



VISION2040

NATIONAL DEVELOPMENT PLAN OF THE BAHAMAS

2nd Working Draft



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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Report of the Chairman of the National Development Plan Steering Committee



The National Development Plan Steering Committee

 <p>Mr Felix Stubbs, Chair</p>	<p>Felix is a past president of the Bahamas Chamber of Commerce and a former President and General Manager of IBM Bahamas Ltd. He currently serves as a member of several boards of Bahamian enterprises and government committees including, as Chairman of the National Insurance Board, Vice Chairman of the Salvation Army Advisory Board, Chairman of Bahamas National Festival Commission, Governor of The Bahamas Feeding Network, a Director for the PACE Foundation, the Chance Foundation, the Urban Renewal Foundation and the Governor of the General of the Youth Awards Council.</p>	 <p>Ms Tanya McCartney, Member (Financial Services)</p>	<p>Tanya McCartney is a barrister and chartered banker who currently serves as Chief Executive Officer and Executive Director at the Bahamas Financial Services Board. Tanya began her professional career in 1997 as Assistant Counsel in The Office of the Attorney General. Since 1999 she has held senior positions in financial services</p>
<p>Dr. Rodney Smith, Deputy Chair</p>	<p>Rodney D. Smith is the President and Chief Executive Officer of the University of The Bahamas. He has served in several senior administrative leadership positions in higher education, including President of a public institution of higher education in New Jersey, President of a national tertiary education multi-campus system, and programme coordinator of Harvard's Institute for Educational Management (IEM). He received his Doctorate of Education degree from the Harvard University in the area of Education Administration, Planning and Social Policy.</p>	<p>Mr Anthony Hamilton, Member (Civil Society)</p>	<p>Anthony Hamilton is the immediate Past President of Civil Society Bahamas and the current President of The Bahamas Association of Air Transport Operators. He also worked with Credit Unions in The Bahamas to develop co-operatives and has played an instrumental role in the development of civil society legislation.</p>
 <p>Dr. Nicola Virgil-Rolle, Member (National Development Plan Secretariat)</p>	<p>Nicola Virgill-Rolle is the Director of Economic Development and Planning Unit at the Office of The Prime Minister. Prior to joining the Office of the Prime Minister, she served as Director of Financial Services at the Ministry of Financial Services, an Economic Attaché in The Bahamas Embassy in Washington D.C. and as an Alternate Representative for The Bahamas at The Bahamas Permanent Mission to the Organization of American States. Nicola holds a Doctor of Philosophy Degree in Public Policy from George Mason University. She has published several peer-reviewed book chapters and articles with special emphasis on entrepreneurship, trade and development. She also holds a Master of Science Degree in Political Economy of Development from the University of London (SOAS) and a Bachelor of Arts Degree in Economics from Vassar College and an Associate of Arts Degree in Accounting from the College of The Bahamas.</p>	<p>Mr Terry Miller, Member (Civil Society)</p>	

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<p>Mr Gowon Bowe, Member (Economy)</p>		 <p>Mr Fred Munnings, Member (Labour and Culture)</p>	<p>Fred Munnings has had an illustrious entertainment career over the past forty years throughout the Bahamas, United States, Canada and the Caribbean. He has been a Cultural, Labour and Civil Rights Activist for more than four decades. Currently he is The Bahamas' Cultural Image Ambassador to the People's Republic of China (2016), Director of the National Heroes Committee, Director of Communications for the Commonwealth of The Bahamas Trade Union Congress) and Consultant at The Bahamas National Festival Commission (BNFC). Fred has a degree in Business Administration from Florida Memorial College, Miami, Florida.</p>
 <p>Mr Carl Oliver, Member, (Economy)</p>	<p>Carl Oliver is currently the Deputy Director of Economic Planning in the Ministry of Finance, with responsibility for matters relating to international financial development institutions. He holds a Master's degree in Economic, with specialty in International Trade, from the Wayne State University in Detroit Michigan.</p>	<p>Dr. Robert W. Robertson, Member (Education)</p>	<p>Robert W. Robertson is President of the Bahamas Technical and Vocational Institute. His educational background includes training in Canada, the United States and the United Kingdom. He holds a Doctor of Philosophy in Management and Organization (Stirling University, Scotland). He is also a Visiting Full Professor of Management at the University of Ljubljana, Slovenia. In 2016, Dr. Robertson was named a Fulbright Scholar by the US Department of State conducting research in workforce skill development</p>
<p>Mrs Eleanor Phillips, Member (Environment)</p>	<p>Eleanor Phillips is Director of External Affairs for The Nature Conservancy (TNC) Caribbean Program. Eleanor joined TNC in 2003, as the first Director of The Bahamas Country Program and was instrumental in the development, adoption and implementation of the Bahamas Master Plan for Protected Areas, the Caribbean Challenge Initiative, and the Bahamas Protected Areas Fund legislation. Prior to joining TNC, Eleanor worked for the Department of Fisheries. She has a Bachelor's degree in Aquaculture and Environmental Technology from the Florida Institute of Technology.</p>	<p>Mr John Pinder, Member (Labour)</p>	
<p>Mr Stuart Bowe, Member (Tourism)</p>		<p>Mr Edison Sumner, Bahamas Chamber of Commerce, Member (Economy)</p>	<p>Edison Sumer is the Chief Executive Officer and Director of The Bahamas Chamber of Commerce and Employers' Confederation (BCCEC) and is presently the Deputy Chairman of The Bahamas Entrepreneurial Venture Fund Ltd., Vice Chairman of the Bahamas Bureau of Standard and Quality (BBSQ), Chairman of Veritas Consultants Ltd., member of the National Tripartite Council and The Bahamas Parole and Probations Committee. Edison was previously the Co-chairperson of the Private Sector Education Task Force for Value Added Tax.</p>







2nd WORKING DRAFT OF THE NATIONAL DEVELOPMENT PLAN OF THE BAHAMAS




 <p>Mr Shaun Ingraham (Family Island Development)</p>	<p>Shaun Ingraham is Co-Founder and Chief Executive Officer for One Eleuthera Foundation (OEF). He holds a Bachelor of Arts in Sociology at Florida Southern College and his Masters in Divinity at Emory University. Shaun worked in numerous capacities with the Bahamas Conference of the Methodist Church and the United Methodist Church USA. As a Disaster Consultant, he has led a number of teams in relief efforts in response to the South Asian Tsunami, Hurricane Katrina, Haiti Earthquake and Hurricane Ivan in Grenada. As a social entrepreneur, Shaun has incubated numerous social enterprises including, Methodist Habitat, Island Journeys, South Eleuthera Emergency Partners, the One Eleuthera Cooperative Credit Union Limited, the Centre for Training and Innovation, Eleuthera Arts and Cultural Center and the One Eleuthera Foundation.</p>	<p>Mr Alwyn Jordan, Central Bank, Member (Economy)</p>	<p>Alwyn Jordan is the Manager of the Research Department, of the Central Bank of The Bahamas and holds a Bachelor of Science degree in Economics and Accounting from the University of the West Indies, Cave Hill Campus and a Master of Science degree in Economics and Finance from the University of Southampton. An avid researcher, Alwyn continues to write economic research papers jointly with other members of staff, and has refereed a number of articles for a regional journal.</p>
<p>Mr, Keyron Smith, Member (Youth)</p>	<p>Keyron Smith is pursuing a Bachelor's Degree in Biology with Minor Chemistry at The University of The Bahamas and is serving in his second term as the President of the University of The Bahamas' Union of Students and President of Student Government at the University of The Bahamas. Previously, Keyron served as the Senate Speaker of the College of The Bahamas Union of Students (COBUS) and is the 2015 National Youth Award recipient of the Prime Minister's Cup and the National Youth Leadership Awards.</p>	 <p>Ms Brenda Harris, The Democratic National Alliance, Member (Governance)</p>	<p>Brenda Harris is an Accountant. She has an Associates of Arts degree in Accounting from the College of The Bahamas, a Bachelor of Science degree in Business Administration from Nova South Eastern University and over 20 years wealth of knowledge and experience within the financial sector. Brenda is a standing member of the New Hampshire State Board of Accountancy, the Cayman Islands Society of Professional Accountants (CISPA) and the Bahamas Institute of Chartered Accountants (BICA). She has worked internationally with KPMG Chartered Accountants as an Audit Manager in both the Netherlands and the Cayman Islands. She is the founder and Executive Director of The Bain & Grants Town Community Empowerment Centre and is a Talk Show Host on Sports Radio 103.5FM "The Y Factor with BrendaT".</p>
 <p>Mr Carey Leonard, Member (Grand Bahama)</p>	<p>Carey G. Leonard, Attorney-at-Law was called to the Bahamas Bar in 1977. Mr. Leonard was educated at Trinity College School in Ontario, Canada. His legal expertise spans more than three decades in the areas of Corporate and Insolvency Law, Commercial Law, Trust & International Tax Law and Aviation Law.</p> <p>He is the former General Counsel of The Grand Bahama Port Authority Group of Companies during which time he brought to successful completion a number of multi-million dollar transactions, including the sale of a pharmaceutical company, resort and land development Company. He also has extensive knowledge and experience in dealing with all aspects of the Hawksbill Creek Agreement. Mr. Leonard has served on the Bahamas Government Airport Advisory Board and the Blue Ribbon Commission on National Health Insurance.</p>	<p>The Free National Movement, Member (Governance)</p>	
<p>The Progressive Liberal Party, Member (Governance)</p>			

Message from the National Development Plan Secretariat



NDP Secretariat			
Officers	Role	Officers	Role
Dr. Nicola Virgill-Rolle	Director, Economic and Planning Unit	Mr Kevin Surujlal	Project Officer
Ms Samantha L. Rolle	Programme Manager	Ms Shanell Moss	Statistical Officer
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

 <p>Dr. Nicola Virgil-Rolle Director</p>	<p>Nicola is the Director of Economic Development and Planning Unit at the Office of The Prime Minister where she leads a team of professionals with responsibility for strategic planning, including the National Development Plan, an Ecosystem Services Master Plan for Andros and A Sustainable Master Plan for the City of Nassau. Prior to joining the Office of the Prime Minister, she served as Director of Financial Services at the Ministry of Financial Services, an Economic Attaché in The Bahamas Embassy in Washington D.C. and as an Alternate Representative for The Bahamas at The Bahamas Permanent Mission to the Organization of American States. Nicola has published several peer-reviewed book chapters and articles with special emphasis on entrepreneurship, trade and development</p> <p>Nicola holds a Doctor of Philosophy Degree in Public Policy from George Mason University, a Master of Science Degree in Political Economy of Development from the University of London (SOAS) and a Bachelor of Arts Degree in Economics from Vassar College and an Associate of Arts Degree in Accounting from the College of The Bahamas.</p>	 <p>Mrs Hellen Mukiri-Smith Consultant</p>	<p>Hellen is a development expert and barrister. She currently works as a Consultant at the Economic Development and Planning Unit in the Office of Prime Minister and is primarily responsible for drafting the Poverty and Discrimination, Land Administration, Natural Environment and Rule of Law Goals of the National Development Plan, Vision2040. She is also responsible for drafting the country's Family Island Development Strategies and The Bahamas National Development Plan Bill 2017. Hellen is the Sustainable Development Goals Coordinator in the Economic Development and Planning Unit and is responsible for mainstreaming the Sustainable Development Goals and Gender into the National Development Plan.</p> <p>Hellen has a Master of Science degree in Development Studies from the London School of Economics and Political Science with specialisations in Development Policy, Cities and Poverty, Human Rights, Humanitarianism and African Development. She also has a Master of Laws degree from King's College London in Commercial and Corporate Law, a Postgraduate Diploma in Bar Vocational Studies from Cardiff University and a Bachelors of Laws degree from the University of Northampton.</p>
 <p>Mr Brett Lashley Programme Manager</p>	<p>Brett is a Programme Manager in the Economic Development and Planning Unit of the Office of the Prime Minister. His project responsibilities include the National Development Plan, the Andros Sustainable Development Master Plan, and Sustainable Nassau.</p> <p>Bret has a degree in international relations from Boston University and has worked at the Organization of American States in Washington, D.C. on various youth entrepreneurship and leadership initiatives aimed at reducing poverty and unemployment among young people in the Caribbean and Latin America.</p>	 <p>Mr Kemie Jones Senior Programme Analyst</p>	<p>Kemie is a private sector specialist having over ten years of experience working in consulting and financial advisory services. He is primarily responsible for leading the development of a strategy to improve the Ease of Doing Business in The Bahamas through private sector engagement, small business development and engagement of the diaspora in the national development plan. Kemie also plays a significant role in the development of sustainable development strategies for the family islands.</p> <p>He holds a Bachelor of Arts in Economics from Macalester College and is presently pursuing a Master of Science in Management (Public Sector Management) with the University of the West Indies' Open Campus. He is also a certified Project Management Professional, PMP® with the Project Management Institute.</p>
 <p>Mrs Denise Hinds-Jordan Consultant</p>	<p>Denise is a financial regulation specialist and development expert with over 20 years' experience formulating financial sector regulation and designing public policy. She is currently a Consultant with the Economic Development and Planning Unit in the Office of the Prime Minister where she has primary responsibility for the formulation of the national strategies on Health, Education, Macroeconomic Stability, Business Competitiveness, Economic Diversification, and Labour and the overall coordination of the National Development Plan. She is currently focused on strengthening the Centre of Government framework and the coordination of the Performance Monitoring Component of the Public Finance Management and Monitoring Reform project.</p> <p>Denise has a Masters of Science in Money Banking and Finance from the University of Birmingham (UK), a Masters of Arts in Public Policy from the University of Reading (with distinction) and a BSc in Economics and Accounting from the University of The West Indies. Denise is also a Certified International Project Manager and Certified Project Risk Manager</p>	 <p>Mrs Daniella Knowles-Pratt Programme Analyst</p>	<p>Daniella is a Programme Analyst in the Economic Development and Planning Unit of the Office of the Prime Minister and has expertise in research and programme planning. She was responsible for conducting research for the development of the State of the Nation Report and assisted Consultants with the development of the Straw Man Framework for National Development Plan (NDP). Daniella is responsible for leading and coordinating the NDP's community engagement consultations by organising Family Island Missions and Public Education Initiatives at local schools in New Providence. She also played an integral role in the organising of the NDP Conclave in December 2016 and the 2017 United Nation Sustainable Development Goals Symposium.</p> <p>Daniella holds a Bachelors of Arts degree in History from the College of The Bahamas now the University of The Bahamas and is currently pursuing a Certified Associate Project Management (CAPM)® Course with the Project Management Institute.</p>

 <p>Mrs Karen Moss-Timothy Programme Manager</p>	<p>. Karen is a part of the Coordination team leading Component I of the Public Finance Management and Public Monitoring Reform project in the Economic Development Planning Unit at the Office of The Prime Minister. Karen has worked at the United Nations for 19 years in the Administration and Finance arenas. During 2004 – 2008 Karen participated in several Finance and Results Based budgeting and HR training programmes held in Panama, New York, Washington, Costa Rica and Brazil. In 2016 she completed Pace University’s SHRM Human Resources certification course and UNITAR’s Protocol certification course in 2016. Between 2012 and 2013 Karen successfully completed all of the United Nation’s IPSAS courses and UNHCR’s 2016 Procurement Specialist courses.</p> <p>Karen earned her Masters Degree in Political Science from Brooklyn College and her Bachelor of Science degree in Accounting from Hunter College and is currently completing her Masters in Finance and Investment.</p>	 <p>Ms Myra Farquharson Programme Analyst</p>	<p>Myra Farquharson is a Program Analyst at the Economic Development and Planning Unit in the Office of The Prime Minister and is primarily responsible for secretarial administration, research, database management and stakeholder engagement. She is also the Community Engagement Specialist in the Unit and has led and coordinated the National Development Plan Secretariat’s Public Education Awareness Campaigns in primary, junior and senior high schools in New Providence. Myra played integral roles during the organization of the State of The Nation Address during which the State of the Nation Report was launched, the National Development Plan Conclave and also assisted with coordinating the 2017 United Nations Sustainable Development Goal Symposium.</p> <p>Myra holds a Bachelor of Arts in Public Administration from the College of The Bahamas now the University of The Bahamas and is former member of the College of The Bahamas Union of Students (COBUS). She is currently pursuing a Certified Associate in Project Management (CAPM) course with the Program Management Institute.</p>
 <p>Mrs Michelle Grell-Bereaux Communications Specialist</p>	<p>Michelle holds the position of Communications Specialist in the Office of The Prime Minister. In 2016, she was assigned to the Economic Planning and Development Unit to provide ICT-related advice to the National Development Plan Secretariat, as well as advisory and project management support in respect of the ITU Smart Bahamas and IDB-funded Sustainable Nassau projects. Michelle has been a member of the Cellular Liberalisation Task Force since 2014.</p> <p>She holds a Masters in Regulation and Policy (Telecommunications), a MSc. Communication Systems, Electrical / Computer Engineering and a BSc. Electrical and Computer Engineering, all from the University of the West Indies.</p>		

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	Bahamas Electricity Corporation/ Bahamas Power Light	Bahamas Striping Group of Companies.
Anglican Diocese of The Bahamas & Turks and Caicos Synod 2017	Bahamas Environment, Science & Technology BEST Commission	Bahamas Harvest Church Ministries
Anglican Diocesan Youth Development	Bahamas Financial Service Board	Bahamas Technical and Vocational Institute
AF Adderley Junior High School	Bahamas Hotel and Tourism Association	Bahamas Trade Commission
Anatol Rodgers High School	Bahamas Infant Stimulation Programme, Inc.	Black Village Community Association
Antiquities Monuments & Museums Corporation	Bahamas Information Services	Blind Children Foundation of The Bahamas
Assemblies of God	Bahamas Institute of Chartered Accountants	Bureau of Standards & Quality
Bahamas Agriculture and Industrial Corporation	Bahamas Investment Authority	Business License Unit
Bahamas Alliance for Blind and Visually Impaired	Bahamas International Securities Exchange	C.V. Bethel Senior High School
Bahamas Association of Air Transport Operators	Bahamas Local	Cabinet Office
Bahamas Association for the Physically Disable Inc.	Bahamas Maritime Authority	Caribbean Development Bank
Bahamas Association of Social Health	Bahamas National Council for Disability	Catholic Youth and Young Adult Ministry
Bahamas At Sunrise	Bahamas National Pride Association	Celebrating Women International
Bahamas Baptist Union of Churches	Bahamas National Geographic Information Systems	Centerville Primary School
Bahamas Bureau of Standards and Quality	Bahamas National Feeding Network	Central Bank of The Bahamas
Bahamas Chamber of Commerce and Employers' Confederation	Bahamas National Trust	Church of God of Prophecy
Bahamas Conference of Methodist Church	Bahamas Reef Environment Educational Foundation	Chief Magistrate Andrew Forbes
Bahamas Conference of Seventh Day Adventists	Bahamas Sickie Cell Association	Chief Justice Sir Hartman Longley
Bahamas Development Bank	Bayview Academy	Citizens for Constitution Equality

Stakeholders and Partners (Provisional)		
Over the course of the National Development Plan formulation consultations were held with the following individuals and groups:		
Bahamas Disabilities Adventures Limited	Bahamas Society of Engineers	Civil Society Bahamas
Bahamasair Holding Ltd.	Blairwood Academy	Claridge Primary School
Creative Nassau	College of The Bahamas Union of Students	Department of Lands & Surveys
College of The Bahamas/ University of The Bahamas	Culinary and Hospitality Management Institute	Department of Local Government
C. R. Walker High School	Democratic National Alliance	Department of Statistics
Culinary and Hospitality Management Institute	Department of Labour	Department of Social Services
Stakeholders and Partners		
Department of Physical Planning	Food Agricultural Organization Committee	International Telecommunication Union
Department of Statistics	Free National Movement	Institute on Governance
Department Gender and Family Affairs	Free National Movement- Deputy Leader Peter Turnquest	Information Technology Professional Association
Domestic Violence Division, Department of Social Services	Free National Movement Women's Association	Insurance Commission of The Bahamas
Disabled Person's Organization	Garvin Tynes Primary School	International Monetary Fund
Down Syndrome Association	Gambier Primary School	Junkanoo Corporation New Providence
Downtown Nassau Partnership	Grand Bahama Chamber of Commerce	Jamaal Ahlus Sunnah Bahamas
Educulture Bahamas	Government Publications	Juvenile Justice Program Bahamas- Tavarrie Smith
Eleuthera Chamber of Commerce	Grand Bahama Port Authority	Leadership Development Institute
Emerging Sustaining Cities Programme	Grace Community Church	Learned Friends Law Chambers
EPIC Church Bahamas	Grand Bahama Chamber of Commerce	Lesbian Gay Bisexual and Transgender (LGBT)
Erin Gilmore School for the Blind	Groups of the Rastafari	Lutheran Church of Nassau
Exuma Chamber of Commerce	Hands for Hunger	Long Island Chamber of Commerce
Elderly Division, Department of Social Services	Home School Association	Ministry of Foreign Affairs and Immigration

Stakeholders and Partners (Provisional)		
Over the course of the National Development Plan formulation consultations were held with the following individuals and groups:		
Eyes Wide Open	Hopedale Center, Inc.	Ministry of Labour and National Insurance
Every Child Counts	Inter-American Development Bank	Ministry of Finance
Farmer's Association	Integrated Building Services	Ministry of Health
Ministry of Social Services and Community Development	Montel Heights Community Association	Progressive Liberal Party
Ministry of Transport and Aviation & Maritime Policy Committee	National Youth Policy Council	Progressive Young Liberals
Ministry of the Environment and Housing	National Junkanoo Committee	Public Hospital Authority
Ministry of Tourism	National Training Agency	Queen's College
Ministry of Financial Services and Local Government	Office of the Attorney General and Ministry of Legal Affairs	Retired Chief Justice Sir. Michael L. Barnett
Ministry of National Security	Office of The Prime Minister	Registrar General
Ministry of Public Service	Office of the Auditor General	Rehabilitation Services
Ministry for Grand Bahama	Office of the Leader of the Opposition	Resources and Education for Autism and Related Challenges (REACH Bahamas)
Ministry of Agriculture and Marine Resource	One Eleuthera Foundation	Rotary Club of Nassau
Ministry of Education, Science and Technology	Organization for Responsible Governance	Rotary Club of West Nassau
Ministry of Youth, Sports and Culture	Pan American Health Organization	Rotary Club of East Nassau
Ministry of Works & Urban Development	Physically Challenged Children's Committee	Rotary Club of Nassau Sunrise
Stakeholders and Partners		
Rotary Club of New Providence	Simpson Penn Centre for Boys	The Family People Helping People Programme
Royal Bahamas Police Force	Summit Academy	The Little School House
S. C McPherson Junior School	Sound of Silence	The Chamber Institute
Stacs & Sii	Scholarship Committee	The Salvation Army
Sandilands Primary School	The Family Helping People Programme	The Training Authority

Stakeholders and Partners (Provisional)		
Over the course of the National Development Plan formulation consultations were held with the following individuals and groups:		
Saxons Superstar Junkanoo Group & Community of Mason Addition	The Little School House	The Training Center for the Disabled
Secondary Principals Association	The National Training Agency	Torchbearers Youth Association
Special Olympics Association	The National Insurance Board	Town Planning Committee
The Nature Conservancy	United Nations Department of Economic and Social Affairs	Williemae Pratt Centre for Girls
Travailing Women Ministries	Utilities Regulation and Competition Authority	Water & Sewerage Corporation
Talking Hands Association	Urban Renewal Commission	Yellow Elder Primary School
United States Embassy	Violets Are Blue Ltd.	
United Nations Development Programme	Women of Worth & Men of Distinction Empowerment	
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 Association	Bahamas Musician & Entertainers Union	Grand Bahama Public Service 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	

RASE Committees		
Economy		
Tourism	Mrs Joy Jibrilu	Mr David Johnson
	Sir Baltron Bethel	Mr Stuart Bowe
Financial Services	Ms Wendy Warren	Mr Hillary Deveaux
	Ms Tanya McCartney	Ms Aliya Allen
	Bahamas Chamber of Commerce and Employers' Confederation	Bahamas Financial Service Board
	Ms Tia Hanna	Mr Lester Cox
Business Climate	Mr Rupert Pinder	Bahamas Chamber of Commerce and Employers' Confederation
	Ms Keva Bain	Registrar General
	Ministry of Finance	Ms Alana Rodgers
Social		
Crime	Mr Chaswell Hanna	Mr Valentino Brown
	Urban Renewal Commission	Mr Ulrich Volges
	Ms Indirah Belle	
Poverty and Inequality	Ms Mellany Zonicle	Great Commission Ministries: Rev. Walter Hanchell
	Mrs Sandra Dean Patterson	Christian Council
	Hands for Hunger	Mr Edward Bethel
	Fr. James Palacios	
Education	Mr Lionel Sands	Dr. Pandora Johnson
	Dr. Edward Bethel	Mrs Agatha Marcelle
	Mr Delmaro Duncombe	Mr Jeff Lloyd
	Mrs Iva Dahl	Mrs Kara Nottage
	Mr Earl Smith	Mrs Gillian Wilson
	Mrs T Nicola McKay	Mrs Keshelle Kerr
	Mr Cedric Moss	Mr Reginald Saunders
Health and Healthcare	Dr. Pearl Macmillian	Mr Cale Philipe
	Mr Delon Brennen	Mr Herbert Brown
	Dr. Gerry Eijkemans	Ms Rowena Bethel
	Mrs Etoille Pinder	Dr. Glen Beneby
Culture and Creative Economy	Dr. Ian Bennett-Bethel	Mrs Arlene Nash-Ferguson
	Ms Royann Dean	Mr Ian Poitier
	Mr Freddie Munnings	Mrs Amanda Coulson
	Creative & Cultural Development Stakeholders	
Community Development	Mrs Amanda Coulson	Mr Darron Turnquest
	Dr. Ann Higgins	Mr Jerome Thompson
	Ms Elva Armbrister	Ms Maxine Stubbs
	Ms Tanya McFall	
Environment		

RASE Committees		
	Ms Eleanor Phillips	Ms Kendria Ferguson
	Dr. Adelle Thomas	Mr Carlos Palacios
	Bahamas Reef Environment Educational Foundation BREEF	
	Mr Eric Carey	Mr Philip Weech
Infrastructure and Connectivity	Mr Michael Major	Mr Leon Williams
	Mr Richard Hardy	Mr Henry Hepburn
	Ministry of Works and Urban Development	Mrs Valarie Pintard
	Mrs Michelle Bereaux	Mr DeCosta Bethel
	Mr Kevin Basden	Mr Glen Laville
	Mr Cyprian Gibson	
Governance		
Public Service Commission	Public Accounts Committee: Mr Hubert Chipman, Chairman	Ms Hyacinth Pratt
	Ms Noel Nicholls	Ms Bridget Hepburn
	Ms Rowena Bethel	Ms Elizabeth Keju
	Mr Carl Oliver	Ms Ruth Millar
	Ms Audrey Roberts	Free National Movement
	Progressive Liberal Party	Democratic National Alliance: Ms Brenda Harris, Representative

Other Key Contributors		
Researchers		
	Dr. Earla Carey – Baines.	Ms Gabriella Fraser
	Mr Gary Young	Ms Karen St.Cyr
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	Dr. Stephen Aranha.	Dr. Christopher Curry.
	Dr. Olivia Saunders (has offered to be a resource)	
Social and Cultural Development:	Dr. Ian Strachan	Ms Niambi Hall- Campbell
	Dr. Nicolette Bethel	Ms Yvette Pintard- Newry
	Mr Christian Justilien	
	Ms Audrey Wright	
Crime and Justice:	Mr Michael Stevenson	Mr William Fielding
	Dr. Carolyn Rolle.	Ms Jessica Minnis
Health and Healthcare:	Dr. Theresa Moxey- Adderley	Ms Virginia Ballance
	Dr. Maria Oriakhi	Dr. Veronica Toppin
	Dr. Kenya Ward	
Poverty and Inequality:	Dr. Llwynn Curling	Dr. Olivia Saunders
	Mr Rupert Pinder	
Environmental Issues:	Dr. Adelle Thomas	Ms Lisa Benjamin
	Dr. Claude McNamarah	
Tourism and FDI (Sustainability) Performance:	Dr. Sophia Rolle	Mr Rupert Pinder
	Dr. Claude McNamarah	Ms Valderine Hamilton
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	Mr Kevin Burrows	Ms Eurie Dorsett Mackey
Dynamics of Family Island Development:	Dr. Ian Bethel Bennett	Dr. Adella Thomas
	Dr. Sophia Rolle	Mr Michael Edwards
	Dr. Nicolette Bethel	Ms Margo Ann Blackwell
	Ms Jessica Minnis	
Governance:	Ms Yvette Pintard- Newry	Ms Keisha Ellis
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	Ms Marcella Elliot- Ferguson	Mr Edward Bethel
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Readers		
	Mr William Fielding	Mr Danny Davis
	Dr. Ian Strachan	Dr. Pandora Johnson
	Ms Virginia Ballance	Ms Tameka Lundy
	Ms Davinia Blair	Dr. Earla Carey- Baines

What Do Others Think of the National Development Plan?

The National Development Planning process 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

"I want the Baha

Equality for all persons born in The Bahamas!

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

Robert Gayle

"Be Environmentally sustainable"...

Lily Nottage,
Junior Achievement

Energy efficient, using solar and natural elements to aid development"...

Clarke, BVTI

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

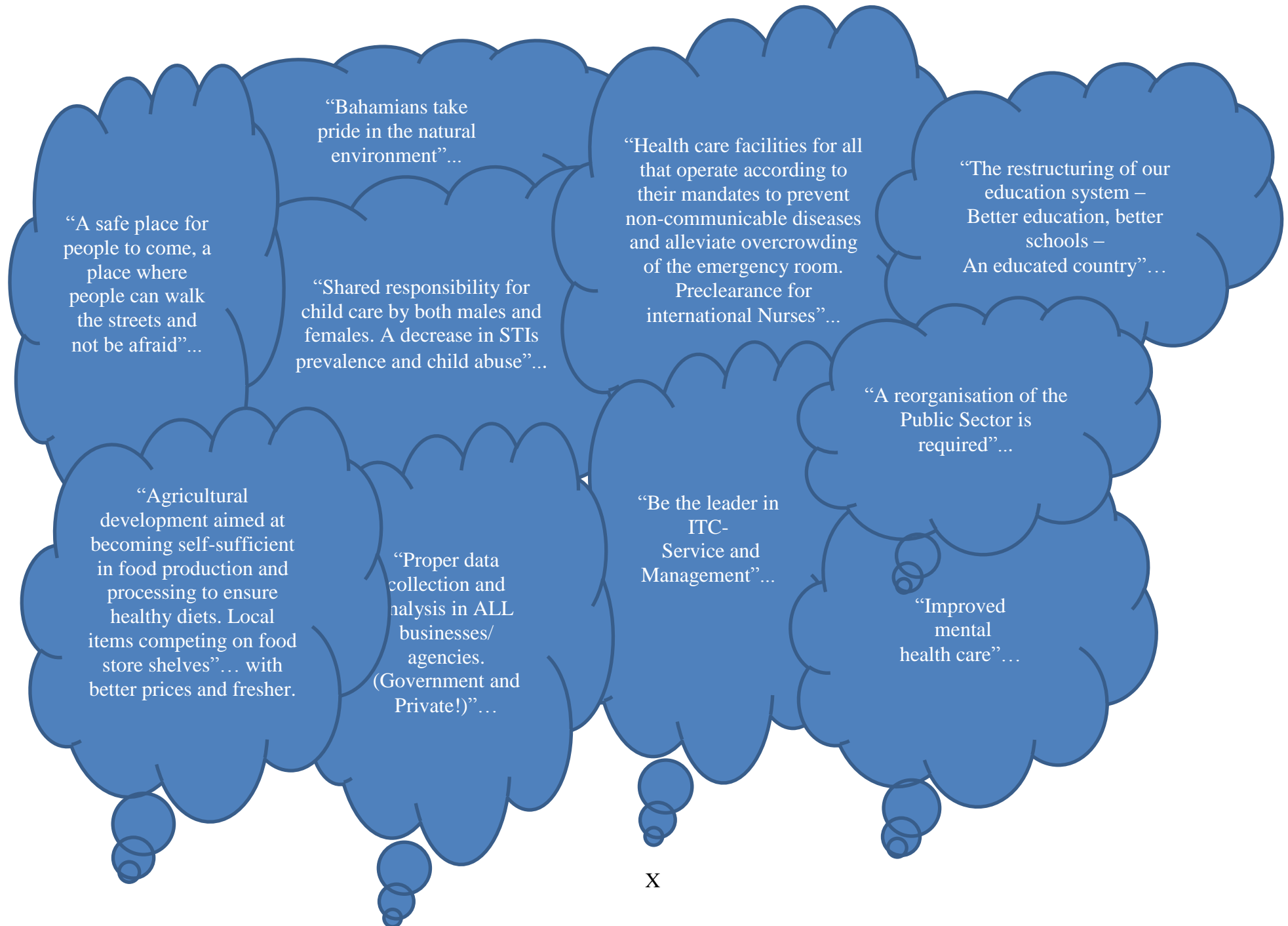
Leonard Sands,
College of The Bahamas

"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

"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



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: The Economy, Governance, Social Policy and Environment (Natural and Built).

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.

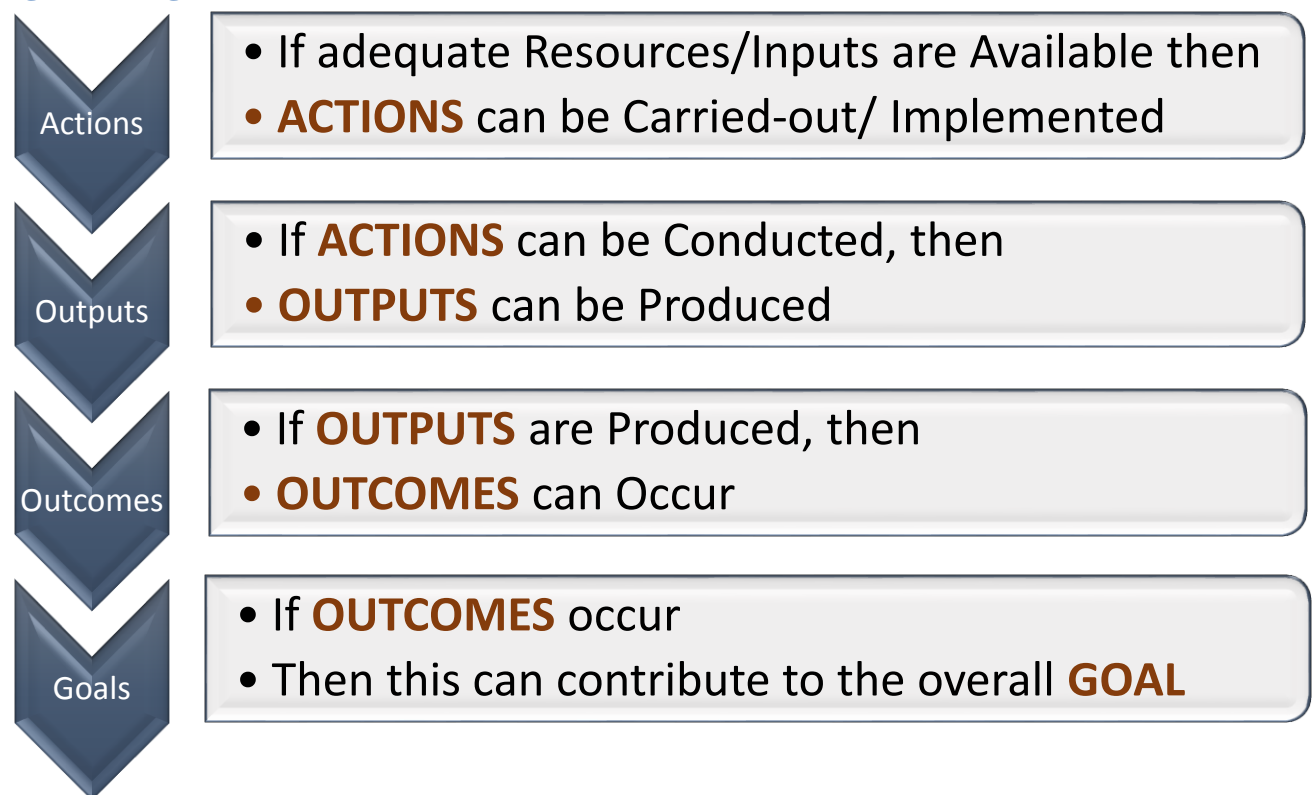
- **The University of The Bahamas, Government and Public Policy Institute:** The GPPI will serve important advisory, monitoring and evaluative functions to ensure comprehensive and consistent monitoring of implementation progress, needs and challenges related to the National Development Plan.

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



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.

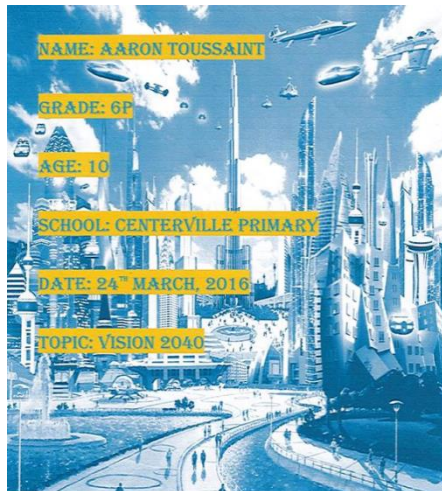
Indicators of Success	These are observable changes or measurable indicators / gauges that allow person to determine if the strategies have been executed successfully. The University of the Bahamas, in conjunction with the NDP Secretariat, will utilise a number of these measurable indicators in the Monitoring 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 “ <i>what we would expect to see</i> ” 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 – “ <i>what we would want to see</i> ” 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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Recent infrastructure improvements • Roads of high quality against regional standards • International airports, • Water and Sewerage infrastructure • Excellent deep water port (Freeport) with room for expansion – able to service superpanamax 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 	<ul style="list-style-type: none"> • 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	Governance: Governance arrangements that do not support a modern Bahamas	Environment: Highly vulnerable natural and built environment	Economy: Highly vulnerable, undiversified and underperforming economy
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 Sustainable Development held 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 strategies which support the realisation of the 16 National Development Plan Goals, 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;
 - (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 biodiversity³ and reduction in food supply.

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*

³ Sustainable Development Knowledge Platform, 2016, Transforming our world: the 2030 Agenda for Sustainable Development. Accessed at: [<https://sustainabledevelopment.un.org/post2015/transformingourworld>]

- **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 create 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
- **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:

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/>]

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]

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.

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 include¹¹:

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

⁸ ibid

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

- 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 implement the National Development Plan which as discussed, has mainstreamed the 17 SDGs and key associated targets into its 16 National Development Plan Goals, accompanying strategies and action plans.

Gender Mainstreaming in the National Development Plan

Gender mainstreaming involves bringing the “perceptions, experience, knowledge and interests of women as well as men to bear on policymaking, planning and decision-making.”¹² Gender aware policies and planning tools are necessary to ensure that planning mechanisms adequately correct imbalances faced by not only by women, but men too.

The National Development Plan Secretariat has mainstreamed gender into the strategies and action steps of the National Development Plan by offering gender related solutions to correct imbalances women and men, girls and boys face in The Bahamas. The gender sensitive strategies and action steps recommended in the Plan encourage the adoption and maintenance of macroeconomic policies and development strategies that address the needs and efforts of women and men so that all policies and development strategies positively impact everyone including, family well-being and reduce inequality. Reduced inequality creates an enabling environment for women and men to fully influence, participate and benefit from productive assets, wealth, opportunities, income and services.¹³

¹²United Nations, Office of the Special Advisor on Gender Issues and Advancement of Women (2001), Gender Mainstreaming: Strategy for Promoting Gender Equality. Accessed at: [http://www.un.org/womenwatch/osagi/pdf/factsheet1.pdf]

¹³ Commonwealth Secretariat (1999), Gender Mainstreaming in Developing Planning, A Reference Manual for Governments and Other Stakeholders. Accessed at: http://www.oecd-ilibrary.org/commonwealth/social-issues-migration-health/gender-mainstreaming-in-development-planning/executive-summary_9781848596801-2-en;jsessionid=1hay5trziyrtc.x-oecd-live-03

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.

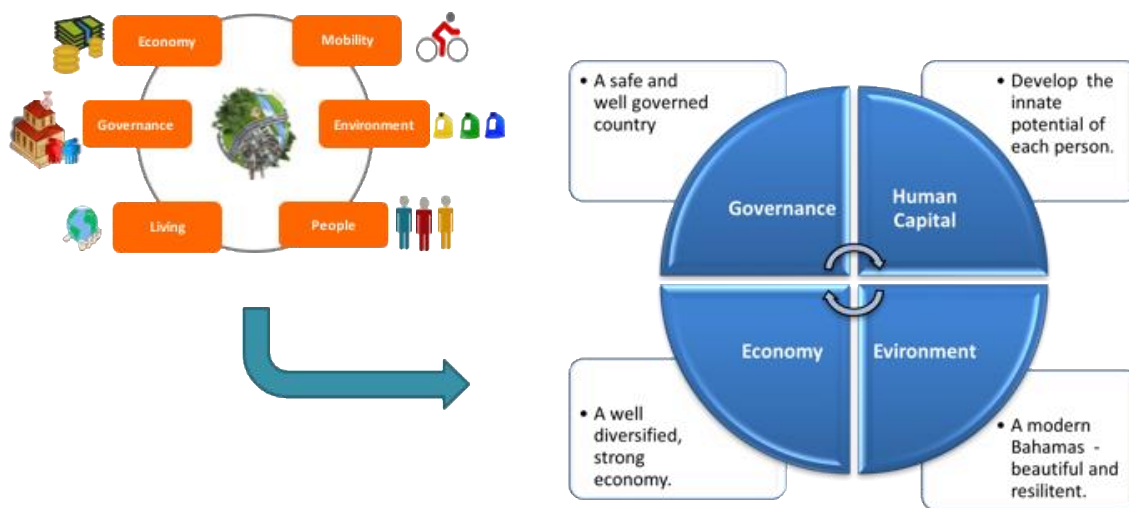


Fig. 1 Reference Nation Dimensions

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 Singapore¹⁴ and Dubai¹⁵.

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 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.

