill gap categories 7. Number of scholarship recipients returning to The Bahamas for at least 3 years (to work)

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
15.2.1 Perform a future skills (15 – 20 years out) needs survey with businesses and assess this against courses at BTV and College of the Bahamas	• Annual report on skills gaps relative to business needs of the country and skills training available in schools	• Understanding skills required to advance the Bahamian economy • Educational curricula responsive to employer requirements	ST	DOL	1.66/1 LILE
15.2.2 Revised Scholarship and grant award schemes that ensure priority is given to persons seeking to develop skills identified as required but in limited supply • Contractually require persons to return and work in the area for a specific period of time.	• Revised scholarship policies • Scholarships recipients are bonded (committed to work in The Bahamas for a specified period of time	• Human capital includes specialized skills required by Bahamian employers	ST	MOEST	2/1.66/ MILE
15.2.3 Scholarships/ grants and other education financing is extended to technical training where a need has been identified	• Technical study scholarship/ grants etc.	• Improved stature for technical education • Incentives to pursue a technical education • Better access to quality education for financially challenged persons	ST	MOEST	2.33/1.66 MILE

Strategy 15.3: Strengthen Labour Laws

Strategy	15.3: Strengthen the Labour laws (Decent Work and Economic Growth SDG 8 Target 8.7 and 8.8)
Why Important?	Strong labour laws provide protections for workers and employers. It helps to increase worker productivity and reduce employee turnover which as positive cost implications for workers and can reduce employer's potential liability and exposure to risk resulting from improper use of equipment.
Risk Assessment	1. Weak enforcement of laws 2. Lack of political will to implement changes (in the Government sector)
Indicators of Success	1. Meeting or exceeding internationally supported standards for Health and Safety in the workplace 2. % of workers who received training in Health and safety 3. Successful prosecutions for breeches of labour laws 4. Reduction in the exploitation of workers 5. Reduction on child labour 6. Improved work security for vulnerable groups 7. Fall in trafficked persons 8. Fall in illegal employment e.g. Forced labour

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
15.3.1 Review the legislative environment with a view to including international Best Practices standards, with special consideration of the balance between fairness and labour market flexibility	• An independent assessment of the strength of the legislative environment • Labour legislation revised to include among other matters specific timelines to facilitate the speedy resolution of matters under dispute	• Fair employment regime and protection for workers • Strong labour unions • An inclusive labour regime that is non-discriminatory	ST	COB and Department of Labour	3/2.66 MIME

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	• Review of labour unions legislative framework				
15.3.2 Ensure Occupational Health and Safety standards are brought up to date	• Up-to-date regulations for Occupational Health and Safety Standards are passed and proclaimed • Health and safety education programmes and outreach sessions	• Safe workplaces	ST	DOL	2.33/2 MIME
15.3.3 Strengthen Enforcement of labour laws	• Labour courts to adjudicate labour matters • Enforcement of infractions • Education on workers' rights • Make arbitration binding	• Citizen and employer awareness • Improve compliance behaviours with respect to Labour Law	ST	DOL/ AG	3.33/ 3.33 HIHE

Strategy 15.4: Management of the Civil Service

Strategy	15.4: Improving the Meritocracy in the Governance and Management of the Labour force within the civil service (Peace, Justice and Strong Institutions SDG 16 Target 16.6)
Why Important?	Weak governance in the selection process can result in the weak recruitment and retention processes and limiting the opportunities for all. It also impact productivity and the quality of service provided. With the Government being the largest employer any changes here could serve as an example for other firms.
Risk Assessment	• Failure to change the culture around nepotism • Failure to institute public sector reform
Indicators of Success	1. Strong HR processes in the Public sector 2. Formal succession planning adopted by the public sector

	3. Revised General Orders 4.				

Actions	Output	Outcomes	Time Frame	Responsible Agent	Cost/ Impact
15.4.1 Reduce the potential for political inference in the hiring process	• Revision of General Orders • Restructuring the role of the PSA • Automatic posting of all jobs vacancies with the service • pan-civil service HR systems following established whole of government approach with matrix reporting • Creation of written processes for hiring with defined qualification and experience standards • Web portal for all jobs and job application forms	• Transparent effective recruitment processes • Hiring of right-fit individuals for posts	MT	Public Service Authority	MIME2.66/2.66
15.4.2 Provide opportunities for career development	• Career charting for each job role in the public sector to allow personnel to continue to perform well in their substantive positions • Revised general orders to limit the potential for unfair dismissal or exploitation of the • Revision of the performance appraisal used to assess civil	• Satisfied effective staff • Efficient use of HR talents • Improved merit focus with the public service	MT	PSA	MIME 2.66/2.66