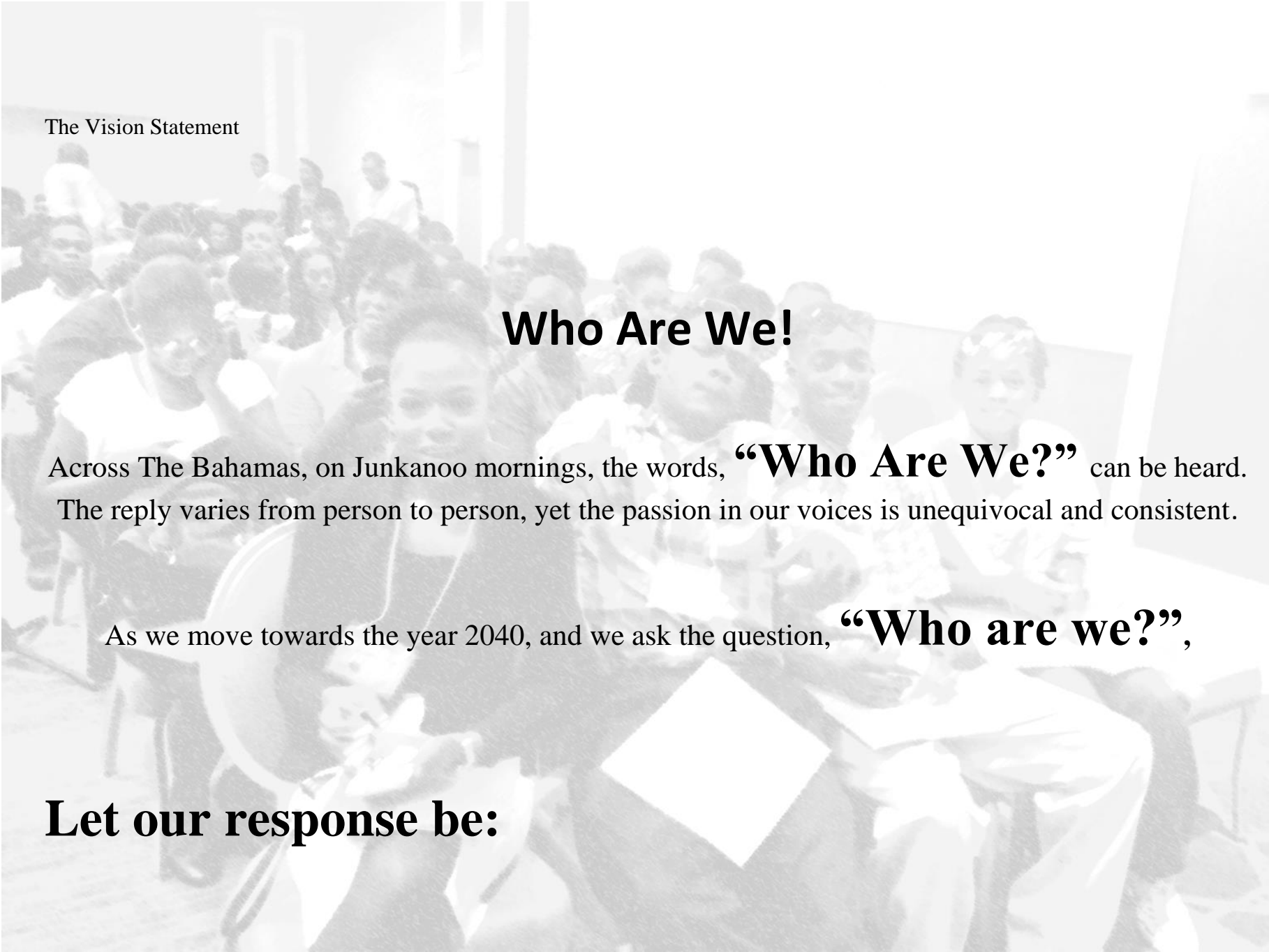
An integrated and transparent view of the Initiative is required, avoiding the silo effects and facilitating real time access to all citizens and stakeholders in order to improve the confidence of everyone.

¹⁴ <http://www.smartnation.sg/> , <http://www.smartnation-forbes.com/> ; <https://www.ida.gov.sg/Tech-Scene-News/Smart-Nation-Vision>

¹⁵ <http://www.smartdubai.ae/> ; <http://www.dsg.gov.ae/en/pages/default.aspx>

Part C: The National Development Plan

A Strategy for Growth, Prosperity, Wellbeing and Sustainability



The Vision Statement

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


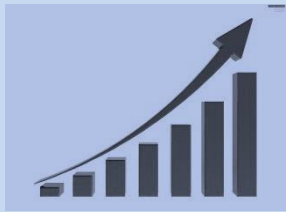

“A Nation Moving Forward, Upward, Onward Together.”

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 ¹⁶
Priority 1 	Transparency, Accountability and Effectiveness in Government
Priority 2 	A Healthy, Productive Workforce for a Modern World
Priority 3 	Enduring Citizen Security

¹⁶ 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. Modern infrastructure in New Providence and the family Islands built to grow the economy to withstand the effects of climate change and rising sea levels	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	7. The Bahamas will be a nation free of poverty and discrimination (including gender,	10. The Bahamas will have an effective interconnected transportation system that enables the	14. The Bahamas will have a diversified and resilient economy that provides opportunities for the expansion of

	communities can thrive	nationality and disabilities)	free flow of people and goods and a modern and efficient postal system	both existing and new industries
	4. The administration of justice will be made more efficient, methodical, fair and effective through coordinated action by the police, defence force, 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
	16. Culture shall be recognised as a driver and enabler for the sustainable development of The Bahamas			
STRATEGY				
Governance	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 and promote equal representation in all decision making levels 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			

	<p>2.2 Strengthen operations of public utilities corporations</p> <p>2.3 Ensure transparent and accountable operations of government-owned or funded agencies</p> <p>2.4 Strengthen the effectiveness of local government</p> <p>2.5 Strengthen the effectiveness special zones, business development zones, freeports and export processing zones</p> <p>2.6 The Bahamas will promote greater civic engagement and education at all levels of society to strengthen democracy</p> <p>Goal 3: Respect for the Rule of Law</p> <p>3.1 Develop, test and implement policies that encourage the creation of a law-abiding society</p> <p>3.2 Implement programmes that detect at-risk youth at an early stage and employ innovative techniques to deter criminal activity</p> <p>3.3 Strengthen the capacity of communities to participate in creating safe neighbourhoods</p> <p>Goal 4: Administration of Justice</p> <p>4.1 Strengthen the enforcement of the law by the Royal Bahamas Police Force and the Royal Bahamas Defence Force</p> <p>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</p> <p>4.3 Enhance service delivery at the Office of The Attorney General</p> <p>4.4 Enhance service delivery of the Courts</p> <p>4.5 Strengthen the Independence and Impartiality of the Courts</p> <p>4.6 Build greater capacity within the prison system to reduce recidivism while creating more humane conditions for prisoners</p>
<p>Human Capital</p>	<p>Goal 5: Modern, Sustainable & Universally Accessible Health Care System</p> <p>5.1 Ensure universal access to health</p> <p>5.2 Ensure sustainable funding for National Health Insurance (NHI)</p> <p>5.3 Deliver integrated people-centered health care, services and programs focused on maintaining healthy individuals within an efficient, well governed system. Improve focus on wellness and the determinants of health</p> <p>5.4 Rationalize and integrate health care governance, administration and service delivery including through the use of Information Communication Technology (ICT)</p> <p>5.5 Increase the national focus on Reproductive and Sexual Health</p> <p>5.6 Increase the national focus on Mental Health</p> <p>Goal 6: Education</p>

	<p>6.1 Ensure that there is adequate funding for education</p> <p>6.2 Enhance Teacher Training and Quality Assurance</p> <p>6.3 Deliver education infrastructure at all levels to deliver quality education</p> <p>6.4 Introduce universal preschool and enhance early childhood education</p> <p>6.5 Improve basic education (numeracy and literacy) across all levels of the education system</p> <p>6.6 Continue to promote STEM Education for a modern world</p> <p>6.7 Enhance the provision of special education to ensure equity in education and enhance the employability of students with special needs</p> <p>6.8 Improve the accessibility of quality higher education</p> <p>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</p> <p>6.10 Strengthen programmes aimed at work force readiness, adult education and second chance education opportunities.</p> <p>6.11 Institute policies and programmes to close the achievement gaps between boys and girls and public and private schools</p> <p>Goal 7: Poverty and Discrimination</p> <p>7.1 Achieve food security, end hunger and improve nutrition for all</p> <p>7.2 Create policies which enable full participation of poor and vulnerable groups in economic opportunities for sustainable livelihoods</p> <p>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</p> <p>7.4 Promote policies which encourage participatory governance and community engagement in policy development and service delivery</p> <p>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</p> <p>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</p> <p>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</p> <p>7.8 Strengthen the provision of social protection to ensure that all vulnerable groups have access to adequate safety nets</p> <p>7.9 Build Capacity of Agencies Serving Vulnerable Groups (Gender Equality SDG 5 Target 5.C, Peace Justice and Strong Institutions</p>
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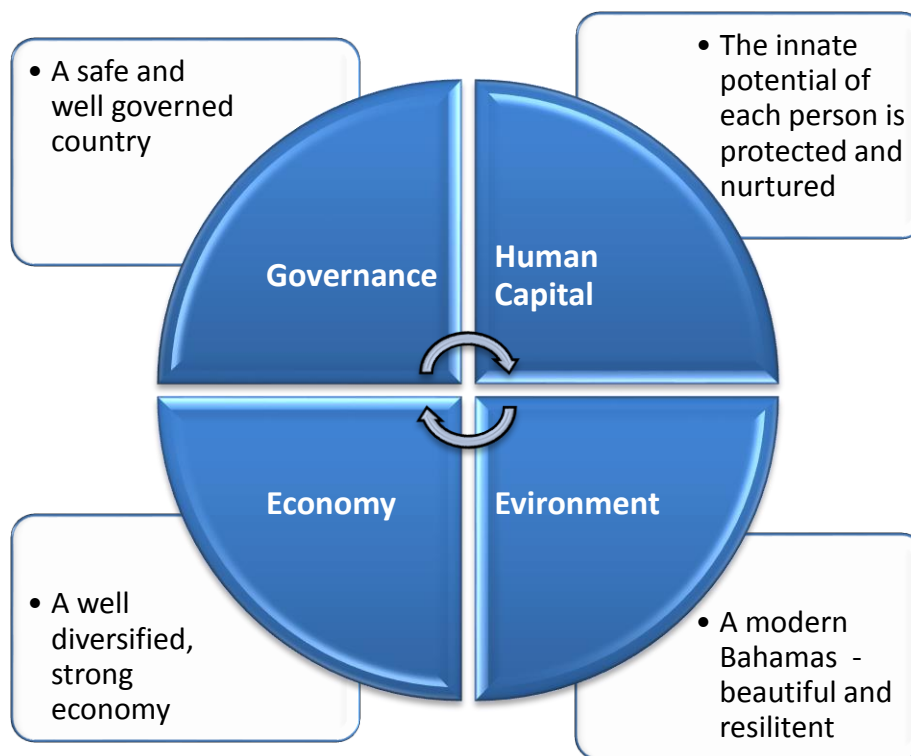
	<p>7.10 Strengthen the provision of social protection to ensure that all vulnerable groups have access to adequate safety nets</p> <p>7.11 Improve data collection to accurately analyse the nature and depth of poverty and discrimination in The Bahamas</p>
Environment	<p>Goal 8: Land Administration</p> <p>8.1 Create an efficient land administration system and efficient land agencies</p> <p>8.2 Create comprehensive solutions to address land ownership and development challenges in New Providence and the Family Islands</p> <p>8.3 Strengthen the administration of Crown Land and increase transparency in the allocation of Crown land</p> <p>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.)</p> <p>Goal 9: Modern Infrastructure</p> <p>9.1 Implement a strategic framework that guides infrastructure decisions</p> <p>9.2 Ensure Bahamians have long term access to reliable power, water, sewer, services at a reasonable price</p> <p>9.3 Enhance the country's electronic communications infrastructure to facilitate universal access to affordable and reliable communications (including broadcasting) services that will promote the achievement of the Bahamas' smart and sustainable nation development goals.</p> <p>9.4 Create a robust ICT infrastructure (networks, systems, etc.) that would facilitate the ubiquitous use of ICTs that would result in improvements to the quality of life of citizens, more efficient and competitive enterprises and the effective delivery of services in a sustainable manner</p> <p>Goal 10: Interconnected Transport</p> <p>10.1 Create and implement a National Transportation Strategy including strategic investments and effective policy environment</p> <p>10.2 Create and implement a Public Transit Strategy on New Providence</p> <p>10.3 The Bahamas will have a modern postal system that provides adequate domestic and international services to New Providence and the Family Islands</p> <p>Goal 11: Natural Environment</p> <p>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</p> <p>11.2 Integrate disaster risk reduction into sustainable development policies and planning and build resilience to hazards</p>

	<p>11.3 Sustainably manage and use natural resources while guarding against anthropogenic influences, unsustainable practices and invasive species which undermine terrestrial and marine ecosystems</p> <p>11.4 Successfully implement a modern waste management strategy that includes public education and new services to sustainably manage waste</p>
Economy	<p>Goal 12: Healthy Macro-Economy</p> <p>12.1 Maintain the Strength of the Bahamian Dollar vis-a-vis the US dollar</p> <p>12.2 Strengthen the debt sustainability framework</p> <p>12.3 Improve national fiscal management</p> <p>12.4 Create a more progressive and efficient tax system</p> <p>12.5 Create a more transparent/reporting fiscal relationship between the Central Government and local communities and island districts</p> <p>12.6 Improve financial literacy and personal financial management such that personal saving, investments, financial resilience and ownership in the local economy are improved</p> <p>12.7 Strengthen and enhances measures of economic growth and GDP</p> <p>12.8 Continue to strengthen financial sector stability and regulation</p> <p>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</p> <p>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</p> <p>12.10 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</p> <p>Goal 13: Competitive Business Environment</p> <p>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</p> <p>13.2 Government to implement a one window service-to-business strategy</p> <p>13.3 Improve access to financing for Entrepreneurs</p> <p>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</p> <p>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</p>

	<p>13.6 Strengthen trade policy to creates advantages for Bahamian entrepreneurs, exporters and consumers</p> <p>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</p> <p>13.8 Ensure that the Bahamian workforce is appropriately tooled to meet the needs of a revitalized Bahamian economy</p> <p>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.</p> <p>Goal 14: Diversified Economy</p> <p>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</p> <p>Tourism Economy</p> <p>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</p> <p>14.2 Increase The Bahamas’ market share of global tourism through strategic planning, stronger promotions activities and improved access</p> <p>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</p> <p>Goal 14b: The Bahamas will become a leading global financial services centre which is internationally connected, diversified and resilient.</p> <p>International Financial Services</p> <p>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</p> <p>14.5 Position the prudent and responsive policy and regulatory environment of The Bahamas’ financial services sector as a key asset</p>
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	<p>for the growth of the sector 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</p> <p>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</p> <p>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.</p> <p>ICT, Science and Technology</p> <p>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</p> <p>Agribusiness</p> <p>14.8 Identify the best use for the natural endowments of the Bahamas so as to maximise the potential for high value added agribusiness industries</p> <p>14.9 Create an enabling microeconomic environment for agribusiness development through improvements in human capital, effective funding and the creation of related developmental clusters</p> <p>14.10 Attract domestic and foreign investment by through the creation of an enabling macro-environment</p> <p>Maritime Sector</p> <p>14.11 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</p> <p>Educational and Research Services</p>
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	<p>14.12 The Bahamas will become an international and regional hub for educational services</p> <p>Goal 15: Fair and Flexible Labour Regime</p> <p>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</p> <p>15.2 Evaluate the future skills needs of the country and ensure that they are met.</p> <p>15.3 Strengthen the labour laws and the adjudication of labour disputes Improving the Meritocracy in the Governance and Management of the Labour force in the civil service</p> <p>Goal 16: Culture shall be recognised as a driver and enabler for the sustainable development of The Bahamas</p> <p>16.1 Build and develop the cultural infrastructure and opportunities of The Bahamas to encourage strong, inclusive and cohesive communities, the preservation of Bahamian heritage and the growth and evolution of Bahamian cultural expression</p> <p>16.2 Strengthen the Creative Economy of The Bahamas to become a hub for creative entrepreneurs and companies</p>
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Accelerators

In order to kick-start the implementation of the National Development Plan there are several short-term projects which can be implemented immediately and with minimal effort or cost therefore creating ‘QuickWin’ results to accelerate the achievement of the six selected National Priorities highlighted previously.

The table below at columns 3 and 4 the Strategies in the National Development Plan which will have a high impact on society when implemented and at what effort or cost. Column 5 titled “Prioritisation Score” highlights the Strategies of the National Development Plan which can be delivered quickly and have the potential for the immediate benefit to the wellbeing of citizens and residents. These Strategies which can provide Quick win Results have a Prioritisation Score of 1 and 2.

Strategy No:	STRATEGY	Impact ¹⁷	Effort ¹⁸	Prioritization Score ¹⁹
2.6	The Bahamas will promote greater civic engagement and education at all levels of society to strengthen democracy	1	1	1
5.6	Increase the national focus on Reproductive and Sexual Health	1	1	1
5.7	Increase the national focus on Mental Health	1	1	1
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	1	1	1

¹⁷ For Impact, Number 1 represents the most pressing development issue the country needs to address and Number 5 represents the least pressing issue.

¹⁸ For Effort Number 1 represents low effort/cost for the achievement of the Strategy and 5 represents which require high effort/cost for their realisation.

¹⁹ Prioritization Score Column: Number 1 represents Strategies which will require low effort/cost to be achieved but will produce Quick Win results; Numbers 2-3 represent Strategies which require Medium effort/cost for their realisation, and Numbers 4-5 represents Strategies which require high effort/cost for their realisation

Strategy No:	STRATEGY	Impact ¹⁷	Effort ¹⁸	Prioritization Score ¹⁹
14.14	The Bahamas will become an international and regional hub for educational services	1	1	1
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	1	1	1
2.2	Strengthen operations of public utilities corporations	1	2	2
2.4	Strengthen the effectiveness of local government	2	1	2
4.5	Strengthen the Independence and Impartiality of the Courts	1	2	2
6.7	Enhance the provision of special education to ensure equity in education and enhance the employability of students with special needs	1	2	2
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	1	2	2
15.2	Evaluate the future skills needs of the country and ensure that they are met.	1	2	2
15.3	Strengthen the Labour laws	1	2	2
1.1	Strengthen internal government decision-making processes to deliver results for the people of The Bahamas	1	3	3
1.2	Create a skilled, responsive and accountable public service that provides value to Bahamians, investors and visitors	1	3	3

Strategy No:	STRATEGY	Impact ¹⁷	Effort ¹⁸	Prioritization Score ¹⁹
1.4	Increased accountability for government spending	1	3	3
2.3	Ensure transparent and accountable operations of government-owned or funded agencies	1	3	3
2.5	Strengthen the effectiveness special zones, business development zones, free ports and export processing zones	3	1	3
3.1	Develop, test and implement policies that encourage the creation of a law-abiding society	1	3	3
3.3	Strengthen the capacity of communities to participate in creating safe neighbourhoods	1	3	3
4.3	Enhance service delivery at the Office of The Attorney General	1	3	3
5.3	Delivering integrated people-centered health care, services and programs focused on maintaining healthy individuals within an efficient, well governed system	1	3	3
6.4	Introduce universal preschool and enhance early childhood education	1	3	3
6.8	Improve the accessibility of quality higher education	1	3	3
6.10	Strengthen programmes aimed at work force readiness, adult education and second chance education opportunities.	1	3	3
6.11	Institute policies and programmes to close the achievement gaps between boys and girls and public and private schools	1	3	3

Strategy No:	STRATEGY	Impact ¹⁷	Effort ¹⁸	Prioritization Score ¹⁹
7.3	Create a level playing field for the youth to realize their fullest potential by implementing programmes geared to assist their entry into the labour market and to aid in their educational and social development	1	3	3
8.1	Create an efficient land administration system and efficient land agencies	1	3	3
8.2	Create comprehensive solutions to address land ownership and development challenges in New Providence and the Family Islands	1	3	3
8.3	Strengthen the administration of Crown Land and increase transparency in the allocation of Crown land	1	3	3
9.1	Implement a strategic framework that guides infrastructure decisions	1	3	3
10.2	Create and implement a Public Transit Strategy on New Providence	1	3	3
11.2	Integrate disaster risk reduction into sustainable development policies and planning and build resilience to hazards	1	3	3
11.3	Sustainably manage and use natural resources while guarding against anthropogenic influences, unsustainable practices and invasive species which undermine terrestrial and marine ecosystems	1	3	3
12.1	Maintain the Strength of the Bahamian Dollar vis-a-vis the US dollar	1	3	3
12.2	Strengthen the debt sustainability framework	1	3	3
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 activeness and impact on	1	3	3

Strategy No:	STRATEGY	Impact ¹⁷	Effort ¹⁸	Prioritization Score ¹⁹
	the overall economic wellbeing of the country and to reduce the risk of FDI enclaves			
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	1	3	3
13.2	Government to implement a one window service-to-business strategy	1	3	3
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.	1	3	3
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	1	3	3
14.4	Improve the competitiveness of the International Financial Sector, though the strengthening of the workforce and business and quality of life infrastructure	1	3	3
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	1	3	3
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	1	3	3

Strategy No:	STRATEGY	Impact ¹⁷	Effort ¹⁸	Prioritization Score ¹⁹
15.4	Improving the Meritocracy in the Governance and Management of the Labour force in the civil service	1	3	3
2.1	Strengthen the Corporate Governance of Public Boards and Committees	4	1	4
3.2	Implement programmes that detect at-risk youth at an early stage and employ innovative techniques to deter criminal activity	1	4	4
4.1	Strengthen the enforcement of the law by the Royal Bahamas Police Force	1	4	4
4.4	Enhance service delivery of the Courts	1	4	4
5.2	Ensure sustainable funding for National Health Insurance (NHI)	1	4	4
5.4	Improve focus on wellness and the determinants of health	1	4	4
6.1	Ensure that there is adequate funding for education	1	4	4
6.5	Improve basic education (numeracy and literacy) across all levels of the education system	1	4	4
7.1	Achieve food security, end hunger and improve nutrition for all	1	4	4
7.2	Create policies which enable full participation of poor and vulnerable groups in economic opportunities for sustainable livelihoods	1	4	4
7.4	Promote policies which encourage participatory governance and community engagement in policy development and service delivery	2	2	4

Strategy No:	STRATEGY	Impact ¹⁷	Effort ¹⁸	Prioritization Score ¹⁹
7.6	Develop and revitalize neglected and marginalized communities across the country to ensure that these communities have access to improved housing, water and sanitation	1	4	4
7.9	Build Capacity of Agencies Serving Vulnerable Groups	1	4	4
7.10	Strengthen the provision of social protection to ensure that all vulnerable groups have access to adequate safety nets	1	4	4
9.3	Create and Implement a comprehensive Information and Communication Technology (ICT) Strategy	2	2	4
9.4	Create a robust ICT infrastructure (networks, systems, etc.) that would facilitate the ubiquitous use of ICTs that would result in improvements to the quality of life of citizens, more efficient and competitive enterprises and the effective delivery of services in a sustainable manner	2	2	4
10.1	Create and implement a National Transportation Strategy including strategic investments and effective policy environment	1	4	4
11.4	Successfully implement a modern waste management strategy that includes public education and new services to sustainably manage waste	1	4	4
12.4	Create a more progressive and efficient tax system	2	2	4
12.6	Improve financial literacy and personal financial management such that personal saving, investments, financial resilience and ownership in the local economy are improved	1	4	4

Strategy No:	STRATEGY	Impact ¹⁷	Effort ¹⁸	Prioritization Score ¹⁹
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	2	2	4
13.3	Improve Access for Financing for Entrepreneurs	1	4	4
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	1	4	4
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	2	2	4
13.8	Ensure that the Bahamian workforce is appropriately tooled to meet the needs of a revitalized Bahamian economy	1	4	4
14.2	Increase The Bahamas' market share of global tourism through strategic planning, stronger promotions activities and improved access	2	2	4
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	1	4	4
14.8	Create an enabling microeconomic environment for agribusiness development through improvements in human capital, effective funding and the creation of related developmental clusters	1	4	4

Strategy No:	STRATEGY	Impact ¹⁷	Effort ¹⁸	Prioritization Score ¹⁹
14.9	Attract domestic and foreign investment by through the creation of an enabling macro-environment	1	4	4
14.1	Identify the best use for the natural endowments of the Bahamas so as to maximize the potential for high value added agribusiness industries	2	2	4
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	1	4	4
4.6	Build greater capacity within the prison system to reduce recidivism while creating more humane conditions for prisoners	1	5	5
5.1	Ensure universal access to health	1	5	5
6.3	Deliver education infrastructure at all levels to deliver quality education	1	5	5
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	1	5	5
7.8	Strengthen the provision of social protection to ensure that all vulnerable groups have access to adequate safety nets	1	5	5
7.11	Improve data collection to accurately analyse the nature and depth of poverty in The Bahamas	1	5	5

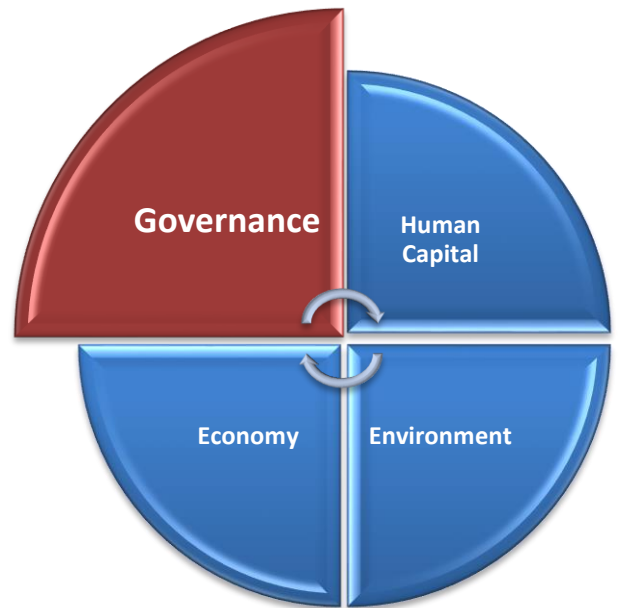
Strategy No:	STRATEGY	Impact ¹⁷	Effort ¹⁸	Prioritization Score ¹⁹
8.4	Create a land use plan that guides The Bahamas's physical development over the next 25 years. Strategy 8.4 should also be read together with Goal 11 which also addresses land use	1	5	5
9.2	Ensure Bahamians have long term access to reliable power, water, sewer, and telecommunication services at a reasonable price	1	5	5
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	1	5	5
16.1	Build and develop the cultural and creative infrastructure of The Bahamas	1	5	5
5.5	Rationalize and integrate health care governance, administration and service delivery including ICT	2	3	6
6.2	Enhance Teacher Training and Quality Assurance	2	3	6
6.6	Continue to promote STEM Education for a modern world	2	3	6
7.5	Strengthen Civil Society and position The Bahamas as a leader for social entrepreneurship and a model for development for small island states through partnerships between government, the private sector and civil society	2	3	6
10.3	The Bahamas will have a modern postal system that provides adequate domestic and international services to New Providence and the Family Islands	2	3	6
12.3	Improve national fiscal management	2	3	6

Strategy No:	STRATEGY	Impact ¹⁷	Effort ¹⁸	Prioritization Score ¹⁹
12.7	Strengthen and enhances measures of economic growth and GDP	2	3	6
12.8	Continue to strengthen financial sector stability and regulation	2	3	6
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	2	3	6
13.6	Strengthen trade policy to creates advantages for Bahamian entrepreneurs, exporters and consumers	2	3	6
1.3	Increase the transparency of government decisions and transparency in campaign financing to improve confidence in public institutions and political actors respectively	2	4	8
16.2	Strengthen the Creative Economy of The Bahamas to become a hub for creative entrepreneurs and companies	2	4	8
1.5	Implement a one window service-to-citizen strategy under the auspices of a new Agency: Service Bahamas	3	3	9
4.2	Establish a national “zero-tolerance” strategy for violent crimes – specifically murder, sex-related violence, and home invasions	2	5	10
14.5	Improve the policy and regulatory environment to facilitate product development and innovation and protection	2	5	10

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 does 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 more transparent government decisions. A key element of this will be the implementation of 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 arms-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:	<ul style="list-style-type: none"> • 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 and promote equal representation in all decision making levels (Gender Equality SDG 5 Target 5.4, 5.5, Reduced Inequalities SDG 10 Target 10.2, 10.3 and 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	<ol style="list-style-type: none"> 1. Increased rating of MfDR 2. Governance Effectiveness Rating 3. Increased equal representation of men and women in all decision-making levels 4. Increased availability of disaggregated data on men and women's participation at all levels in various decision making positions

	5. Recognition of the value of unpaid care and domestic work and the promotion of shared responsibility within the household/family
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Actions	Outputs:	Outcomes:	Time	Responsible Agency	Impact/ Effort
1.1.1 Build centre of 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	<ul style="list-style-type: none"> Economic Planning Unit created: <ul style="list-style-type: none"> fully funded 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 	<ul style="list-style-type: none"> Government has well 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 	Short-Term and ongoing	EDPU	High/ Medium
1.1.2 Build capacity in ministries to report back to the cabinet on projects	<ul style="list-style-type: none"> Appointment of Lead individuals accountable to the PSs for ensuring OPM and Cabinet receives the information required to coordinate activities across government assigned 	<ul style="list-style-type: none"> Ministries understand and contribute to a whole-of-government approach; maintaining focus on government's objectives and the fiscal framework 	Short-Term	EDPU	High/ Medium

Actions	Outputs:	Outcomes:	Time	Responsible Agency	Impact/ Effort
		<ul style="list-style-type: none"> Cabinet is always up to date on the status of projects or priorities 			
1.1.3 Expand the Cabinet committee structure to focus effort on achieving the outcomes of the National Development Plan	<ul style="list-style-type: none"> The creation of 4 subcommittees of cabinet accountable for delivering on the priorities of the National Development Plan each assigned one of the four pillars The creation of 4 committees of Permanent Secretaries assigned to work with OPM in supporting each of the four pillar subcommittees of cabinet 	<ul style="list-style-type: none"> Cabinet is focused on policy development and can hold informed discussions on specific themes The priorities of the National Development Plan are given support across ministries Cabinet is more effective overall in its decision-making 	Short-Term	Cabinet	High/ Medium
1.1.4 Install the practice of periodic mandate letters from the PM to each Minister, reinforcing policy priorities	<ul style="list-style-type: none"> The PM sends a public letter to each minister indicating what the expectations are for that ministry to accomplish at least once during each administration. 	<ul style="list-style-type: none"> Clear and public direction from the Prime Minister on the priorities of Government is given to each Minister. Better tracking of the work and accomplishments of every Ministry Increased realization of government priorities 	Short-Term	EDPU	High/Low
1.1.5 Install program based budgeting	<ul style="list-style-type: none"> Finance and OPM coordinate a government 	<ul style="list-style-type: none"> Government is better able to understand how 	Short-Term	MOF	High/High

Actions	Outputs:	Outcomes:	Time	Responsible Agency	Impact/ Effort
	wide approach to designing budgets by program and not line item <ul style="list-style-type: none"> • Redesign of the government's Financial Management system (away from an accrual based system). 	inputs (programme costs) result in outcomes (what citizens see), leading to more informed decision making	and ongoing		
1.1.6 Enhance information sharing through enterprise wide information management systems	<ul style="list-style-type: none"> • Information sharing enhanced by leveraging technology through existing IDB loan to attain a government wide financial system. 	<ul style="list-style-type: none"> • Greater reliability and ease of access to information with government 	Short-Term	MOF	High/High
1.1.7 Pass Legislation requiring the National Development Plan to be implemented and for annual updates	<ul style="list-style-type: none"> • New legislative requirement to implement the Plan drafted and passed 	<ul style="list-style-type: none"> • Greater strategic direction with the nation's limited resources 	Short-Term	EPDU and OAG	High/low
1.1.8 Strengthen representation of women in all decision-making levels	<ul style="list-style-type: none"> • Gender policy developed which fully actions the Beijing Action Plan and the Convention on Elimination Against All Women by, inter alia: <ul style="list-style-type: none"> ▪ setting specific targets and implementing measures to substantially increase the number of women represented in 	<ul style="list-style-type: none"> • Increased representation of women in key decision making at all levels of government • Equal representation of men and women in decision making • Recognition of the value of unpaid care and domestic work and the promotion of shared 	Short-Term	DOGFA	High/Low

Actions	Outputs:	Outcomes:	Time	Responsible Agency	Impact/ Effort
	<p>Parliament, Political Parties and in local government</p> <ul style="list-style-type: none"> ▪ establishing a monitoring and evaluation framework to monitor the progress in the representation of women through the regular collection, analysis and dissemination of data at all levels in various decision making positions • Institutional practices of parliament reviewed and revised to ensure they are gender-sensitive, and take due consideration of gender issues, such as domestic and family responsibilities, including measures aimed at reconciliation of family and professional responsibilities.²⁰ 	<p>responsibility within the household/family</p> <ul style="list-style-type: none"> • Increased availability of disaggregated data on men and women's participation at all levels in various decision making positions 			

²⁰ UN Women Accessed at: [<http://www.un.org/womenwatch/daw/egm/eql-men/FinalReport.pdf>]

Actions	Outputs:	Outcomes:	Time	Responsible Agency	Impact/ Effort
	<ul style="list-style-type: none"> • Training programmes on gender mainstreaming developed and launched within governmental bodies, private sector and civil society organisations 				

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 Gender Equality SDG 5 Target 5.5, Reduced Inequalities SDG 10 Target 10.2, 10.3 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	<ol style="list-style-type: none"> 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. 6. Increased equal career advancement for all men and women

Actions	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
1.2.1 Address specific skill gaps in the public service	<ul style="list-style-type: none"> • Study of the Public Service conducted to identify skills gaps in a cadre of core corporate support functions within the public service including: <ul style="list-style-type: none"> ○ Risk Management ○ Programme Evaluation ○ Internal Audit ○ Planning ○ Accounting ○ Data collection and statistics methods • Recommendations made in the study adopted 	<ul style="list-style-type: none"> • 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
1.2.2 Revise the Public Service General Orders and legislation to drive a more service oriented, entrepreneurial and accountable business culture	<ul style="list-style-type: none"> • A collaborative review of the General Orders with extensive consultations with labour and the private sector conducted • Redrafted and cabinet-approved framework for public service rights, obligations and orientation produced and implemented • Public Service Act 1969 and regulations reviewed 	<ul style="list-style-type: none"> • A principle-based, modern set of rules describing a modern public service that collaborates, is responsive to citizens and is accountable • A service oriented and effective public service 	2018 (Short-Term)	MOPS	High/ Medium

Actions	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
	<p>and revised to make provision for the appointment of an independent Commissioner to ensure that the public service system is, inter alia:²¹</p> <p>(a) is imbued with the spirit of service to the community; and</p> <p>(b) operates in the collective interests of government; and</p> <p>(c) maintains appropriate standards of integrity and conduct; and</p> <p>(d) maintains political neutrality; and</p> <p>(e) is supported by effective workforce and personnel arrangements; and</p> <p>(f) meets good-employer obligations; and</p> <p>(g) is driven by a culture of excellence and efficiency; and</p> <p>(h) Fosters a culture of stewardship.</p>				
1.2.3 Invest in competency based	<ul style="list-style-type: none"> Policy developed identifying the required 	<ul style="list-style-type: none"> Public Servants within the management cadre who 	Short-Term	MOPS	Medium/Medium

²¹ As found in the State Sector Act of New Zealand 1988 and subsequent amendments

Actions	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
leadership training for executives and institute formal succession planning	<p>skills and the process for the delivery of training programmes targeted at the public service, including senior, middle and emerging leaders</p> <ul style="list-style-type: none"> • The delivery of government sanctioned training programmes • A succession planning policy among the Permanent Secretary, Director and Manager classification developed and implemented 	<p>exhibit key leadership competencies including collaboration, action management, strategic thinking, coaching and accountability</p>	and ongoing		
1.2.4 Modernize the Performance Management system within the public service	<ul style="list-style-type: none"> • Development of new performance management system framework in line with international best practices undertaken and implemented which incorporates: targeted career advancement programmes equally for women and men of all ages that include career planning, tracking, mentoring, coaching, training and retraining 	<ul style="list-style-type: none"> • 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 • Equal career advancement opportunities for all women and men 	Short-Term and ongoing	MOPS	Medium/ Medium

Actions	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
	<ul style="list-style-type: none"> Annual performance reviews conducted for all professional and managerial staff A simplified annual performance review of front-line and technical staff developed and implemented 				
1.2.5 Introduce a systems-wide HR information system platform	<ul style="list-style-type: none"> Integrated system introduced to manage Public Service Human Resources data 	<ul style="list-style-type: none"> Public sector human resource professionals are able to invest more time in developmental human resource activities instead of routine administration. High quality information readily available on the human resources of the government. 	Short-Term – Medium Term	MOPS	High/High

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 (Gender Equality SDG 5 Target 5.5, Reduced Inequalities SDG 10 Target 10.2 and 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	<ol style="list-style-type: none"> 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 6. Increased participation of women in elective and non-elective public positions 7.

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
1.3.1 Revise and implement a new Freedom of Information Act	<ul style="list-style-type: none"> • Public consultations on the provisions of the existing Bill conducted • Bill redrafted to: <ul style="list-style-type: none"> ▪ ensure the independence of the Information Commissioner ▪ reduce time frames for the submission of data or information by a public authority ▪ reduce times frames with respect to records exempted from release and ▪ define a public authority ▪ provides a framework for the provision of 	<ul style="list-style-type: none"> • 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

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	<p>mandatory and immediate release of information on matters involving threats to the environment</p> <ul style="list-style-type: none"> • Redrafted Bill debated in Parliament and passed • Necessary regulations flowing from the Legislation drafted and passed • Staff within Ministries trained on the provisions of the legislation 				
1.3.2 Strengthen the public procurement framework	<ul style="list-style-type: none"> • The creation of a centralized procurement department/agency • Development of an E-tendering and supplier registry system • The publication of tendering rules and guidelines. • The publication of key procurement statistics and data including the successful bidders on government contracts. • Policy developed stipulating incentives 	<ul style="list-style-type: none"> • Transparent, fair and effective public procurement process. • Increase in number of small Bahamian owned businesses with the required expertise delivering public services 	Short-Term	MOF	Medium/Medium

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	and guidelines for small Bahamian owned businesses to bid for Government contracts				
1.3.3 Strengthen the communication offices within each ministry	<ul style="list-style-type: none"> • Dedicated staff within each ministry chosen to serve as a public outreach officer between ministries • A web-based template for each ministry to follow in providing core ministerial information and statistics developed and used 	<ul style="list-style-type: none"> • Programmes, policies and legislation registrar easily accessible by the public • Professional support or ministers responding to media requests 	Short-Term	Individual Ministries	High/ Low
1.3.4 Implement an open Government Strategy	<ul style="list-style-type: none"> • Legislative framework to facilitate an open government strategy developed and implemented. • Policy on Open Government which requires ministries to post data that is not private, or meets other restrictions created • Awareness campaign for public officials to create support for and the capacity to implement 	<ul style="list-style-type: none"> • Greater public governance, democracy and inclusive growth. • 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

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	open government initiatives instituted <ul style="list-style-type: none"> • Funding for open government initiatives provided • An M&E framework developed to monitor the success of the implantation of initiatives 				
1.3.5 Develop a Campaign Financing Framework	<ul style="list-style-type: none"> • Campaign Financing Framework with inter alia, the following provisions produced: <ul style="list-style-type: none"> ▪ framing requirements for private funding including, public disclosure of the source of private donations to political parties; ▪ limiting privileged access to Government resources for campaigning purposes; ▪ requiring disclosure of conflicts of 	<ul style="list-style-type: none"> • Enhanced transparency and accountability with respect to campaign financing • More independent and efficient oversight over campaign financing • Realization of the recommendations on electoral reform made by the Constitution Commission in its report dated July 2013 • Reduction in political patronage 	Short-Term	OPM	Medium/ High

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	<ul style="list-style-type: none"> interest and asset disclosure; <ul style="list-style-type: none"> ▪ 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 • A clear Code of Conduct which has legal force for campaign financing implemented 				
1.3.6 Increase accountability of holders of public office	<ul style="list-style-type: none"> • Public Disclosure Act 1977 and supporting regulations enforced 	<ul style="list-style-type: none"> • Reduction in corruption • Increased transparency of and disclosure by persons serving in public office 	Short-Term and ongoing	PDC²²	High/ Low
1.3.7 Conduct electoral reforms	<ul style="list-style-type: none"> • Recommendations on electoral reform specified in the Report of the Constitution Commission dated July 	<ul style="list-style-type: none"> • Clear guidelines on requirements that need to be met when seeking to establish/register a party 	Short-Term and ongoing	CC²³	High/ High

²² Public Disclosure Commission

²³ Constituency Commission

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	2013 implemented. These include: <ul style="list-style-type: none"> ▪ enactment of laws for the establishment, and regulation of political parties with measures to encourage political parties to integrate women into elective and non-elective public positions ▪ establishment of an independent Boundaries Commission 	<ul style="list-style-type: none"> • Increased transparency in the operation of political parties • Increased regulation of the functions of political parties during, inter alia, <ul style="list-style-type: none"> ▪ nomination, campaign and election stages • Increased participation of women in elective and non-elective public positions • Reduced political interference in the determination of electoral boundaries 			
1.3.8 Improve the ethical conduct of the public service	<ul style="list-style-type: none"> • Whistle Blower Protection Standards developed and implemented • Assessment conducted to ascertain public officials within the public services who should take an oath of office 	<ul style="list-style-type: none"> • Increase in the reporting of misconduct, fraud and corruption • Increased accountability for public officials • Increase in prosecution of corruption and bribery related offences • Reduction in corruption and bribery 	Short-Term	OAG in collaboration with Civil Society	High/Low

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	<ul style="list-style-type: none"> Recommendations flowing from the Assessment implemented Prevention of Bribery Act 1976 reviewed and revised to strengthen its provisions and penalties 				
1.3.9 Enforce ‘the system of recall’ for non performing Members of Parliament	<ul style="list-style-type: none"> Provisions of Article 49 (1) (c) of the Constitution of The Bahamas enforced²⁴ Constitutional Commission convened to consider whether or not the Constitution should be amended to include additional ‘recall’ mechanisms with respect to Members of Parliament 	<ul style="list-style-type: none"> Improvement in the performance of Members of Parliament inside and outside Parliament Increased citizen satisfaction that their respective Members of Parliament represent their interests 	Short – Term	CC	High/ Low
1.3.10 Introduce term limits for Prime Ministers	<ul style="list-style-type: none"> Constitutional Commission convened to: <ul style="list-style-type: none"> review the recommendation by the Constitutional Commission 	<ul style="list-style-type: none"> Clear guidelines on term limits for Prime Ministers 	Short-Term	CC	High/ Low

²⁴ A Member of Parliament shall resign his sit if he is absent from the sitting of the House for such period and in such circumstances as may be prescribed in the rules of procedure of the House

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	<p>appointed in 2012, in particular, its Constitutional Commission Report of 2013 which recommended that term limits for Prime Ministers should not be limited and</p> <ul style="list-style-type: none"> ▪ advise on the procedure for introducing term limits for Prime Ministers 				

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 16.5, 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	<ol style="list-style-type: none"> 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. Increase in the number of members of the public actively involved in ensuring that the Government is accountable 5. Perception of Corruption Index 6. 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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 Implement a Conflict of Interest Act	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 Strengthen public finance legislation and clarify and strengthen the role of Public Accounts within Parliament	<ul style="list-style-type: none"> Financial Administration and Audit Act 2010 and subsequent amendments reviewed and where appropriate amended to strengthen inter alia: <ul style="list-style-type: none"> Parliamentary oversight over Government's expenditure of public funds The appropriation and management of public resources including reporting requirements 	<ul style="list-style-type: none"> Improved management of public funds Reduction in Government debt Parliamentary oversight body with the power to publically investigate and debate matters within its domain 	Short-Term	Parliament	High/Medium

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	<p>for Government departments and bodies²⁵</p> <ul style="list-style-type: none"> Establishment of a committee to evaluate and publish recommendations on the desirability of the enactment of a Fiscal Responsibility Act in order to provide a legal framework for: <ul style="list-style-type: none"> Reducing Government debt to prudent levels Ensure Government's expenses do not exceed its total operating revenue Prudent management of fiscal risks facing Government²⁶ New guidelines for an effective Public Accounts Committee passed by parliament 				
1.4.4 Create an Office of the Ombudsman	<ul style="list-style-type: none"> Research and consultation on the design a new public body: the Office of the Ombudsman conducted. 	<ul style="list-style-type: none"> A new avenue made available for citizens to register complaints of corruption, or biases or 	Short-Term – Medium Term	COB	High/ Medium

²⁵ Model Framework: Public Finance Act 1989 and 2013 of New Zealand

²⁶Model framework: Fiscal Responsibility Act 1994 of New Zealand

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	<ul style="list-style-type: none"> • Implementation of the legal and institutional framework to support the creation of the office • Establishment of the Office of Ombudsman with a primary mandate of investigating complaints from society on how ministries are implementing their policies or programmes • Ethics Officers appointed and equipped with the necessary resources to inter alia: <ul style="list-style-type: none"> ▪ advise on, investigate and monitor potential misconduct by governance officials (who comprise the three branches of government) • Ethics and Integrity Framework and Code of Ethical Conduct developed and implemented 	<p>ineffective government services</p> <ul style="list-style-type: none"> • A mechanism which fully embeds ethics into all levels of governance • Ethical values upheld constantly in the daily governance actions of officials responsible for governance 			
1.4.5 Require ministries to submit annual business plans to Parliament	<ul style="list-style-type: none"> • Annual Plans submitted by each ministry to Parliament: content includes major programmes and outcomes achieved over the year; key 	<ul style="list-style-type: none"> • Improved public understanding of what the government plans to do each year. 	Short-Term and ongoing	Individual Ministries	Medium/Low

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	statistics; a message from the Minister; and a description of the priorities for the upcoming year	<ul style="list-style-type: none"> Improved opportunities for citizen engagement 			
1.4.6 Undertake periodic mandate reviews on key government agencies and programmes	<p>Study conducted to identify key agencies whose mandates are unclear or appear to overlap with other bodies</p> <ul style="list-style-type: none"> The review and amendment of the mandates of government agencies including looking a legal structures, funding models and roles is undertaken 	<ul style="list-style-type: none"> Clear mandates provided to each Ministry Lower costs for the treasury Rationalized services and programmes 	Short-Term and ongoing	EDPU	High/ Medium
1.4.7 Limit the size of the Government	<ul style="list-style-type: none"> Recommendations of the Constitution Commission in its 2013 Report on inter alia, implemented: <ul style="list-style-type: none"> to limit the size of Cabinet to 15 and to limit the number of MPs and Senators who can be appointed Permanent Secretaries 	<ul style="list-style-type: none"> A more cost effective government Limited amount of political patronage available to a party leader to dispense to party members and supporters 	Short-Term	CC in collaboration with OPM	High/ High

Strategy 1.5: One Window Approach for Government

Strategy	1.6 Implement a one window service-to-citizen strategy under the auspices of a new Agency: Service Bahamas and automate the delivery of essential services (Peace, Justice and Strong Institutions SDG 16 Target 16.5 and 16.6)
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	<ol style="list-style-type: none"> 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	<ul style="list-style-type: none"> • One agency visible to the public with new branding, accountable to Cabinet for frontline service delivery • Increased ease of access to public services by citizens 	Short-Term	MOPS	High/ Medium
1.5.2 Undertake an inventory of all existing services and regulations that are candidates for centralization	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • A complete listing of services to be centralized • Increased transparency on government services 	Medium Term	Individual Ministries	High/ Medium

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	<p>candidates include health insurance, drivers' license, house and other permits, property tax payments etc.).</p> <ul style="list-style-type: none"> • All existing legislation, regulations and policy considerations for each service provider documented in a 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	<ul style="list-style-type: none"> • List of process methodologies and IT requirements provided • MOUs effected between private sector and partner ministries 	<ul style="list-style-type: none"> • Publicly available roadmap on how services will be improved in partnership with responsible ministries to facilitate the assessment of the delivery of services • Improved access to government services 	Medium Term	MOPS	High/ Medium
1.5.4 Create a channel strategy (clicks and bricks)	<ul style="list-style-type: none"> • Assessment to determine which investments are needed to receive the best Return on Investment (ROI) in service delivery and client satisfaction conducted and recommendations implemented 	<ul style="list-style-type: none"> • 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

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
1.5.5 Launch Service Bahamas	<ul style="list-style-type: none"> • Training staff on improving service delivery • Service Delivery systems tested • Open 1-3 community based One Window Service locations and a call centre which is inclusive and accessible to everyone including persons with disabilities 	<ul style="list-style-type: none"> • Better service to citizens at a lower long term cost • Reduction in graft due to increased use of technology • Inclusive one-window service 	Medium Term	MOPS and DIT	High/ Medium
1.5.6 Automate the delivery of essential services	<ul style="list-style-type: none"> • Study conducted to determine public services which should be automated including, the introduction of an automated passport system in all ports of entry • Budget allocated, systems and equipment acquired and needed human resources recruited 	<ul style="list-style-type: none"> • Public services delivered efficiently and equitably 	Medium Term	MONS, MOH, MOE, MOPS	High/ High

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:	<ul style="list-style-type: none"> • 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 (Gender Equality SDG 5 Target 5.1 and 5.5, Reduced Inequalities SDG 10 Target 10.2, 10.3 and 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	<ol style="list-style-type: none"> 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:	<ul style="list-style-type: none"> • Code of Good Practice developed 	<ul style="list-style-type: none"> • Boards are aware of their reporting relations and authorities with respect to their respective 	Short-Term	OPM	High/Low

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
<ul style="list-style-type: none"> • Parliamentary accountability; • the role of the board; • principles of board composition; • principles of board effectiveness; • risk management responsibilities; • special arrangements for arm's length corporations • principles of inclusivity (to ensure those with disabilities, women, and other minority groups are equally represented in Boards and policies made by Boards are inclusive) 		<p>Ministries, Ministers and Parliament;</p> <ul style="list-style-type: none"> • 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 • Inclusive boards that reflect the country's demography 			

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
2.1.2 Promote gender equality and equity in board appointments	<ul style="list-style-type: none"> • Legislation enacted to implement the principle that not more than two-thirds of the members of boards shall be of the same gender 	<ul style="list-style-type: none"> • 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 (Gender Equality SDG 5 Target 5.1, Reduced Inequalities SDG 10 Target 10.3, 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	<ul style="list-style-type: none"> • 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	<ol style="list-style-type: none"> 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
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Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
2.2.1 Assess and strengthen the governance of state owned public utilities corporations	<ul style="list-style-type: none"> • Performance audit of BPL, WSC and BTC operations conducted • Letters of expectations provided by the Minister responsible to CEO, tied to performance management • Review of outstanding fees owed conducted and an appropriate collection strategy developed • 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 	<ul style="list-style-type: none"> • CEOs delivers appropriately on expectations • Outstanding fees are collected to the extent practicable and a new “culture” regarding rate collection is implemented • Specific operational and governance challenges and solutions are identified, and remediation begins on a triaged basis 	Short-Term – Medium Term	OPM	High/ Medium

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
2.2.2 Review recruitment policies and practices of State-owned public utilities companies to ensure inclusivity, consistency with the standards of the public service and to rationalize anomalies in human resource policies	<ul style="list-style-type: none"> • Report prepared and presented to Cabinet • Action plan to remediate identified concerns developed and implemented 	<ul style="list-style-type: none"> • State owned public utilized corporation are right sized with qualified staff from diverse backgrounds. • 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 and Competition Authority (URCA) to approve the business model and rates for public utilities	<ul style="list-style-type: none"> • Updated Mandate which ensures that URCA is oriented towards appropriate considerations (e.g., that appropriate principles govern rate setting) and that adequate authorities are in place drafted • Required legislation drafted and enacted 	<ul style="list-style-type: none"> • Rates are determined by URCA without interference • URCA has the authority it needs and develops the practice of independent assessment of rates based on appropriate considerations 	Short-Term – Medium Term	URCA in collaboration with OAG	High/ Medium

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)
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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	<ul style="list-style-type: none"> • Limited organizational capacity. • Conscious or unconscious resistance by organizations not oriented to openness.
Indicators of Success	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Prioritized schedule for independent mandate reviews developed and released • Reviews completed within six months 	<ul style="list-style-type: none"> • 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 dedicated public body 	Short-Term and ongoing	OPM	High/ Medium
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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
	statutory corporations				

Strategy 2.4: Effective Local Government

Strategy	2.4 Strengthen the effectiveness of local government (Gender Equality SDG 5 Target 5.5, Reduced Inequalities SDG 10 Target 10.2, Sustainable Cities 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	<ol style="list-style-type: none"> 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 3. Equal representation of men and women in all decision-making levels 4.

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
2.4.1 Draft and release a White Paper Report on the	<ul style="list-style-type: none"> • National Commission tasked with preparing 	<ul style="list-style-type: none"> • Broad consensus reached on the vision for local 	Short-Term	OPM	High/ Medium

<p>Future of Local Government in The Bahamas, including elections, powers and authorities and funding and the use of local government on New Providence.</p>	<p>the White Paper established to conduct reviews and consultations on the future of Local Government as follows:</p> <p>Extensive public consultation on the vision for, and powers, authorities; and financing of local government</p> <p>Review of the governance relationship between central government, island administrators and locally elected officials</p> <p>Review of the appropriate powers and coordinating responsibilities for a City Manager for the City of Nassau</p> <ul style="list-style-type: none"> • Amendments to the Local Government Act finalized incorporating recommendations of the National Commission and amendments enacted into law 	<p>government in The Bahamas</p> <ul style="list-style-type: none"> • 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 • Equal representation of men and women in decision making positions within local government 			
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	<ul style="list-style-type: none"> Recommendations on strengthening representation of women in all key decision levels including local government implemented 				
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Strategy 2.5: Special Zones

Strategy	2.5 Strengthen the effectiveness special zones, business development zones, free ports and export processing zones (Gender Equality SDG 5.a, 5.c, 5, Reduce Inequality SDG 10 Target 10.3, 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	<ol style="list-style-type: none"> Increase in the effective use of special zones to promote economic and social development Clear lines of authority and responsibility between special zones and central and local government. Inclusive development of all people and groups.

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	<ul style="list-style-type: none"> White Paper Report drafted, released and approved by Cabinet 	<ul style="list-style-type: none"> Better understanding of the use of zones such as free ports. 	Short-Term	OPM	High/Low

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	<ul style="list-style-type: none"> Policy paper on allowable concessions, terms, management structures and authorities produced and implemented 	<ul style="list-style-type: none"> Strengthened industrial development policy, investment policy and export policy. 			
2.5.2 Conduct an independence assessment of existing special zones, such as Freeport, Grand Bahama	<ul style="list-style-type: none"> Assessment Report prepared, approved by Cabinet and released 	<ul style="list-style-type: none"> Rationalized operation of existing free zones 	Short-Term	OPM	High/Low
2.5.3 Develop community and business development zones for New Providence	<ul style="list-style-type: none"> Community and business development action plans that promote inclusive development of all people and groups developed for Downtown, Wulff Road, Blue Hill Road, Kemp Road, East Street (North and South), Bernard Road, Prince Charles Road, Robinson Road and Carmichael Road. BAIC warehouse built to facilitate cluster spaces for businesses to work in. Businesses such as, for example: <ul style="list-style-type: none"> Auto mechanics Auto body works Electrical services 	<ul style="list-style-type: none"> Revitalization through community action of critical business corridors of New Providence Inclusive development of all people and groups. Environmental protection Open space preservation Increased synergies between businesses 	Short-Term	BAIC and OPM	High/Medium

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	<ul style="list-style-type: none"> ▪ Maintenance services 				

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, Gender Equality SDG 5 Target 5.5 , Reduced Inequalities SDG 10 Target 10.2, 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	<ul style="list-style-type: none"> • 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	<ol style="list-style-type: none"> 1. Increase in the # of public engagement roundtable per year 2. Adoption of innovative engagement process such as digital consultations. 3. Inclusive civic engagement of boys, girls, men, women and other vulnerable groups in the democratic process 				

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
2.6.1 Review school curriculum for opportunities to strengthen civic responsibilities, including the following: <ul style="list-style-type: none"> • Enhance education opportunities, at all levels, on 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
<p>fundamental Bahamian concepts, documents, and processes crucial to civic engagement.</p> <ul style="list-style-type: none"> • Introduce opportunities for model parliament in the school system at all levels 	<p>and policy, government processes, budget processes, etc.</p> <p>School policy mandating for the implementation of model parliament in all school systems at all levels drafted and implemented</p>				
<p>2.6.2 Create roundtable opportunities for the business community, civil society, ministers and permanent secretaries to have periodic theme-based discussions</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
<p>2.6.3 Strengthen opportunities for modelling National Pride, social and work ethics in school syllabus inclusive of a requirement to perform a</p>	<ul style="list-style-type: none"> • Appropriate syllabus with public service apprenticeship component produced and approved by the Ministry of Education 	<ul style="list-style-type: none"> • 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

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
specified number of hours of public service work annually	<ul style="list-style-type: none"> • 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) 				
2.6.4 Enhance public engagement methodologies	<ul style="list-style-type: none"> • Whole-of-government policy on when and why public engagement is an expected part of the decision-making process is created and implemented 	<ul style="list-style-type: none"> • 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
2.6.5 Increase the participation of vulnerable groups in civic activities	<ul style="list-style-type: none"> • Training programmes on leadership and self-esteem to assist men, boys, women and girls, particularly those with special needs and those belonging to minority or 	<ul style="list-style-type: none"> • Inclusive civic engagement of girls and women and other vulnerable groups in the democratic process 	Short-Term	DOFGA and MOEST	High/Low

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	vulnerable groups to encourage them to participate in decision-making activities developed and launched				

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:	<ul style="list-style-type: none"> • 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 (Gender Equality SDG 5 Target 5.2, 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	<ol style="list-style-type: none"> 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. 4. Reduction in levels of violence within communities in general 5. Reduction in levels of violence against girls and women in public and private spheres 6. Availability of disaggregated data on crime based sex, age of (victim, offender)

7. Availability of disaggregated data on crime based on type of offence and socio-economic characteristics of offender					
Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
3.1.1 Introduce collaborative national initiatives to address violence within communities	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
3.1.3 Establish gender- based violence workshops for educators to create a National Policy in the school system	<ul style="list-style-type: none"> Approved curriculum for workshops on gender-based violence prepared and implemented 	<ul style="list-style-type: none"> Detection of infractions increased Enforcement is consistent Reductions in reported violence in families, workplaces, and schools 	Short-Term and ongoing	MOE	High/ Low
3.1.4 Implement a violence prevention curriculum in Junior high school utilizing best practices of jurisdictions with similar violence experience	<ul style="list-style-type: none"> National Junior High School Violence Prevention Program drafted and implemented 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Crime statistics report produced every 6 months detailing collected disaggregated data – with disaggregated offence, victim and offender (including disaggregation based on sex, age), property, and arrestee information for key offences Statistics published on the RBPF website 	<ul style="list-style-type: none"> 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, Gender Equality SDG 5 Target 5.c, 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 10-25 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	<ol style="list-style-type: none"> 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 10-25 4. Reduction in overall crime rate 5. Increased engagement of boys and girls in productive activities

Actions	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
3.2.1 Pilot a voluntary Career-Starts Program	<ul style="list-style-type: none"> A multi-stage programme that includes the following features designed and implemented to include: <ol style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> 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
	<p>Learning Module 2: (technical skills: construction/wiring /painting)</p> <p>3. Work programme that focusses on community development (fixing physical infrastructure, maintenance, cleaning, community programmed and leadership of youth)</p> <ul style="list-style-type: none"> • Equipment purchased, enrolment criteria and training processes identified 				
3.2.2 Enhance existing programs such as RBPF Cadets, RBDF Rangers, Technical Cadets etc.	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Diversion of participants to pro-social lifestyles • Reductions in criminal activity 	Short-Term	COB	High/ Low

Actions	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
3.2.3. Establish qualified mentorship programmes (Should be read together with Action 2.6.5)	<ul style="list-style-type: none"> • National Mentorship Programme for at-risk youth drafted and implemented, with particular attention to the special circumstances of boys and girls. • Curriculum to train Service Providers, and • agencies and organisations working with the Youth drafted and implemented • Recommendations in Action 2.6.5 implemented 	<ul style="list-style-type: none"> • Increase in number of service providers, agencies and organisations with requisite skills • Diversion of participants to pro-social lifestyles • Reductions in criminal activity • Increased engagement of girls and boys in productive activities 	Short-Term	Civil Society	Medium/ Medium
3.2.4 Improve police and juvenile justice systems	<ul style="list-style-type: none"> • Study conducted to assess the effectiveness of the Police and Juvenile Justice System and recommendations made to strengthen these systems 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Early childhood development Programme for at risk children developed and implemented 	<ul style="list-style-type: none"> • Increased school readiness for at risk children • Improved learning performance for target 	Short-Term and ongoing	MOE	High/ Medium

Actions	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
	<ul style="list-style-type: none"> Additional Government Pre-School facilities built within communities 	<p>population (for example, high math and reading skills)</p> <ul style="list-style-type: none"> Fewer dropouts Increased family participation in education 			
3.2.6 Design and implement a National Youth Service Programme	<ul style="list-style-type: none"> Study on a viable National Youth Service Model conducted and report produced. National Youth Service Model developed based on inter alia,: <ul style="list-style-type: none"> Service to the community and positive self-development; Learning component linked to employment opportunities in demand (technical skills, life skills and work experience) Legislation passed to implement the National Youth Service Model I 	<ul style="list-style-type: none"> Structured environment for youth to develop and learn More opportunities for youth to acquire technical and life skills in a positive setting More experiential learning opportunities for youth Reduction in the number of youth involved in criminal activities Reduction in number of youth who are unemployable 	Short-Term and ongoing	MOYSC	High/ Low

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, Gender Equality SDG 5 Target 5.2, 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	<ol style="list-style-type: none"> 1. International Benchmarks 2. Increased public participation/enrolments in initiatives outlined below 3. Reduction in criminal activities, violence, gangs, corruption, etc. across all groups.

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), education on gender based violence and sports for peace training. (IDB	<ul style="list-style-type: none"> • Study conducted to access ascertain the services provided by the Urban Renewal Programme and adoption of recommendations made to strengthen Programme 	<ul style="list-style-type: none"> • 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
Citizen Security and Justice Program (BH-L1033)		<ul style="list-style-type: none"> Referral agents more effective in referral advice 			
3.3.2 Encourage the development and expansion of Neighborhood Watch Committees within communities	<ul style="list-style-type: none"> Public education campaigns launched within communities to promote the benefits of Neighborhood Watch Committees Additional Neighbourhood Watch Committees in targeted communities established 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Workshops convened for training of Health Care workers who deal with youth at risk for violence on necessary referral mechanisms Improved referral system introduced 	<ul style="list-style-type: none"> 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 integrated into the	<ul style="list-style-type: none"> Programme integration protocols for at risk youth drafted 	<ul style="list-style-type: none"> Diversion of youth at risk towards pro social approaches 	Short-Term	MYSC in collaboration with Willimae Pratt and Simpson Penn Schools	High/ Medium

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
Ministry's programmes and services					
3.3.5. Establish a "no wrong door" policy where every Social Service location can assist with delivering needed assistance	<ul style="list-style-type: none"> No-wrong-door policy developed for the provision of Social Services and implemented 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Additional workshops on masculinity, gender identity, anger management and conflict resolution launched within faith based communities Workshops to train service providers convened 	<ul style="list-style-type: none"> 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
3.3.7. Increase the establishment of support groups for persons with	<ul style="list-style-type: none"> A Support group network established within communities 	<ul style="list-style-type: none"> Increase in social inclusion for participants 	Short-Term	Civil Society	Medium/ Low

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
disabilities who are victims of Gender-Based Violence (GBV)	<ul style="list-style-type: none"> Workshops to train service providers convened 	<ul style="list-style-type: none"> Reduction in the number of girls and women who are victims to gender based violence 	and on-going		
3.3.8. Create a national Gender Based Violence Parenting curriculum	<ul style="list-style-type: none"> National Gender-Based Violence Parenting Curriculum developed 	<ul style="list-style-type: none"> Increased parent knowledge, understanding empowerment with respect to 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	<ul style="list-style-type: none"> Safer routes programmes created Report on the Assessment of the benefits of the introduction of school busing system in high risk communities produced 	<ul style="list-style-type: none"> Increased youth safety Reduction of boys and girls involved in youth gangs 	Short-Term and on-going	RBPF	Medium/ Low
3.3.10 " Introduce and provide training in community policing	<ul style="list-style-type: none"> Community-based training on Community Policing provided to community members 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Conduct a study to Identify locations in the 	<ul style="list-style-type: none"> Increased victim safety for all including those with disabilities, single 	Short-Term	RBPF	High/ Medium

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	Family Island for Safe House Network Shelters <ul style="list-style-type: none"> • Safe House Shelters built to serve those under witness protection and those susceptible to gender based violence and equipped with necessary infrastructure to ensure full accessibility for those with disabilities 	mothers with children and single men. <ul style="list-style-type: none"> • Increased witness protection for all including those with disabilities and other vulnerable groups 	and on-going		
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)	<ul style="list-style-type: none"> • Community Centres' Network created • National After-School Programme policy launched and recommendations implemented • Launch of online Community Centre Network platform • 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Review of Rehabilitative Services offered by all Government agencies and comprehensive Rehabilitative Services Programme drafted and implemented 	<ul style="list-style-type: none"> • Quality services offered to all without stigma • Discrete interventions • Diversion to pro-social approaches • Increased harmonization of rehabilitative services 	Short-Term – Medium Term	MOSSCD in collaboration with NIB, MOYSC and Civil Society	High/ Low

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
teams." (National Advisory Council on Crime "Strategies for addressing the Nation's Crime Problem." pg.13)		<ul style="list-style-type: none"> Increased access to rehabilitative services for all citizens and residents 			
3.3.14 Provide public education on the long-term negative effects of domestic violence	<ul style="list-style-type: none"> School and public service advertisements on domestic violence reviewed and revised to better education and inform the public 	<ul style="list-style-type: none"> Increased awareness of the problem and potential solutions for victims Higher reporting and conviction rates 	Short-Term and on-going	MOH in collaboration with MONS and Crisis Centre	High/ Low

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:	<ul style="list-style-type: none"> • 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. <p>Specific issues include:</p> <ul style="list-style-type: none"> • 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, the Royal Bahamas Defence Force and Immigration and Customs (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	<ol style="list-style-type: none"> 1. Increased enforcement of the law 2. Increased accountability by the police 3. Rise in conviction rates 4. Decline in crime rate
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Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
4.1.1 Strengthen the governance of police force, defence force and corrections to improve enforcement of the law and better protect constitutional rights and freedoms of citizens	<ul style="list-style-type: none"> Existing Police and Defence Force Code of Practice and Conduct for Policing reviewed and revised to reflect international best practices on for example: <ul style="list-style-type: none"> performance and performance evaluations early intervention systems designed to identify performance problems; the use of police & defence force authority; procedures for investigating allegations of officer misconduct. Revised Police Code & Defence Force of Conduct implemented 	<ul style="list-style-type: none"> Increased enforcement of the law Improved performance Decrease of number of non-performing police officers within the RBPF and officers with the RBDF 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 Police officers adequately compensated for their services to the country An effective intelligence agency that is responsible for gathering information on threats to The Bahamas' national security Clear guidelines on term limits introduced for the 	Short-Term	MONS in collaboration with the RBPF	High/Low

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	<ul style="list-style-type: none"> • Revised Police Code & Defence Force Code of Conduct implemented • Police Procedures Act enacted • External inspector appointed under the Police Act 2009 to review the efficiency of the police force • Police Officers' compensation scheme reviewed and recommendations implemented • Legislation to establish the National Intelligence Agency drafted, enacted and enforced • Defence Force Act 1980 and supporting regulations and Correctional Services Act 2014 reviewed and revised where appropriate to stipulate time limits for the Commodore of the Defence Force and Commissioner of 	Commodore of the Defence Force and Commissioner of Corrections			

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	Corrections respectively. ²⁷				
4.1.2. Increase the ratio of frontline, community-based officers, as well as detectives	<ul style="list-style-type: none"> Police officers are stationed in areas susceptible to crime. Higher number of detectives and officers assigned to key high crime zones Realignment of the staffing of the Police Force conducted to increase the ratio of frontline, community-based officers and detectives within the ranks. 	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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

²⁷ A term limit of 5 years or shorter exists for the Commissioner of Police under section 7 of the Police Force Act 2009

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	<ul style="list-style-type: none"> • An awareness campaign on the new framework implemented 				
<p>4.1.4 Introduce new measures to enable independent investigations and citizen involvement in identifying crimes and perpetrators.</p>	<ul style="list-style-type: none"> • Regulations to give policing investigative bodies necessary 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 of the impact of the national “hotline” conducted 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 	<ul style="list-style-type: none"> • A society with a greater appreciation for obeying rules • Greater transparency and faith in the independence of the policing function • Decreased levels of corruption 	Short-Term and on-going	RBPF in collaboration with civil society and OAG where necessary	High/ Medium

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
4.1.5 Fully automate police information systems, including caseload management	<ul style="list-style-type: none"> New IT system put in place that facilitates case management 	<ul style="list-style-type: none"> More efficient use of police resources More available police officers to concentrate on other crime fighting initiatives Effective policing 	Medium Term-Long Term	MONS	High/ High
4.1.6 Position CCTV at major streets intersections and hotspots	<ul style="list-style-type: none"> CCTVs installed and monitored throughout Nassau to assist in deterring and detecting crime, including environmental crimes such as illegal dumping 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Technology (e.g. photo radar) deployed and used to ensure that speeders are fined Update of the car licence plate databases at the Road Traffic Department 	<ul style="list-style-type: none"> Safer roadways 	Medium Term	MONS	Medium/ Low
4.1.8 Introduce independent oversight and investigation of police conduct	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Greater transparency and accountability of internal police complaints and discipline Greater trust of police by citizens Increased citizen involvement in the complaints process 	Medium Term	MONS	High/ High

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	investigate police misconduct	<ul style="list-style-type: none"> Reduction in cases of police brutality 			
4.1.9 Enhance police crime solving strategies	<ul style="list-style-type: none"> New training, equipment and techniques provided to police in solving crime Guns and Gang Unit established 	<ul style="list-style-type: none"> Higher conviction rates Reduced crime solving costs Reduced number of perpetrators of crime in society Increased focus on dismantling gangs and dismantling trafficking in illicit firearms 	Medium Term and on-going	MONS	High/ Medium
4.1.10 Create strategies to use technologies, such as unmanned drones, to detect illegal entry, gunshots and trafficking.	<ul style="list-style-type: none"> Heightened surveillance strategy created and implemented Equipment acquired and on-going training provided to RBPF officers 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Increased enforcement of pending warrants 	Medium Term-Long Term	RBPF and Judiciary	High/ Medium

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	warrants between enforcement agencies and the Courts <ul style="list-style-type: none"> • Project to ensure that cancelled warrants are removed from police records implemented 				
4.1.12 Increase the capacity of the Royal Bahamas Defence Force	<ul style="list-style-type: none"> • An assessment of the resource needs of the Royal Bahamas Defence Force to increase the agency's law enforcement effectiveness, to eliminate inefficiencies and build the agency's capacity undertaken • Human resources and infrastructure needs are acquired 	<ul style="list-style-type: none"> • A defence Force which has the needed human resources, equipment and vessels to perform its functions 	Short Term and on-going	RPDF	High/ High
4.1.13 Strengthen coordination between all law enforcement agencies ²⁸	<ul style="list-style-type: none"> • National Border System created and launched • Assessment of all law enforcement agencies conducted to determine resource needs of each agency (human and equipment) and recommendations implemented 	<ul style="list-style-type: none"> • Coordinated data base system allowing for information sharing between all law enforcement agencies (Police Force, Defence Force, Department of Corrections, Immigration and Customs) 	Medium Term	MONS	High/ High

²⁸ Refer also to Action 7.9.3 in the Poverty and Discrimination Goal

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
4.1.14 Increase the reporting of immigration violations	<ul style="list-style-type: none"> Resources allocated to the 24 hour Immigration Tip Line to make provision for monetary rewards to members of the public who use the Tip Line to assist the Immigration Department apprehend violators of immigration laws. 	<ul style="list-style-type: none"> Increased apprehension of those violating immigration laws 	Short-Term	MONS	High/Low

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 (Gender Equality SDG 5 Target 5.2, Sustainable Cities and Communities SDG 11 Target 11.7 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	<ol style="list-style-type: none"> 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) 6. Improvements in the measurement, tracking and reporting on domestic violence

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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	<ul style="list-style-type: none"> Revised police protocols for sexual offences New policies and practices implemented 	<ul style="list-style-type: none"> Higher detection rates Higher conviction rates Reduction in the number of girls and women who are victims to gender based violence 	Short-Term	RBPF	High/ Medium
4.2.2 Place a greater 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	<ul style="list-style-type: none"> National Policy which reflects local needs and international best practices is developed with the aim that Policing activities are focused more on preventing and solving violent crimes 	<ul style="list-style-type: none"> Reductions in violent offences Higher conviction rates 	Short-Term - Medium Term	MONS	High/ Medium
4.2.3 Monitor progress of sexual offence cases through the justice system (Director of Public Prosecutions Office)	<ul style="list-style-type: none"> Sex Offence Case Tracking System (data input, analysis, and maintenance) acquired and used 	<ul style="list-style-type: none"> Long term improvements in the measurement, tracking and reporting on domestic violence Greater awareness of the level of domestic violence More victims willing to come forward 	Short-Term and on-going	OAG and RPBF in collaboration with Civil Society	High/ Medium

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
		<ul style="list-style-type: none"> Higher conviction rates Reduction in the number of girls and women who are victims to gender based violence 			
4.2.4 Strengthen the laws regarding sentencing of violent crimes, particularly home invasion	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Revised customs duties exemption list produced 	<ul style="list-style-type: none"> Increased investment by citizens and businesses to help create safer homes and buildings 	Short-Term and on-going	MOF	Medium/ Low
4.2.6 Expedite the swift determination of cases which involve violence	<ul style="list-style-type: none"> Additional Criminal Courts equipped with required resources to hear violent crimes established 	<ul style="list-style-type: none"> Increased deterrence Increased number of cases which involve violence determined Greater perception by the public of fair judicial system Improved justice for victims of violent crimes 	Short-Term-Medium Term	AG	High/ High
4.2.7 Develop model codes for magistrates and judges to deal with custody and	<ul style="list-style-type: none"> Guidelines produced by the Judiciary in collaboration with relevant stakeholders 	<ul style="list-style-type: none"> Greater coordination between the courts and other social support stakeholders to ensure 	Short-Term – Medium Term	Judiciary	High/ medium

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
protection issues in domestic violence case	<ul style="list-style-type: none"> Relevant legislative requirements enacted to enable the courts to apply the Guidelines 	protection of domestic violence complainants <ul style="list-style-type: none"> Greater certainty and safety for victims and their families 			
4.2.8 Establish a DNA Lab to support effective enforcement and prosecution of cases of sexual abuse.	<ul style="list-style-type: none"> DNA Lab established and equipment procured and relevant training provided to RBPF officers on an on-going basis 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Study conducted to assess the effectiveness of gun forensics and ballistic examination capability of the RBPF and any recommendations to strengthen the capability implemented Regular training conducted for RBPF, RBDF and Customs Officers 	<ul style="list-style-type: none"> Improved gun-related crime investigations Reduced guns on the street Lower levels of violent crime Increased number of trained Police officers Increased number of trained customs officers 	Short-Term	RBPF	High /High
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 Reduction in crimes by perpetrators while on bail	Short-Term and on-going	MONS	High/ Low
4.2.11 Record police confessions by use of video recording devices	<ul style="list-style-type: none"> Revise Criminal Procedure Code and the Police Act to mandate 	<ul style="list-style-type: none"> Increased admissibility of police confessions 	Medium Term	RBPF	High/Low

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	<p>that all police confessions be video recorded</p> <ul style="list-style-type: none"> • Confessions recorded 	<ul style="list-style-type: none"> • Perception of fairness by the public in the criminal justice system • Reduction in police brutality 			
<p>4.2.12 Implement the inter Development Bank (IDB) Citizen Security and Justice Programme.</p> <p>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</p>	<ul style="list-style-type: none"> • Crime & Violence evidence based strategy developed and recommendations implemented. Specific objectives of this strategy are to: <ul style="list-style-type: none"> a) prevent youth violence and victimization; b) (ii) increase employability of disadvantaged youth; and c) (iii) improve efficiency of the justice administration system. 	<ul style="list-style-type: none"> • 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 (No Poverty SDG 1 Target 1.3, Gender Equality SDG 5, Target 5.2, Peace, Justice & Strong Institutions Goal 16 Target 16.3 and 16.6 and Partnerships for the goals, Goal 17 Target 17.9)
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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	<ol style="list-style-type: none"> 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 6. Improvement witness support and protection for men and women 7. Improved social protection programmes and safety nets available to women and men who are victims of crime. 8. Increased protection of girls and women who have been subject to violence in public and private spheres and who have matters before the courts

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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	Medium Term and on-going	OAG	High/ High

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
		<ul style="list-style-type: none"> • Increase in the efficiency of the AG's office 			
4.3.2 Strengthen case management of criminal cases for prosecutors	<ul style="list-style-type: none"> • 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 Criminal Procedure Rules and other relevant legislation. Framework to include provisions which: <ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> • 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 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 	Medium -Long Term	OAG	High/ Low

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	<p>ensure cases are prosecuted efficiently²⁹</p> <ul style="list-style-type: none"> • New technology acquired to track cases and store evidential materials gathered by the police • 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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	Short-Term	OAG's Prosecution's Office	High/ Medium

²⁹ Avoid prosecutors from being overloaded with case files which slows down prosecution of cases

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	<p>practices and implemented</p> <ul style="list-style-type: none"> Existing Witness Protection policy reviewed and revised to meet modern needs Legislative framework 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 Study on the impact of crime on crime victim caregivers conducted and recommendations implemented. 	<ul style="list-style-type: none"> 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-examination; Increased recognition of the burden women who care for crime victims face and the impact of this unpaid work on society Improved social protection programmes and safety nets available to women and men who are victims of crime. 			
4.3.4 Take deliberate steps to reduce the backlog of criminal cases	<ul style="list-style-type: none"> The nolle prosequi provisions allowed under the Criminal Procedure Code 1969 used Plea bargaining provisions in the Criminal Procedure 	<ul style="list-style-type: none"> Disposal of old cases from the court system Reduction in designated prosecutor case preparation time for simple, anticipated guilty plea cases 	Short-Term and on-going	OAG and Judiciary	High/ Low

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	(Plea Discussion and Plea Agreement) Act 2008 used <ul style="list-style-type: none"> • Sentencing Guidelines for Plea Agreement cases developed and implemented to incentivize the use of plea bargains 	<ul style="list-style-type: none"> • 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 			

Strategy: 4.4: Enhance Service Delivery of the Courts

Strategy	4.4 Enhance service delivery of the Courts (Gender Equality SDG 5 Target 5.c, 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	<ul style="list-style-type: none"> • Study conducted and report produced assessing existing 	<ul style="list-style-type: none"> • Digital recording systems acquired and used 	Short-Term	Chief Justice	High/ Low

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
court system to eliminate inefficiencies and build capacity	<ul style="list-style-type: none"> court practices and resource gaps identified Recommendations from the study implemented to close the resource gap and remove inefficiencies implemented including: hiring of additional court staff, convening new training activities and acquisition of technology 	<ul style="list-style-type: none"> Re-introduction of Stenographers in the lower courts Increase in number of stenographers available in all the Courts 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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Legislative amendments made to the Supreme Court Act 1996 	<ul style="list-style-type: none"> 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
additional Supreme Court Justices	<ul style="list-style-type: none"> • New Justices appointed to handle workload in the Supreme Court 				
4.4.4 Establish a Family Court System that operates evenings and weekends	<ul style="list-style-type: none"> • Family Court System comprised of counsellors, probation officers, psychologists, suitable infrastructure and personnel (for example sign language interpreters) to ensure accessibility for those with disabilities etc. established • Client-centric hours (weekends and evenings) adopted by the Court 	<ul style="list-style-type: none"> • More inclusive and efficient court administration of family issues • Holistic determination of family law matters • Less congestion in higher courts 	Medium Term	AG	High/ Low
4.4.5 Strengthen the Magistrate Court System	<ul style="list-style-type: none"> • Magistrate Court System restructured as follows: <ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> • Diversion of less serious offences (e.g. disorderly behaviour, vagrancy etc.) to a lower court • Reduction in number of cases transferred to the Supreme court • Speedier adjudication of cases 	Long - Term	AG and JSC	High/ Low

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	allow for the restructured system <ul style="list-style-type: none"> • Integrated Magistracy Registry created and equipped with appropriate resources 				
4.4.6 Allocate sufficient budgetary resources to all Courts including lower courts	<ul style="list-style-type: none"> • Review and revise policy on allocation of Court operational resources to all courts, particularly Magistrate Courts and Tribunals • Revised policy implemented 	<ul style="list-style-type: none"> • Sufficient resources available to lower courts for the administration of justice 	Short-Term and on-going	OAG and Chief Justice	Medium/ Medium
4.4.7 Increase the jurisdiction of the Industrial Tribunal	<ul style="list-style-type: none"> • Industrial Relations Act 1973 amended to give the Tribunal power to enforce their Orders 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Study conducted to assess the security needs of all 	<ul style="list-style-type: none"> • Safer court houses and Court officers 	Medium Term	RBPF in collaboration	Medium/ Low

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
security of Judicial Officers	judicial officers and courts and recommendations made to improve court security and security of Judges including Magistrates	<ul style="list-style-type: none"> Increased perception of safety in courts Increased moral of court officers 		with the judiciary	
4.4.9 Create policies and incentives to attract and retain the best quality Judges	<ul style="list-style-type: none"> Report on Adjustment to the Salaries of Magistrates reviewed and revised to suit modern times and to include benefits payable to 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 	<ul style="list-style-type: none"> Increase in number of Magistrates and Judges who are highly qualified More efficient judiciary Increased retention of seasoned judges 	Short-Term - Medium Term	JSC	High/ Medium
4.4.10 Strengthen the Case Management System	<ul style="list-style-type: none"> Policy to reduce multiple adjournments drafted and implemented to include: 	<ul style="list-style-type: none"> Reduction in number of cases set for hearings which conflict with 	Medium Term and on-going	Judiciary in collaboration with BBA	High/ Medium

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	<ul style="list-style-type: none"> ▪ 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 • Digital Court Records system acquired • Integrated Court Calendar created linking the calendar of the Court of Appeal, Supreme Court and the 	<ul style="list-style-type: none"> • 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 of 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 			

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	Magistrate Courts, Industrial Tribunal				
4.4.11 Improve the efficiency of the Juvenile Court	<ul style="list-style-type: none"> • 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 • Juvenile Court adopted as part of the Newly Family Court (which is a part of the Supreme Court) – Refer to Action 4.4.4 	<ul style="list-style-type: none"> • More efficient determination of Juvenile cases • More holistic determination of juvenile matters • Juvenile Court with increased jurisdiction 	Medium Term	OAG and Judiciary	High/ Medium
4.4.12 Expand the geography of the Juvenile Court	<ul style="list-style-type: none"> • Necessary legislation passed to allow for Juvenile Circuit Courts to be held in the Family Islands • Juvenile specialist including: judges, probation officers, child psychologists and counsellors, court clerks recruited 	<ul style="list-style-type: none"> • Increased number of juveniles with access to the Courts country wide • More efficient Courts able to hear Juvenile matters 	Short-Term – Medium Term	Judiciary	High/ Medium
4.4.13 Review Juvenile Sentencing Guidelines	<ul style="list-style-type: none"> • Juvenile Sentencing Guidelines reviewed and amended where appropriate to allow for Sentencing to 	<ul style="list-style-type: none"> • More effective rehabilitation of Juveniles 	Short	Judiciary	High/ Low

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	Programmes depending on offence to: Non-Sexual Programmes (e.g. drug programmes, mental health programmes) or Sexual Programmes)				
4.4.13 Establish a Centralised location for the judiciary	<ul style="list-style-type: none"> Centralised Judicial Complex built and equipped with appropriate legal resources and personnel 	<ul style="list-style-type: none"> 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
4.4.14 Increase the swift determination of criminal matters	<ul style="list-style-type: none"> Constitution Commission's recommendations in its 2013 Report for dis-entrenchment of the right to trial by jury in certain criminal cases implemented by: <ul style="list-style-type: none"> enactment of legislation outlining exceptional circumstances in which criminal matters may be tried by Judge alone 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 	<ul style="list-style-type: none"> Efficient determination of matters particularly complex matters Reduction in expense and cost of jury trials 	Medium Term	Judiciary	High/ Medium

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	manner to answer for the absence or non-appearance of the Defendant.				
4.14.15 Ensure that the Courts are accessible to those with disabilities	<ul style="list-style-type: none"> All Court Buildings equipped with necessary infrastructure and trained personnel to ensure they are accessible to persons with disabilities including those serving in the jury 	<ul style="list-style-type: none"> Easier access to the Courts for persons living with disabilities 	Immediate and on-going	NCPD and Judiciary	High/ High

Strategy 4.5: Strengthen the Independence and Impartiality of the Courts

Strategy	4.5 Strengthen the Independence and Impartiality of the Courts (Gender Equality SDG 5 Target 5.1, 5.c, Reduced Inequalities SDG 10 Target 10.3, 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	<ol style="list-style-type: none"> 1. Increased number of cases prosecuted independently, without bias 2. Increased public satisfaction with the judicial system 3. An inclusive Judicial Service Commission 4. Increased appointment of qualified Judges who represent all sectors of society (including women and those with disabilities)

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
4.5.1 Strengthen the independence of the Office	<ul style="list-style-type: none"> Recommendations of the Constitutional Commission in its 2013 	<ul style="list-style-type: none"> Greater trust in the independence of law enforcement, and 	Medium Term	OAG	High/ Medium

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
of the Attorney General (Office of Prosecution)	<p>Report on the Office of the Attorney General implemented</p> <ul style="list-style-type: none"> • Code of Crown Prosecutors reviewed and revised to include principles of fairness, independence in the prosecution of matters • Benchmark Report prepared on the independence of the Office of Prosecution, with special emphasis on the public interest and the recommendations implemented • Training provided to prosecutors to familiarize them with the Code and new legislation proposed based on the assessment 	<p>consequently of the judicial system and the rule of law</p> <ul style="list-style-type: none"> • Increased number of cases prosecuted independently, without bias 	and on-going		
4.5.2 Remove conflict of interest in prosecutions at the Magistrate Courts	<ul style="list-style-type: none"> • Policy created and legislation enacted to do away with the use of Police Prosecutors at the Magistrates Court • Appointment of Child Protection Advocate by the court 	<ul style="list-style-type: none"> • Increased use of trained lawyers to prosecute matters before the Magistrates Court • More efficient prosecution of matters 	Long Term	OAG	Medium/ Low

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
		<ul style="list-style-type: none"> • Reduction in conflicts of interest Fair prosecution of matters before the court • Increased independence in prosecution of cases 			
4.5.3 Ensure that the Judiciary has more control of its functions including its budget	<ul style="list-style-type: none"> • Legislation enacted to establish an autonomous body responsible for the administration of the Judiciary • Policy drafted and implemented to mandate that fines and fees collected by the Courts be paid into an escrow account and managed by a manager, the Chief Justice and an accountant for the use of the Courts 	<ul style="list-style-type: none"> • Reduction in reliance on the Executive (AG) for the operation of the Judiciary including the operational budget of the Courts • Increased independence of the Courts from the Executive • Increased perception of judicial independence 	Long-Term	The Executive	High/ Low
4.5.4 Strengthen existing procedures for judicial appointments to encourage transparency and inclusion	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Reduced perception of corruption in judicial appointments resulting from political patronage • An inclusive Judicial Service Commission • Increased appointment of Judges who represent all sectors of society (including women and those with disabilities) 	Short-Term and on-going	Judiciary	High/ Medium

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	<p>appointments are transparent, publicly known and allows for the inclusion of women, those with disabilities and other minority groups.</p> <ul style="list-style-type: none"> • 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 Court and Court of Appeal (with the exception of the Chief Justice and the President of the Court of Appeal) 	<ul style="list-style-type: none"> • Decisions on extension of services for judges are non-partisan, transparent and rendered in a timely manner 			
4.5.5 Strengthen complaints mechanisms for judicial complaints	<ul style="list-style-type: none"> • Independent, credible and responsive complaints authority established to: <ul style="list-style-type: none"> a) Prepare a Judicial 	<ul style="list-style-type: none"> • More clear complaints procedure made • Increased transparency in judicial process 	Short-Term and On-going	OAG	Medium/Medium

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	Complaint's procedure b) investigate judicial complaints ³⁰ <ul style="list-style-type: none"> Judicial Complaints Procedure developed and implemented 				
4.5.6 Develop a code of conduct to require judicial officers to disclose financial and other interests	<ul style="list-style-type: none"> Draft Judicial Code of Conduct/Ethics finalised and implemented 	<ul style="list-style-type: none"> More transparency of the Judges Increased perception of a fair and just judiciary 	Short-Term	Chief Justice	High/Low

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, Gender Equality SDG 5 Target 5.1, Reduced Inequalities SDG 10 Target 10.3, 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

³⁰ staffed with serving and past judges with a mandate to receive, investigate and determine complaints of corruption allegedly involving judicial officers and court staff.