Actions	Output	Outcomes	Time Frame	Responsible Agent	Cost/ Impact
	servants to incorporate a performance based approach • Development of formal Orientation packages and the orientation of all staff with 1 month of hiring • Ratification of persons hired on contracts and integrate those with key skills within the services paying quasi-private sector wages •				

Part D: Monitoring and Evaluation Statistical Indicators

Proposed National Outcome key indicators							
Goal 1							
Indicators	**Means of Verification**	**Baseline**	**Targets**				
			2020	2025	2030	2035	2040
Goal 2							
Indicators	**Means of Verification**	**Baseline**	**Targets**				
			2020	**2025**	**2030**	**2035**	**2040**
Goal 3							
Indicators	**Means of Verification**	**Baseline**	**Targets**				
			2020	**2025**	**2030**	**2035**	**2040**
Goal 4							
Indicators	**Means of**	**Baseline**	**Targets**				

	Verification		2020	2025	2030	2035	2040

Goal 5							
Indicators	**Means of Verification**	**Baseline**	**Targets**				
			2020	**2025**	**2030**	**2035**	**2040**
Incidence of Diabetics %y/y							
Incidence of non-communicable diseases %y/y							

Goal 6							
Indicators	**Means of Verification**	**Baseline**	**Targets**				
			2020	**2025**	**2030**	**2035**	**2040**
National Grade Average BJC's BGCSE Mathematics		E	D	C	C/B	C/B	C/B
National Grade Average BJC's BGCSE English		D	D+	C	C/B	C/B	C/B
Graduation rate (meet qualification to grad)		50%	70&	75%	80%	85%	85%
Goal 7							

Indicators	Means of Verification	Baseline	Targets				
			2020	2025	2030	2035	2040

Goal 8							
Indicators	Means of Verification	Baseline	Targets				
			2020	2025	2030	2035	2040

Goal 9							
Indicators	Means of Verification	Baseline	Targets				
			2020	2025	2030	2035	2040

Goal 10							
Indicators	Means of Verification	Baseline	Targets				
			2020	2025	2030	2035	2040

Goal 11							
Indicators	**Means of**	**Baseline**	**Targets**				

	Verification		2020	2025	2030	2035	2040

Goal 12		The Bahamas will have a healthy macro-economic environment that supports growth and stability					
Indicators	Means of Verification	Baseline	Targets				
			2020	2025	2030	2035	2040
Reserves cover		2 ¾	3 ½	4	4	4	4
Per capital GDP (US$)		$22,217	26 600	32,000	40,000	50,000	62,000
Annual Growth Rate GDP (real)		1.2%	6%	7%	7%	7%	8%
Debt to GDP ratio		78.9%	65%	40%	30%	25%	25%
Fiscal balance (deficit)		(4.8%)	(2%)	0	0	2	2
Banking sector growth (% increase in the number of banks)			5%	5%	10%	10%	10%
Treasury Bill Rate							
International Ratings- Moodys Standard and Poors		Baa2 BBB-	A3 A-	A1 A+	Aa3 AA-	Aa2 AA	Aa1 AA+
Debt interest/Revenue							
Change in Tax Revenue			3%	4%	4%	4%	4%
Tier I capital ratio (B3)		23.4	25	25	25	25	25
Non- Performing loans		15	12	10	7	6	6

Goal 13		The Bahamas will have a competitive business environment for economic success that supports business development, innovation, wealth creation, entrepreneurship and job growth					
Indicators	**Means of Verification**	**Baseline**	**Targets**				
			2020	**2025**	**2030**	**2035**	**2040**
Unemployment rate		12.0	8%	4%	4%	4%	4%
Ease of Doing Business		106	70	50	40	40	40
Labour market Efficiency							
Credit Bureau coverage		0%	30%	50%	60%	80%	85%
Goal 14		**The Bahamas will have a diversified and resilient economy that provides opportunities for all Bahamians.**					
Indicators	**Means of Verification**	**Baseline**	**Targets**				
			2020	**2025**	**2030**	**2035**	**2040**
Tourism Arrivals (L/S)							
Value added to GDP - Tourism							
Value added to GDP – Financial services							
Value added to GDP – Agriculture and Fisheries							
% change in Contribution from Social Entrepreneurship y/y		0	10%	15%	20%	20%	15%
Increase in % Contribution from Informal Economy y/y		0	10%	15	15%	10%	10%

Goal 15			The Bahamas will have a fair and effective labour regime.				
Indicators	**Means of Verification**	**Baseline**	**Targets**				
			2020	**2025**	**2030**	**2035**	**2040**
Labour participation Rates							
% of Work permits for professions/technical labour			40%	65%	75%	75%	75%
Minimum Wage							
Government Workers/ Employed							