	Unsafe prison conditions within which rehabilitation is almost impossible
Indicators of Success	<ol style="list-style-type: none"> 1. More prison space with improved segregation among offenders 2. Reduced crimes within prison 3. Reduced recidivism, and more humane prison conditions 4. Availability of suitable accommodation for girls and women in who are detained 5. Increased availability of suitable job/skills programmes for both men and women at the Correctional facility

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
4.6.1 Build a new correctional facility after considering all procurement options including PPPs (Should be read together with Action 7.7.11 on facilities for women in custody and Action 7.9.4 on Safe houses for women in the detention centre)	<ul style="list-style-type: none"> • Minimum and maximum security facility built in line with projected low-risk population • Suitable prison and detention facilities for women with young children constructed and equipped • Trained guards and rehabilitation-oriented, program staff hired 	<ul style="list-style-type: none"> • Incarceration controls commensurate with risk • Additional system-wide bed capacity • Availability of suitable accommodation for girls and women in who are detained • 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 	Long-Term	DOC	High/ High
4.6.2 Retain low risk criminals in the new minimum-security prison	<ul style="list-style-type: none"> • High risk offenders separated from lower risk currently housed at Fox Hill 	<ul style="list-style-type: none"> • A system which properly balances assistance and control for offenders based on levels of risk • More humane conditions 	Long-Term	DOC	High/ Low

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
		<ul style="list-style-type: none"> Reduced likelihood for low risk offenders to adopt high risk or violent behaviours Improved opportunities for rehabilitation 			
4.6.3 Strengthen policies to reduce recidivism	<ul style="list-style-type: none"> Correctional Rehabilitation Policy developed and recommendations implemented Post-release supervision policy developed and recommendations implemented MOUs signed between agencies to encourage sustained Police/Corrections/NGO/Social Services collaborations 	<ul style="list-style-type: none"> Reduced recidivism Improved community safety Reduced system-wide costs³¹ Increased collaboration between key agencies and stakeholders 	Medium Term	DOC in collaboration with MSSCD, RBPF and Civil Society	High/ Medium
4.6.4 Expand the educational, vocational and entrepreneurial projects and programmes currently being taught at the Prison, inclusive of the training of personnel and improving the Job/skills training within	<ul style="list-style-type: none"> The Correctional Rehabilitation Policy implemented (see 4.6.3) includes educational, vocational and entrepreneurial training transferable to community settings 	<ul style="list-style-type: none"> Increased availability of suitable job/skills programmes for both men and women at the Correctional facility Reductions in recidivism Diversion to pro-social lifestyles 	Medium Term and on-going	DOC in collaboration with MSSCD, RBPF and Civil Society	High/ Low

³¹ incarceration cost up to 5x more than community supervision

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
the Department of Corrections ³²	<ul style="list-style-type: none"> • Study conducted to assess the available In-prison Job/Skills training programmes and revisions made to expand these programmes to meet the needs of residents and the market • Post-release Job/Skills training programmes implemented • Trained staff/contractors hired to facilitate the job/skills training • Certificates of Completion for Offenders from recognized vocational, technical, educational organizations 	<ul style="list-style-type: none"> • Reduced justice system costs over time • Increased job prospects for released offenders 			
4.6.5 Establish Halfway houses for men and women offenders	<ul style="list-style-type: none"> • Regulations to move incarcerated inmates to a parole status in halfway houses enacted • Halfway Houses built by partnerships between the government and NGOs 	<ul style="list-style-type: none"> • Reduced system costs • Assistance and control balanced to risk level presented • Better reintegration of both men and women into society leading to pro-social adaptation • Reductions in recidivism 	Long Term	DOC in collaboration with Government agencies and Civil Society	High/ Low

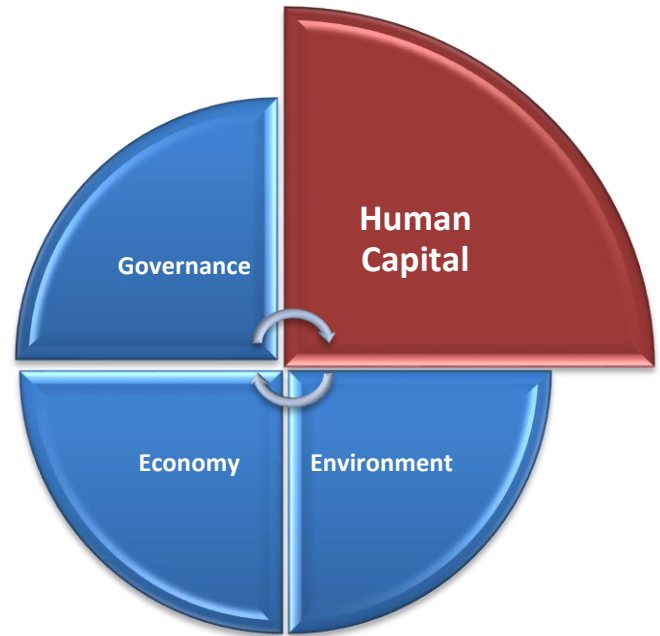
³² National Advisory Council on Crime “Strategies for addressing the Nation’s Crime Problem.” pg.13

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
4.6.6 Implement a Parole Board System	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Increased rehabilitation of offenders • Less prison crowding • Levels of custody, inside and outside of prison, commensurate with risk • Increased 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.	<ul style="list-style-type: none"> • Post-release Programme policy that includes risk-based supervision, needs analysis, referrals to community support programs created and recommendations implemented • Funding for community support programs identified • Trained support providers recruited 	<ul style="list-style-type: none"> • Reduced recidivism • Safer communities 	Medium Term	MSSCD in collaboration with Civil Society	High/ Low

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 wellbeing 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 having older populations increases the need for 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 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 depends on many factors – but the easiest to self-control are the decisions we make each day regarding our health. There are specific steps, laid 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.

This calls for a comprehensive overhaul 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 on-going 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 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 will 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 liveable 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:	<ul style="list-style-type: none"> • 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 an aging population • Quality of the labour force
Risk Assessment	<ul style="list-style-type: none"> • Lack of buy-in and commitment to the modernisation 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	<ol style="list-style-type: none"> 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, Gender Equality SDG 5 Target 5.1, Reduced Inequalities SDG 10 Target 10.2, 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 Public 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	<ul style="list-style-type: none"> • National Health Insurance (NHI) that is not available to all – exclusion of specific parts of the population due to eligibility requirements

	<ul style="list-style-type: none"> • 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 by the population about the health care initiatives • Overlap in responsibilities of NHI and the National Insurance Programme for example, Prescription Drug coverage Programme
Success Indicators	<ol style="list-style-type: none"> 1. An inclusive health care system that meets the needs of all citizens and residents 2. Decrease in hospitalizations for diseases that can be managed in outpatient setting by 10% by 2020 3. Reduction in proportion of the population with non-communicable diseases 4. Reduction in obesity (disaggregated by age groups and gender) 5. Higher proportion of the population involved in physical activity 6. Reduced mortality rates³³ -targets: <ol style="list-style-type: none"> 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 7. Increased life expectancy to 85 years by 2030 8. Poverty reduction in communities with persons living with disabilities 9. National Insurance Board (NIB) smart cards (% held in the population) 10. Reduction in the time for the delivery of health services 11. Targeted health education and awareness programmes which focus on key groups including girls, women and men

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
5.1.1: Accelerate the implementation of the NHI	<ul style="list-style-type: none"> • Report on progress of NHI produced 	<ul style="list-style-type: none"> • An inclusive health care system that meets the 	MT	MOH/ NHI	HIHE 3.3/3.3

³³ Healthy Bahamas 2030 A national Healthy Lifestyles Improvement Initiative pg.32

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	<ul style="list-style-type: none"> • NHI prioritization strategy and timetable for implementation produced • First Stage of NHI with respect to primary health implemented by the given deadline • Barriers limiting access to an NHI card e.g. Bahamian citizenship and legal residency removed 	<ul style="list-style-type: none"> • needs of all citizens and residents • 95% persons registered (with the new NHI cards) • 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) • Reduction in the cost for healthcare (for individuals and insurers) –financial hardship • Easier access to services under NHI for all persons 			\$2.5 mil
5.1.2 Broaden the coverage implementation of the National Health Insurance Plan	<ul style="list-style-type: none"> • NHI coverage extended to all forms and levels of healthcare services to everyone 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Clear mandates for NHI and NIB developed detailing allocation of duties and responsibilities of these institutions particularly with respect to overlapping areas 	<ul style="list-style-type: none"> • Reduction of overlap and competing authorities between the two key institutions (NIB and NHI) as well as the NPDP • Rationalisation of the prescription drug plan and 	ST	MOH	HIME

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	<ul style="list-style-type: none"> • Memoranda of MOUs signed between the NIB and NHI • Report clarifying the coverage of the national prescription drug plan and its oversight produced • NIB legislation revised 	drugs covered under the plan			
5.1.4 Develop an effective communication strategy to discuss access to healthcare	<ul style="list-style-type: none"> • Healthcare discussions held on television, radio shows and health advertisements printed in the daily newspapers • A communication strategy that facilitates access by persons with hearing and sight disabilities as well as those that are developmentally delayed and those persons with little English skills developed. 	<ul style="list-style-type: none"> • Improved national dialogue about healthcare issues • Access to health care information readily available and accessible to all 	ST	MOH/ NHI	LILE 1.33/1.33
5.1.5 Improve health education and awareness	<ul style="list-style-type: none"> • Public education campaigns convened throughout the country on the determinants of poor health including: <ul style="list-style-type: none"> – Education on nutrition and the importance of physical activity 	<ul style="list-style-type: none"> • 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
	<ul style="list-style-type: none"> – The importance of preventative care and wellness visits – Oral and physical hygiene – Sexual and reproductive health • Nutrition programs introduced in schools • More intensive physical education introduced in the school curriculum • Training and Certification of school lunch vendors on nutrition conducted • Nutrition programs introduced within community centres and in the government institutions including contained facilities e.g. (children's homes, day-cares, Prisons etc.), • Free Wellness and health care lectures held in schools and workplaces • Incentives to businesses to encourage them to have wellness programmes (by linking it to insurance costs) introduced 	<ul style="list-style-type: none"> • Targeted health education and awareness programmes which focus on key groups by age and gender 			

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
5.1.6 Introduce e-health options to increase accessibility to health care particularly for the family island residents.	<ul style="list-style-type: none"> • Health based applications developed • Facilities for the automated/ online/app based booking, scheduling and cancellation of appointments acquired and used • Tele-solutions adopted for person with sight and hearing disabilities within the healthcare system • Infrastructure acquired 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 introduced • Public campaigns commenced to educate the public, creating buy-in in use of e-health options 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Collection of and analysis of critical data on health care including data on disease management, quality of health care, etc. 	<ul style="list-style-type: none"> • Highly effective and efficient health care system • International reputation for expert research on health care 	MT	MOH	MIHE 2.33/3

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	<p>commenced to facilitate improvements in clinical care</p> <ul style="list-style-type: none"> • National e- health strategy produced • New Management Information Systems (MIS) of health related information introduced • 5-year plan for strengthening Medical records management developed and launched • New health care legislation which focuses on use of ICT in healthcare delivery, privacy of patient information through use of a secure record retention and management system passed • Performance management framework which promotes operational efficiency and the use of strategic data in decision making used • Statistics on health equity collected and maintained 	<ul style="list-style-type: none"> • Strong decision makers and managers in health care • Strong legal infrastructure for the management of healthcare • Improved public health system • Reduction in length of stays by patients 			

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
5.1.8 Integrate non-traditional health providers and medicine into the umbrella of health services	<ul style="list-style-type: none"> Database of the non-traditional health options launched with information on: types of services, products, providers, alternative medicines, etc. Standards for non-traditional specialist (to facilitate accreditation) published Standards and or codes for non-traditional products and practices developed and implemented Insurance coverage for non-traditional health programs and visits introduced 	<ul style="list-style-type: none"> Fully inclusive medical health care services available Increase in potential for development of non-traditional medical sector – tourism, small business, export potential 	MT	MOH/ NHI	MIME 2/2.33
5.1.9 Ensure that the health care needs of contained populations are met	<ul style="list-style-type: none"> Medical facilities at government-run institutions e.g. prisons, detention centre and industrial schools upgraded Additional medical personnel assigned to contained populations Policy on Health screening and processing of persons entering contained populations reviewed and 	<ul style="list-style-type: none"> 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

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	revised to meet standards of international best practice <ul style="list-style-type: none"> Isolation facilities for disease management contained populations upgraded. Psychological support for personnel working at contained population facilities increased 				
5.1.10 Ensure that specialized health care needs are met.	<ul style="list-style-type: none"> Mobile community clinics able to provide (with specialized staff where necessary) occupational therapy and treat and support all persons with disabilities established Additional specialized medical staff to meet the needs of persons with disabilities recruited A clear policy developed making provision for a programme of semi-monthly visits to family islands by specialized medical staff Post-adolescent assistant living facilities for independent living provided 	<ul style="list-style-type: none"> 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
	for persons living with disabilities.				
5.1.11. Ensure that facilities for the provision of health care needs are fully accessible to all	<ul style="list-style-type: none"> • An assessment of the resource needs of Princess Margaret Hospital undertaken to eliminate inefficiencies and build capacity of the hospital (human resources, infrastructure/equipment and medical supplies) and recommendations implemented • Public health facilities retrofitted with infrastructure to provide Braille, hearing programs, simplified message boards, easy access desks, wheelchair ramps etc. and interfaces for person with physical disabilities • Communication and information for health education campaigns converted into braille and sign language, simplified messages and other media and languages to allow for full access to information by all. 	<ul style="list-style-type: none"> • Patients able to access full services at Princess Margaret Hospital including surgical services in all areas in need • 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	HIHE

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	<ul style="list-style-type: none"> • Temporary low cost housing provided for families of persons needing to travel to Nassau to seek urgent care • An architectural plan for the construction of a new national morgue that fits the needs of the country prepared • New national morgue constructed 				

Strategy 5.2 Sustainable Funding

Strategy	5.2: Ensure sustainable funding for the NHI (Good Health and Well-being SDG 3, Target 3.c Gender Equality SDG 5 Target 5.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	<ul style="list-style-type: none"> • 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	<ol style="list-style-type: none"> 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

	5. Increase in number of women and families empowered to change unhealthy eating habits
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Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
5.2.1: Explore funding options and opportunities, including partnerships	<ul style="list-style-type: none"> • Report analysing comparative funding models for NHI produced • Policy developed on way to encourage the development of Health partnerships • Cabinet approval on health care financing through bond issuances obtained • Crowd-funding and philanthropic opportunities used to facilitate charitable donations to health care • Robust accounting systems to track efficiency and spending within the system introduced • Penalties (significant) for the abuse of the system by health care providers introduced and enforced • Annual audit of the health care system made public by the specified deadline (3 months after the year-end) 	<ul style="list-style-type: none"> • 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
5.2.2 Improve the linkage between the cost of health care and the contributors to poor health practices	<ul style="list-style-type: none"> • Tax on the high calorie snacks and foods and other contributors to poor health introduced • Similar tax on Fast Food outlets and on food places with drive thru facilities introduced • Legislation to provide for special allocation of funding derived from pointed taxation to help fund NHI developed and enforced • Incentives introduced to encourage consumption of local healthy breakfast options in takeaway locations 	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Rebates offered on insurance premiums for those companies and persons instituting wellness programs • Policy recommendations in Action 5.3.7 to empower and include women in promoting good nutrition and well-being 	<ul style="list-style-type: none"> • Change in overall behaviours and national culture on health care. • Increase in number of women and families empowered to change unhealthy eating habits 	MT	MOF/ MOH/ NHI	LILE 1.66/1.33

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	within their families and communities implemented				

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, Zero Hunger SDG 2 Target 2.2, Good Health and Well-Being SDG 3 Target 3.4, 3.7 and 3.d, Gender Equality SDG 5 Target 5.C, 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... 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 focuses health care delivery 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 to allow 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	<ul style="list-style-type: none"> • Lack of commitment to changing the healthcare system • Weak healthcare oversight and governance structures • Inadequate education and buy-in on the need to put people first within the healthcare system
Success Indicators	<ol style="list-style-type: none"> 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 6. Increased availability of health information and services for everyone including, girls and women that fully addresses their physical and psychological development
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Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
5.3.1 Use a patient centric approach of health care delivery.	<ul style="list-style-type: none"> • Model of Care Framework revised and adopted • 5 year plan developed to transform delivery of care and services which also focusses on the identification of areas of priority, capacity oversight and change management • Report on use of alternative pathways for care delivery including tele-delivery developed • Institutionalisation of tracking and feedback mechanisms, including customer surveys to assess delivery of services • Incentives/ rewards for institution exceeding delivery and service standards introduced • ICT infrastructure fully integrated within the healthcare system: e.g. to facilitate online booking appointments at public 	<ul style="list-style-type: none"> • The Bahamas has an inclusive 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
	<p>health care facilities, invoicing and payments and follow-up</p> <ul style="list-style-type: none"> Public education campaigns launched to sensitise communities on the use of ICTs for health care service delivery 				
5.3.2 Increase the focus on disease prevention and health promotion	<ul style="list-style-type: none"> Larger number of prevention and promotion services introduced in local communities and non-traditional areas. Annual National education campaigns focused on prevention and wellness commenced nationwide (including in schools, prisons, educational institutions etc.) Policy to lower cost wellness visits aimed at earlier identification of diseases produced Programme to incentivize health care professionals to partake in retraining programmes that focus on early identification of diseases developed 	<ul style="list-style-type: none"> Health care providers and a health care system that is prevention focused Increased awareness of prevention and promotion by health care providers 	ST	MOH	MILE 2.33/1.66

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	<ul style="list-style-type: none"> • Role of school nurses reviewed and broadened to include assistance in education and disease identification • Strategy created to facilitate provision of health care services using mobile community clinics to communities, including to the elderly and the shut in to facilitate early disease identification and prevention 				
5.3.3 Strengthen primary care services	<ul style="list-style-type: none"> • Updated report on the mix of health care specialties in the country and the distribution across the island chain and the number/specialisations of professional needed in the country prepared • Recommendations made in the Report implemented • Policy prepared making recommendations to incentivise: <ul style="list-style-type: none"> ▪ more doctors or persons to specialize in primary care delivery; 	<ul style="list-style-type: none"> • Best mix of the health care professions available to meet the needs of the country • Greater accountability of primary care providers for the well-being of the population • Lower national expenditure on health • Better utilization of available health care professionals in the country. • Less stress on the country's public hospitals 	ST-MT	MOH/NHI/PHA	MIME

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	<ul style="list-style-type: none"> ▪ medical professionals to participate in training opportunities focused on primary care delivery; ▪ use of primary care physicians and other health care professionals prior to referrals to specialist • Salaries of primary care health professional increased in recognition of critical role primary care services play in the healthcare system • Roles of nurses and allied health professionals expanded 				
5.3.4 Improve the identification and management of chronic diseases	<ul style="list-style-type: none"> • Strong evidence based protocols for chronic disease developed prevention and screening • Out-reach programs in communities established to facilitate early identification of concerns and to provide education on prevention and management 	<ul style="list-style-type: none"> • 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 	MT	MOH	MIME

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	<ul style="list-style-type: none"> Guidelines for management of diseases that are evidence-based and compatible with current best practices and international guidelines published. Mobile clinics and tele/ app based products that can assist with the management of chronic diseases acquired and used 	<ul style="list-style-type: none"> Lower incidences of complications from chronic disease in both men and women Lower incidences of death from non-communicable diseases 			
5.3.5 Increase capacity for long term rehabilitative and support	<ul style="list-style-type: none"> Report assessing the country's current and future needs for long term rehabilitative care produced Institutions aligned with the report on the needs of the country established Additional human resource persons recruited for facilities and institutions Oversight body charged with managing private long term care facilities established Standards and protocols for long term care givers and 	<ul style="list-style-type: none"> 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 Increase in the number of trained care givers hired Increased recognition of the value of unpaid care 	MT	MOH/ MOSSCD	LILE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	mandatory training programs produced <ul style="list-style-type: none"> • Private Public Partnerships (PPP) established to facilitate an integrated approach to aging 				
5.3.6 Improve human resources governance in health	<ul style="list-style-type: none"> • Guidelines for the retention, recruitment, deployment, training and succession of health care professional in the public and private facilities introduced • Performance management system aligned to the delivery of care, customer satisfaction and early disease identification instituted 	<ul style="list-style-type: none"> • Improved national capacity to plan and align the need health care workforce with the national needs 	ST	MOH/PHA	LIME
5.3.7 Empower women on the importance of good nutrition and well being	<ul style="list-style-type: none"> • Health information, services and training for health workers redesigned so that they are gender-sensitive and reflect the user's perspectives • Information, programmes and services developed and launched to assist girls and women to understand and adapt to changes associated 	<ul style="list-style-type: none"> • Availability of health information and services for girls and women that fully addresses their physical and psychological development 	Short-Term	MOPH	High/Low

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	with maturity and ageing and to address and treat their health needs (physical and psychological)				
5.3.8 Adopt a national response to reducing the prevalence of Non-Communicable Diseases	<ul style="list-style-type: none"> • National Strategy on Non-Communicable Diseases launched • Budget allocated to fund Strategy • Implementation Plan developed and Strategy implemented 	<ul style="list-style-type: none"> • Increased awareness on tools for the prevention and control of Non-Communicable Diseases • Reduction in prevalence of Non-Communicable Diseases 	Short-Term and on-going	MOPH	High/High

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 3.5, 3.6, 3.9, and 3.a, Reduced Inequalities SDG 10 Target 10.2, 10.3,, 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?	<p>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</p>

	<p>Organisation (WHO) statistics indicated the 16% of boy and 10.7% girls (aged 13-15)³⁴ and 26.9% of men and 6.4% of women (25-65)³⁵ 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 diseases.</p>
Risk Assessment	<ul style="list-style-type: none"> • Lack of buy-in and commitment to the effort by all sectors of the community to address the key determinants of health • Inability to find healthy food options that are comparable to the cost of fast food • Lack of suitable places to exercise due to lack of appropriate facilities, infrastructure and security concerns
Indicators of Success	<ol style="list-style-type: none"> 1. Reduction in non-communicable diseases 2. Reduction in obesity 3. Reduction in alcohol, tobacco and drug use <p>Involvement and of all sectors and groups in the design of food and nutrition security policy</p>

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
5.4.1 Implement the strategic plan to facilitate the reduction in the consumption of tobacco (Linked to the implementation of the Framework Convention on Tobacco Control (FCTC))	<ul style="list-style-type: none"> • National Tobacco Control legislation enacted to: <ul style="list-style-type: none"> - Prevent smoking in public spaces, enclosed environments or with 10 feet of buildings - Regulate the trade, promotion, sponsorship of tobacco products • Mass media campaigns launched to educate the 	<ul style="list-style-type: none"> • 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 	ST-MT	MOH	MIHE

³⁴ WHO Global Youth Tobacco Survey 2013

³⁵ WHO STEPS survey 2012

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	<p>public on the dangers of smoking and impact of second hand smoke (campaigns should also be able to be assessable to persons with disabilities and targeted to both men and women)</p> <ul style="list-style-type: none"> • Anti-smoking campaigns launched in schools and other institutions of learning • Fund to support “quitting” therapies and programs created • Laws on age limit for the purchase of alcohol and tobacco and the imposition of strong penalties including the revocation of licenses enforced 	<p>exposure to vulnerable sectors)</p>			
5.4.2 Reduce alcohol consumption nationally	<ul style="list-style-type: none"> • Tax on alcohol purchases increased • Legislative changes enacted that restrict the trade, promotion and advertising of alcoholic beverages • Mandatory breathalyzer testing for accidents introduced 	<ul style="list-style-type: none"> • 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 			LILE

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	<ul style="list-style-type: none"> • Zero tolerance policies and laws on drunk driving enforced. • Public education campaigns on the dangers of alcohol consumption launched. (Campaigns should also be able to be assessable to persons with disabilities) • A minimum blood alcohol concentration (BAC) of 0.5g/L. introduced • National data on the mortality of alcohol consumption, the prevalence of alcohol consumption and other related information published. 	<ul style="list-style-type: none"> • Lower national levels of alcohol related depression • Lower demands on the locals hospitals from alcohol related incidences improved allocation of medical resources 			
5.4.3 Promote Healthy Eating	<ul style="list-style-type: none"> • Taxes on empty calories items such as soda, sweets, white bread introduced. • Taxes on fast food introduced. • Tax concessions on health food items such as fruit and vegetables introduced. • Ban on the sale and consumption of soda and other sugary drinks at all 	<ul style="list-style-type: none"> • Increased accessibility to healthy food options by all residents. • Lowers consumption of high calorific foods and increased consumption of whole foods • Reduction in number of fast food (franchises and local stores) within the commonwealth. 	ST	MOH/ MOF/ MOEST	MIME

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	<p>medical facilities, schools (including universities) introduced and penalties for violation of the ban enforced</p> <ul style="list-style-type: none"> • Education campaign on eating healthy launched (Campaigns should also be able to be assessable to persons with disabilities) • Nationally funded wellness and weight-loss programmes for persons with a Body Mass Index (BMI) over 35 introduced • Nutrition classes convened at schools • Vendors at schools mandated to undertake nutrition classes • All lunch vendors at school mandated to provide healthy meals. • Monitoring and Evaluation framework designed to assess whether schools are promoting healthy practices • Framework implemented 	<ul style="list-style-type: none"> • 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 			
5.4.4 Become an active society	<ul style="list-style-type: none"> • Education campaign focused on the importance 	<ul style="list-style-type: none"> • Infrastructural upgrades 		MOH/MOEST / MOSSCD	HIME

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	<p>and benefits of being more active launched</p> <ul style="list-style-type: none"> • Community based physical activity programmes launched • School policies and programs that require increased physical activity at all grade levels in school developed and implemented • Hiking activities and other wellness walks introduced throughout the country including within communities (useful for tourism as well as local activity) • Bike and pedestrian trails and other infrastructural created requirements • Rent a Bike stations established in the downtown corridor (local and tourist use) • National race and walking programmes database designed and made accessible to members of the public 	<ul style="list-style-type: none"> • Improved transit options for Bahamians • Reduction in obesity • Lower levels of chronic illnesses • Highly active population • Reduce childhood obesity • Increase in the number of and improvements in community parks – (including safe spaces for exercise and play in high risk communities) 			

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
5.4.5 Accelerate the development of an e-records database under a dedicated group or authority	<ul style="list-style-type: none"> • Electronic records database established • Programme on collation and publication of data to support epidemiology of diseases and health conditions and facilitate the efficient resourcing of institutions launched 	<ul style="list-style-type: none"> • Improved health management • Better diagnosis • Increased efficiency in the healthcare sector 	ST	MOH	LIME 1.33/2
5.4.6 Reduce the potential for injury and violence in the country	<ul style="list-style-type: none"> • Strongly enforce traffic laws and safety policies and programs • Public campaigns convened (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.) • Roads, upgraded and sidewalks maintained 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 retrofitting of buildings for older persons as well as 	<ul style="list-style-type: none"> • 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
	<p>those living with disabilities launched</p> <ul style="list-style-type: none"> • Work and occupational safety laws and standards revised and enforced • Legislation setting a drunk driving limit as well as support the identification of persons driving over the limit (e.g. Breathalyzer test) enforced • Laws around responsible pet ownership and enforce stray dog enforced 				
5.4.7 Adopt a national response to food and nutrition security. Refer also to Goal 7 Strategy 7.1	<ul style="list-style-type: none"> • National Food and Nutrition Security Policy in collaboration with multi-stakeholders in the public and private sector, those with disabilities, and other vulnerable groups drafted and implemented 	<ul style="list-style-type: none"> • Involvement and of all sectors and groups in the design of food and nutrition security policy • More informed consumers 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 through the use of Information Communication Technology (ICT) (Gender Equality SDG 5 Target 5.c, Good Health and Well-being SDG 3 Target 3.8, 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 system is essential if the problems affecting the system are to be righted. Governance starts with having the right persons in place to perform specific duties, the proper assignment of roles, people with the authority to act, and existence of adequate accountability mechanisms. 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. The key to improving efficiency, administration and oversight and service delivery within the healthcare system is the improvement of the ICT infrastructure.
Risk Assessment	<ul style="list-style-type: none"> • Inability to reform the public service • Protracted implementation time for governance reform
Success Indicators	<ol style="list-style-type: none"> 1. Reduce cost of service delivery 2. Higher level of ICT integration 3. Improved efficiency measures (surveys/ polls) 4. Improved job satisfaction (surveys/ polls) 5. Well governed and inclusive public medical centres and services

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	<ul style="list-style-type: none"> • Governance Charter published including guidelines for the sector which includes <ul style="list-style-type: none"> - Communication strategy and - Privacy and governance of patient information 	<ul style="list-style-type: none"> • Well governed inclusive public medical centres and services • Quick decision making in the health care sector • Increased transparency and Accountability • Shorter waiting times 	ST	MOH	LIME 1.66/2

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	<ul style="list-style-type: none"> - Board and Management responsibilities, mandate and accountability - Reporting authority and responsibility to the Ministry of Health - Service delivery standards which integrate the health care needs of all (including girls, women, those living in poverty, those with disabilities and other minority groups) • Integrated Universal Health Coverage Governance structure developed and implemented • Reporting mechanism introduced across all government agencies to monitor the timely delivery of services at 				

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	each stage of service delivery				
5.5.2 Strengthen the policy and regulatory capacity of the Ministry of Health to ensure that there are strict reporting lines and oversight authority over the Public Health Authority (PHA).	<ul style="list-style-type: none"> • Mandate letters for the Ministry of Health drafted • Health legislation revised and enacted 	<ul style="list-style-type: none"> • Separation of management and regulation of the health sector. • Stronger regulatory management and oversight of the sector 	ST	MOH	LILE 1.33/1.33
5.5.3 Improve Human Resources Management within all public medical facilities	<ul style="list-style-type: none"> • Full analysis of the staffing and resource requirements of all health care profession and facilities conducted • Policy on recruitment and retention and career charting for all careers developed • Requirements for recertification of health care professionals developed • Use of an independent third party validators (private for the process of ensuring validity/maintenance of accreditation /certification of facilities and caregivers (practitioners) launched 	<ul style="list-style-type: none"> • 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 • Increase in the number of specialised health care professions (doctors, nurses etc.) • Increased work morale for all medical professionals including consultant staff physicians 	MT	MOH	LILE 1.66/3

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	<ul style="list-style-type: none"> Study conducted to ascertain the working conditions and employment needs of Consultant staff physicians at the Princess Margaret Hospital and the recommendations made in the study implemented 				
6.5.4 Improve procurement and outsourcing in the health care sector	<ul style="list-style-type: none"> Report prepared on healthcare services/activities that can be outsourced to improve quality of service delivery. Procurement processes updated 	<ul style="list-style-type: none"> Reduce the cost of healthcare provision Improvement in service delivery in healthcare 	ST-MT	MOH/ MOF	HIME

Strategy 5.6: Reproductive and Sexual Health

Strategy	5.6: Increase the national focus on Reproductive and Sexual Health (Zero Hunger SDG 2 Target .2, Good Health and Well-being SDG 3 Target 3.7, Gender Equality SDG 5 Target 5.6 and 5.c, 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 cases in the population was reported to be among the highest in the region although there have been 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 are identified as factors that reduce the overall capacity of the nation's human capital and that there is need for a focus on improving sexual and reproductive health.

Risk Assessment	<ul style="list-style-type: none"> • Ineffective communication of the message on reproductive and sexual health, correct identification of the target group and ensuring that the message reaches. • Lack of access to health care by the vulnerable communities who may not be legal residents • Church and attitudes towards reproductive health • Limited access to the School Curriculum which focuses on reproductive and sexual health
Indicators of Success	<ol style="list-style-type: none"> 1. Lower teenage pregnancy rates 2. Lower prevalence of HIV and other STI's 3. Higher birth weight babies 4. Lower infant mortality 5. Enhanced women's sexual and reproductive health Improved parenting

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
5.6.1 Promote maternal and prenatal care	<ul style="list-style-type: none"> • Training materials created and training programs launched, including: <ul style="list-style-type: none"> - The impact of drinking while pregnant, - Importance of healthy diets - Impact of smoking on pregnancy • Prenatal care principles introduced in schools • Screening of pregnant women for intimate partner violence, STI's and genetic disorders conducted 	<ul style="list-style-type: none"> • 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
5.6.2 Increase support for young mothers	<ul style="list-style-type: none"> • Training programs on how to access parenting classes developed • Child care assistance programmes for young new mothers introduced • Incentivisation policy for businesses and schools (university and college) to provide child care facilities launched • Contraceptive counselling included as a mandatory part of patient visits • Training programmes instituted for young fathers 	<ul style="list-style-type: none"> • Increase in the number of young mothers equipped with the appropriate tools to parent • Increase in number of young mothers who can access the labour market • Reduction in the number of teenage pregnancy • Improved parenting 	ST-MT	MOSSCD/ MOH	LILE 1.33/1.66
5.6.3 Improve the early detection of STIs	<ul style="list-style-type: none"> • Routine screening of HIV, viral hepatitis conducted during visits to primary care physicians etc. • Training materials for Health care providers, patients/clients, schools and the general public created • Training programs – Train the trainer in schools and education facilities , etc. launched to increase awareness of STIs and the 	<ul style="list-style-type: none"> • 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
	<p>importance of early detection especially focused on youth and aged</p> <ul style="list-style-type: none"> Public education campaigns launched (these should include programmes that target specific risk groups) “Focus on Youth Programs” (Sexual Risk Reduction Program) implemented 				
5.6.4 Strengthen education for high risk population - adult, senior and adolescent sex education	<ul style="list-style-type: none"> Training materials and the launch of training programs specifically for adolescents and seniors created Support for mothers and care givers provided to teach them how to talk to their kids and patients on sexual health 	<ul style="list-style-type: none"> 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 expanded forms of family planning and contraception	<p>Legislation amended to facilitate improved access to family planning for persons between 16 and 18 years</p> <ul style="list-style-type: none"> Support programmes (counselling and mental health care) for women 	<ul style="list-style-type: none"> Reduction in unwanted pregnancies Improve equity with respect to women’s sexual health Improved access to family planning for sexually active persons 	ST-MT	MOH	MIME 2.66/2.33

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
	facing unwanted and unplanned pregnancies launched. <ul style="list-style-type: none"> Long acting reversible contraceptives accessible to 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, Gender Equality SDG 5 Target 5.C, 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	<ul style="list-style-type: none"> Strong stigma associated with Mental Health Inadequate messaging on the issue
Indicators	<ol style="list-style-type: none"> Lower suicide rates Reduced incidences of relapses by persons with Mental Health conditions Reduced bullying in schools Increase in the number of persons willing to seek help for MH conditions Improved Performance on Mental Health studies Reduction in domestic abuse and societal violence Minimisation of the harms associated with gambling expansion

	8. Increased availability of health information by gender that fully addresses their physical and psychological development 9. Reduction in incidence of bullying and violence in homes and schools for both boys and girls 10. Understanding on the effects of the gaming sector on Bahamian families
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Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
5.7.1 Improve the management of mental illnesses and addictions in the country (Should be read together with Action 5.3.7)	<ul style="list-style-type: none"> • Programme to identify high-risk populations launched • Protocol to treat the specific needs of addicts and limit repeat offences established • WHO MHGap program expanded into all communities across the country • MH screening in community clinic implemented • Strong privacy protocols instituted in all health care facilities • School Counselling Services Programme reviewed, barriers removed to ensure all children have access to needed assistance including screening assessments 	<ul style="list-style-type: none"> • A respectful and helpful environment for persons afflicted with mental illnesses and persons with 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 and schools • Increased availability of health information by gender that fully addresses their physical and psychological development 	ST	MOH	LIME 1.66/2

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
	<ul style="list-style-type: none"> Recommendations made in Action 5.3.7 implemented 				
5.7.2 Improve the legal and policy framework for the management of mental health	<ul style="list-style-type: none"> Mental Health Act revised Mental health policy submitted to Cabinet Equal Opportunities Act for the promotion and protection of rights of the disabled, (including the mentally challenged) enforced 	<ul style="list-style-type: none"> Strong legislative environment for management of MH 	MT	MOH/ OAG	LIHE 1.66/2
5.7.3 Improve the governance and organization of Mental Health (MH) care	<ul style="list-style-type: none"> Mental health plan which seeks to implement the recommendations in the WHO MH study developed. Disaster plans for Mental Health Services under the Health Services Response of the National Disaster plan developed Treatment protocols developed detailing protocols to be used: <ul style="list-style-type: none"> - By peripheral staff - By non-MH trained medical staff - At clinics 	<ul style="list-style-type: none"> Consistency in the care of all MH patients across all islands 	ST ST ST	MOH	LIME 1.66/2.66

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
	<ul style="list-style-type: none"> Mechanism for the coordination and oversight of all mental health related activities created 				
5.7.4 Improve the resources allocated to MH	<ul style="list-style-type: none"> 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 reviewed and assessment of the needs for the all MH care facilities conducted Mental health care facilities built for the aged including group home facilities (see also Goal 7) Separate residential rehabilitative services for children and adolescents built Screening programme developed such that all inmates are screened upon entry to the prison, reform schools and the detention centre 	<ul style="list-style-type: none"> Well informed and resourced mental health sector 	MT ST MT MT LT	MOH	MIME 2.33/2

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
	<ul style="list-style-type: none"> Continuous psychiatric care provided at all penal institutions (including the reform schools) 				
5.7.5 Work with government agencies, private enterprises and civil society to increase awareness of mental illnesses and addiction	<ul style="list-style-type: none"> Resource materials on Mental Health developed Public education campaigns launched nationally and at the community level Annual education and sensitization training programs convened for law- and policy-makers (e.g. politicians, the judiciary and national security officers) about mental health. Protocol between police, prison, courts, social services and health providers established Community programs to provide support programs for families and individuals launched. 	<ul style="list-style-type: none"> Reduced stigma about the disease Improved treatment for youth requiring mental health 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.	<ul style="list-style-type: none"> Anti-bullying and anti-violence campaigns in government institutions launched 	<ul style="list-style-type: none"> Reduction in incidence of bullying and violence in homes and schools for both boys and girls 	ST	MOEST/ MOSSCD	LIME 1.66/2

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
	<ul style="list-style-type: none"> • Social media platforms launched to deliver the violence prevention message, to educate persons about the impact of bullying and violence and to train persons how to deal with situations when confronted. • Workshops and counselling sessions to teach persons how to handle difficult situations convened • Apps and hot-line created to facilitate reporting of instances of abuse and bullying • Sensitization programs convened for the police force and other persons involved in intervention • Training program for teachers convened to assist them in the identification of bullying and the pre-cursors to violence and partner abuse in schools 	<ul style="list-style-type: none"> • Reduction in elder and child abuse 			

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
5.7.7 Address addiction to gambling	<ul style="list-style-type: none"> • Study on the impact of gambling on the family conducted • Gambling legislation and policy framework reviewed and revised to ensure inclusion of the following provisions: <ul style="list-style-type: none"> ▪ restrictions on number of gambling houses in each Island ▪ restrictions on establishing gambling houses in residential areas ▪ restrictions on advertising of 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 	<ul style="list-style-type: none"> • Understanding on the effects of the gaming sector on Bahamian families • Minimisation of the harms associated with gambling expansion • Increased mental health support for individuals addicted to gambling 	Short-Term and on-going	UB OPM in collaboration with MOPH, URCA and GB	High/Medium

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
	<p>mitigation of health (physical and mental health) and safety risks.</p> <ul style="list-style-type: none"> ▪ 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 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:	<ol style="list-style-type: none"> 1. National Skills deficit 2. Numeracy and literacy levels 3. Exclusion: limited availability of facilities and teachers for example to meet the education needs of children with special needs or children in schools in the Family Islands 4. High Unemployment rate 5.

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, Gender Equality SDG 5 Target 5.1, Reduced Inequalities SDG 10 Target 10.2 and Partnerships for Goals SDG 17 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 in education by comparison is low.
Risk Assessment	<ul style="list-style-type: none"> • Competition from other government priorities and initiatives crowd out funding for education • Falling tax revenues • Increased cost of education
Indicators of Success	<ol style="list-style-type: none"> 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) 4. Increase in the number of girls and boys who can access quality education

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
6.1.1 Increase public expenditure on education	<ul style="list-style-type: none"> Policy drafted to determine and make recommendations on expenditure that needs to be allocated: <ul style="list-style-type: none"> To recruit additional teachers to meet the needs of the country and to facilitate the use of technology within schools For On-going school maintenance programmes. To scholarships to address the needs of vulnerable groups (those living in poverty, at risk teenage girls and boys) Policy recommendations implemented 	<ul style="list-style-type: none"> Innovation in education is not limited by financing resources 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 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. <ul style="list-style-type: none"> Increase in the number of girls and boys who can access quality education 	MT	MOEST	High/ High
6.1.2 Ensure that there is full equity in the government	<ul style="list-style-type: none"> Revised standards for the provision of government 	<ul style="list-style-type: none"> Funding Equity in the provision of education 	MT	MOEST, MOF,	High/ High

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
funding of education for all students (public or private education)	funding to private and public schools to include a monitoring and evaluation framework <ul style="list-style-type: none"> • The subvention granted to private schools that meet establish standards for the provision of education is at the same value per student as that for students at public schools • The establishment of charter school systems 	between private and public school <ul style="list-style-type: none"> • Reduced costs of private school allowing parents to have full freedom of choice in determining which school best meets the needs of their children. • Reduced disparity between private and public schools. 		Private schools	
6.1.2 Encourage private contribution/ funding of education	<ul style="list-style-type: none"> • PPP incentive structure and framework to support private funding related to educational development developed • Education Bonds to finance grants and concessionary loans for education launched • Infrastructural Bond/ Instrument to facilitate the upgrading for facilities issued • Policy on sourcing international grants to fund education for 	<ul style="list-style-type: none"> • Broad based ownership of education and skills development and increased innovation in education. • Increased promotion of international scholarships and grants • Increase in number of children with access to grants and scholarships 	ST	MOEST	HIME 3/2.66

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	vulnerable communities developed <ul style="list-style-type: none"> • Innovation fund to fund the development of educational app, technological tools or other innovations that promote teaching excellence developed 				

Strategy 6:2: Teacher training and Quality Assurance

Strategy	6.2: Enhance Teacher Training and Quality Assurance. (Quality Education SDG 4 Target 4.c, Gender Equality SDG 5 Target 5.c, Reduced Inequalities SDG 10 Target 10.3, and Peace, Justice and Strong Institutions SDG 16 Target 16.6)
Why Important?	<p>A schooling system is only as strong as the teachers and administrators that manage it. While the Ministry of Education Science and Technology (MOEST) has been identified as one of the most efficient and effective Ministries of government, additional work 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 employees are at, 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.</p> <p>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.</p>

	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	<ul style="list-style-type: none"> • Lack of commitment to change within the educational system • 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	<ol style="list-style-type: none"> 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 4. Better and inclusive education planning throughout the country

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
6.2.1. Improve the incentive structure for the Teaching profession.	<ul style="list-style-type: none"> • Report on the alignment of teacher's salaries with those of similar professions produced and recommendations implemented. The report should consider inter alia, the following: <ul style="list-style-type: none"> • Allowances for teaching in particular schools and or for specialised subjects. • Performance based salary for teachers. 	<ul style="list-style-type: none"> • 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
	<ul style="list-style-type: none"> Continuing education requirements introduced. Annual workshops convened targeted to provide refresher courses and training in new and advanced teaching methods Teacher certification requirement – All teachers must be certified within 3 years of joining the profession formalised Incentives introduced to encourage more males to enter the teaching profession 				
6.2.2. Provide additional support for teachers in the classroom	<ul style="list-style-type: none"> Additional teachers and teachers' aides recruited in all needed subject areas Volunteer "Parent Teaching Aide" programmes launched 	<ul style="list-style-type: none"> Improved classroom management Improved test scores An increase in the number of teacher's aides, volunteers, support teachers for classroom 	ST	MOEST	MIME 2.33/2
6.2.3. Improve the governance structure of the Department of education	<ul style="list-style-type: none"> Governance structure of the Department of Education reviewed and 	<ul style="list-style-type: none"> Improved management of Educational projects 	MT	MOEST	MIME 2.66/2.66

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	<p>revised where appropriate to ensure it is gender-sensitive to facilitate equal educational and training opportunities for all</p> <ul style="list-style-type: none"> • Mandates for programme managers at the Department of Education (DOE) with detailed authorities and responsibilities developed. • Continuation of Training workshops in Programme Management and Monitoring and Evaluation of school programmes launched • All project managers to be certified within 3 years of joining the department • Succession programs introduced within the entire system 	<ul style="list-style-type: none"> • Reduce vulnerability based on the tenure and age of staff • Better and inclusive education planning 			
6.2.4. Align the training provided by the National Training Agency (NTA) and the BTVI more closely with	<ul style="list-style-type: none"> • New curriculums introduced at NTA and BTVI which more closely reference the 	<ul style="list-style-type: none"> • Allow for a smoother transition by students from the secondary 	MT	MOEST	MIME 2/2

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
that in the secondary schools system	<p>level of learning students should be exposed to when leaving secondary school</p> <ul style="list-style-type: none"> • Policy put in place to mandate that trainers/ teachers at the NTA and the BTVI be certified teachers and that they meet at the very least the minimum qualification standards required in the secondary schooling system. • Grand fathering system to train/ certify tutors at BTVI, NTA and other post-secondary institutions introduced. 	<p>education to post - secondary learning.</p> <ul style="list-style-type: none"> • Increase in number of highly trained facilitators working at the post-secondary institutions 			
6.2.5 Evaluate the utility of harmonising all educational and training institutions and agencies under a common Ministry.	<ul style="list-style-type: none"> • A report with appropriate recommendation produced 	<ul style="list-style-type: none"> • Evidence based decision making and discussions on 	ST	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, Gender Equality SDG 5 Target 5.1, 5.c, Reduced Inequalities SDG 10 Target 10.10.3, Industry, Innovation and Infrastructure 9 Target 9.c)
Why Important?	<p>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 at 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.</p> <p>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.</p>
Risk Assessment	<ul style="list-style-type: none"> • 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	<ol style="list-style-type: none"> 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 5. Education Facilities that meet the needs of those with disabilities. 6. Education facilities that meet gender needs.

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	<ul style="list-style-type: none"> • Maintenance programme for the entire school system, integrated into the National Capital Investment Plan developed • Fully staffed maintenance departments and/ or strong executed outsource agreement with competent personnel created 	<ul style="list-style-type: none"> • Well maintained schools that encourage learning 	MT	MOEST	MIME 2/2.33
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	<ul style="list-style-type: none"> • Standards for all government owned libraries developed • Well-resourced libraries in all schools including current copies of all required texts established. • Wi-Fi enabled libraries at all public schools established 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • National education ICT framework policy developed • ICT labs established at all schools 	<ul style="list-style-type: none"> • Universal access to ICT to facilitate teaching • Access to computers for all students 	MT	MOEST	MIME 2.66/2.33

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
streaming of educational content	<ul style="list-style-type: none"> Trained ICT technicians or teachers certified in basic ICT maintenance and/ or outsourced agreement to facilitate the maintenance of the ICT infrastructure. 				
6.3.4. Ensure that the classrooms are conducive for teaching and learning	<ul style="list-style-type: none"> All classrooms air-conditioned or designed to be cool Maintenance program to maintain the AC systems developed and implemented Sustainable energy programs to power the ICT and AC systems (Solar or other renewable energy) instituted 	<ul style="list-style-type: none"> Classroom that are conducive for teaching and learning Sustainable energy funding of electronic needs of “technology classrooms” given the archipelagic nature of country 	MT	MOEST	MIME 2.33/2
6.3.5 Ensure that facilities are fully assessable and that there are adequate facilities for males and females	<ul style="list-style-type: none"> All schools retrofitted to facilitate disability access Bathrooms and other facilities equipped for needs of males and females 	<ul style="list-style-type: none"> Education Facilities that comply with the Disabilities Act and are non-discriminatory. Education Facilities that meet gender needs. An increase in the number of schools with special education programmes 	ST	MOEST	LIME 1.66/2

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
6.3.6 Ensure that school playgrounds are fully equipped and rationalize the installation of pools, tracks, facilities for gymnastics and other specialized equipment	<ul style="list-style-type: none"> All school play grounds equipped with recreational facilities and specialised equipment 	<ul style="list-style-type: none"> 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
6.3.7 Increase security in all public schools and around school routes	<ul style="list-style-type: none"> Security Protocols in all schools reviewed and strengthened where appropriate Properly trained security personnel and police officers recruited and placed in schools Metal detectors and other relevant equipment including CCTVs acquired and used in schools 	<ul style="list-style-type: none"> Increased screening of children, teachers and all persons entering school premises Increased security within schools 	Short-Term and ongoing	MOEST in collaboration with MONS	High/High

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 , Gender Equality SDG 5 Target 5.1 and Reduced Inequalities SDG 10 Target 10.2 and 10.3)
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

	<p>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 through 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.</p>
Risk Assessment	<ul style="list-style-type: none"> • Lack of funding to build new schools • Lack of preschool trained teachers
Indicators of Success	<ol style="list-style-type: none"> 1. Increase in the number of preschools 2. Increase in the number of students entering government preschools 3. Improved numeracy and literacy rates 4. Equal access to preschool education without discrimination based on gender, race, religion, nationality or disability

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
6.4.1. Institute mandatory and inclusive Preschool to enhance basic literacy and numeracy for every child	<ul style="list-style-type: none"> • National Preschool Strategy published, including: a study on the optimum age and structure for pre-school education and ensuring equal access to education by taking measures to eliminate discrimination on the basis of gender, race, language, religion, national origin, age or disability, or any other form of discrimination 	<ul style="list-style-type: none"> • Increased years of mandatory education • Better educational performance • Closing performance gaps between public and private schools • Maintenance of early childhood education standards • Equal access to preschool education without discrimination based on gender, race, religion, nationality or disability 	ST	MOEST	HIME

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	<ul style="list-style-type: none"> Continuation of the training program for pre-primary education teachers commenced Standards developed for early childhood education, including monitoring students that are not in formal education programme enforced 				
6.4.2 Ensure that there are adequate facilities to facilitate early education utilizing best in class approaches	<ul style="list-style-type: none"> Needs assessment of preschool education demand over the next 5, 10 and 15 years conducted. Construction of a number well equipped pre-schools classrooms based on assessed needs completed 	<ul style="list-style-type: none"> 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 Gender Equality SDG 5 Target 5.1 and 5.c, 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,

	<p>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</p> <p>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.</p>				
Risk Assessment	<ul style="list-style-type: none"> • 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	<ol style="list-style-type: none"> 1. Equity of access to education and educational facilities, regardless of sex, age, location and special needs 2. Reduction in the number of persons who cannot read 3. Improved results in Mathematics and English at BJC and BGCSE levels 4. 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 (Also refer to Goal 11, Action 11.3.15)	<ul style="list-style-type: none"> • Students placed in classes according to their ability and not only based on their age • Functional programs and certificates for students living with disabilities that cannot reach their maximum potential using the 	<ul style="list-style-type: none"> • Equity of access to education and educational facilities, regardless of sex, age, location and special needs 	ST-LT	MOEST	HIHE

	<p>current curriculums created</p> <ul style="list-style-type: none"> • Facilities at schools which facilitate persons living with disabilities and gender needs (teachers and students) upgraded • Distance and/ or online learning programs at all education levels introduced • Bursary or scholarship programs extended to junior and high schools to assist students with financial challenges to stay in school • Minimum standards for home-based schooling, including monitoring of students created • School lunch programmes in public schools (not means tested) launched • National high school text-book loan scheme programmes commenced • School bussing programmes commenced 				
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	<ul style="list-style-type: none"> Action 11.3.15 implemented with respect to incorporation of the Sustainable Development Goals into the school curriculum 				
6.5.2 Strengthen programmes which deliver education through non-traditional methods (i.e. Use of technology)	<ul style="list-style-type: none"> Educational apps which target basic education developed Education programming on television better aligned to the curriculum. 	<ul style="list-style-type: none"> Leveraging of ICT to improve learning outcomes 	ST-MT	MOEST	MIME
6.5.3 Strengthen and increase afterschool and adult education programmes	<ul style="list-style-type: none"> Free afterschool tuition programmes in Mathematics and English commenced Student/Adult “learn to Read” programs strengthened Adult education programs to facilitate post high school study for BGCSEs commenced Summer reading programmes commenced country wide 	<ul style="list-style-type: none"> Provision of basic education (literacy and numeracy) for all 	ST	MOEST	HIME
6.5.4 Strengthen and continue initiatives and policy that	<ul style="list-style-type: none"> ICT system that tracks the performance of 	<ul style="list-style-type: none"> Reduction in social promotions and higher 	ST	MOEST	HIHE

prevent students from falling through the cracks	<p>individual students created</p> <ul style="list-style-type: none"> • Early intervention standards and a ladder of intervention developed • Program for persons with minor learning difficulties developed • A specialized program for “star” performers developed • Specialized afterschool programs for youth-at-risk commenced • Stronger truant officers/program launched 	<p>levels of literacy and numeracy outcomes</p> <ul style="list-style-type: none"> • Individualised learning programs for all students • Facilitates early interventions and higher pass rates • Less delinquency (from school) • Higher levels of educational achievements • Increased socialisation of students • More social tolerance 			
6.5.5 Improve teacher/student/parent interactions	<ul style="list-style-type: none"> • Strategy produced to reduced class sizes (on New Providence island in particular) • Parent/teacher support groups policy developed 	<ul style="list-style-type: none"> • Strengthen school/home relationships and parental involvement in education 	ST	MOEST	MIME
6.5.6 Encourage community action to improve literacy and learning outcomes	<ul style="list-style-type: none"> • Civil society and public programmes aimed at literacy, book exchanges, etc. introduced • PPP formed between schools and the private sectors to develop appropriate 	<ul style="list-style-type: none"> • More community involvement in schools and education 	ST	MOEST/ Civil Society	MIME

	infrastructure and programmes				
6.5.7 Enhance programmes aimed at improving language skills and leveraging non English speakers (Kreyol and Spanish) currently in school	<ul style="list-style-type: none"> • Languages as early as pre-school introduced • Cultural exchange programmes introduced/expanded in the school curriculum • Teachers trained in kreyol, Spanish and other languages. 	<ul style="list-style-type: none"> • Increased foreign language knowledge • Increased inclusion and tolerance in the schooling system • Increase in number and focus on language classes • 	ST	MOEST	HIME
6.5.8 Introduction of a mechanism that allows all juvenile offenders access to education regardless of status including juveniles on remand, on parole, released on bond, or awaiting trial	<ul style="list-style-type: none"> • ICT tracking of education outcomes for persons in the juvenile system commenced • Access to the Penn/Pratt Co-Education Unit available to at risk children and youth 	<ul style="list-style-type: none"> • Equality in access to education for all students 	ST	MOEST/ Ministry of National Security (MNS)	MIME

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 provides the basis for the future workforce to be able to be engaged in and develop future high growth areas and entrepreneurial opportunities.
Risk Assessment	<ul style="list-style-type: none"> • Lack of trained teachers in STEM subject areas • Resistance to the redevelopment of curriculums
Indicators of Success	<ol style="list-style-type: none"> 1. Increase in the of students successfully taking STEM subjects in at BGCSEs 2. Increased number of persons pursuing degrees and professions in STEAM related areas 3. Increase number of girls and women pursuing studies in STEM

4. Increased number of women working in STEM professions					
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	<ul style="list-style-type: none"> National STEM Strategy released with recommendation on ways to encourage girls and women to enroll in STEM subject areas (for example through provision of STEM scholarships) New curriculums developed 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> STEM ambassador programmes introduced Interschool competitions expanded Science fairs expanded 	<ul style="list-style-type: none"> Increased number of students interested in STEM careers 	MT	MOEST	HIME
6.6.3 Encourage problem solving approaches to education	<ul style="list-style-type: none"> New education approaches adopted based on the National STEM Strategy 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> New STEM subjects degree programmes introduced and promoted at the University of The Bahamas Scholarships for study in key STEM subject areas allocated 	<ul style="list-style-type: none"> Students are better prepared for STEM careers 	MT	MOEST	HIHE

6.6.5 Strengthen teacher capacity for STEM	<ul style="list-style-type: none"> Teachers training programmes for STEM education commenced Hiring of additional teachers with strong subject matter knowledge in STEM areas commenced 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> PPP partnerships announced Internship programs and work-study degree programmes in STEM areas launched including specific programmes targeted at women and girls 	<ul style="list-style-type: none"> Students enter work with the necessary skills Better alignment of tertiary curriculums with business needs Increase number of girls and women pursuing studies in STEM Increased number of women working in STEM professions 	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, Gender Equality SDG5 Target 5.1, 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	<ul style="list-style-type: none"> 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
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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)	<ul style="list-style-type: none"> • Mandatory screening of all new students entering into the schooling system (public or private) introduced • Training of teachers and parents to identify learning needs introduced • All teachers required to have a minimum number of hours training on screening for learning disabilities and to administer a basic test³⁶ 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • All teachers required have a minimum number of hours in training on special education 	<ul style="list-style-type: none"> • Well-staffed schools capable of meeting the needs of persons living with disabilities 	ST	MOEST	HIHE

³⁶ 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
		<ul style="list-style-type: none"> • Increase in the number of special education teachers 			
6.7.3 Ensure that students with special needs are provided with a number of opportunities to develop their full potential	<ul style="list-style-type: none"> • Afterschool and summer programmes aimed at students with special needs, including autism launched • Individualised programs for students that take into account their special needs and potential learning outcomes launched • Functional living and learning programmes introduced • Vocational training programmes within special education introduced • Allowable school age extended to allow persons living with disabilities additional time to complete schooling • School Bus system that allows persons living with disabilities to 	<ul style="list-style-type: none"> • Students living with disabilities are given an equitable opportunity to develop their potential. 	MT	MOEST	MIHE

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	attend school and access programmes introduced. <ul style="list-style-type: none"> Support programmes that enhance the self-reliance of girls and boys with disabilities designed and implemented in all schools 				

Strategy 6.8: Higher Education

Strategy	6.8: Improve the accessibility of quality higher education (No Poverty SDG 1 Target 1.4 Quality Education SDG 4 Target 4.3 and Reduced Inequalities SDG 10 Target 10.2 and 10.3)
Why Important?	High education – a college degree and or technical certification is the basic entry requirement for many jobs and the opportunity to have middle-class lifestyles.
Risk Assessment	<ul style="list-style-type: none"> Absence of accreditation standards Resistance to changing the scholarship system by entrenched interests
Indicators of Success	<ol style="list-style-type: none"> Development of an accreditation agency for education institutions in The Bahamas Increased number of students entering University of The Bahamas with a higher BGCSE results Number of scholarships directed to areas of national priority Increased public allocations in education for men's empowerment Increase in number of young men with required skills to enter the labour market Reduction in levels of poverty among young men

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
6.8.1 Rationalize all existing scholarship programmes	<ul style="list-style-type: none"> New scholarship criteria developed 	<ul style="list-style-type: none"> Scholarships are directed to the areas of 	ST	MOEST	MILE

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
		greatest need for National development			
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.	<ul style="list-style-type: none"> • Accreditation of the University of the Bahamas completed • Study conducted and report produced to assess student housing needs including housing needs at its Lucaya Campus • Recommendations made in the study implemented 	<ul style="list-style-type: none"> • A National University established with high quality teaching and research • Availability of high quality student housing 	MT	MOEST	HILE
6.8.3 Strengthen college preparatory courses and opportunities	<ul style="list-style-type: none"> • College preparatory courses revised • I College preparatory programmes and grades in schools introduced • College bridge programmes introduced • Strategy developed for transitioning more Bahamian students to high quality colleges and universities in The Bahamas and abroad. 	<ul style="list-style-type: none"> • Students are better prepared to enter college • Increase in the number of college trained Bahamians 	ST	MOEST	HIME
6.8.4 Increase enrolment rates of young men in higher education	<ul style="list-style-type: none"> • Appropriate budgetary resources allocated to increase enrolment rate 	<ul style="list-style-type: none"> • Increase in number of young men with required skills to enter the labour market 	Short-Term and on-going	UB, MOEST and BTVI	High/Low

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	of young men in higher education <ul style="list-style-type: none"> • Support of the community and parents enlisted through commencement of campaigns • Flexible school schedules and incentives, scholarships launched 	<ul style="list-style-type: none"> • Reduction in levels of poverty among young men 			

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, Gender Equality SDG 5 Target 5.c, 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	<ul style="list-style-type: none"> • Lack of teachers with the specialised skills
Indicators of Success	<ol style="list-style-type: none"> 1. Number of students graduating with a vocational skill 2. Reduction in the number of work permits for vocational labour 3. Increased public allocations in education for women’s empowerment 4. Increase in number of young women with required skills to enter the labour market 5. Reduction in levels of poverty among young women

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
6.9.1 Improve scholarships and bursaries to technical and vocational training programmes	<ul style="list-style-type: none"> Criteria and scholarships for vocational and technical developed Specific scholarships set aside for technical and vocational training 	<ul style="list-style-type: none"> Increased number of persons skilled in key technical areas 	ST	MOEST	HIME
6.9.2 Strengthen work programmes within technical and vocational training programmes	<ul style="list-style-type: none"> PPP programmes developed to facilitate apprenticeships and internships New curriculums developed Work-study programmes developed Long term apprenticeship programmes commencing at the high school level introduced 	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	<ul style="list-style-type: none"> Skills gap analysis conducted Committee to redesign curriculums established 	<ul style="list-style-type: none"> Students are better prepared for the jobs in the industry 	MT	MOEST/ BCCEC	HIME
6.9.4. Develop an apprenticeship program for post- secondary school youth	<ul style="list-style-type: none"> Apprenticeship wage created Bi-partisan public/private committee formed to develop the framework 	<ul style="list-style-type: none"> Development of a cadre of young professions with applicable skills for the local industries 	ST	MOEST/ OPM	HIME 3/2.33

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	<ul style="list-style-type: none"> • National database developed to facilitate : <ul style="list-style-type: none"> - 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 developed • Training and orientation program (NTA) launched 				
6.9.5 Increase enrolment of young women in technical and vocational training	<ul style="list-style-type: none"> • Appropriate budgetary resources allocated to increase enrolment of young women in vocation and technical training • Support of the community and parents enlisted through launch of campaigns 	<ul style="list-style-type: none"> • Increase in number of young women with required skills to enter the labour market • Reduction in levels of poverty among young women 	Short-Term and on-going	MOEST and BTVI	High/Low

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	<ul style="list-style-type: none"> Flexible school schedules launched and incentives, scholarships provided 				

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	<ul style="list-style-type: none"> 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	<ol style="list-style-type: none"> Reduced dropout rates Higher numeracy and literacy rates 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.	<ul style="list-style-type: none"> Survey on the Skills desired for current and future work force (Assessment) conducted Curriculum advisory councils in all subject areas formed New career/technical education programmes introduced 	<ul style="list-style-type: none"> 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 	MT	MOEST/ BCCEC	HIHE 4/3.33

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	<ul style="list-style-type: none"> • Magnet schools based on skills needs of key industries created • Civic responsibility and work ethics in the school curricula introduced • Training program for curriculum officers developed • Advanced Placement Courses in public schools across all of the islands introduced 	<ul style="list-style-type: none"> • Reduce youth unemployment 			
6.10.2 Ensure that graduates are sufficiently prepared for entry into the workplace	<ul style="list-style-type: none"> • Standardized Bahamas National High School Diploma (with clear established standards and criteria) introduced • A requirement that all high school students perform community service prior to graduation introduced • A national requirement for all students to have a certified skill on leaving school introduced • Longer work study programmes in 	<ul style="list-style-type: none"> • Strong skills based workforce (soft and hard) • Reduce the dropout rate and increase graduation rates • Development of a cadre of young leaders • Reduce youth unemployment • Improved community pride and appearance 	MT	MOEST	HIME 3.33/2.66

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	secondary schools introduced <ul style="list-style-type: none"> • A compulsory language component for all students taking business, tourism or financial courses introduced • Language courses at all primary schools introduced 				

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 Gender Equality SDG 5 Target 5.C, Reduced Inequalities SDG 10 Target 10.2 and 10.3 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	<ul style="list-style-type: none"> • Societal resistance to changes in the roles and knowledge areas traditionally assigned to boys and girls
Indicators of Success	<ol style="list-style-type: none"> 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	<ul style="list-style-type: none"> • New programs developed for boys and girls with a focus on fine motor skills in early education • Reading and Mathematics afterschool programs instituted • Expanded PE classes focused on developing motor skills developed • School programmes redesigned 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 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Policy drafted and implemented to encourage male graduates to join the teaching profession • Counselling programs designed for challenges faced by boys 	<ul style="list-style-type: none"> • Larger proportion of male teachers in schools • 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	<ul style="list-style-type: none"> • Programs that encourage parents and teachers to raise self-confidence and motivation among girls to pursue interests in science 	<ul style="list-style-type: none"> • Improved learning outcomes in STEM subjects for girls 		MOEST	MIME

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	<ul style="list-style-type: none"> and mathematics developed and launched • Counselling programmes for teachers, educators and school counsellors to remove any bias for allocation of girls and boys to specific roles and subject areas developed and launched • Teaching material and training policies that avoid gender stereotyping, and encourage girls to engage in STEM-studies drafted and implemented 				
6.11.4 Explore the introduction of selective public schools aimed at attracting high achievers in both public and private schools (STEM, Arts, etc.).	<ul style="list-style-type: none"> • Report produced • Schools identified 	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Policy paper developed 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 	<ul style="list-style-type: none"> • Increase the level of literacy and numeracy • Improve graduation rates • Install good work ethic • Improve national examination scores 	ST	MOEST	HIME 3.33/2.6 6

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	impact of the lengthening the terms or including a summer term <ul style="list-style-type: none"> • Transition to the recommended structure • Summer reading program commenced countrywide 				
6.11.6 Improve the access to scholarships, particularly needs based scholarships	<ul style="list-style-type: none"> • A means test for “full – tuition and living expenses covered” scholarship (bursary program) which should also include a period of bonding introduced • Strategy implemented to increase number of partial scholarships through partnerships with PPPs • Awareness programmes launched on scholarship availability 	<ul style="list-style-type: none"> • More public school students would have access to higher education • Increase the number of partial scholarships offered 	ST	MOEST	HILE 3/1.66
6.11.7 Improve education research and statistics	<ul style="list-style-type: none"> • Staff to implement system recruited • Education Management Information System and database developed capturing, inter alia: <ul style="list-style-type: none"> - Student Attendance - Areas of educational weaknesses, by 	<ul style="list-style-type: none"> • 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

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	<p>child, by school and by teacher</p> <ul style="list-style-type: none"> - Teacher effectiveness - School effectiveness - Teaching method effectiveness - Performance - Behavioural performance - Graduation rates, etc. <ul style="list-style-type: none"> • Research conducted and reports produced 				

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:	<ul style="list-style-type: none"> • 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, Good Health and Wellbeing SDG 3 Target 3.4, Gender Equality SDG 5 Target 5.a, Reduced Inequalities SDG 10 Target 10. 2 and Responsible Consumption and Production SDG 12 Target 12.5)
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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 1. Increased food production and farming activities 2. Pro-poor growth: Increased number of poor employed within the agricultural sector

	<ol style="list-style-type: none"> 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 10. Reduction in the food insecurity/hunger experience rate 11. Increase in number of women involved in food production 12. Increased recognition of the vital role of all groups (public and private sector, those with disabilities, women and other minority groups) in food security, food production, such as farming, fishing and aquaculture
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Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
7.1.1 Invest in and promote knowledge-driven development of the agricultural sector	<ul style="list-style-type: none"> • Agriculture knowledge Fund established to fund innovations in agriculture • Bahamas Agriculture and Marine Science Institute's (BAMSI's) tertiary level academic curriculum developed to offer students Associates degrees, Diplomas, Certificates in crop and livestock production and marine and fisheries • MOUs³⁷ signed between (a) BAMSI and COB and (b) 	<ul style="list-style-type: none"> • 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 • Genetic diversity of seeds, cultivated plans and 	Short-Term	Lead: BAMSI and COB in collaboration with UWI and CARDI	High/ Medium

³⁷ Memorandum of Understanding

	<p>BAMSI and UWI³⁸ for research and development fully implemented National seed and plant bank developed to maintain biodiversity.</p> <ul style="list-style-type: none"> • Collaborative research programme between BAMSI and CARDI³⁹ fully implemented • Farming including community gardening and backyard farming introduced in the Ministry of Science and Technology and Education curriculum • Intensive and targeted education campaigns in communities across The Bahamas introduced to: <ul style="list-style-type: none"> ▪ build awareness of the benefits of farming generally, including, community gardening and backyard farming ▪ with incentives to encourage women to farm 	<p>farmed and domesticated animals secured.</p> <ul style="list-style-type: none"> • Increase in number of women involved in food production 			
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³⁸ In St. Augustine, Trinidad

³⁹ Caribbean Agricultural Research and Development Institute

7.1.2 Expand farming on the Family Islands	<ul style="list-style-type: none"> • 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,; • suitable resource endowments, including underlying agro-climatic and soil conditions of each island • favourable access to infrastructure and services, including markets in each island; and • identifying broader development constraints whose removal is considered to be feasible. • Policy to encourage/incentivize women to farm introduced • Crown land allocated for the creation of a hydro-farm and a mariculture facility in Grand Bahama for the production of crops in high demand and sea food for local consumption and export 	<ul style="list-style-type: none"> • Increased food production • Increased farming activities in the country • Increased family island development • Increase in number of women involved in food production 	Short-Term	MOA in collaboration with BAMI and BIAC	Medium/Medium
7.1.3 Improve land policy and land tenure security	<ul style="list-style-type: none"> • Mass land claims resolved as specified in Goal 8 	<ul style="list-style-type: none"> • Improved land tenure security 	Short Term to	Lead OPM and OAG in collaboration	High/High

	<ul style="list-style-type: none"> • Tax policy encouraging use of land for productive activities⁴⁰ drafted and implemented 	<ul style="list-style-type: none"> • 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 	Medium Term	DLS, MOA and Cabinet	
7.1.4 Expand financial policies which promote agriculture	<ul style="list-style-type: none"> • 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 funding⁴¹ provided to support BAMSI's Agricultural Outreach Programme 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • National Backyard and Community Farming policy drafted and implemented to expand and incentivize 	<ul style="list-style-type: none"> • Community Backyard Committees established in communities country wide comprised of both young 	Short-Term	Lead MOA in collaboration with COB and NGOs/CSOs	High/Low

⁴⁰ Including agricultural activities

⁴¹ (to increase capacity of BAMSI's technical team and for supplies and equipment to assist farmers/potential)

	backyard farming to include, inter alia: <ul style="list-style-type: none"> ▪ subsidised starter kits to support and encourage communities to farm ▪ incentives to encourage Civil Society Organisations/Non-Governmental Organisations (CSOs/NGOs) to participate in the promotion of agriculture⁴² linking the Urban Renewal Programme to community farming and backyard farming 	and older members of the communities <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Policy on Bread Basket list items revised to include nutritious foods for example: vegetables and meat products 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Price Control Act 1971 and Consumer Protection Act 2006 reviewed, amended to meet international standards and subsequently enforced to 	<ul style="list-style-type: none"> • Increased access of good quality food at fair prices to consumers • Increase in food donations from large supermarkets 	Short-Term	Lead OAG in collaboration with PCC, CPC and NGOs/CSOs	High/Low

⁴² For example Hands For Hunger Edible Landscapes Project

	<p>ensure adequate protection of consumers (provision of quality food and fair prices of food)</p> <ul style="list-style-type: none"> • Regulations for Consumer Protection Act 2006 enacted • Food Waste Reduction Legislation enacted and policy guidelines developed. • Food Labelling Standards (including requirements mandating use of expiry date labels) approved by the Council of the Bureau of Standards and Quality and enforced • Revised Standards Act and Weights and Measures Act passed and implemented 	<p>and hotels and reduction in food waste.</p> <ul style="list-style-type: none"> • Increase in access to food assistance for vulnerable groups through Community Based Organisations and other NGOs • Increase in the number of 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 	Short-Term	Lead Bureau of Standards and Quality	
7.1.8 Build the capacity of food regulators and improve food safety for the protection of consumers	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	Short Term	Bureau of Standards and Quality in collaboration with MOL&NIB and Price Control Commission	Medium/Medium

	<p>recommendations implemented</p> <ul style="list-style-type: none"> • Bureau of Standards and Quality Laboratory built • National Standardisation Strategy developed and implemented • Revised Standards Act passed and implemented • Food Safety and Quality Act 2016, Plant Protection Act 2016 and Animal Health and Production Act 2016 brought into force and enforced • Consumer Protection Commission equipped with the necessary infrastructure and resources(human and equipment) <p>Public Education Campaigns to educate members of the public on the provisions of the Price Control Act, Rent Control Act, and the Consumer Protection Act</p>	<ul style="list-style-type: none"> • Increased quality regulation of consumer goods • Independent Standards regulatory authority established under the revised Standards Act • Increased regulation of agriculture based products in accordance with international best practices • Increased percentage of members of the public informed of their consumer rights 			
7.1.9 Strengthen feeding programmes run by government	<ul style="list-style-type: none"> • Monitoring and Evaluation framework to assess Government feeding programmes designed Policy on Government feeding programmes reviewed and revised to ensure availability of nutritious food to vulnerable 	<ul style="list-style-type: none"> • Incidence of over and under nutrition in the country reduced • Increase in number of cafeterias and appropriate eating and recreational areas for students • Increase in nutritious food supplied in schools 	Short-Term	Lead COB in collaboration with MSSCD	High/Low

	groups and more coordination across different government sectors and more inclusion of vulnerable groups	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Database of all food projects and programmes Policy to expand and incentivise communities, charities, 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 	<ul style="list-style-type: none"> Charities legislation with provisions for a tax incentive to encourage philanthropy enacted Increase in number of communities, 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, Community leaders	High/Low
7.1.11 Allocate funding to build farming stock storage facilities	<ul style="list-style-type: none"> Farming Stock Storage Fund established Farming Stock storage facility built 	<ul style="list-style-type: none"> Adequate food stocks available at all times 	Long-Term	Lead MOA in collaboration with BAMSI, FAO and MPW	Low/Medium
7.1.12 Strengthen measurement of hunger and collaboration between sectors to address food security and nutrition	<ul style="list-style-type: none"> Food Insecurity Experience Scale included in population demographics survey Food security and nutrition objectives, actions and accountability frameworks 	<ul style="list-style-type: none"> Use of a hunger measure nationally and for UN reporting. Food security and nutrition improved nationwide across sectors 	Immediate and ongoing	MOA in collaboration with other Government Ministries and CSOs	High/High

	integrated into all relevant policies and programmes, based on scientific evidence and international guidelines <ul style="list-style-type: none"> Recommendations made in Action 5.4.7 fully implemented 	<ul style="list-style-type: none"> Recognition of the vital role of all groups (public and private sector, those with disabilities, women and other minority groups) in food security, food production, such as farming, fishing and aquaculture 			
7.1.13 Devise policy focused on maintaining the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species	<ul style="list-style-type: none"> Policy document prepared and incorporated into the work of BAMSI and the Ministry of Agriculture Diversified seed and plant banks at the national level developed Participation in seed and plant banks at the regional and international levels 	<ul style="list-style-type: none"> Improved national food security and bio-diversity 	Immediate and ongoing	MOA in collaboration with other Government Ministries and CSOs	High/High

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 groups⁴³ 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.a, 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)
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⁴³ 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.

Why Important?	This strategy allows low income and vulnerable 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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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. Reduction in proportion of time women spend on unpaid domestic and care work 5. Increased numbers of men with criminal records in paid employment 6. Increased numbers of offenders with criminal records expunged 7. Increase in number of vulnerable groups or people engaged in sustainable economic activities 8. Increased number of informal economy workers formalized 9. Increased protection of workers under the law 10. Reduction in the number of women working in the informal economy 11. Increased number of women with access to land and financial resources 12. Reduction in wage gap between men and women 13. Sound and stable macroeconomic policies which reduce inequality for everyone including women 14. Availability of paternity leave for men 15. Reduction in number of cases where women on maternity leave or women re-entering the labour market after childbearing are discriminated 16. Increased restructuring of work patterns in order to promote the sharing of family responsibilities 17.

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
7.2.1 Remove barriers to the formalisation of informal economy workers	<ul style="list-style-type: none"> • In-depth study to ascertain the nature of the informal economy in the country conducted (including types of informality, differences within the informal sector by sex and earnings gaps, 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 	<ul style="list-style-type: none"> • A clear understanding of informal sector for policy making purposes • Increase in ease of starting a legal business • Increase in access to 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 	Short Term – Medium Term	Lead COB in collaboration with DOS, MOL, Town Planning, BCC and unrepresented small businesses	High/ Medium

		<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 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 including a Women's Entrepreneurship Fund established to encourage self-employment and to offer training in setting up 	<ul style="list-style-type: none"> • 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 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 • Increased number of women with access to financial resources 	Medium Term	Lead OPM and BCC in collaboration with MOF and Cabinet	High/Medium

	businesses and managing finances <ul style="list-style-type: none"> • Policy drafted and launched on use of credit and savings methodologies that are effective in reaching women in poverty with: (a) innovative approaches in reducing transaction costs and redefining risk; (b) open special windows for lending to women, including young women, who lack access to traditional sources of collateral⁴⁴ 				
7.2.9 Strengthen existing non-formal and formal education policies targeted at vulnerable groups	<ul style="list-style-type: none"> • National policy on Non-Formal Education and Income-Generation Programmes⁴⁵ drafted and implemented leading to the implementation of a: <ul style="list-style-type: none"> ▪ Functional literacy programme ▪ Business Learning Group Program ▪ Rural/Family Island Economic Empowerment Program • Small Business Development Centre at 	<ul style="list-style-type: none"> • 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

⁴⁴ UN Women Beijing Action Plan Accessed at: <http://www.un.org/womenwatch/daw/beijing/pdf/BDPfA%20E.pdf>

⁴⁵ Adult education courses and workshops. Multi-directorial approach to combat illiteracy, provide livelihood skills for vulnerable groups to find employment.

	<p>the University of The Bahamas re-established and courses offered to vulnerable groups in community settings at subsidised rates</p> <ul style="list-style-type: none"> • BAIC's entrepreneurship programmes and BAMSI's agricultural programmes reviewed and revised to include more pro-poor initiatives 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	Short Term	Lead DL in collaboration with DOS and MYSC	High/Low

		services ⁴⁶ for low income groups seeking employment throughout the country ⁴⁷ <ul style="list-style-type: none"> • 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 (Refer also to Strategy 7.10)	<ul style="list-style-type: none"> • Labour market policy drafted and launched to support single parents' entry into the labour market. Labour market policy to include: <ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> • 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

⁴⁶ For example, through curriculum vitae and interview preparation services

⁴⁷ through one stop shops

	<p>night care facilities for parents working at night</p> <ul style="list-style-type: none"> • Legislation passed to mandate for child care facilities to be built/offered in all government agencies including, breast feeding facilities 				
7.2.6 Promote and implement policies that address gendered poverty to ensure men who have criminal records can access the job market	<ul style="list-style-type: none"> • Rehabilitation of Offenders (Amendment) Act 2014 gazetted and 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 drafted and introduced • Policy to increase Community based sentencing drafted and implemented⁴⁸ 	<ul style="list-style-type: none"> • 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

⁴⁸ Parole Systems Board

7.2.7 Create innovative economic policies which reduce urban-biases	<ul style="list-style-type: none"> National policy aimed at encouraging investments in economic, social and cultural development of Family Islands created and implemented 	<ul style="list-style-type: none"> 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 Family Islands with suitable resources (see 7.1.2) 	Short-Term and ongoing	Lead EDPU in collaboration with BIA	Low/Medium
7.2. 8 Amend and enforce employment legislation and strengthen policies which protect workers ⁴⁹	<ul style="list-style-type: none"> Minimum Wage Act 2002 reviewed, revised and enforced Employment Act 2002 revised to strengthen termination and redundancy provisions in compliance with Convention concerning Termination of Employment at the Initiative of the Employer 1982 No. 158 Employment Act 2002 revised to increase paid maternity leave and to make provisions for paternity leave 	<ul style="list-style-type: none"> 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 Increased collaboration on labour relations Reduction in gender wage gap 	Short-Term	Lead Trade Union Congress and DOL in collaboration with OAG	High/Medium

⁴⁹ temporary workers, low skill level workers, informal economy workers and migrant workers

	<ul style="list-style-type: none"> • Macroeconomic policies and programmes which promote job creation and women's full, equal and productive employment and decent work designed and adopted • Industrial Relations Act 1971 revised to allow all for trade unions in the country to become affiliated with other trade unions and organization around the work • All 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 	<ul style="list-style-type: none"> • Increase in the percentage of women in the workforce • Reduced burden of child care costs on families • Increase in number of women with access to productive and decent work • Increased positive impact on the health of children and mothers • Reduction in number of cases where women on maternity leave or women re-entering the labour market after childbearing are discriminated • Availability of paternity leave for men • Increased restructuring of work patterns in order to promote the sharing of family responsibilities 			
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	rights, e.g. orientation for all workers on their inalienable rights and policies associated with employment <ul style="list-style-type: none"> • Study conducted and recommendations made to determine ways to further close gender wage gap and recommendations implemented 				
7.2.10 Provide support services to vulnerable groups so that they can obtain identification documents to allow them to participate fully in society Action plan should be read together with Strategy 7.6.1	<ul style="list-style-type: none"> • An NGO established to offer services to assist citizens obtain identification documents • Action 7.7.1 implemented 	<ul style="list-style-type: none"> • Advice and assistance offered to Bahamians on how to acquire identification documents (Birth Certificates, National Insurance Smart Cards Passports etcetera) • More residents able to participate in the formal economy (e.g. open bank accounts) 	Medium Term	CSOs in collaboration with MONS and MSSCD	High/Low
7.2.10 Assist homeowners threatened with foreclosure Refer also to Strategy 7.10	<ul style="list-style-type: none"> • Social assistance fund established to assist homeowners threatened with foreclosure⁵⁰ 	<ul style="list-style-type: none"> • Increased safeguards to protect homeowners against loss of their property 	Short-Term and ongoing	MOEH and MOF	High/High

⁵⁰ In particular homeowners who end up in default of their mortgage obligations as a result of circumstances beyond their control: for example, unemployment and illness

	<ul style="list-style-type: none"> • Mortgage legislation reviewed and revised where appropriate to incorporate additional safeguards to protect vulnerable homeowners 				
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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, Gender Equality SDG 5 Target 5.6 and 5.c, 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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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 education is accessible for all	<ul style="list-style-type: none"> • The Ministry of Education's 2030 Vision for Education revised and implemented to include provisions for: <ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> • Increased level of literacy • Reduction in the number 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 	Short-Term - Medium Term	MOE in collaboration with UNESCO	High/ Low

	<p>consistently to evaluate the entire education system</p> <ul style="list-style-type: none"> ▪ equal access to education for all 	<p>attending government pre-schools</p> <ul style="list-style-type: none"> • Increase number of vulnerable youth graduating from school 			
7.3.2 Strengthen training and apprenticeship programmes targeted at youth	<ul style="list-style-type: none"> • Bahamas Technical and 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 • STAR⁵¹ Academy education programme curriculum for empowerment of at risk youth assessed and strengthened • Incentivised private sector apprenticeship programmes launched • Youth Environment Corp Programme launched 	<ul style="list-style-type: none"> • Entry barriers to BTV 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 	Short-Term - Medium Term	Lead MOE and COB in collaboration with MYSC, NGOs/CSOs and MHE	High/Low

⁵¹ Students Transitioning, Achieving & Re-focusing Enrichment Programme

	<ul style="list-style-type: none"> • Short courses in farming offered by BAMSI made accessible to the youth 	<ul style="list-style-type: none"> • Increase in number of youth completing apprenticeships prior to leaving high school and the NTA programme • Percentage increase in youth participating with improved 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	<ul style="list-style-type: none"> • Existing policies (Education, and Health including, HIV) and legislation (Sexual Offences, Child Protection Act) reviewed and revised and implemented • A fully integrated life skills education curriculum 	<ul style="list-style-type: none"> • Increased access by teenagers to information on sexual health and the risks and consequences of unsafe sexual behaviour 	Short-Term	DPH in collaboration with MOE	High/Low

	covering teenage pregnancy issues introduced in schools <ul style="list-style-type: none"> • Apps to help prevent teenage pregnancies and promote youth sexual health created 	<ul style="list-style-type: none"> • Improved access by teenagers to contraception 			
7.3.4 Provide financial support to young entrepreneurs	<ul style="list-style-type: none"> • Youth Enterprise Fund launched • Monitoring and Evaluation Unit and Framework established to monitor the impact of the Youth Enterprise Fund • Microfinance and venture capital institutions established to purposely provide funds for the establishment of businesses by youth 	<ul style="list-style-type: none"> • 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
7.3.5 Establish within the 'Employment Exchange Bureau' a Youth Employment Bureau Desk	<ul style="list-style-type: none"> • Youth Employment Bureau Desk operational with relevant experts and resources established 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • National policy to identify and develop sports, music and performing arts talent produced • An National Centre for Arts and Culture established 	<ul style="list-style-type: none"> • Role of music and performing arts in youth development recognised • Increased number of youth participating in 	Short-Term to Medium Term	Lead MYSC and CSOs	High/High

	<ul style="list-style-type: none"> • National Arts Council established • An National Sports Academy constructed 	arts and sports for recreational and professional purposes			
7.3.7 Implement policies which support the social development of the youth	<ul style="list-style-type: none"> • Annual Prime Minister's Youth Award established • National Youth Policy 2014-2019 revised (as necessary), funded and fully implemented • National Youth Policy Bill passed and provisions implemented • National Parenting Programme strengthened • Family Life and Health Education (FLHE) Curriculum and the Civics Curriculum reviewed and strengthened⁵² • 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 	<ul style="list-style-type: none"> • Increased number of youth with access to financial resources, empowerment, sports and recreation programmes/facilities • Increase in the enforcement of laws 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 	Short-Term to Medium Term	Lead NYC⁵³, MYSC⁵⁴ in collaboration with CSO, MOH, Department of Public Health, 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	High/Low

⁵² 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

⁵³ National Youth Commission

⁵⁴ Ministry of Youth Sports and Culture

	training of future teachers and leaders.	physicians trained in Adolescent Health to meet the demands of the increased school population trained in youth development skills and practices		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	<ul style="list-style-type: none"> • 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 Rehabilitation Services • Additional Probation officers recruited • Assessment of current services provided to Youths in Rehabilitative Services carried out and report produced 	<ul style="list-style-type: none"> • 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 • Reduction in prison numbers 	Short Term – Medium Term	Lead MPS and PSC, MOH/DPH/ SRC	High/ Medium
7.3.9 Strengthen the rehabilitative and education programmes at Willimae Pratt and Simpson Penn Schools	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	Short-Term	Lead Willi Mae Pratt and Simpson Penn in collaboration with MOE,MOH/ DPH and PHA/SRC	High/ Low

	<p>impact of Penn Pratt Co-Educational Unit and Rehabilitation Programmes⁵⁵</p> <ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Successful reintegration of at risk youth into society • Reduction in crime levels • Improved parenting by parents with children with behavioural problems 		UWISCMR, COB	
7.3.10 Build the capacity of the Willimae Pratt For Girls and Simpson Penn Schools for Boys	<ul style="list-style-type: none"> • Additional custodial officers, counsellors and psychologists recruited 	<ul style="list-style-type: none"> • Improved education and rehabilitation programmes for girls and boys offered by the schools • Reduction in recidivism 	Short-Term	PSC	Medium/Low
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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

⁵⁵ Including the Backyard Farming Programme, Drug Treatment Programmes and Culinary and Arts programmes

7.3.12 Introduce drug policy reform - a 21st century approach to drug policy ⁵⁶	<ul style="list-style-type: none"> • Re-establishment of the National Drug Council Treatment and Rehabilitation Committee⁵⁷ • 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 	<ul style="list-style-type: none"> • 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 the youth	<ul style="list-style-type: none"> • Civil Society Fund established to make grants and subventions available to civil society organisations which meet the criteria identified in the CSO/Charities Bill • Policy which encourages harmonization of youth programmes and the participation of residents 	<ul style="list-style-type: none"> • Increased subventions to organisations supporting youth activities • Increased structured environment for youth after school and on weekends • Increased number of retired individuals involved in productive activities 	Short-Term to Medium Term	Civil Society Bahamas	High/Low

⁵⁶ 'war on drugs approach has been largely ineffective and costly. A 21st century policy will be based on science, health, security and human rights

⁵⁷ Committee is comprised civil society

	over the age of 60 years as youth mentors in youth organisations drafted and implemented	<ul style="list-style-type: none"> Increased access of youth to mentors Harmonised youth programmes 			
7.3.15 Implement the recommendation made in the inter Development Bank (IDB) Citizen Security and Justice Programme.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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, Gender Equality SDG 5 Target 5.C, 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; in particular the voices of those in the grass roots, to ensure 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	<ol style="list-style-type: none"> 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 policies for foreign direct investment 6. Failure to involve the elite
Indicators of Success	<ol style="list-style-type: none"> 1. Increased participation of citizens in development

	<ol style="list-style-type: none"> 2. More empowered citizens 3. Increased private sector participation in development 4. Stronger local government 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 13. Increased empowerment and involvement of women at local governance levels
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Actions	Output	Outcome	Time Frame	Responsible Agent	Impact/ Effort
7.4.1 Strengthen local governance by strengthening legislation and policies to promote participatory governance	<ul style="list-style-type: none"> • 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 devolution of authority to local government 	<ul style="list-style-type: none"> • 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 government recipient communities, local and central 	Short Term-Medium Term	COB (Study) OAG (Legislation) in collaboration with COB, LG and Civil Society	High/Medium

	<ul style="list-style-type: none"> • Policy on use of constituency funds for each constituency reviewed and policy revised to ensure accountability and 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 	<p>government offices, civil society actors, and the private sector</p> <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Public consultations on draft Civil Society Organisations Bill conducted. • Civil Society Organisations draft Bill revised and passed 	<ul style="list-style-type: none"> • 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.) 	Short-Term	Civil Society Bahamas in collaboration with OAG	High/Low

	<ul style="list-style-type: none"> • Non-Profit Organisations Accounting Act passed • Tax legislation and regulations reviewed, revised to incorporate incentives for CSOs 	<ul style="list-style-type: none"> • Increased transparency of CSOs through regulation of public funds 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)	<ul style="list-style-type: none"> • Civil Society engagement framework that recognises civil society as an integral part of the development process formulated to include: <ul style="list-style-type: none"> ▪ the design of initiatives that will enhance and incentivise collaboration and learning between CSOs and governance institutions 	<ul style="list-style-type: none"> • 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 training⁵⁸ and funding opportunities 	Short-Term	Civil Society	Medium/Low

⁵⁸ For example in in project design and management

7.4.4 Strengthen volunteer programmes organized by CSOs	<ul style="list-style-type: none"> • Formulate a National Volunteer Strategy • Online Volunteering website created to centralise community volunteering opportunities particularly in the family islands • Incentives for the development of First Responder organisations in the family islands focused on the delivery and coordination of services such as: <ul style="list-style-type: none"> ○ Emergency fire response; and ○ Local hurricane response 	<ul style="list-style-type: none"> • Good volunteer management and training • Better coordination of NGO work to avoid unnecessary duplication and wastage of resources • 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 • Faster response to major disasters at the local level 	Short-Term and on-going	Civil Society, Local Government Community Leaders	High/Low
7.4.5 Create a Corporate Social	<ul style="list-style-type: none"> • Corporate Social Responsibility Code of 	<ul style="list-style-type: none"> • Increased Public-Private Partnerships 	Short Term	Lead OPM in	High/Low

Responsibility Code of Conduct for domestic private sector and multi-national /transnational enterprises	Conduct for the domestic private sector and for multinational enterprises formulated and implemented	<ul style="list-style-type: none"> • 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 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 		collaboration with BCC and BIA	
7.4.6 Build and strengthen developmental support mechanisms available to women	<ul style="list-style-type: none"> • Policies developed with inclusion of communities and private sector to encourage the development of women's self-help groups that provide information, education and services to women on matters that affect their socio-economic development 	<ul style="list-style-type: none"> • Increased availability of support for women and the community at large • Increased involvement of women in influencing policies 	Short-Term	DOGFA	High/Low
7.4.7 Ensure that new Heads of	<ul style="list-style-type: none"> • Heads of Agreements template reviewed and 	<ul style="list-style-type: none"> • Increase in number of hotels/resorts partnering with 	Short Term	BIA	High/Low

Agreements with investors include a social responsibility clause, and a community based Impact Benefits Agreement (IBA)	<p>revised to include a social responsibility clause and an “adopt a community program”</p> <ul style="list-style-type: none"> • Heads of Agreement social responsibility clauses enforced 	<p>local communities and organisations to address social issues (issues involving children, hunger and poverty)</p> <ul style="list-style-type: none"> • 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 	and on-going		
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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	<ul style="list-style-type: none"> • Lack of understanding of the role of civil society

	<ul style="list-style-type: none"> • Need for improve governance in the current structure of many social enterprises • Weaknesses in sourcing finance • Lack of coordination of efforts
Success Indicators	<ol style="list-style-type: none"> 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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 products and social entrepreneurship	<ul style="list-style-type: none"> • Education programs for policy makers and the general public on social enterprises, financing and entrepreneurship developed and applied • Information on social entrepreneurship included in the school curriculum and the training programs of BAIC 	<ul style="list-style-type: none"> • Improved knowledge about social enterprise and the acceptance of the social enterprise products (financing) 	ST	MOEST	HILE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
7.5.3 Strengthen Civil society and promote social enterprise as a driver of good governance, economic growth and development	<ul style="list-style-type: none"> • 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) conducted • 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 	<ul style="list-style-type: none"> • 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
7.5.4 Promote a culture of giving and volunteering.	<ul style="list-style-type: none"> • A “gift” regime with associated tax certificates and frameworks that are recognised in other countries created (Ref. 	<ul style="list-style-type: none"> • A more formalised process of volunteerism and donation • Encourage domestic philanthropy 	ST	Civil Society	HILE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	Goal 14c Financial Services) <ul style="list-style-type: none"> Frameworks for the valuation of and the promotion of donated time, knowledge and skills, things created 				
7.5.5 Identify potential models for development within civil society and social enterprises that are proven and can be scalable	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Policy framework developed 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Annual competition to find the best innovative idea that meets a significant social need which is scalable can be replicated in different islands held. 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Alliances, and associations for social enterprises created Social enterprise hubs, business parks and networks created Links between social enterprises and for profit business created 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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, Gender Equality SDG 5 Target 5.c, Clean Water and Sanitation SDG 6 Target 6.1, 6.2, 6.3, 6.b and Reduced Inequalities SDG 10 Target 10.2, 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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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 single mothers with children, families, youth, those with disabilities and the elderly with access to affordable/low cost housing 5. Increase in the number of sewer and water connections in disadvantaged communities 6. Increase in social cohesion 7. Increase in the value of housing stock 8. Lower crime rates 9. Increase in well maintained and well managed parks and green spaced 10. Increased access to library services within communities 11. Increased economic activities within the communities

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
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7.6.1 Conduct poverty mapping/profiling studies in all marginalized communities across the country	<ul style="list-style-type: none"> • Consistent poverty mapping exercises to determine the multi-dimensional nature of poverty in marginalised communities conducted • Position papers identifying causes of deprived communities produced regularly 	<ul style="list-style-type: none"> • Identification and location of the poor • Creation of poverty profiles to better determine poverty reduction policies, 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 basis⁵⁹ 	Short - Term and ongoing	Lead COB in collaboration with MSSCD, DOS	High/ Medium
7.6.2 Strengthen the Urban Renewal 2.0 Programme	<ul style="list-style-type: none"> • Draft Urban Renewal Bill passed to: <ul style="list-style-type: none"> ▪ incorporate the Urban Renewal Commission as a statutory body creating a governance structure to improve service delivery • Policy for Urban Renewal Centres to serve as a 	<ul style="list-style-type: none"> • 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 	Short Term to Medium Term	Lead OAG (legislation) Urban Renewal Commission where relevant	High/ Medium

⁵⁹ ibid

	<p>coordinating hubs for community programmes drafted and implemented</p> <ul style="list-style-type: none"> • MOU's signed between Urban Renewal Commission and government agencies⁶⁰ specifying service responsibilities • The International and Western Hemisphere Arbitration and Mediation Centre Bill passed⁶¹ 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 	<p>cases heard by mediators in Urban Renewal Centres</p> <ul style="list-style-type: none"> • Reduction in number of cases brought before the court as a result of ADR hearing • Increase in social cohesion in communities⁶² • Improved job prospects for local people within the communities⁶³ • 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 			
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⁶⁰ Ministry of Social Services, Ministry of Health, the police, etc.

⁶¹ Act establishes an arbitration centre and alternative dispute resolution mechanisms (ADR). ADR has a component of restorative justice

⁶² Human Development and Urban Renewal, Past, Present and Possibly Future: Final Consultation Report

⁶³ *ibid*

		contractors, tradespersons, and semi-skilled persons Inter-agency information sharing ⁶⁴			
7.6.3 Improve existing community green spaces and create additional green spaces within communities	<ul style="list-style-type: none"> Identify locations for creation 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 	<ul style="list-style-type: none"> Existence of enabling 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 	Medium Term – Long Term	Lead CBOs	High/Low
7.6.4 Construct and set up physical libraries within communities	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	Medium Term Lead MPW in collaboration with MOSSC D, MOE	High/Low	

⁶⁴ Ibid

	smart technology (computers, etc.) built	<ul style="list-style-type: none"> • Availability of additional structured environment for children and the youth 	and Civil Society		
7.6.5 Revive and preserve local historical and cultural communities, settlements and heritage sites across the country ⁶⁵	<ul style="list-style-type: none"> • Assessment study conducted to identify key heritage, cultural communities and national parks across the country • Costing exercise completed 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 	<ul style="list-style-type: none"> • Historical and cultural community settlements, homes restored across the country • Restoration of heritage sites and National Parks across the 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 	Medium Term – Long Term	Lead Antiques and Monuments in collaboration with MOT and the Bahamas History Society	High/High

⁶⁵ 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

7.6.6 Upgrade, clean and rebuild dilapidated houses in marginalised communities, particularly urban areas	<ul style="list-style-type: none"> • ESCI⁶⁶ Nassau Project Master Plan completed • ESCI master plan recommendations implemented • National Housing policy produced • Policy on incentivizing public private partnerships for community revitalization produced • Approval of additional budget amount to repair dilapidated Government rental housing allocated to the Ministry of Housing and Environment realised • Policy on partial Government subsidies to assist landlords with upgrade of homes produced and implemented • Policy drafted and launched to incentivize people with homes or living in neglected/marginalized communities to invest in their homes • Rent control Act and Regulations enforced 	<ul style="list-style-type: none"> • 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 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. 	Medium Term – Long Term	OPM, Ministry of Social Services and Community Development	High/High
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⁶⁶ Sustainable Nassau Project

	<ul style="list-style-type: none"> • Derelict Motor Vehicles (Disposal) Amendment Act 2014 enforced.⁶⁷ • Policy on the introduction of duty free concessions on construction materials and building supplies for the construction of business premises and owner occupied homes produced and implemented 	<ul style="list-style-type: none"> • Reduction in number of buildings in dis-repair • More people with homes and businesses in neglected areas investing in their homes 			
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.	<ul style="list-style-type: none"> • Affordable housing policy produced for specific groups⁶⁸ which : <ul style="list-style-type: none"> ▪ 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 centres; ▪ Identifies strategies for allocating the houses/condominiums 	<ul style="list-style-type: none"> • 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 MEH	High/Low	

⁶⁷ Act clarifies the definition of a derelict vehicle and give additional powers for the swift removal of derelict vehicles from the streets

⁶⁸ a) Single mothers with children, b) Families c) Young people

	including eligibility requirements <ul style="list-style-type: none"> • Affordable housing built in identified areas • Legislation enacted to provide a framework for the 'Rent to Own' Programme 				
7.6.8 Develop and implement an equitable policy on the eradication of slums/informal settlements	<ul style="list-style-type: none"> • National slum profiling/informal settlements 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 slums/informal settlements implemented 	<ul style="list-style-type: none"> • Accurate data on number of slums/informal settlements in existence • In-situ upgrade of slums/informal settlements in designated/existing areas by providing land⁶⁹, 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 	Medium Term to Long Term	OPM, MHE and MSSCD	High/High

⁶⁹ property rights where appropriate (temporary or otherwise) granted to vulnerable groups

		<ul style="list-style-type: none"> Increased number of vulnerable groups with property rights 			
7.6.9 Upgrade water and sanitation infrastructure in all marginalised communities	<ul style="list-style-type: none"> A Rapid Assessment study on water and sanitation services available in marginalised communities conducted and report produced Existing water supply and sanitation infrastructure in marginalized areas rehabilitated in line with recommendations made in the Rapid Assessment Study 	<ul style="list-style-type: none"> Increase in the percentage of 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 	Medium Term to Long Term	MSSCD, MWP, WSC and URCA	High/ 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 and/ or other status.
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	(Gender Equality SDG 5 Target 5.1, 5.2, 5.3, 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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 1. Increase in number of minorities whose human rights are protected 2. Equal access to public services and amenities for everyone 3. Increase in social cohesion 4. Increase in number of people who have the capabilities to fully participate in economic, social and cultural activities 5. Reduction of number of stateless individuals 6. Reduction number of cases of child labour and exploitation 7. Decrease in number of trafficked persons

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
7.7.1 Introduce a national response to gender based violence	<ul style="list-style-type: none"> • National Strategic Plan to Address Gender-Based Violence revised to ensure it fully incorporates the needs of those with disabilities and 	<ul style="list-style-type: none"> • Inclusive response to gender based violence • Reduction in the number women and girls experiencing physical, 	Medium Term to Short Term	OAG, House of Assembly, MSSCD	High/High

	<p>minority groups and Strategic Plan fully implemented.⁷⁰</p> <ul style="list-style-type: none"> • Policy formulated to address the ‘Girl Fighting’ phenomenon with provisions which, inter alia,: <ul style="list-style-type: none"> ▪ 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 womanhood. 	<p>sexual and psychological harm</p> <ul style="list-style-type: none"> • 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 			
7.7.2 Repeal discriminatory laws in order to promote gender equality	<ul style="list-style-type: none"> • Gender equality referendum held • 	<ul style="list-style-type: none"> • Decrease in discrimination based on gender • Compliance with international human rights instruments on 	Short Term-Medium Term	CC, OPM, MSSCD, DOGFA in collaboration with UNHCR	High/Medium

⁷⁰ 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

		discrimination (CEDAW) <ul style="list-style-type: none"> • Changes in perceptions of risk of discrimination based on gender • 			
7.7.3 Strengthen existing child protection programmes	<ul style="list-style-type: none"> • A Child Sex Offenders Registry established • Studies conducted and disaggregate information and data on children by sex and age produced • Child abuse programmes and policies reviewed and revised with the view of strengthening them. These programmes include: <ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> • 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 • More informed policy decisions on policies relating to children 	Short-Term – Medium Term	MSSCD, and MNS	High/Low

	<ul style="list-style-type: none"> Mass media awareness-raising campaign programmes 				
7.7.4 Create a one stop shop for juvenile services	<ul style="list-style-type: none"> A Child Advocacy Centre established fully equipped and staffed with inter alia: <ul style="list-style-type: none"> Prosecutors Defence lawyers Social workers Psychologists Forensic interviewers Health officers <p>Necessary infrastructure to serve those with disabilities</p>	<ul style="list-style-type: none"> An inclusive and centralized agency which enables juveniles and their families to easily access key services 	Medium Term	Civil Society in collaboration with MSSCD, MOH, OAG and MONS	High/High
7.7.5 Create an efficient jailing system	<ul style="list-style-type: none"> Juvenile Police Station(s) identified and fully equipped staff trained in Juvenile matters and relevant infrastructure 	<ul style="list-style-type: none"> Easier to ascertain which Police Station children are held Police Station equipped with relevant staff and resources to facilitate the detention of Juveniles 	Medium Term	MONS	High/Medium
7.7. 6 Fully implement the Convention on the Rights of Children and enforce legislation to protect the educational and social development of children	<ul style="list-style-type: none"> Necessary legislation passed or Child Protection Act 2009 amended to fully implement the Convention on the Rights of the Child including implementing provisions: <ul style="list-style-type: none"> for separate trials for juveniles charged with adults (Article 3) 	<ul style="list-style-type: none"> Increased number of children whose rights are protected Reduction number of cases of child labour and exploitation Increase in the number of children protected under the Child Protection Act from 	Short Term and ongoing	RBPF in collaboration with OAG, MSSCD, MOE and CBOs	High/Low

	<ul style="list-style-type: none"> ▪ for bail structure for juveniles (Article 37 (b) and (c)) ▪ recognising that both parents have common responsibility for upbringing and development of a child without discrimination (Article 2 and 18) • Employment Act 2002 enforced • Child Protection Act 2009 enforced • Education Act 1962 enforced • Sexual Offences Act 1991 and subsequent amendments enforced 	<p>child abuse including incest</p> <ul style="list-style-type: none"> • Reduction in the number of children working after 8pm on school days • Reduction in the number of children working after 9pm on non-school days • Reduction of the number of children failing to attend school during school days 			
7.7.7 Introduce Juvenile Court Standards Refer also to Action 4.4.4	<ul style="list-style-type: none"> • Juvenile Court Standards produced in line with regional and⁷¹ international best practices outlining, inter alia,: <ul style="list-style-type: none"> ▪ Court procedures (including format of court proceedings and presentation of evidence) ▪ Emphasizing a flexible and non-adversarial process 	<ul style="list-style-type: none"> • A holistic Juvenile Court system that stresses rehabilitation for offenders and affords Juveniles who are witnesses a comfortable space to participate in court proceedings 	Short-Term	Judiciary	High/Low

⁷¹ For example, considerations to be made to the Grenada Juvenile Justice Act 2012 a

	<ul style="list-style-type: none"> ▪ A holistic approach to dealing with Juveniles 				
7.7.8 Determine the appropriate age of criminal responsibility	<ul style="list-style-type: none"> • Task force appointed and report produced with recommendation on the age of criminal responsibility • Penal Code amended where necessary 	<ul style="list-style-type: none"> • Recognition of the appropriate age when a child obtains the emotional, mental and intellectual maturity • Increased fairness when determining a child's responsibility for a crime 	Short-Term	MONS	High/Low
7.7.9 Implement a national response to end trafficking of persons and to protect trafficked persons	<ul style="list-style-type: none"> • National Anti-trafficking in Persons Strategy 2014-2018 fully 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 	<ul style="list-style-type: none"> • 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, 	Medium Term to Long Term	Lead role: MNS in collaboration with MSSCD, BCC and UNHCR	High/Medium

		<p>prosecutors, judges and lawyers)</p> <ul style="list-style-type: none"> • Increase in the number of dismissals of law enforcement and judicial authorities involved in trafficking or trafficking related crimes • Increase in the number of prosecutions of law enforcement and judicial authorities involved in trafficking or trafficking related crimes • Decrease in number of trafficked persons • Reduction in number of undocumented migrants vulnerable to forced labour and servitude • More respect for human rights for migrants 			
7.7.10 Strengthen immigration legislation to ensure promotion of human rights including the protection of the stateless	<ul style="list-style-type: none"> • Immigration (Amendment) Act 2015 amended to allow for the provisions of Belonger's permit to apply to stateless individuals • Carmichael Detention Centre Detention Policy 	<ul style="list-style-type: none"> • More stateless persons granted status and able to fully participate in economic/employment activities • Reduction of number of stateless individuals 	Medium Term	OAG, MNS, MSSCD, RBPF, RDF, BCC in collaboration with UNHCR	High/Low

	<p>Regulations drafted and passed</p> <ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 			
7.7.11 Improve the living conditions in the Fox Hill Prison (the Department of Corrections) (Also refer to Goal 4, Strategy 4.6)	<ul style="list-style-type: none"> • Strategy 4.6.1 implemented by the completion of new 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: 	<ul style="list-style-type: none"> • More humane prison conditions • Humane treatment of detainees • Enabling environment for positive rehabilitation of offenders • Improved housing conditions for pregnant women housed in the 	Medium Term and ongoing	MONS	High/High

	<ul style="list-style-type: none"> ▪ Separation of detainees by categories (including separation of juveniles for adults during detention) ▪ 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 prisoners and complaints by prisoners • Facility for pregnant inmates within the Department of Corrections built 	Department of Corrections			
7.7.12 Create a more inclusive environment to allow those with disabilities to access	<ul style="list-style-type: none"> • Proposed public bus unification system launched • Public transportation policy (as required by section 22 of 	<ul style="list-style-type: none"> • Increased in number of people with disabilities using public transport 	Short Term – Medium Term	Collaboration between MOT and NCFPWD	High/High

infrastructure and services	<p>the Persons with Disabilities (Equal Opportunities) Act 2014) implemented to ensure access to public transport for those with disabilities.</p> <ul style="list-style-type: none"> • 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, court, health services and other 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 • Specialised equipment needed by those with disabilities for 	<ul style="list-style-type: none"> • Increase in number of people with disabilities with access to residential home care • Decline in discrimination against 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 • Increased mobility for those with disabilities • A more effective Disabilities Registry 	Immediate and On-going		
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	<p>example Orthotic Braces made available at subsidized rates or through tax relief where appropriate</p> <ul style="list-style-type: none"> • 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 • Public education campaigns targeted at private sector and communities commenced to familiarise members of the public: <ul style="list-style-type: none"> • about the challenges faced by those with disabilities, • about the existence of the Disabilities Register and its role • about available public private partnership opportunities for service delivery for those with disabilities • about registering those with disabilities onto the Disability Register • about expanding the commemoration of the 				
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	<p>International Day for Persons with Disabilities within local communities</p> <ul style="list-style-type: none"> • Registration process for those with disabilities by the National commission for Persons with Disabilities reviewed to ensure the Disabilities Register and registration process is accessible to all those with different disabilities • Report outlining the priority areas of the National Commission for Persons with Disabilities including the role of Civil Society developed and implemented 				
7.7.13 Improve the health services available to the elderly and the delivery of such services	<ul style="list-style-type: none"> • Home Health Network established within communities to help elderly persons leaving hospital to become independent again • 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 	<ul style="list-style-type: none"> • Increased number of elderly people capable of living in independently within communities • Increased number of medical professions who are sensitive to the needs of older persons • Increased number of doctors with specialisations in the 	Medium Term	MOH in collaboration with the Senior Citizens Division and COB	High/Medium

	<ul style="list-style-type: none"> • Training of staff working in Age friendly Group Homes (Assisted living facilities) and Day Care Centres provided in the areas of: <ul style="list-style-type: none"> ▪ 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 	diagnosis, treatment, and prevention of disease and disability in the elderly			
7.7.14 Increase the availability of housing for the elderly (Refer also to Action 7.6.6, 7.6.7 and 7.7.19)	<ul style="list-style-type: none"> • Study conducted to: <ul style="list-style-type: none"> ▪ assess the number of additional Age Friendly Rental Units (Independent Living units), Age Friendly Group Homes (Assisted living) and Day Care Centres needed ▪ identify suitable locations for the construction of these facilities (Rental Units, Group Homes, Day 	<ul style="list-style-type: none"> • Reduction in waiting times for the availability of suitable accommodation and daycare facilities 	Short-Term – Long Term	MSSCD	High/High

	<p>Care Centres) and recommendations made</p> <ul style="list-style-type: none"> • Additional Age Friendly Rental Units , Age Friendly Group Homes and Day Care Centres constructed 				
7.7.15 Legislation to protect the elderly enacted and enforced	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> ▪ Legislation to guide the Senior Citizens Division in providing services for senior citizens passed. Provisions of the legislation to include: <ul style="list-style-type: none"> ○ guardianship provisions that enable the Senior Citizens Division to intervene 	<ul style="list-style-type: none"> • 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 accommodation • Reduction in numbers of cases of premature 	Short-Term	OAG	Medium/Low

	<p>in cases of abuse and neglect of the elderly;</p> <ul style="list-style-type: none"> ○ powers to regulate accommodations for the elderly; ○ reduce premature institutionalisation of the elderly 	institutionalisation of the elderly			
7.7.16 Create a more inclusive environment to allow the elderly to access transport services	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Increased in number of elderly persons using public transport which is conducive to their needs • 	Short-Term – Medium Term	MSSCD	High/Medium

7.7.17 Develop and implement policies to address HIV/AIDs related stigma and discrimination	<ul style="list-style-type: none"> • A policy on HIV/AIDs related stigma and discrimination produced to include: <ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> • 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
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7.7.18 Strengthen laws against hate crimes	<ul style="list-style-type: none"> Revise Penal Code with the view of strengthening it with respect to hate crimes and/or pass separate legislation prohibiting hate crimes in accordance with international human rights principles 	<ul style="list-style-type: none"> Safeguards for tolerance and non-discrimination in place Increased protection of vulnerable groups 	Short-Term	OAG	High/Low
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Strategy 7.8: Access to Justice, Monitoring and Adjudication of Human Rights

Strategy	7.8 Ensure vulnerable groups have access to justice and strengthen monitoring and adjudication of human rights abuses and ethical violations by members of the legal profession (Gender Equality SDG 5, Target 5.1, 5.a and 5.C, Reduced Inequalities SDG 10 Target 10.2 and Peace Justice and Strong Institutions SDG 16 Target 16.3 and 16.10)
Why Important?	Access to justice is an important element in the promotion of the rule of law and in combating poverty. Access to affordable and pro bono legal services by poor and vulnerable groups is important for the protection of rights. Adequate monitoring and adjudication mechanisms are key support systems to ensure full realization of human rights
Risk Assessment	1. Failure to mobilise resources towards the establishment of comprehensive legal aid system and a public defenders' unit

	<ol style="list-style-type: none"> 2. Failure to mobilise resources (human and financial) to strengthen human rights monitoring and adjudication 3. Failure to create policies which encourage members of the legal community and members of the community in general to give back to society through volunteering in legal aid centres 				
Indicators of Success	<ol style="list-style-type: none"> 1. Increased access to justice for all vulnerable groups 2. More updated data on human rights conditions and trends in the country 3. Clear Identification of areas where implementation of human rights protections is weak 4. Increased and effective ongoing implementation and monitoring of human rights abuses 5. More informed human rights policies <p>Full implementation of international human rights conventions</p>				
Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
7.8.1 Introduce a comprehensive system of legal aid for civil and criminal law matters ⁷²	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> ▪ Establishment of a Legal Aid Facility with branches within identified communities equipped with necessary infrastructure to ensure accessibility to everyone including, 	<ul style="list-style-type: none"> • Promotion of the rule of law increased • Increase in number of inclusive and 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 (including juveniles) who have satisfactorily used available legal representation/legal aid services 	Short-Term and ongoing	LAC, BBA, OAG and EDLS	High/ High

⁷² Questions (means testing, funding)

	<p>women, those with disabilities (including readily accessible information/easy to read formats and access to sign language interpreters)</p> <ul style="list-style-type: none"> ▪ Establishment of a Public Defenders Unit including one which has a Juvenile Arm staffed with experts and fully equipped • Creation of a Bar Pro-bono Unit • 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 	<ul style="list-style-type: none"> • 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 			
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7.8.2 Strengthen the adjudication of human rights cases	<ul style="list-style-type: none"> • Legislation enacted to establish a human rights tribunal to deal with all human rights abuses • Judges and prosecutors with expertise in human rights recruited • National Human Rights Commission established and equipped with appropriate human and technological resources • Youth Ombudsman established 	<ul style="list-style-type: none"> • Increase in the proportion of cases of police brutality adjudicated • Increase in number of human rights judges and prosecutors recruited • Increase the proportion of cases of domestic violence adjudicated in the human rights tribunal and family court • Independent assessment of issues involving juveniles (e.g. treatment of juveniles in custody, at children's homes etc.) 	Short Term to Medium Term	OAG and where relevant, JLSC and BA	High/ High
7.8.3 Strengthen monitoring and implementation of international human rights conventions	<ul style="list-style-type: none"> • Human rights experts employed in the Department of Gender and Family 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 professionals • International Conventions for the protection of women including, the 	<ul style="list-style-type: none"> • Increased and effective ongoing implementation and monitoring of human rights abuses 	Immediately and On-going	MSSCD and MNS UN	High/ Medium

	Beijing Action Plan and the Convention Against All Forms of Discrimination Against Women fully implemented				
7.8.4 Strengthen the judicial determination of family law matters (custody matters, child maintenance etc.)	<ul style="list-style-type: none"> • Legislation enacted establishing a family court to deal with family law matters⁷³ • Minor Advocate appointed by the Department of Social Services as required under the Child Protection Act • Child Protection Act regulations enacted 	<ul style="list-style-type: none"> • 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 children in every case of abuse or neglect that result in a judicial proceeding. • More children with access to courts 	Short Term to Medium Term	Lead role: FCSC in collaboration with MSSCD, JLSC	High/Low
7.8.5 Explore ways to further protect potential claimants with personal injury and fatal accident claims	<ul style="list-style-type: none"> • A review of The Bahamas' legislation on the limitation period and bench marking of the legislation against legislation in similar jurisdictions conducted to determine whether or not to amend the Limitation Act 	<ul style="list-style-type: none"> • Increase in number of claimants able to commence personal injury and fatal accident claims 	Short Term	OAG	Medium/Low

⁷³ as recommended by the Report of the Family Court System Committee

	1995 to extend the limitation period in personal injury and fatal accident claims				
7.8.6 Strengthen the Bar Council including the powers of the Ethics Committee	<ul style="list-style-type: none"> • Legal Professions Act 1992 and supporting regulations including, the Bahamas Bar (Code of Professional Conduct) Regulations 1981 and Bar (Disciplinary Proceedings) Regulations 1981 reviewed and where necessary amended to ensure adequate regulation of the legal profession • Bar Council fully equipped with appropriate resources (financial and human), legislative authority to perform its regulatory functions under the Legal Professions Act and supporting Regulations • Bar Ethics Course offered by Eugene Dupuch Law School reviewed and strengthened where appropriate 	<ul style="list-style-type: none"> • Increase in public perception that the legal profession is adequately regulated • Reduction in cases of lawyers misusing client funds and other ethics violations • Increase in disbarment and suspension of lawyers found in breach of the law 	Short-Term	BC/BA and EDLS	High/Low

Strategy 7.9: Build Capacity of Agencies Serving Vulnerable Groups

Strategy	7.9 Build Capacity of Agencies Serving Vulnerable Groups (Gender Equality SDG 5 Target 5.C, Peace Justice and Strong Institutions SDG 16 Target 16.6 and Partnerships for Goals SDG 17 Target 17.18 and Reduced Inequalities SDG 10 Target 10.3)
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Why Important?	Building the institutional capacity of agencies which are responsible for serving vulnerable groups will increase their efficiency and service delivery leading to improved human rights outcomes for vulnerable populations.				
Risk Assessment	1. Failure to mobilise financial resources to strengthen human and technological resources in agencies				
Indicators of Success	1. Increased number of medical officers, police officers, prison officers, prosecutors, and members of the judiciary trained in gender based violence 2. Improved effectiveness of agencies in offering services to citizens 3. Increase in the protection of human rights for all				
Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
7.9.1 Strengthen support systems and referral networks for those dealing with gender based violence (professionals and institutions)	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 Inclusive gender-based training 	Short Term and ongoing	MSSCD, WB, UN Women, BCC , and other CBOs	High/ Medium

	<p>victims secured through the establishment of a national fund to support abused women and their children</p> <ul style="list-style-type: none"> • Campaigns aimed at engaging men as gender justice and anti-violence advocates convened regularly • A disability module incorporated into gender based violence training courses 				
7.9.2 Strengthen the capacity of agencies responsible for the protection of children	<ul style="list-style-type: none"> • 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 which is accessible for those with disabilities • All police officers trained and aware of their responsibilities under the Child Protection Act⁷⁴ • National Parenting Programme strengthened 	<ul style="list-style-type: none"> • Consolidated information system on reported cases of child abuse • Production of accurate data 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 	Short-Term to Long Term	MSSCD, OAG and MNS	High/Medium

⁷⁴ Including their responsibilities with refers for Care Orders

	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 <ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 Ministry • Accurate social services policies passed based on available data 			
7.9.3 Strengthen the capacity (human and technological) of the Immigration Department	<ul style="list-style-type: none"> • Statistical unit established • National Border System created and launched • Additional immigration officers recruited and trained 	<ul style="list-style-type: none"> • 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
7.9.4 Strengthen the capacity of the Carmichael Detention Centre	<ul style="list-style-type: none"> • Carmichael Detention Centre upgraded with a fully equipped and staffed medical centre 	<ul style="list-style-type: none"> • More easily accessible health care services available to detainees • Reduction in time spent by immigration officers 	Medium Term-Short Term	MONS	Medium/Medium

(facilities and human resources)	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> a) to train immigration officers in international human rights law and refugee law b) to offer immigration officers psychological support 	attending to detainee needs at PMH <ul style="list-style-type: none"> • More knowledgeable staff in human rights standards and refugee law • Psychological support available immigration officers • More secure Detention Centre 			

Strategy 7.10: Strengthen Social Protection Mechanisms

Strategy	7.10 Strengthen the provision of social protection⁷⁵ to ensure that all vulnerable groups have access to adequate safety nets (SDG 1 No Poverty Target 1.2, 1.3 and 1.b, Gender Equality SDG 5 Target 5.1, 5.a, 5.c and Reduced Inequalities SDG 10 Target 10.2, 10.4)
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⁷⁵ Social protection interventions include, at a minimum, social insurance, labour market policies, social safety nets and social welfare services.

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	<ol style="list-style-type: none"> 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. 2. Inadequate funding due to targeting 3. High Administrative costs due to targeting 4. Failure to creatively mobilise domestic resource 				
Indicators of Success	<ol style="list-style-type: none"> 1. More informed policy on social protection programmes 2. Increased number of vulnerable individuals (men, women and minorities) with access to social protection programmes 3. Increase in the number men, and women who can participate in economic activities 4. Reduction in the number of targeting errors 5. Reduction in poverty 6. A more sustainable National Insurance Fund 				
Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
7.10.1 Assess the existing social protection programmes to determine whether they: I. cover vulnerable groups	<ul style="list-style-type: none"> • Study conducted to assess the accessibility and impact of the following benefits: <ol style="list-style-type: none"> a) social insurance programmes (contributory)⁷⁶ b) Social assistance programmes (non-contributory)⁷⁷ 	<ul style="list-style-type: none"> • More informed policy on social protection programmes • Increased number of vulnerable individuals (men, women and minorities) with access to social protection programmes 	Medium Term	MSSCD, NIB, MOL in collaboration with DOS	High/Low

⁷⁶ 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.)

⁷⁷ 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

II. affected by both chronic and transient poverty alleviate poverty and social exclusion	to ensure that vulnerable groups (including women and female headed households living in poverty) can withstand adverse economic environments and preserve their livelihood, assets and revenues in times of crisis) and recommendations produced and implemented	<ul style="list-style-type: none"> • Increase in the number men and women who can participate in economic activities 			
7.10.2 Implement Social Protection Floors by strengthening legislation and policies	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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-insurance⁷⁸) • Increase in the number of beneficiaries of social protection programmes in chronic and transient poverty 	Medium Term – Long Term	OAG, MOL, MSSCD	High/High

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

⁷⁸ 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

	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 governance, oversight and enforcement and protections for the administration of pension plans. 			
7.10.3 Improve targeting methods for non-contributory social assistance benefits	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	Short-Term and on-going	MSSCD and NIB	Medium/Low

	recommendations implemented	the principle of equality and non-discrimination (universalism)			
7.10.4 Strengthen the sustainability of NIB's Social Security Scheme	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Adequate coverage of citizens A more sustainable National Insurance Fund 	Short-Term and Ongoing	NIB in collaboration with MOL, BCCC	High/Medium
7.10.5 Strengthen legislation and policy to allow for more vulnerable groups to benefit from the prescription drugs	<ul style="list-style-type: none"> National Insurance (Chronic Diseases Prescription Drug Fund) Act 2009 amended to expand the list of chronic illness covered by the Drug Fund⁷⁹ 	<ul style="list-style-type: none"> More access to prescription drugs and medical supplies for vulnerable groups suffering from a broad range of chronic illnesses 	Short-Term	OAG in collaboration with MOH and NIB	High/Low

⁷⁹ e.g. HIV/AIDS, Alzheimer's disease, Parkinson's disease and other neurodegenerative diseases, Cerebral palsy, Chronic renal failure and kidney disease, Multiple Sclerosis

	<ul style="list-style-type: none"> Amended National Insurance Diseases Prescription Drug Fund) Act 2009 mapped into a fully universal NHI programme 				
7.10.6 Further strengthen monitoring of all social protection programmes.	<ul style="list-style-type: none"> Comprehensive, electronic data-bases acquired to enable more efficient and effective monitoring of: <ul style="list-style-type: none"> Contributory and non-contributory benefits 	<ul style="list-style-type: none"> Consistent mapping of the accessibility and impact of social protection programmes More informed social protection policies 	Short-Term	MSSCD and NIB	High/Low
7.10.7 Strengthen information flows on the availability and provision of social services	<ul style="list-style-type: none"> 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 and liaise and coordinate the integration of non-government social service providers National harmonized social protection database established which includes all programmes provided by the state, communities, churches, charities and NGOs. 	<ul style="list-style-type: none"> 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 Increased efficiency and effectiveness in the provision of social services 	Medium Term	Ministry of Social Services and the National Insurance Board, Community leaders, CSOs and NGOs	High/Low

	<ul style="list-style-type: none"> • Harmonised community education and outreach policy on available social protection programmes drafted and recommendations implemented 				
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Strategy 7.11: Improve Data Collection on Poverty

Strategy	7.11 Improve data collection to accurately analyse the nature and depth of poverty and discrimination 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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 1. Accurate data collected to reflect the multi-dimensional nature of poverty 2. National Strategy on data collection implemented 3. Availability of data collected on women particularly data on: <ol style="list-style-type: none"> 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 working in the informal economy 4. More informed poverty alleviation policies

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
7.11.1 Improve data collection on poverty at the Department of Statistics to capture economic, social, environmental and cultural aspects of poverty.	<ul style="list-style-type: none"> • National Strategy for multi-dimensional data collection on poverty produced⁸⁰ • Statisticians trained on new poverty research 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 	<ul style="list-style-type: none"> • Accurate collection of data to reflect multi-dimensional nature of poverty • Collection of disaggregated data from poverty mapping 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 	Medium Term and on going	DS, MSSCD and U.N. Statistical Department	High/ Medium
7.12.2 Investigate the nature of gendered poverty in the country	<ul style="list-style-type: none"> • Studies conducted to assess the socio-economic status 	<ul style="list-style-type: none"> • Availability of data collected on women particularly data on: 	Short-Term –	UOB in collaboration	High/ Low

⁸⁰ To include social indicators which often provide a more accurate picture of poverty

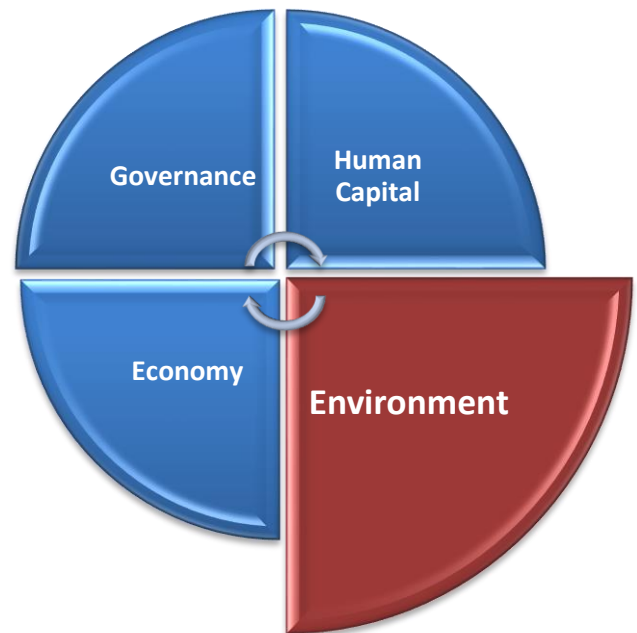
	<p>of girls and women including:</p> <p>a) women in female headed households⁸¹</p> <p>b) women in male headed households including assessment of labour deprivations and time and asset poverty in both scenarios</p>	<p>e) women's access to reproductive health care</p> <p>f) women's access to income</p> <p>g) women's ownership/control of land or assets</p> <p>h) women subjected to violence/insecurity Most</p> <p>i) women's exclusion from decision-making</p> <p>j) women and time poverty</p> <p>k) women exploited in the labour market including those working in the informal economy</p> <ul style="list-style-type: none"> • More informed poverty alleviation policies 	Medium Term	with DOS and CSOs	
7.12.3 Improve collection of data on discrimination	<ul style="list-style-type: none"> • Studies conducted to assess the nature of all forms of discrimination in the country including on the grounds of disability, nationality and gender 	<ul style="list-style-type: none"> • Clear understanding of the nature of discrimination the country • Evidence based policy making on policies to eradicate discrimination 	Short-Term and ongoing	UOB	High/Medium

⁸¹ Widowhood, separation, divorce, non-marriage, migration (forced or voluntary)

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, on-going 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 Bahamas' 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) 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 here 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 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 projects that promote cross-sectorial benefits, 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 bus 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 dis-incentivizing 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 ⁸² which is efficient and fair
Challenges addressed:	<p>Land administration challenges include:</p> <ul style="list-style-type: none"> • 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 system⁸³ and efficient land agencies (End Poverty SDG 1, Target 1.4; Reduced Inequalities SDG 10 Target 10.2 and 10.3, 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?	<p>A land information system is an important tool for legal, administrative and economic decision making.</p> <p>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.</p>
Risk Assessment	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 1. Efficient, modern and consolidated land management system

⁸²Land Administration functions include: land tenure, land use, land value and land development

⁸³ A land information system consists of a database containing spatially referenced land data (e.g. geodetic/survey data, cadastral data) and procedures and techniques for the collection, updating and distribution of that data.⁸³(International Federation of Surveyors)

	2. A complete cadastral map 3. A land cadaster system which is trusted by the public Efficient land agencies which deliver inclusive and quality services 4. An Integrated land administration system
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Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
8.1.1 Create an efficient land information system	<ul style="list-style-type: none"> 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 acquired⁸⁴ Land Surveyors Act 1975 regulating the collection and use of cadastral information strengthened to: <ul style="list-style-type: none"> require mandatory registration of surveys 	<ul style="list-style-type: none"> 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 	Medium Term and ongoing	BNGIS and DLS in collaboration with OPM	High/High

⁸⁴ That is the technology, policies, standards, and human resources necessary to acquire, process, store, distribute, and improve utilization of geospatial data

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	<ul style="list-style-type: none"> ○ allow surveyors to use updated geodetic technology to perform their duties • Modernised geodetic infrastructure⁸⁵ acquired by the Department of Land and Surveys (DLS) • 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 	<ul style="list-style-type: none"> • System extensively used by all relevant stakeholders • Fully inclusive and integrated digital Land Information Systems (LIS) adopted 			
8.1.2 Strengthen land governance structure and the capacity of land agencies	<ul style="list-style-type: none"> • Law of Property Bill 2010 revised and enacted • Service delivery standards of all agencies dealing with land reviewed and revised to promote quality service 	<ul style="list-style-type: none"> • Modernized and consolidated land legislation • Efficient land agencies which 	Medium Term	OAG (Legislation) OPM in collaboration with DLS	High/ Medium

⁸⁵ to support more accurate and efficient cadastral surveying by surveyors

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	delivery and to integrate gender and disability sensitive considerations <ul style="list-style-type: none"> • 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 	deliver inclusive and quality services <ul style="list-style-type: none"> • Recruitment of technical experts in shortage areas identified in following the skills audit 			
8.1.3 Harmonise the functions of Ministries and land agencies by designing a coordinating mechanism for land administration	<ul style="list-style-type: none"> • Policy framework to 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 	<ul style="list-style-type: none"> • Integrated land administration • Efficient land management system • Increase in synergies between land agencies and ministries 	Short - Term - Medium Term	OPM, Real Property Tax Department, Department of Lands and Survey and the Deeds and Documents	High/ Medium

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	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			Section of the Registrar General Department	
8.1.4 Review the business activities of land agencies as result of Action 8.1.3	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 of economic and social progress of citizens • Benchmarking study completed on stamp tax rates on land transactions 	<ul style="list-style-type: none"> • Increase in accurate land valuation • Increased incentives to properly transfer and register land • Efficient collection of real property tax • Real property tax harmonized with national goals (e.g. ensuring that property tax burdens on citizens 	Short - Term	OAG in collaboration with RPTD	Medium/Low

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
		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, 1.b; 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. ⁸⁶ 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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 1. Reduction in number of unresolved land disputes 2. Increased number of grants of title for generational land 3. Reduction in fraudulent claims to land 4. Increase in number of people who have equal access to the economic and social value of land including women 5. Reduction in transaction costs for the conveyance of property 6. Increased in percentage of title to land registered 7. Efficient land registration system

⁸⁶ Smith Sharlyn 2013, p. 3-4

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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	<ul style="list-style-type: none"> Quieting of Titles Act 1959 amended or repealed to guard against fraudulent claims to land and costly litigation⁸⁷ with respect to land 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Land Adjudication Bill 2010 revised, enacted and enforced to facilitate effective and legitimate adjudication of land disputes amongst interested parties/groups who hold generational property⁸⁸ Title certificates granted to holders of generational property 	<ul style="list-style-type: none"> Inclusive and equitable resolution of claims for generational land 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	<ul style="list-style-type: none"> Study conducted on the impact of commonage land and recommendations implemented 	<ul style="list-style-type: none"> Increase in productive use of commonage land 	Short-Term	OAG in collaboration with legal experts in the	Medium/ Low

⁸⁷ usually the true owner is put to expense and time to defend their title

⁸⁸ 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
	<ul style="list-style-type: none"> Commonage Act 1926 reviewed and revised to allow for more productive use or disposal of land by the individuals holding the land in common⁸⁹ 			private sector	
8.2.4 Encourage sustainable and strategic development of undeveloped land in Family Islands	<ul style="list-style-type: none"> Stamp Tax Act reviewed and amended to remove/reduce stamp tax exemptions for undeveloped land in the Family Islands. 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Registered Land Bill 2010 reviewed, any required revisions made and Bill enacted to create inter alia, a system of registered land⁹⁰ through establishment of a land register Provisions of the Registered Land Bill implemented 	<ul style="list-style-type: none"> 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 	Medium Term – Long Term	OPM in collaboration with OAG,	High/High

⁸⁹ To allow for use of land for example by the creation of Land Trusts with Trusts for sale mechanisms

⁹⁰ The Torrens System (the system of registering title to land as opposed to registering deeds)

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
		<ul style="list-style-type: none"> • Reduction in transaction costs for the conveyance of 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 			
8.2.6 Ensure that all land policies are equitable	<ul style="list-style-type: none"> • Land access and ownership policies, legislation reviewed, revised and implemented where appropriate to ensure that equal rights are given to everyone including women 	<ul style="list-style-type: none"> • Equitable access to land for all 	Short-Term	OPM and DLS	High/ Low

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 (Gender Equality SDG 5 Target 5.a, 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)
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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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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	<ul style="list-style-type: none"> • Updated report prepared identifying all land held by the Government for public purposes 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Crown Land Task Force created to carry out a study and to make recommendations on the Crown Land administration, including the: <ul style="list-style-type: none"> ○ allocation procedure for the acquisition of Crown Land ○ use of Crown Land and ○ pricing of Crown Land 	<ul style="list-style-type: none"> • Clear eligibility criteria for the acquisition of Crown Land identified and published • A Crown Land allocation process that is equitable, inclusive and trusted by the public • More timely and well considered decisions for the allocation of Crown Land. • Increase in the efficient use of Crown Land 	Short Term – Long Term	Crown Land Task Force, OPM, DLS and MAF	High/ High

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	<ul style="list-style-type: none"> • Crown Land Allocation Policy produced by the Crown Land Task Force • Crown Land Allocation Policy implemented and publicized • Reporting of exceptions to the agreed Crown Land Allocation Policy instituted • Legislation passed to legislate Crown Land Allocation • Recommendations made in Action 8.2.6 implemented 	<p>according to the purpose granted, 'permitted use'.</p> <ul style="list-style-type: none"> • 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 			
8.3.3 Ensure transparency in the allocation of Crown land	<ul style="list-style-type: none"> • Inventory and mapping of the government's Crown Land grants and holdings produced and published annually • Digitalised Crown Land grant and lease database established 	<ul style="list-style-type: none"> • Increased accessibility of information on Crown Land allocation by members of the public 	Short-Term - Medium Term	OPM	Medium/ Medium
8.3.4 Strengthen the institutional capacity of agencies responsible for Crown Land administration	<ul style="list-style-type: none"> • Additional budgetary and human resources allocated for the administration of Crown Land to land agencies • Training offered to technical professionals 	<ul style="list-style-type: none"> • Faster processing times for Crown Land applications • Increased use of digitalised land information system for the management of 	Short-Term to Medium Term	OPM and Cabinet in collaboration with DLS	High/ Medium

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	responsible for land administration in relevant areas including: <ul style="list-style-type: none"> ○ GIS ○ Land surveying ○ Cadastral mapping 	Crown Lands by staff at relevant land agencies <ul style="list-style-type: none"> ● Increase in number of technical professions trained in: <ul style="list-style-type: none"> ○ GIS for land administration ○ Land surveying ○ Cadastral mapping 			

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 (Gender Equality SDG 5 Target 5.c, Reduced Inequalities SDG 10.2 and 10.3, 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	<ul style="list-style-type: none"> A land use plan incorporating gender equitable land use, disaster risk reduction actions, land degradation neutrality and biodiversity prepared⁹¹ 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 	<ul style="list-style-type: none"> Family homes located within proximity to services, family networks, public transport, educational opportunities and employment Sustainable Land Use Planning for The Bahamas 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 	Short Term – Medium Term	TP and MPW	High /Medium

⁹¹ 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
		connectivity to transportation systems			
8.4.2 Implement the recommendations made in the National Land Use Plan	<ul style="list-style-type: none"> Land Use Master Plans⁹² implemented in stages by island or regions 	<ul style="list-style-type: none"> Improved 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	<ul style="list-style-type: none"> Planning and Subdivisions Act 2010 revised to clarify the uncertainty surrounding the types of development projects/activities for which EISs⁹³ 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 	<ul style="list-style-type: none"> 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: zones⁹⁸, maximum development intensity⁹⁹ and building height. Increased planning for a good quality living environment (green spaces, sidewalks etc.) 	Medium Term	OAG in collaboration with TP and MWP	High/Low

⁹² ESCI and Andros Master Plans currently being drafted

⁹³ Environmental Impact Statements

⁹⁸ i.e. permissible uses such as residential, commercial or institutional uses

⁹⁹ i.e., the ratio of built-up area to site area

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	<ul style="list-style-type: none"> Planning and Protection Act passed Regulations passed to regulate Junk Yards passed Legislation making provisions for different types of zoning for specific areas or districts (i.e. zoning provisions for Residential Mixed Districts⁹⁴, Commercial Mixed Districts,⁹⁵ Town Centre Districts,⁹⁶ General Business Districts⁹⁷ drafted, passed and enforced) 	<ul style="list-style-type: none"> Conservation areas and nature reserves are clearly demarcated. 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.	<ul style="list-style-type: none"> An Inter-agency committee comprising all relevant agencies dealing with land use established All Central and Local Government physical planning staff trained in advanced Geographical Information System (GIS) skills 	<ul style="list-style-type: none"> 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 	Short-Term and ongoing	MPW in collaboration with DLS and BNGIS	High/ Medium

⁹⁴ A mixture of housing types, prominently sited civic or community building(s), and stores, offices and workplaces that provide a balanced mix of activities.

⁹⁵ Allows for the location of retail, services, offices, and civic uses essential to the everyday needs of Town residents.

⁹⁶ integrates shops, restaurants, services, work places, civic uses, educational and religious facilities, and higher density housing in a compact, pedestrian-oriented environment

⁹⁷ 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
	<ul style="list-style-type: none"> • 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 data repository 	<p>departments strengthened</p> <ul style="list-style-type: none"> • Better policy decisions on land use planning • Efficient and centralized land use data repository • Increased sustainable land 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:	<ul style="list-style-type: none"> • Poor quality of public infrastructure resulting in inefficiencies • Limited 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 • Limited access to reliable broadband services in some Family 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 (Reduced Inequalities SDG 10.2, 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?	<p>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.</p> <p>Too often infrastructure is built based on emergency or political expediency. A long term capital plan will identify need, create criteria for prioritizing projects that promote cross-sectorial benefits and enable more PPP opportunities to build the country we need by 2040.</p>
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	<ol style="list-style-type: none"> 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 5. Quality, inclusive Infrastructure that is planned, financed and built to last based on the national priorities of the country
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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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> criteria for determining priorities with NDP and economic development related 	<ul style="list-style-type: none"> Capital Investment Framework approved by Cabinet that has input from civil society, the business community, Ministry of Finance and Public Works and all other Government and Quasi-government agencies,. Capital Investment Plan in partnership with Ministry of 	<ul style="list-style-type: none"> Quality, inclusive Infrastructure that is planned, financed and built to last based on the national priorities of the country, cost-benefit analyses, return on investment and affordability 	ST	MOW	High/ Medium

Actions	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
<p>infrastructure weighted more significantly</p> <ul style="list-style-type: none"> • annual funding envelope and source of financing; • a monitoring and evaluation framework • incorporates the needs of Family Islands • Screens for PPP opportunities • incorporates best practices in climate change resistant design and construction 	<p>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</p> <ul style="list-style-type: none"> • Terms of Reference for the contract for a professional engineering firm to design the Capital Investment Plan completed. • Gender mainstreamed into capital investment framework 				
9.1.3 Develop and implement a long term asset management plan	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Extension of the useful life of public assets, creating greater return on investments from capital projects 	ST	MOW	High/ High
9.1.4 Strengthen laws that deal with public infrastructure	<ul style="list-style-type: none"> • Penal Code reviewed and revised and implemented 	<ul style="list-style-type: none"> • Reduction in losses incurred the Government to repair 	ST	MOW	High/Low

Actions	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
	with the aim of increasing the penalty for any public or street lamp, curb stone, wall or any other public property damaged or destroyed due to public negligence, accidents or wilful destruction	damaged caused by public negligence <ul style="list-style-type: none"> Public deterred from damaging public property 			

Strategy 9.2: Long term Access to Reliable Services

Strategy	9.2: Ensure Bahamians have long term access to reliable power, water, , and sewer 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 access to essential services and core infrastructure
Risk Assessment	The costs can be overwhelming in the face of limited borrowing capacity, emerging needs and political imperatives.
Indicators of Success	<ol style="list-style-type: none"> 1. Cost of electricity, sewer and water as a percentage of per capita income comparable with international benchmarks 2. Number of BPL employees to customers ratio 3. Total current (less than 2 years old) BPL receivables 4. Improvements in energy savings in households compared to a baseline 5. Increased proportion of population with access to electricity 6. Increased proportion of population with primary reliance on clean fuels and technology 7. Greater proportion of renewable energy consumed by the country compared with total energy consumed 8. Improvement in the proportion of time during which electricity supply works / Decrease in the number of annual blackouts (SAIDI and CAIDI)Electricity used for street lighting/capita 9. Reduction in the proportion of water leakage in the water supply system

	10. Improved quality of piped water to end users 11. Greater proportion of wastewater safely treated 12. Proportion of households connected to safely managed sewage and water system 13. Improvements to the perception of services provided
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Actions	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
9.2.1 Ensure the policy and regulatory framework enables all public utilities to be run on commercial principles including tariff setting, collection efforts and HR management	<ul style="list-style-type: none"> Management Plans produced by each public 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 prepared by the Government on: Family Island subsidization, the role of URCA as primary rate setter and the independence of the public utilities with respect to hiring and collection efforts 	<ul style="list-style-type: none"> Well run and efficient public utilities, free from interference Dependable supply of water and electricity 	ST	URCA	High/ Medium
9.2.2 Incentivize private sector capital investment into public utilities	<ul style="list-style-type: none"> Prospectus developed by each public 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 	<ul style="list-style-type: none"> New options provided to Government to finance infrastructure deficiencies without new debt burden 	ST	URCA/ MOW	High/ Medium

Actions	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
	immediate infrastructure needs in production, transmission and distribution of public utility services				
9.2.3 Draft an implementation plan to operationalize the National Energy Policy	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 portable water and sanitary sewage in the Family Islands and New Providence	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 effective regulation of the quality of water, sanitation and energy services.	<ul style="list-style-type: none"> • Regulatory changes enacted to enable the regulation of water and sanitation by URCA • Regulation of ground water supply and private wells put in place • Regulatory and/or incentive mechanisms implemented for encouraging compliance with quality of service standards for water and energy services 	<ul style="list-style-type: none"> • Increase in the quality of potable water • Increase in number of wells tested for water quality • Reduction in number of homes without access to a sewerage system or septic tank • Improvements in the quality of services provided by public utilities. 	ST-MT	WSC, URCA or other authorized regulator	High/ Low
9.2.6 Implement SMART /technological solutions that enable	<ul style="list-style-type: none"> • Sensors, Smart meters, SCADA systems and Smart Grids incorporated into production, transmission and 	<ul style="list-style-type: none"> • Improvements in the reliability of services provided. • Energy efficiency savings 	ST-MT	WSC, BPL and other public utility providers	High/ High

Actions	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
sustainable water and waste management and promote energy efficiency.	distribution networks as appropriate. <ul style="list-style-type: none"> • Solutions available for connecting residential solar/renewable power systems • The availability of mobile consumer apps and online services (application, billing, payments) for all utility services provided. 				
9.2.7 Rationalise the electrical system	<ul style="list-style-type: none"> • Assessment conducted to explore the feasibility of installation underground power lines country wide • Underground power lines installed where feasible 	<ul style="list-style-type: none"> • 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: Electronic Communications Infrastructure

Strategy	9.3: Further enhance the country's electronic communications infrastructure to facilitate universal access to affordable and reliable communications (including broadcasting) services that will promote the achievement of the Bahamas' smart and sustainable nation development goals. (Gender Equality SDG 5 Target 5.B, Industry, Innovation and Infrastructure SDG 9 Target 9.1, 9.5, 9.a, 9.b and 9.c and Partnerships for the Goals, Goal 17 Target 17.8)
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 electronic communications 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 electronic communications infrastructure must continue to meet the demands of the future.
Risk Assessment	The required investments in certain parts of The Bahamas may not be commercially feasible for private-sector players given the archipelagic nature of The Bahamas and the sparse distribution of communities in many Family Islands.
Indicators of Success	<ol style="list-style-type: none"> 1. Cost of communications services (fixed telephony, mobile, broadband) as a percentage of per capita income comparable with international benchmarks 2. Increased number of households and persons with broadband access via a fixed or mobile network at any given time. 3. Increase in the number of households with access to digital broadcasting networks 4. Increase in the number of persons who regularly use the Internet 5. Increase in the number of free and other Wi-Fi hotspots (by Island) 6. Reduction in the digital divide, particularly as it relates to under-served communities in the family islands and social groups (e.g. persons with disabilities, girls and women)

Action	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
9.3.1 Strengthen the policy and regulatory framework for the enhancement and expansion of the country's electronic communications infrastructure	<ul style="list-style-type: none"> • Policy framework strengthened to guide further electronic communications development, including policies that: <ul style="list-style-type: none"> ○ Promote greater access to electronic communications services (e.g. subsidized broadband to schools, public health institutions, community access centers, access technologies for persons 	<ul style="list-style-type: none"> • Reduction in the digital divide, particularly as it relates to under-served communities in the family islands and social groups (e.g. persons with disabilities, girls and women) • Reliable electronic communications infrastructure across the country with sufficient capacity and network speeds that will provide adequate connectivity at reasonable, 	MT	OPM, MOF, URCA	High/Low

Action	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
	<p>with disabilities, girls and women)</p> <ul style="list-style-type: none"> ○ foster investment (universal service funding mechanisms, PPP arrangements, fiscal incentives etc.); ○ encourage infrastructure sharing where appropriate, and the co-ordination of public works related to ICT infrastructure projects ○ Introduce fiscal incentives (e.g. targeted tax exemptions or holidays) that encourage further investment in communications (including broadcasting) infrastructure, particularly where the investment needed to improve accessibility is not commercially feasible. • An accepted business model for the provision of Free Wi-Fi Hot-spots throughout The Bahamas 	<p>non-prohibitive costs and that supports the demand requirements of various initiatives to be undertaken under the 4 Vision 2040 pillars.</p> <ul style="list-style-type: none"> • Improvements in the level and quality of services available, particularly in under-served communities and to under-served groups of persons. • Free internet access in public spaces such as beaches, public parks, libraries, and bus stops. • Increased connectivity in schools, health and other public institutions • The necessary investments take place to maintain and upgrade the electronic communications infrastructure (particularly for much needed improvements in inter- and intra-island connectivity in certain parts of The Bahamas). • Increase in the number of persons that can access ICT 			

Action	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
	<ul style="list-style-type: none"> Internet Exchange Point (IXP) established locally. 	services using broadband connectivity.			
9.3.2 Ensure effective regulation within the communications sector that promotes greater competition	<ul style="list-style-type: none"> Regulatory and/or incentive mechanisms implemented to ensure that services are widely accessible, are of a high quality and prices reasonably when compared with international benchmarks 	<ul style="list-style-type: none"> Improvements in the quality of communications services throughout The Bahamas. Competitive pricing of electronic communications (particularly broadband) services. Improvements in the perception of electronic communications providers by consumers. 	ST	URCA	High/ Medium

Strategy 9.4: Robust ICT Infrastructure

Strategy	9.4 Create a robust ICT infrastructure (networks, systems, etc.) that would facilitate the ubiquitous use of ICTs that would result in improvements to the quality of life of citizens, more efficient and competitive enterprises and the effective delivery of services in a sustainable manner. (Industry, Innovation and Infrastructure SDG 9 Target 9.1, 9.5, 9.a, 9.b and 9.c , Sustainable Cities and Communities SDG 11 Target 11.3 and 11.b and Partnerships for the Goals, Goal 17 Target 17.8))
Why Important?	If The Bahamas' vision for 2040 is to be truly realised, there must be considerable integration of ICTs into every facet of our society, economy and environment. This must be facilitated by a seamless and robust information and communications infrastructure that will meet the needs of citizens, businesses and the public sector. Our country's ICT infrastructure must also be national in scope to ensure that all persons in The Bahamas, regardless of geographical location, can benefit.

Risk Assessment	The initiative will be long-term and of a complex nature. If the necessary leadership, resources, stakeholder collaboration and governance frameworks are not put in place, the project will not succeed.
Indicators of Success	<ul style="list-style-type: none"> • The Bahamas being recognised internationally as a smart island nation based on the country's ranking in respect of internationally recognised indicators. • Significant improvements in the country's global competitive ranking • Improvements in macroeconomic performance, labour productivity, cost reductions, and cross-sectoral operational efficiencies. • Improvements in the perceptions of the quality of services delivered across all sectors of the economy by residents, tourists and investors. • The faster achievement of Vision 2040's sustainable development goals

Action	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
9.4.1 Develop and implement a SMART Bahamas Master Plan that will facilitate the efficient execution of all 4 Pillars of Vision 2040 (Governance, Human Capital, Economy and Infrastructure).	<ul style="list-style-type: none"> • Smart Bahamas Master Plan developed including: <ul style="list-style-type: none"> ○ Situational and gap analysis ○ Strategy and Action Plan ○ Governance Framework ○ Monitoring and Evaluation Framework (including a score card tool and mechanisms for measuring citizen experiences) • A comprehensive ICT inventory created 	<ul style="list-style-type: none"> – A more integrated approach with respect to the development and of all elements related to ICTs. – The optimization of investments and costs associated with ICT development. – Increase in the use and interconnection of networks, systems, smart applications, databases and analytics by public and private agencies in planning, forecasting, 	MT-LT	OPM	High/High

Action	Outputs	Outcomes	Time frame	Responsible Agency	Impact/ Effort
	<ul style="list-style-type: none"> • A dedicated and cross-sectorial SMART Bahamas Governance Team created to provide governance across all implementation phases and to manage the complex ecosystem, the strategy, the processes and projects identified in the Master Plan. • An integrated and secure SMART Management platform, that takes account of existing systems in various agencies 	<p>design and operational activities.</p> <ul style="list-style-type: none"> – Increase in the use of SMART applications and technologies by citizens. – Availability of real-time information to all stakeholders (citizens, businesses, government) for optimal decision making, ensuring transparency in all processes and to provide alerts and situational awareness in various interest scenarios. 			

Goal 10: Interconnected Transport

Goal 10	The Bahamas will have an effective interconnected transportation system that enables the free flow of people and goods and a modern and efficient postal system
Challenges addressed:	<ul style="list-style-type: none"> • 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 (Gender Equality SDG 5 Target 5.c, 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	<ol style="list-style-type: none"> 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 international	<ul style="list-style-type: none"> • Multi-ministries and stakeholder Task Force created • Detailed vision outlined to address the gaps for each 	<ul style="list-style-type: none"> • National consensus on an integrated transportation plan • Reduced uncertainty and encouragement of 	ST	Ministry of Transport and Aviation (MOTA)	HIHE

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact / Effort
<p>focusing on the following key elements:</p> <ul style="list-style-type: none"> • 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 • Incorporates gender aspects referred to in Action 10.2.6); 	<p>mode including air, road, and sea transportation by island</p> <ul style="list-style-type: none"> • A roadmap for future investments in the transportation sector prepared • Detailed opportunities for short sea and long sea hauls • Regulatory hurdles are addressed • Consultation with the public occurs • Recommendations made in Action 10.2.6 implemented 	<p>investment and reinvestment in the sector</p> <ul style="list-style-type: none"> • 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 • A transportation strategy which incorporates gender aspects 			

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact / Effort
10.1.2 Align transportation policy with national infrastructure priorities	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Increased capital stock and growth in the economy 	ST	MOTA	HIHE
10.1.3 Position key port(s) as a redistribution centre for Post-Panamax shipping along the east coast	<ul style="list-style-type: none"> Assessment of attracting large post-Panamax ships to Freeport for unloading and reshipment to the US east coast and the Caribbean is completed 	<ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> Reliability of service Lower cost of service Acceptance of reasonable liability A schedule that facilitates inter island connections (inter island ferry – not only hub and spoke design) 	<ul style="list-style-type: none"> A systemic review of the performance and subsidies of the inter-island transportation suppliers and network complete Ongoing performance standards review conducted New regulations and subsidy programme incentivize competition released Improved liability coverage introduced Training programs for staff on cargo and produce handling introduced 	<ul style="list-style-type: none"> A domestic transportation system that provides Bahamians with an efficient system, and various options at a reasonable price 	ST	MOTA	MIHE

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact / Effort
	<ul style="list-style-type: none"> Refurbished boats introduced Revised schedules (that are maintained) released 				
10.1.5 Rationalise air transport links and subsidies with a goal of: <ul style="list-style-type: none"> reducing the cost of transportation improving journey planning and ensuring smooth connections between different airlines and other forms of transport 	<ul style="list-style-type: none"> Report on the Systemic review of the subsidies and charges for airlines finalized New regulations and incentive structures outlined Creation of transport apps that facilitate smooth connections across various types of transport methodologies 	<ul style="list-style-type: none"> Lower cost and more effective air transport that provides efficient inter island transport 	ST	MOTA	HIME
10.1.6 Evaluate the feasibility of building inter island and intra island bridges and sub-sea tunnels to promote greater connectivity	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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:	<ul style="list-style-type: none"> Standards developed for all transportation services and service providers 	<ul style="list-style-type: none"> Consistent high quality service offered 	MT	Bahamas Bureau of Standards and	MILE

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact / Effort
<ul style="list-style-type: none"> • Maintenance standards • Customer care standards • Service performance standards • Taxi, Tour and Bus Operators standards 	<ul style="list-style-type: none"> • Certification levels / standards for hangers, maintenance crews • Service standards for taxi, tour and bus operators 			Quality (BBSQ)	
10.1.8 Limit the potential for conflict between the Bahamas Airport Authority and the Nassau Airport Development Company	<ul style="list-style-type: none"> • Rationalization of the role of the Bahamas Airport Authority (BAA) and the Nassau Airport Development Company (NAD) <ul style="list-style-type: none"> ○ 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 	<ul style="list-style-type: none"> • Improved allocation and management of risks at the airport which could have severe consequences if realised 	ST	MOTA	HIME

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact / Effort
10.1.9 Maximise the value- added that can be derived from the Nassau airport	<ul style="list-style-type: none"> • Medium to Long Term Strategic Plan developed for the Nassau Airport inclusive of: <ul style="list-style-type: none"> • Purchase/ Assignment of land to facilitate future airport expansions including the building of new runways • Establishing Nassau as a major international hub connecting North America, South America and Europe • Development of Zoning codes for land development close to ports (air and sea ports) (ref. Goal 9) • 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 	<ul style="list-style-type: none"> • 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
10.1.10 Maximise the value added that can be obtained from investment the Airport infrastructure	<ul style="list-style-type: none"> • Strategic Plan prepared, including 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. 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • A feasibility study prepared on the impact of a full or partial privatization of Bahamas Air • A feasibility study prepared 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 and domestic aviation sector which: <ul style="list-style-type: none"> ○ rationalizes the domestic fares, subsidies, 	<ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> ○ Addition airlift to non-tradition source markets ○ Increased airlift to the family islands ○ Improved ease of booking travel to the 	ST/ MT	MOTA/ CA	HIHE

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact / Effort
	<p>schedules and routes</p> <ul style="list-style-type: none"> ○ allows for the creation of a hub in Nassau that better utilizes the gate availability at Nassau ○ facilitates the domestic routes to be served domestic carriers under the Bahamas Air banner ○ 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: <ul style="list-style-type: none"> ○ Use of smaller aircraft for short haul routes 	<p>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</p> <ul style="list-style-type: none"> ● Higher safety standards in the aviation sector 			

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact / Effort
	<ul style="list-style-type: none"> ○ 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: <ul style="list-style-type: none"> ○ Lights and communications ○ Supportive immigration infrastructure ○ petrol facilities ○ 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 (Gender Equality SDG 5 Target 5.c, 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	<ol style="list-style-type: none"> 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
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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: <ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Road Traffic Plan for Nassau completed and publicly consulted 	<ul style="list-style-type: none"> • 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 and safety of public transit	<ul style="list-style-type: none"> • New routes in place to capture a greater percentage of the population 	<ul style="list-style-type: none"> • Fewer cars on the road • Greater percentage of the population using transit 	MT	MOWUD	HIHE

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
	<ul style="list-style-type: none"> Consolidated and rationalized public bus governance and service delivery New service and safety standards for jitneys and drivers Park and ride programmes during peak periods introduced Public transit options for residents with physical challenges incentivized Bus Drivers Regulations drafted, enacted and implemented 	<ul style="list-style-type: none"> Greater percentage of the population having access to transit Standardization of route times and driver behavior Better transportation options for the persons with disabilities Clear guidelines on driving times and rest periods for drivers Increased safety on the roads 			
10.2.3 Develop a strategy for New Providence school busing	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Plan and develop bike paths throughout New Providence Tariffs review of bicycles and scooters 	<ul style="list-style-type: none"> Fewer cars on the road Safer experience for bikers and scooter drivers Lower GHG emissions Healthier lifestyle (for bicycle users) 	MT	MOWUD and MOTA	HIHE

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
	<ul style="list-style-type: none"> 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 				
<p>10.2.5 Restructure the system for Taxi services around the concepts of :</p> <ul style="list-style-type: none"> Safety Reliability Customer focused Commercially sustainable Energy efficiency and low carbon footprint 	<ul style="list-style-type: none"> Standardisation of taxi branding to make more visible and easily identifiable New incentives introduced to promote hybrid/electric vehicles for taxi services Publication of codes and standards of behaviour for all drivers Standardisation of rates Programme introduced to improve the use of technology in the provision of taxi services (call up systems, taxi booking, payment systems, GPS tracking). Policy developed outlining guidelines for 	<ul style="list-style-type: none"> Standardised service and product which reduces passenger anxiety using the service and improves the tourism experience Availability of clear and equitable guidelines on issuance of Road Traffic Franchises 	ST	MOT	MIME

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
	the equitable issuance of Road Traffic Franchises including, a provision mandating Road Traffic Franchises to be issued persons currently leasing taxi plates				
10.2.6 Incorporate gender dimensions into transportation planning and policy making	<ul style="list-style-type: none"> • Study conducted to determine ways to improve public transportation for women including an analysis on: <ul style="list-style-type: none"> ▪ Barriers to access to different modes of transportation ▪ Trip characteristics (modes, frequency, distance, reasons for the trip); and ▪ Transportation quality • Study recommendations implemented 	<ul style="list-style-type: none"> • Easy and convenient mobility via public transportation for women including, while carrying small children, children's strollers, and packages. • Increased personal security for women using • Increased affordability 	Short-Term	UOB	High/Low

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)
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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	<ol style="list-style-type: none"> 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 and efficient postal system which is in line with United Postal Union (UPU) Standards	<ul style="list-style-type: none"> • The establishment of the 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, 	a modern efficient postal system that meets the needs of all Bahamians	ST	OPM/ MOWUD	MIME

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
	<p>addressing, e commerce and electronic services, quality service standards, disaster management, etc.</p> <ul style="list-style-type: none"> • Strategic plan for the redevelopment of the postal system in The Bahamas based on international best practices, including the: <ul style="list-style-type: none"> ○ A full evaluation of the benefits of full, partial privatization of the use of PPP to redevelop and manage the system ○ The provision of decent work for staff including new job descriptions, term of agreements and work hours ○ A reduction of its environmental impact ○ The facilitation of financial inclusion for the vulnerable 				

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
	<ul style="list-style-type: none"> ○ 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.	<ul style="list-style-type: none"> ● Construction of new modern postal facilities that can (in some cases) which: <ul style="list-style-type: none"> ○ Integrate sustainable criteria in the design and renovation of buildings ○ Utilise of solar and other energy efficient mechanisms ○ Are fully accessible and inclusive ○ Facilitate the security of mail and other products 	<ul style="list-style-type: none"> ● Strengthened provision of processes, buildings and structures to facilitate the delivery of postal services 	ST/M T	MOWUD/ (Postal Authority) / OPM	HIHE

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
	<p>(including financial products)</p> <ul style="list-style-type: none"> ○ Which are capable of providing high quality financial services (including ATM facilities) ● Implementation plan prepared for the improved use of ICT in the postal system e.g. <ul style="list-style-type: none"> ○ Online tracking of all mail and package delivery ○ Improved website with online selling of postal service capabilities ○ Improved security of the postal services and infrastructure ○ Consideration of the adoption of “.POST” to enhance security ● Provision of adequate postboxes to service the population. This should be influenced by issues such 				

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
	<p>as accessibility and location to population centers and community.</p> <ul style="list-style-type: none"> • 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. 				
<p>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.</p>	<ul style="list-style-type: none"> • Project plan prepared 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 undertaken • Hiring of new staff and the retraining of staff to provide financial services completed 	<ul style="list-style-type: none"> • 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
	<ul style="list-style-type: none"> • The inclusion of the Postal Bank under the regulatory ambit of the Central Bank completed • 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.	<ul style="list-style-type: none"> • A Study completed on the Human Resource requirements and an evaluation of the composition of the current staff. • A plan completed to retrofit the staff complement given the new service requirements and job roles. This can include a combination of : <ul style="list-style-type: none"> ○ Training and education programs ○ Hiring of additional staff ○ Retirements and separation packages ○ Natural attrition 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Report prepared on the creation of alternative revenue streams to 	<ul style="list-style-type: none"> • Well-funded postal service 	MT	Postal Service	MIME

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
	support the postal system including: <ul style="list-style-type: none"> ○ Fees for home delivery of mail and letters ○ Promotion of first class and EMS services ○ Promotion of electronic services ○ Introduction of domestic commercial delivery services ○ Act as agents to provide or facilitate some government and private services 				

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:	<ul style="list-style-type: none"> • 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 • Su • 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 (Gender Equality SDG 5 Target 5.c, 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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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	<ul style="list-style-type: none"> • A Climate Change Adaptation and a Renewable Energy centre established within UOB for research and development (R&D) 	<ul style="list-style-type: none"> • Increase in research, and development (R&D) and publication of material on climate change and 	Medium Term	Lead COB in collaboration with strategic partners	High/ Medium

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	<ul style="list-style-type: none"> • Strategic partnerships formed with national and international agencies, civil society, think tanks, academia with expertise in climate change for Small Island Developing States selected to build the scientific research capabilities of UOB, and the country's institutional capacity in climate change and the use of green technologies • Research and Development Fund established 	<ul style="list-style-type: none"> renewable technologies to meet national climate and development priorities • Primary data on 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 UB faculty researching climate change • Technical expertise in climate change 			

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
		adaptation in the country increased			
11.1.2 Incorporate climate change adaptation and mitigation measures into public education, planning and budgetary processes	<p>Education and training:</p> <ul style="list-style-type: none"> Climate change adaptation and mitigation curriculum for public awareness campaigns developed and used in targeted outreach programmes <p>Planning</p> <ul style="list-style-type: none"> Comprehensive policy developed 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 <p>Budgetary Processes:</p> <ul style="list-style-type: none"> Annual budgets reflecting budgetary allocations for climate change concerns produced Establishment of a National Implementing Entity for the Green Climate Fund¹⁰⁰ 	<ul style="list-style-type: none"> Increased awareness among the public of climate change and its risks Increase in proportion of media sensitized on 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 	Short-Term and on-going	Lead MHE in collaboration with MOSSCD, MOE, BEST, BCC and Environmental NGOs	High/Low

¹⁰⁰ Budget Speech March 2016

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
		<ul style="list-style-type: none"> • Stronger international partnerships • Sustainable funding available and applied for climate change adaptation 			
11.1.3 Incorporate gender perspectives	<ul style="list-style-type: none"> • National Policy for Adaptation to Climate Change 2005 reviewed and revised to ensure it: <ul style="list-style-type: none"> ○ incorporates gender considerations into national climate change strategies and regulations, including: <ul style="list-style-type: none"> ▪ takes advantage of women’s skills and knowledge – such as natural resources management and social networks – in community-based adaptation ▪ ensures that the burdens and opportunities created by climate change adaptation work are equitable ▪ incorporates a specific policy on climate change 	<ul style="list-style-type: none"> • Incorporation of gender considerations into climate change • Increase in the number of women involved as agents of change in responses 	Short-Term	Lead BEST in collaboration with MHE, UOB,	High/Low

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	adaptation for the Agricultural and Marine Resources sector				
11.1.4 Adopt a national response to climate change adaptation and introduce appropriate legislation	<ul style="list-style-type: none"> ▪ 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 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 	<ul style="list-style-type: none"> ▪ Coordinated and holistic government response to climate change ▪ Government climate change communications improved ▪ Modern legislation and policies enacted 	Short-Term	Lead BEST in collaboration with MHE, UOB, environmental NGOs and OAG	High/Low
11.1.5 Proactively seek opportunities to increase capacity for green technologies and sustainable resource practices in the country	<ul style="list-style-type: none"> • Full implementation of Bahamas National Energy Policy 2013 to 2033 policy • Residential Energy Self Generating Programme¹⁰¹ reintroduced 	<ul style="list-style-type: none"> • Development of renewable energy sources such as solar, ocean energy, biofuels, waste-to-energy and wind 	Short-Term - Medium Term	Lead MHE in collaboration with OPM, MHE, MPW	High/High

¹⁰¹ Minister Dorsett's Budget Speech March 2016

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	<ul style="list-style-type: none"> Information on renewable energy and energy efficiency incorporated into school curriculum Policy incentivising the use of Green Technologies¹⁰² in existing infrastructure (including in industries for example, construction, tourism etc.) developed and implemented 	<ul style="list-style-type: none"> 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 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 			

¹⁰² 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
		vocational training in green technologies <ul style="list-style-type: none"> • 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			
11.1.6 Take active steps to solarize the entire country	<ul style="list-style-type: none"> • Policy mandating and/or incentivising solarisation of all: <ul style="list-style-type: none"> (a) new schools (b) government buildings (c) new street lights installed and (d) new homes • All new schools, government 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 	<ul style="list-style-type: none"> • Increased number of schools, government buildings and street lights off the grid • Consistent use of clean energy needed to operate schools, 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. 	Short-Term and ongoing	MEH in collaboration with communities	High/ Low

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	businesses together to “go solar”) ¹⁰³	<ul style="list-style-type: none"> leverage group-purchasing power – individuals can purchase solar systems in bulk for significantly less money than the typical market rate¹⁰⁴ 			
11.1.7 Strengthen the regulation of energy	<ul style="list-style-type: none"> Regulations and policy to support the Electricity Act 2015 drafted and implemented 	<ul style="list-style-type: none"> More safe, cost effective, reliable and environmentally sustainable electricity 	Short-Term	OAG in collaboration with URCA	High/Low

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, Gender Equality SDG 5 Target 5.c, 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	<ol style="list-style-type: none"> Poor communication and coordination between various tiers of government Inaccurate weather forecasts Limited engagement of disaster agencies with communities pre and post disasters Root causes of vulnerability are not being addressed through current formal adaptation efforts

¹⁰³ <http://energy.gov/eere/articles/making-difference-solarize-programs-accelerating-solar-adoption> (Ulrich, Elaine 2015 Making a Difference: Solarize Programs Accelerating Solar Adoption)

¹⁰⁴ *ibid*

Indicators of Success	<ol style="list-style-type: none"> 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
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Actions	Outputs	Outcomes	Time Frame	Responsible Agent	Impact/ Effort
11.2.1 Incorporate comprehensive disaster risk management strategies for disaster response	<ul style="list-style-type: none"> • CDEMA's¹⁰⁵ comprehensive disaster management strategies fully implemented • NEMA's Emergency Operations Plan reviewed and strengthened • Risk reduction adaptation recommendations from the ESCI's Hazard and Risk Reduction Study fully implemented 	<ul style="list-style-type: none"> • Strengthened institutional arrangements for Comprehensive Disaster Management implementation at national and local levels • Clear identification of responsibilities of organisations and individuals • Personnel, equipment, facilities, supplies and other resources identified for emergency operations • Increased and sustained knowledge management and 	Short-Term – Medium Term	Lead NEMA in collaboration with Government Ministries, BCCEC and CSOs	High/ High

¹⁰⁵ Caribbean Disaster Emergency Management Agency

Actions	Outputs	Outcomes	Time Frame	Responsible Agent	Impact/ Effort
		learning for Comprehensive Disaster Management <ul style="list-style-type: none"> • Sustained culture of safety and community resilience 			
11.2.2 Strengthen land use policies and legislation	<ul style="list-style-type: none"> • Hazard asset mapping in all Islands prepared to identify land zones that are available and safe for human settlements.¹⁰⁶ • Disaster risk considerations mainstreamed into planning procedures for major infrastructure projects with considerations given to social, economic and environmental impact assessments. • Land development policies, building codes, standards and construction practices reviewed and relevant legislation revised to 	<ul style="list-style-type: none"> • 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 and land development legislation 	Short-Term – Medium Term	Lead MEH in collaboration with MPW, NEMA, OAG	High/Low

¹⁰⁶ MPW provides information on disaster reduction options prior to constructions, land purchase and land sales

Actions	Outputs	Outcomes	Time Frame	Responsible Agent	Impact/ Effort
	<p>make provisions for inter alia, building codes for flood prone areas for all the Islands</p> <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> ▪ people centered (systems which are understandable) ▪ take into account demographic, accessibility, gender, age, cultural and livelihood characteristics of target audiences 	<ul style="list-style-type: none"> • Safer, more prepared citizens and residents • 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
	<ul style="list-style-type: none"> • Automated Early Warning System implemented. • Procedures to periodically review and maintain forecasting information systems as part of early warning systems implemented • 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 				

Actions	Outputs	Outcomes	Time Frame	Responsible Agent	Impact/ Effort
11.2.4 Strengthen other pre-disaster response	<ul style="list-style-type: none"> • 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 planning programmes created and implemented by in each public and private sector institute/organization • Clear protocols developed by all Government agencies and public authorities 	<ul style="list-style-type: none"> • 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 operations after disasters 	Short-Term – Medium Term	NEMA	High/ Medium

Actions	Outputs	Outcomes	Time Frame	Responsible Agent	Impact/ Effort
	<p>providing essential services specifying for example:</p> <ul style="list-style-type: none"> ▪ 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 ▪ steps to be taken to ensure availability of sufficient 				

Actions	Outputs	Outcomes	Time Frame	Responsible Agent	Impact/Effort
	<p>emergency medical services and supplies during and following a disaster</p> <ul style="list-style-type: none"> steps to be taken to clear debris following a disaster 				
11.2.5 Strengthen post disaster response including the conduct of post-disaster assessments to better inform future policy decisions	<ul style="list-style-type: none"> Workshops convened for Non-Profit organisations and other relief agencies responsible for disaster relief to train them on food safety and nutrition 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 	<ul style="list-style-type: none"> More nutritious and wholesome foods available to those affected by disasters Post-disaster assessments used to analyse the comprehensive impacts of hurricanes and flooding and inform rebuilding Better informed disaster management policies 	Short-Term	NEMA, MOA and UB	Medium/Low

Actions	Outputs	Outcomes	Time Frame	Responsible Agent	Impact/ Effort
11.2.6 Build national and local technical staff capacity in disaster management, data management and in the generation of environmental vulnerability assessments	<ul style="list-style-type: none"> • Organisational structure for NEMA developed and technical and administrative staff recruited • Undertake skills and expertise audit to identify additional 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: <ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> • NEMA's capacity strengthened to deal with disasters adequately • Better trained technical staff in New Providence and the Family Islands trained in vulnerability assessments • Evidenced based decision-making in identifying priority areas for investment across agencies, sectors, and geographic levels 	Short-Term – Medium Term	OPM/ NEMA Lead BNGISC in collaboration with MEH, BEST and NEMA	High/ Medium Medium /Low

Actions	Outputs	Outcomes	Time Frame	Responsible Agent	Impact/ Effort
	management experts recruited				

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. (Gender Equality SDG 5 Target 5.c, Clean Water and Sanitation SDG 6 Target 6.6, 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, - 15.5, 15.6, 15.7, 15.8, 15.9 and 15.a)
Why Important?	Terrestrial ecosystems, including pine woodlands (forest), coppice (mixed woodlands), and wetlands provide valuable ecosystem 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	<ol style="list-style-type: none"> 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. Increased control in trade of endangered species of wild Fauna and Flora 3. Conservation of at least 20% of their near-shore marine / coastal environment by 2020. 4. Increase in percentage of land area where environmental sustainable land use and management practices have been adopted 5. Increased knowledge on the value of ecosystems 6. Increase in benefit-sharing when genetic resources leave the country providing these resources 7. Increase the proportion of women, particularly at grass-roots levels, involved as decision makers, planners, managers, scientists and technical advisers and as beneficiaries in the design, development and implementation of policies and programmes for natural resource management ¹⁰⁷ t

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
11.3.1 Create policies and enact and enforce legislation for sustainable resource use and management	<ul style="list-style-type: none"> A national land use and management plan for sustainable use of The Bahamas' resources created and supporting legislation strengthened. Resource management includes management of: <ul style="list-style-type: none"> Sand mining and zones Salt mining Aragonite mining Wetlands¹⁰⁸ 	<ul style="list-style-type: none"> Better oversight of mining and use of natural resources on the land and in the oceans Reduced conflict over land and sea use Optimized use of land and sea that supports both development and conservation goals. Increased control in trade of endangered species of wild Fauna and Flora 	Short-Term – Medium Term	Lead NCC in collaboration with COB, OPM, MEH, MOA, BEST and OAG	High/Low

¹⁰⁷ Beijing Action Plan Accessed at: <http://www.un.org/womenwatch/daw/beijing/pdf/BDPfA%20E.pdf>

¹⁰⁸ See National Wetlands Action Plan at http://www.best.gov.bs/Documents/Bahamas_national_wetlands_policy.pdf

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	<ul style="list-style-type: none"> • Hill excavation • Biodiversity • Conservation and Protection of the Physical Landscape of The Bahamas Act 1997 reviewed and revised with the aim of strengthening dredging provisions • Environmental Planning and Protection Bill 2015 enacted • Integrated coastal zone managements framework and policy developed and operationalized • Integrated Coastal Zone Management Unit established • Marine pollution and ocean acidification policy and action plan produced • Recommendations made in the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) implemented 				
11.3.2 Ensure that land development agreements are made public and contain clauses for	<ul style="list-style-type: none"> • Land development Agreements and mitigation plans published online on BEST's website and filed at a central repository 	<ul style="list-style-type: none"> • Environmentally friendly development • Increased transparency in land development 	Short-Term an Ongoing	NCC	Medium /Low

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
environmental mitigation plans					
11.3.3 Carry out an economic assessment of all environmental resources in the country	<ul style="list-style-type: none"> Ecosystems master plan for Andros and for all of the other family islands drafted and promulgated 	<ul style="list-style-type: none"> Economic valuation of all ecosystems and natural assets across The Bahamas 	Short-Term – Medium Term	OPM	High/Medium
11.3.4 Adopt a sustainable ecosystems management approach for the benefit of all of the population	<ul style="list-style-type: none"> The 2012 Master Plan for The Bahamas Protected Area System revised and the capacity action plan implemented¹⁰⁹ 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 produced¹¹⁰ 	<ul style="list-style-type: none"> Increased percent of forest, agricultural and aquaculture ecosystems under sustainable management Restoration and protection 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 areas¹¹¹ 	December 2016 (Andros Master Plan) and others Short-Term - On going	OPM and where relevant BEST, MEH and OAG	High/Low

¹⁰⁹ Master Plan refers to protection of all ecosystems including coral reefs, pine forest, blue holes, lakes, wetlands etc.

¹¹⁰ Bahamas Protected Areas Fund 2014

¹¹¹ Bahamas Protected Areas Fund 2014

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	<ul style="list-style-type: none"> • Forestry Act, 2010 and regulations enforced • Forestry (Amendment) Bill enacted • National Forest Management Plan for the forest resources of the Bahamas produced and fully implemented 				
11.3.5 Develop a comprehensive framework to prevent and reverse loss of ecosystems, including restoring degraded land and soil	<ul style="list-style-type: none"> • Mitigation strategy against loss ecosystems and to reverse loss of ecosystems drafted and implemented • Environmental Planning and Protection Bill 2015 enacted • Invasive species policy officially adapted and implemented 	<ul style="list-style-type: none"> • Greater resilience of local species and other resources • Greater accountability from all stakeholders in the protection of ecosystems 	Short-Term	MEH	Medium /Low
11.3.6 Protect coastlines and increase the resilience of coastal ecosystems	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Construct coastal including both hard and soft defenses) Infrastructure • Coastal wetlands restored • Safer and more sustainable development 	Short-Term – Medium Term	BEST	High/Low

[illegible]

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Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	for the fund to extend to fisheries Management <ul style="list-style-type: none"> • A fisheries monitoring centre established, equipped and functional • A biological and economic assessment of the health of targeted fish stocks conducted • Incentives provided to fishermen to stop and guard against and report illegal poaching during fishing closed season 	increase in total catch per unit of fishing effort			
11.3.8 Strengthen marine management by improving the existing Marine Information System (FIS) and regulations	<ul style="list-style-type: none"> • 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 • A competent authority accredited for certification of marine products exports established/strengthened • Marine research facility established in Grand Bahama 	<ul style="list-style-type: none"> • 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 and exports • Increased research in marine science in the country 	Short-Term – Medium Term	MAF and DMR	High/ Medium

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
11.3.9 Train fishers/communities in the science of fisheries harvesting and management through short intensive courses to reduce unsustainable harvesting techniques	<ul style="list-style-type: none"> • A Fisheries Training Centre established • Fisheries Management Plans prepared and adopted for target fisheries 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Policy established and legislation passed and enforce on exploitation of new fisheries 	<ul style="list-style-type: none"> • Increased regulation of exploitation of new fisheries 	Short-Term – Medium Term	MAF and DMR in collaboration with OAG	Low/Low
11.3.11 Enact environmental planning and protection legislation	<ul style="list-style-type: none"> • Environmental Planning and Protection Bill 2015 finalised to include inter alia,: <ul style="list-style-type: none"> ▪ 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 environmental agency which has the 	<ul style="list-style-type: none"> • 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
	<p>responsibility for ensuring the Government's compliance with international treaties for the protection of the environment.</p> <ul style="list-style-type: none"> • Environmental Planning and Protection Bill 2015/2016 enacted 				
11.3.12 Enforce current legislation and pass pending regulations on the exploration of petroleum	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
11.3.13 Promote access to justice in environmental matters	<ul style="list-style-type: none"> Principle 10 of the Rio Declaration on Environment and Development adopted by The Bahamas 	<ul style="list-style-type: none"> Every person has access to information, can participate in the decision-making process and has access to justice in environmental matters 	Short-Term	MOFA and MHE	High/Low
11.3.14 Regulate access to genetic resources	<ul style="list-style-type: none"> NAGGOYA Protocol on Access to Genetic Resources adopted by The Bahamas Regulatory framework developed to implement Protocol on Access to Genetic Resources 	<ul style="list-style-type: none"> More predictable conditions for access to genetic resources. Increase in benefit-sharing when genetic resources leave the country providing these resources 	Short-Term	MHE	High/Low
11.3.15 Encourage the public to actively participate in the country's sustainable development including in the sustainable use and management of natural resources	<ul style="list-style-type: none"> Sustainable Development Goals incorporated into the school curriculum Public Awareness campaigns launched targeting promotion of sustainable use and management of natural resources by needs of specific groups (by gender, age, geography etc.) Training materials produced for public awareness campaigns on sustainable development 	<ul style="list-style-type: none"> Increased public awareness on sustainable use and management of natural resources Increased public participation in the management of natural resources. Better management of natural resources 	Short Term	BEST and UB	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 (Good Health and Wellbeing SDG 3 Target 3.9, Gender Equality SDG 5 Target 5.c, 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, Life Below Water SDG 14 Target 14.1, Life on Land SDG 15 Target 15.6 and Peace, Justice and Strong Institutions SDG 16 Target 16.6)
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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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 CO₂ emissions 5. Reduction in measured leachate near the dumpsites and landfills 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 waste	<ul style="list-style-type: none"> A modern waste management and waste for energy policy for the country which meets international best practices drafted and launched 	<ul style="list-style-type: none"> An effective framework that lays out waste 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 Degraded land and soil restored 	Short-Term – Medium Term	Lead DEH in collaboration with MHE	High/ Low
11.4.2 Harmonise waste management and enforce waste management legislation	<ul style="list-style-type: none"> Memorandum of Understanding between DEHS and partner governmental and private sector agencies signed and implemented Department of Environmental Health 	<ul style="list-style-type: none"> Existence of clear waste management responsibilities of - residents, industry and other operators Coordinated response to waste management between government agencies, private sector 	Short-Term and ongoing	DEH	High/ Low

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	(DEH)Management Act passed <ul style="list-style-type: none"> • Environmental Health Services Act 1987 enforced • CCTV utilized to enforce laws on illegal dumping • Environmental Health Services Collection and Disposal of Waste Regulations 2004 on inter alia, transportation of waste and separation of waste enforced 	and citizens through the DEHS <ul style="list-style-type: none"> • Enforcement of fines for breaches of environmental health legislation • Aggressive prosecution of 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 material¹¹³ • Increased segregation of waste at collection points 			
11.4.3 Strengthen the capacity of the Department of Environmental Health and Services	<ul style="list-style-type: none"> • Study conducted to determine the infrastructural and human capacity needs and partnership needs of the Environmental Monitoring 	<ul style="list-style-type: none"> • Improved management of waste in the country • Fully trained and equipped DEH staff 	Short-Term	MHE	High/Low

¹¹³ 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
	Risk Assessment Management Unit in the Department of Environmental Health Services <ul style="list-style-type: none"> Recommendations of study implemented 	<ul style="list-style-type: none"> Increase in strategic partnerships for waste management between DEH, the private sector and communities Cleaner and healthier environment for residents 			
11.4.4 Regulate disposal of hazardous waste	<ul style="list-style-type: none"> Legislation implemented for new liner and cell system for 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 	<ul style="list-style-type: none"> Cleaner air Fewer fires Reduction in leachate Proper disposal of hazardous waste from funeral homes, medical waste and other commercial businesses and households 	Short-Term and ongoing	OAG in collaboration with MHE	Medium /Low
11.4.5 Introduce a sorting and recycling system	<ul style="list-style-type: none"> National recycling policy specifying incentives for individuals and companies 	<ul style="list-style-type: none"> Less waste going to the landfill 	Short-Term	MHE	High/Low

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	<p>and which inter alia, outlines measures to empower women as producers and consumers so that they can take effective environmental actions, along with men, in their homes, communities and workplaces implemented</p> <ul style="list-style-type: none"> • 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 dis-incentivised, with a special emphasis for government • Review of tax regime on plastics conducted, including the possibility of surcharges on imported bottles and cans 	<ul style="list-style-type: none"> • Reduction of amount of copper in landfills • Less use of non-recyclable products • Increased integration of civil society thrift markets into the recycling processes • Increase in the powerful role women in influencing sustainable consumption decisions • 			
11.4.6 Promote reduce, re-use, recycling and recovery strategies to encourage sustainable	<ul style="list-style-type: none"> • Public awareness campaigns about proper waste management to change consumption patterns and 	<ul style="list-style-type: none"> • Less waste in the dump sites • More waste that is sorted and composted 	Short-Term and ongoing	MHE(DEH)	High/Low

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
consumption and production patterns	lifestyles, and to encourage participation in the management of wastes (such as sorting and recycling) convened <ul style="list-style-type: none"> • 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) 	<ul style="list-style-type: none"> • Lower costs for dumping • New recycling cottage industry • Reduction in general waste produced per capita per year Cheaper access to household paints 			
11.4.7 Prepare and approve remediation plans for degraded and contaminated land for each island	<ul style="list-style-type: none"> • Studies to determine contaminated landfills in need of remediation concluded • Remediation plans for contaminated landfills 	<ul style="list-style-type: none"> • Increase in the number of contaminated sites with approved remediation plans • Increase in number of properly 	Short-Term and ongoing	MHE(DEH)	High/ Medium

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	prepared and recommendations implemented in stages	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	<ul style="list-style-type: none"> ICI policy produced Legislation passed on controlled landfilling and requirements for ICI sector to divert more of their waste from public dumps 	<ul style="list-style-type: none"> 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
11.4.9 Strengthen air quality regulation	<ul style="list-style-type: none"> Environmental Health Air Emissions Regulations drafted, implemented and enforced Environmental Planning and Protection Bill passed and enforced 	<ul style="list-style-type: none"> More breathable air Approval required for developments associated with emissions, depositions, or discharges of any regulated air contaminant 	Short-Term	MHE	High/Low
11.4.10 Address challenges with dumping of waste from cruise ships	<ul style="list-style-type: none"> Agreement to Promote Compliance with International Conservation and Management Measures 	<ul style="list-style-type: none"> Reduction in activities which undermine conservation and management measures 	Short-Term	MOFA and MHE	High/High

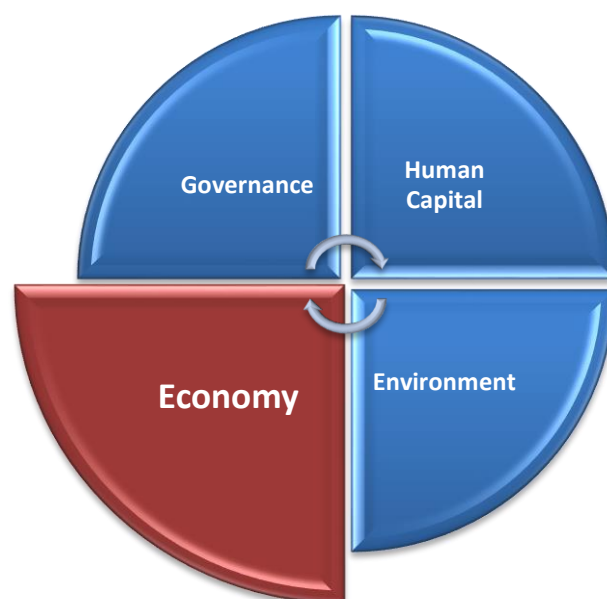
Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	by Fishing Vessels on the High Seas ratified <ul style="list-style-type: none"> • Legislation in support of Agreement drafted and enforced • Port Facilities to handle waster, sewerage built in ports which receive cruise ships built 	<ul style="list-style-type: none"> • Reduction in pollution of the seas from waste of cruise ships 			
11.4.11 Conduct a National Clean-Up Campaign country wide	<ul style="list-style-type: none"> • National Clean Up Campaign strategy to clean up the whole country drafted and strategy produced. Strategy to include inter alia,: <ul style="list-style-type: none"> ▪ strategies for cleaning up of all public spaces, coastal areas and abandoned properties by zones throughout the country; ▪ strategies to mobilise the public to clean their own areas/spaces; ▪ education campaigns against littering; ▪ enlighten the public on recycling and 	<ul style="list-style-type: none"> • Increased community pride in the country • A clean Bahamas 	Short-Term and ongoing	MOEH in collaboration with MOLG, Civil Society and members of the public	High/ Medium

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	<ul style="list-style-type: none"> <ul style="list-style-type: none"> caring for the natural environment ▪ strategies to promote opportunities for entrepreneurship through green activities • National Clean Up Campaign Strategy fully implemented 				
11.4.12 Institute a policy to mandate the hygienic disposal of feminine sanitary items in public buildings, schools and public bathrooms	<ul style="list-style-type: none"> • Policy drafted and implemented 	<ul style="list-style-type: none"> • Safe and hygienic disposal of female sanitary waste 	ST	Gender Affairs and MOW	ML

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%¹¹⁴ 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

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

¹¹⁴ World Economic Outlook, IMF, January 2016 Update, <http://www.imf.org/external/pubs/ft/weo/2016/update/01/>

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 of 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 and Culture – Goal 14 and 16

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.

A Fair and Effective Labour Regime Goal 15

The ability for an economy to perform is heavily dependent on the quality of available labour. There is urgent need to ensure that everyone has an opportunity for work that is productive, pays a liveable wage, affords them adequate job security and social protection for them and their families, opportunities for personal development and social integration and the freedom to express their concerns.¹¹⁵ Failure to pay a living wage, provide job security and needed social protections results in an increased number of working poor and related increased demands social services. An employee who has decent work has improved job satisfaction therefore contributes to improved productivity and is able to affordable basic services.

¹¹⁵ ILO 2017, Decent Work Accessed at: [<http://www.ilo.org/global/topics/decent-work/lang--en/index.htm>]

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:	<ol style="list-style-type: none"> 1. Monetary stability, 2. Fiscal sustainability 3. Tax efficiency 4. Understanding of Economic Policies 5. Personal Financial maturity 6. Improvement of 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 is 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	<ul style="list-style-type: none"> • 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	<ol style="list-style-type: none"> 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	<ul style="list-style-type: none"> • Currency reserve targets set • Remediation strategy produced 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Communication strategy document produced • Communication strategy operationalised 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Policy paper produced 	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Program developed including timelines for presentations • Training sessions held on agreed frequency 	<ul style="list-style-type: none"> • Improved political understanding of the macroeconomic environment and the impact of policy decisions • Faster and smoother policy development and implementation. 	ST/ On-going	COBB	MILE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact / Effort
12.1.5 Improve exchange control processes, including introducing technology and application tracking systems to improve transparency and efficiency	<ul style="list-style-type: none"> • Study on how to streamline processes and improve efficiency with respect to the exchange control department completed • Requirements and processes clearly outlined online • Online application and tracking processes commenced 	<ul style="list-style-type: none"> • 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 (Reduced Inequalities SDG 10 Target 10.4, 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?	<p>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 led 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 (Moody) and BBB- (S&P)</p>

Risk Assessment	<ul style="list-style-type: none"> • 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	<ol style="list-style-type: none"> 1. International Ratings improvements 2. Falling Debt to GDP ratio 3. Increasing Tax Revenue as a percentage of GDP 4. More gender aware budgets

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
12.2.1. Examine the debt sustainability framework of the current debt structure: <ul style="list-style-type: none"> - The maturity structure - The cost of debt - The type of rates - The areas of vulnerabilities and develop programs to reduce cost of financing	<ul style="list-style-type: none"> • Report produced and published on the current debt structure with recommendations on how to lower the cost of funding mix • Implementation plan produced and agreed plan implemented • Debt swaps (to lower cost and duration of financing) programme launched 	<ul style="list-style-type: none"> • Sustained fall in <ul style="list-style-type: none"> ○ Treasury bills and other domestic debt rates ○ External debt and contingent liabilities rates paid • Improvement in country's external ratings <ul style="list-style-type: none"> ○ Moody ○ Standard and Poors 	MT	Ministry of Finance (MOF)	HIHE

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
12.2.2 Implement plans to reduce the debt burden of the country	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Reduction of the fiscal fragility of the country • Improved ability of government to fund 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	<ul style="list-style-type: none"> • Report on the review of the performance of Public Corporations with recommended action and associated project plans submitted to Cabinet • Implementation plan for agreed efficiency and profitability improvements actioned 	<ul style="list-style-type: none"> • Reduce the overall drag on the economy and on government expenditure caused by poorly performing public corporations • Improved operational efficiency of public corporations • Lower public utilities costs 	MT	Ministry of Finance (MOF)	HIHE

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	<ul style="list-style-type: none"> • Corporate governance policies strengthened • Clear authorities and responsibilities and accountability frameworks developed • Performance standards agreed and published • Private sector Management structures and accountability frameworks implemented • Performance Management reviews conducted 	<ul style="list-style-type: none"> • Improved performance ratios for public companies • Reduction in staff costs 			
12.2.4 Develop a rigorous and standardized project review framework to ensure maximum return on public investments	<ul style="list-style-type: none"> • Project framework developed, published. • Evaluation reports on projects prepared • New frameworks implemented • Project review team established in MOF 	<ul style="list-style-type: none"> • Better projects chosen • Stronger returns on public investments • Lower number of failed projects or those with overruns 	ST	Ministry of Finance (MOF)	HIHE
12.2.5 Align revenue and expenditure projections with	<ul style="list-style-type: none"> • Budget that is project and program focused and that take into 	Allow government to be nimble and respond to	ST-MT	Ministry of Finance (MOF)	HIHE

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
planned Government priority objectives	consideration gender sensitivities. produced <ul style="list-style-type: none"> • ICT framework to facilitate effective reporting implemented 	pressing needs and shifting economic conditions			

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	<ul style="list-style-type: none"> • External economic hit to the main drivers of the economy • Continued slowing of the Bahamian economy • Weak fiscal policy= • Tax leakages and inadequate performance of the central revenue agency • Continued poor financial and revenue management at government agencies
Indicators of Success	<ol style="list-style-type: none"> 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	<ul style="list-style-type: none"> • Online tax payments and receipts instituted • Customs reforms to allow for increased efficiency in tax collection finalised 	<ul style="list-style-type: none"> • Increase in tax revenue • Improved tax compliance rates. 	ST	MOF	HIME
12.3.2 Strengthen expenditure management systems to promote sustainable and fiscally responsible practices	<ul style="list-style-type: none"> • A new Public Procurement Unit with defined action plan and procurement tools established. • Online procurement process fully established. • Training on procurement practises for all units in government with an emphasis on both financial prudence and sustainability commenced. • Procurement of medical and related purchase (hospital, clinics, Pharmacy and PDP, NIB and HHS to achieve economies of 	<ul style="list-style-type: none"> • Reduced expenditure leakage • Improved accountability in government in central government • Sustained reduction in Current Expenditure/total revenue • On-going Fiscal surplus • Reduced debt to GDP 	MT	MOF	HIHE

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	<p>scale centralised(Ref. Goal 6)</p> <ul style="list-style-type: none"> • The Auditor general office strengthened • Requirements for reporting requirements and an annual compliance review (self-assessment) submitted to the Auditor General office annually by all Ministries/ Departments actioned. • Risk Based Framework for reviews by the Auditors General implemented • ICT infrastructure to facilitate non-financial reporting by all departments and units implemented. • Procurement tools associated with the Financial Act developed 				
12.3.3 Improve the timeliness and accuracy of financial	<ul style="list-style-type: none"> • Legislation to facilitate the provision of 	<ul style="list-style-type: none"> • Informed decision making 	ST	MOF	HIME

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
<p>information to improve decision making: Including</p> <ol style="list-style-type: none"> 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 	<p>information from all Government Departments to the Department of Statistics enacted and enforced</p> <ul style="list-style-type: none"> • New governing legislation for the management and dissemination of statistics enacted and enforced • A data management and dissemination plan and a policy for collection and management and access to statistical information developed and implemented • Department of Statistics strengthened by, including: <ol style="list-style-type: none"> a. Recruitment of new staff b. Creation of broader mandates 	<ul style="list-style-type: none"> • Improved links between expenditure and output – accountability and effectiveness of the funds spent 			

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	<ul style="list-style-type: none"> c. Creation of new SLAs and Mandates d. Establishment of improved infrastructure e. The launch of new training programmes f. Creation of an integrated database management systems • Integrated government databases which capture all data reported to any government agency or department developed • The new IFMIS (Integrated Financial Management Information System) established within the Ministry of Finance which would have interoperability with 				

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	other key government systems				
12.3.4 Review and improve business processes within central government	<ul style="list-style-type: none"> • A committee and sub-committees established to assess processes weakness and to identify process improvements • Electronic registry and back scanning (historical) of all documents established • Centralised ICT platform and servers to facilitate business processing, transfer and storage of information acquired • Monthly meetings of PSs conducted to allow for resolution of cross department concerns • New business processes and policies developed and implemented 	<ul style="list-style-type: none"> • Improved efficiency in government • Reduced government resource wastage 	ST	MOF	HIME

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
12.3.5 Align budget spending with the stated priorities of government, including an emphasis on sustainable consumption and production practices	<ul style="list-style-type: none"> • ICT system for monitoring government priority projects and programs across government implemented¹ • Project/programme based budgets developed and used • Project evaluation reports prepared 	<ul style="list-style-type: none"> • Improved fiscal management • Government spending aligned with sustainable best practices 	ST	MOF	HIME
12.3.6 Independent evaluation of government financial performance	<ul style="list-style-type: none"> • Independent evaluation of the performance of departments published • E-data resources launched to improve transparency of government spending • Auditor General report on the overall performance of government bi-annually published • UB evaluation report on the implementation of the NDP prepared annually • Period audits of government 	<ul style="list-style-type: none"> • Increased transparency and accountability 	MT	Auditor General	MIME

Actions	Output	Outcome	Time frame	Responsible Agent	Impact/ Effort
	sustainability practices with respect to finances conducted <ul style="list-style-type: none"> • Reports on the performance of Government by independent private (quasi) institutions, e.g. COB, Central Bank prepared 				
12.3.7 Increase transparency and predictability of primary market – treasury bills, registered stock etc.	<ul style="list-style-type: none"> • Framework, timing and key actors published 	<ul style="list-style-type: none"> • 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 (Reduced Inequalities SDG 10 Target 10.4, Partnerships for the Goals SDG 17 Target 17.1, Peace, Justice and Strong Institutions SDG 16 Target 16.6)
Why Important?	<p>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% -</p>

	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	<ul style="list-style-type: none"> • 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	<ol style="list-style-type: none"> 1. 4% year over year increase in Tax revenue 2. The tax system which is efficient and fair to all

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	<ul style="list-style-type: none"> • Review conducted and Report produced 	<ul style="list-style-type: none"> • The tax system which is efficient, fair to all 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	<ul style="list-style-type: none"> • Proposals prepared on alternative sources of government revenue • Study prepared evaluating the available tax options including direct taxation. • Agreed recommendations implemented 	<ul style="list-style-type: none"> • Increase in tax revenue from diversified sources • Allow for an informed discussion around tax strategies and a potential shift in culture towards greater contribution (inputs) to facilitate the provision of public services 	ST	MOF	HIHE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
		<ul style="list-style-type: none"> • A more stable revenue base 			
12.4.3 Continue the strengthening of the tax administration and payment processes. (Ref. Strategy 12.3)	<ul style="list-style-type: none"> • Changes in processes including operations management and audit processes to ensure effective oversight of revenue collection instituted • Annual risk based audits by the Auditor General conducted • ICT improvements made to facilitate tracking of flow of funds 	<ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • Report prepared • Online payments facility for the payment of property taxes instituted • Stronger penalties enacted and the enforcement of penalties for non-payment conducted 	<ul style="list-style-type: none"> • Higher tax revenue 	ST/ MT	MOF	HIHE

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	<ul style="list-style-type: none"> • Maintenance of the systems once implemented • Continued lack of trust between local communities and Government
Indicators of Success	<ol style="list-style-type: none"> 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.	<ul style="list-style-type: none"> • Report published. 	<ul style="list-style-type: none"> • Facilitate an informed discussion around the relationship, responsibilities and accountability between local government and central government 	ST	MOF	LILE 0.66/ 1.66
12.5.2 Improve the financial reporting relationship between the central government and local communities and island districts.	<ul style="list-style-type: none"> • An effective electronic information management system. – linked to the IFMIS introduced. • Annual audit of the local government conducted 	<ul style="list-style-type: none"> • Increased transparency • Reduce bureaucracy 	ST 2 YRS	MOF	MILE 2/ 1.66

Actions	Output	Outcome	Time frame	Responsible Agent	Cost/ Impact
	<ul style="list-style-type: none"> • New e-payment systems introduced 				
12.5.3 Better allocate expenditure to the priorities of local districts	<ul style="list-style-type: none"> • 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 created 	<ul style="list-style-type: none"> • 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, Quality Education SDG 4 Target 4.6 and 4.7 and Gender Equality SDG 5 Target 5.a, Reduced Inequalities SDG 10 Target 10.2 and 10.3)
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	<ul style="list-style-type: none"> • The national consumer driven culture • Improvements in the legislation to improve the protections for small investors
Indicators of Success	<ol style="list-style-type: none"> 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 5. Increased number of women and men including vulnerable groups with access to financial resources

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.	<ul style="list-style-type: none"> • Financial literacy introduced in the curriculum at each grade level • = Central Bank's mandate revised to include improving financial literacy • "Banking the poor" strategies organized 	<ul style="list-style-type: none"> • Improved understanding of the importance of personal financial security by all • 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, education saving and retirement saving	<ul style="list-style-type: none"> • Strategy paper introduced which includes elements that encourage sustainable consumption practices. • Revised Pensions legislation enacted and implemented • New financial products including: 	<ul style="list-style-type: none"> • Sustained increased in the national savings rate • Reduction in Education loans • Reduced consumer loans • Improved financial security 	ST	CBOB/ MOF	HIHE 3.3/ 1

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	<ul style="list-style-type: none"> ○ pension products ○ Education saving products introduced • Innovative incentives policy to promote saving developed • Policy on the use of credit and savings methodologies that are effective in reaching women, men and vulnerable groups drafted and launched Policy to encourage links between financial institutions and non-governmental organizations and supportive innovative lending practices developed 	<ul style="list-style-type: none"> • Reduced crowding out of business loans (by the consumer loans) • Transferability of pensions • Increased number of women and vulnerable groups with access to financial resources 			
12.6.3 Strengthen protections for borrowers	<ul style="list-style-type: none"> • An effective rate of interest on all instalment facilities, hire purchase arrangements, payday type loans introduced 	<ul style="list-style-type: none"> • Better protections for borrowers 	ST	CBOB	MILE 2.3/ 1.3

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	<ul style="list-style-type: none"> • Legislation limiting the mis-selling of financial products to persons strengthened • Stronger rules on salary deductions and marketing to public servants introduced • A financial ombudsman established 				

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	<ul style="list-style-type: none"> • Failure to identify alternative economic opportunities • Inadequate funding of social programs • Inadequate protections for the environment
Indicators of Success	<ol style="list-style-type: none"> 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
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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	<ul style="list-style-type: none"> Measures for the Informal Economy developed and used Contribution of value added from the informal economy published Growth targets aligned with the SDGs publicized Human Development index indicator improved 	<ul style="list-style-type: none"> 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 for all 	MT	CBOB	MIHE 2.3 / 3
12.7.2 Introduce the System of Environmental-Economic Accounting (SEEA)	<ul style="list-style-type: none"> Environmental Accounting GDP introduced, accompanied by an education campaign for the general public 	<ul style="list-style-type: none"> Environment is considered in growth decisions Better sustainable policies 	MT	Dept. of Statistics	MIHE 2.3/ 3.3
12.7.3 Consider the use of a DSGE model for the identification of sustainable economic targets	<ul style="list-style-type: none"> Consultancy engaged Model developed 	<ul style="list-style-type: none"> 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?	<p>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).</p> <p>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.</p>
Risk Assessment	<ul style="list-style-type: none"> • 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	<ol style="list-style-type: none"> 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	<ul style="list-style-type: none"> • New Investment funds Legislation enacted • Financial and corporate service providers legislation strengthened 	<ul style="list-style-type: none"> • 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

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	<ul style="list-style-type: none"> • Compliance with Basel III by the stated deadline adhered to • Supporting regulations governing investment funds, and securities firms enacted; • Corporate governance framework requirements developed across the sector that are consistent • Companies Act revised • Training programs for legislative drafters and the legal fraternity including judiciary conducted 				
12.8.2 Continue the strengthening of the institutional framework and capacity to effectively regulate financial institutions and combat financial crimes	<ul style="list-style-type: none"> • Targeted training programmes introduced within the financial sector and regulatory agencies on Compliance and Anti-Money Laundering/ Countering the Financing of Terrorism • = Financial Courts established 	<ul style="list-style-type: none"> • Increase in the number of compliance officers in the financial sector. • Increase in the number of certified AML officers in regulatory agencies • Reduce the potential for de-risking and delinking 	MT	CBOB	MILE 2.6/ 1

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	<ul style="list-style-type: none"> Report on alternative strategies to support correspondent banking facilities for resident institutions produced 	<ul style="list-style-type: none"> Change the actual and 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	<ul style="list-style-type: none"> Training programs and certification for regulatory staff expanded Financial Ombudsman established Regulatory statistics published 	<ul style="list-style-type: none"> Larger numbers of skilled technical staff at regulatory agencies 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	<ul style="list-style-type: none"> • Business Climate; need to improve competitiveness • Weak inter and intra island transportation logistics • Failure to identify appropriate sectors for the Bahamian economy • Weak business incubation • High cost of utilities
Success Indicators	<ol style="list-style-type: none"> 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: <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • An Industrial policy for the Bahamas designed. It should include the: <ul style="list-style-type: none"> ○ Prioritisation of sector strategies ○ Identification of related government policies ○ Identification of a lead agency for industrial policy and development 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 • Analysis on the utilisation of regional trade agreements for the country's maximum benefit conducted and recommendations implemented • Regulatory and supervisory agencies which oversee standards, quality control, compliance with environmental and other legislative requirements strengthened and where necessary, established • Infrastructure development plan produced and implemented. (Ref Infrastructure Goal - 9) created 	<ul style="list-style-type: none"> • 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,	<ul style="list-style-type: none"> • Immigration policy created to facilitate the use of external 	<ul style="list-style-type: none"> • Development of the skills required to execute the strategy 	MT	MOF/ DOI/ MOEST	HIME

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
strategic use of immigration and knowledge transfer through FDI (Ref. Goal 6 – Education)	labour and FDI to build capacity <ul style="list-style-type: none"> • Strategy for the integration of industrial policy objectives and the education system (university and secondary) produced • Vocational training programmes aligned to the country's needs and priorities • Improvements made on the tertiary education and alignment with priorities 	<ul style="list-style-type: none"> • Improved education and focused skills training in the identified priority areas offered 			
12.9.4 Improve the cost effectiveness of energy, a key industrial input	<ul style="list-style-type: none"> • National Energy Policy implemented 	<ul style="list-style-type: none"> • Increase in the competitiveness of the sector 	MT	MOF/ BPL	HIHE
12.9.5 Ensure quality standards are in line with best practices (Ref. also to Trade Goal 13)	<ul style="list-style-type: none"> • Policies around quality assurance, accreditation, and evaluation produced. • Bahamas Bureau of Quality and Standards equipped with necessary resources (human and infrastructural) • Policy developed to ensure that low-quality imports do not undercut the productive base of the manufacturing sector 	<ul style="list-style-type: none"> • Firms/ products are of the quality to meet the standards necessary for export • A strengthened and resourced Bahamas Quality and Standards Bureau. • A more productive manufacturing sector base 	ST/ MT	BBSQ	HIME

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
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.	<ul style="list-style-type: none"> Study conducted on the economic potential of a free trade zone with the identification of any competitive advantages, recommendations on the optimum structure, and the benefits of potentially linking it to the Freeport in Grand Bahama 	<ul style="list-style-type: none"> 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 extractive industries (including aragonite mining)	<ul style="list-style-type: none"> Comprehensive market and feasibility study completed for 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 : <ul style="list-style-type: none"> Conservation and Protection of the Physical Landscape of The Bahamas Act, 1997. Ocean Industries Incorporated (Aragonite Mining Encouragement) Act 1971 	<ul style="list-style-type: none"> Existence of a clear strategic direction and 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 	MT	OPM/MHE	MIMI

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	<p>conducted to determine the effect of the legislation</p> <ul style="list-style-type: none"> • A modern regulatory framework and supporting legislation drafted, passed and implement 				
Logistics					
12.9.8 Create a stronger Logistics infrastructure	<ul style="list-style-type: none"> • A national logistics policy and strategy created for all ports which includes: <ul style="list-style-type: none"> ○ A security strategy for the freight transport and logistics industry ○ 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 	<ul style="list-style-type: none"> • Strengthening the functioning of ports as major import/export hubs and, logistics centres • Informed discussion on other transportation modalities 	ST	OPM/ MOPWUD/ MOTA	HHEI

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	increased linkages between facilities) made • International security standards enforced across all centres.				
12.9.9 Enhance the efficiency of all modes of transport	• Policy drafted and implemented to: <ul style="list-style-type: none"> ○ 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.) ○ Encourage separation of passenger and freight where possible and effective. ○ Introduce programmes to fund innovative technologies • Traffic information and road works management systems installed • Project plan to improve coordination of water shipping	• Reduction in traffic congestion and shortened 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
	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	<ul style="list-style-type: none"> Financial assistance programmes which encourage the use of modern technologies and innovations to reduce environmental damage, emissions and noise pollution created. CO₂ 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 growth in the freight sector over the next 10-15 years conducted. 	<ul style="list-style-type: none"> Increased research and the development of environmental friendly technologies for the freight industry Environmentally friendly industrial and freighting growth 	MT	MOEH/ MOTA/ MOPWUD	LIME

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
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	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?	<p>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.</p> <p>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.</p>
Risks	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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	<ul style="list-style-type: none"> • New legislation, regulations and operational guidelines for PPP enacted • A central PPP Coordination Unit (potentially under the 	<ul style="list-style-type: none"> • An environment where PPPs are encouraged • Increased use of PPP structures 	ST	OPM	HIHE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	MOF/OPM – Investments) created <ul style="list-style-type: none"> • Framework to facilitate linkages between local government and PPP in their jurisdictions created 				
12.10.2 Ensure PPPs are transparently and competitively procured	<ul style="list-style-type: none"> • Open competitive bidding process for PPPs introduced 	<ul style="list-style-type: none"> • Limit the possibility of collusion and ensure transparency in the PPP process 	ST	OPM/ MOF	HILE
12.10.3 Ensure that PPP are economically and socially viable	<ul style="list-style-type: none"> • “Operational guidelines and procedures produced to ensure that PPPs are technically, financially, economically and socially viable Qualifying criteria developed 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Risk sharing and pricing frameworks for PPPs created. 	<ul style="list-style-type: none"> • Equitable and optimal risk sharing in PPPs 	ST	OPM/ MOF	HILE
12.10.5 Facilitate capacity building and the transfer of technology and the promotion of research and development through PPPs.	<ul style="list-style-type: none"> • Guidelines for investors (with respect to PPP investments) that also include a focus on technology and innovation transfer, frameworks for research and development, 	<ul style="list-style-type: none"> • Local training and knowledge and technology transfer 	ST	OPM/ MOF	HILE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	diversity and gender considerations developed <ul style="list-style-type: none"> • Strategic frameworks for the development of human resources in PPP environments developed, • Use of monitoring and evaluation feedback loops and reports commenced 				
12.10.6 Improve public awareness of PPPs and potential opportunities	<ul style="list-style-type: none"> • Database of PPP opportunities developed and used • Public education and awareness campaign convened • Public Sector training (including local government) on the identification of PPP opportunities, the benefits of PPPs and the enabling legislation, policies and guideline frameworks commenced 	<ul style="list-style-type: none"> • 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
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	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, 17.9 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 should be targeted in sectors that promote sustainable economic development.
Risks	<ul style="list-style-type: none"> • 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 led development does not yield real benefits for the country and can be exploitive
Success Indicators	<ol style="list-style-type: none"> 1. Increase in FDI levels 2. Identification of national priority areas

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
12.11.1 Restructure Bahamas Investment Authority (BIA) to allow for a one stop window for driving investment in the country	<ul style="list-style-type: none"> • White Paper on restructured authority finalized • An Authority that harmonises the assessment of investments in Bahamas under one window established • FDI evaluation framework revised 	<ul style="list-style-type: none"> • Increase in The Bahamas obtaining value for money on its FDI associated projects • FDI that is more in line with national priorities • Improved availability of statistics on FDI to inform national discussions and facilitate decision making 	ST	OPM/ MOF	HIHE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	<ul style="list-style-type: none"> • A strong promotion and marketing arm or separate body for investments established • A technical research group that provides rigorous evaluation of BIA projects established • Statistical database that captures investment in the country created and maintained • 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 introduced • Costing of all environmental impacts of FDI, social benefits to be derived conducted 	<ul style="list-style-type: none"> • Improvement in social outcomes and civic contributions of FDI 			
12.11.2 Identification of National priorities for FDI	<ul style="list-style-type: none"> • Evaluation report on the development needs and niche areas within each island produced 	<ul style="list-style-type: none"> • FDI that is focused on the key development areas 	ST	OPM/ MOF	HIME

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	<ul style="list-style-type: none"> • Announcement of the priority areas for development in line with the National Development Plan made • Assignment of developmental weights for priority areas instituted within the FDI evaluation framework 				
12.11.3 Develop a comprehensive Investment Policy for the Bahamas	<ul style="list-style-type: none"> • UNCTAD engaged to produce a strategic Investment Policy which inter alia;: <ul style="list-style-type: none"> ▪ Promotes and facilitates investment for sustainable development ▪ Balances the country's commitments with investor obligations and promotes responsible investments ▪ Ensures an appropriate balance between protection commitments and 	<ul style="list-style-type: none"> • An investment policy which facilitates investment for sustainable development of the country • An investment policy that promotes local ownership 	Short-Term	UNCTAD	High/Low

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	<p>regulatory space for development</p> <ul style="list-style-type: none"> Ensures specific sectors are reserved for local ownership only, for example, ownership of small hotels and bonefish lodges that have 20 rooms or less 				

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:	<ul style="list-style-type: none"> • Declining Business competitiveness • Complexity of doing business • Barriers to entry of new firms and encouraging growth of existing firms • Limited access to finance for entrepreneurs • Low productivity levels due a skills deficit • Weak policies for Small Business Development • Land access challenges • Weak development focused immigration policy • Failure to fully utilise trade for stronger economic growth • Investment policy which needs to be streamlined 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. (Reduced Inequalities SDG 10 Target 10.3, Peace, Justice and Strong Institutions SDG 16 Target 16.5 and 16.6)
Why is this Important?	<p>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.</p> <p>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 firms seeking to be domiciled here.</p>
Risk Assessment	<ul style="list-style-type: none"> • 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

	<ul style="list-style-type: none"> • Slowness of regulatory and legislation changes • Inadequate ICT infrastructure
Indicators of Success	<ol style="list-style-type: none"> 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 3. Greater access to credit for all credit worthy borrowers

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	<ul style="list-style-type: none"> • A National Development Council established with required legislation, terms of reference and with appropriate powers 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Lead agency identified and provided with an appropriate mandate • Comprehensive strategy for improving The Bahamas' business climate prepared 	<ul style="list-style-type: none"> • 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
<i>Starting a Business</i> 13.1.3 Reduce the time and complexity of starting a business by improving the	<ul style="list-style-type: none"> • Full online search, name reservation, registration and payments process for 	<ul style="list-style-type: none"> • Faster and seamless registration, search and payments processes for new establishments 	Short term	Competitiveness Council)	HIHE

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
company ¹¹⁶ registration process, name reservation process, business licensing experience and the interactions with the National Insurance Board	<p>company registration launched.</p> <ul style="list-style-type: none"> • Business licensing process simplified through greater automation and linkages with other government systems such as NIB • Accessible guidelines on the business licensing process and requirements produced. • An automated and integrated system for business registration introduced 	<ul style="list-style-type: none"> • Simplification of the business licensing process • Reduction of total time to start a business to under one week. • Ease of collection of government revenue 			
<p><i>Building Permits</i></p> <p>13.1.4 Reduce the complexity and timeframe for securing building permits through interventions aimed at: process reengineering within the planning permission stage to reduce the 120 day timeframe to obtain a permit from Ministry of Works and the 16 day</p>	<ul style="list-style-type: none"> • Automated systems, including application tracking systems, to ensure a shorter timeframe and reduced number of steps for business set up (inspection, planning and external works) for building permits introduced • New online procedures manual published to ensure transparency of building permit process. 	<ul style="list-style-type: none"> • Shorter wait times for permits related to buildings and electricity • Greater coordination between Ministries and agencies involved in permitting for new construction and electricity 	Short terms	Competitiveness Council (CC)	HIHE

¹¹⁶ Doing business Survey 2016

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
timeframe to secure water and sewerage services					
<i>Getting Electricity</i> 13.1.5 Reduce the complexity and cost of getting electricity through: 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.	<ul style="list-style-type: none"> • Rationalized cost framework produced for electricity fees for initial Maximum times for coordination between Ministry of Works and the electricity company introduced. • New online procedures manual published to ensure transparency of building permit process. • Online tracking system introduced. 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Implementation Plan prepared for The Bahamas Nation Energy Policy 2013-2033 • Policy to incentivise the industrial use of solar and other forms of alternative energy developed and launched 	<ul style="list-style-type: none"> • Lower cost and more reliable energy • Increased incentives to available to encourage the use of energy efficient machinery, fittings and technologies 	Medium Term	Ministry of Environment and Housing (MOEH)	HIME
<i>Getting Credit</i> 13.1.7 Improve financing options for businesses by improving credit systems,	<ul style="list-style-type: none"> • Policy and regulatory framework to ensure the introduction of innovative financing options including seed funding, 	<ul style="list-style-type: none"> • Development of capital markets • Development of financial markets 	Medium Terms	MOF	HIHE

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
strengthening financial markets, introducing credit information systems and clarifications of the rights of borrowers and lenders.	<p>angel investing and junior markets on BISX reviewed, revised and implemented</p> <ul style="list-style-type: none"> • Venture capital and microbusiness funds established • New legislation to strengthen the transactions, liquidation, security rights and protection of creditors' rights enacted and enforced • Collateral registry established • Credit bureau established • Banking legislation amended to streamline and standardise procedures for opening domestic bank accounts • Policy developed and implemented to encourage commercial banks to establish Small Business Units staffed with competent professionals experienced in business incubation, finance and marketing to provide 	<ul style="list-style-type: none"> • Diversification of financial productions • Greater access to credit for all credit worthy borrowers • Improved “getting credit” score for the DBI • Increased disclosure requirements for firms • Availability of clear procedures for opening domestic bank accounts • Increase in number of start-ups and SMEs receiving mentorship and guidance through their growth stages • Increase in the number of commercial banks with an understanding of their risk profile with respect to start-ups and SMEs 			

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
	guidance to start-ups and SMEs				
<p><i>Protecting Minority Investors</i></p> <p>13.1.8 Introduce new legislative changes to strengthen minority rights and protect minority investors</p>	<ul style="list-style-type: none"> Companies Act revised to upgrade minorities rights in line with international best practices (director liability rules, shareholder legal action, conflict of interest, investor protection); National corporate governance frameworks reviewed and strengthened Corporate disclosure requirements revised to ensure that they are in line with international best practices Policy and required legal framework introduced to strengthen the capital markets and to facilitate additional financing options (other than debt financing) 	<ul style="list-style-type: none"> Removal of barriers to entering the market Improve investor protection 	Medium Term	MOF	MIME
<p><i>Resolving Insolvency and Enforcing Contracts</i></p> <p>13.1.9 Improve the efficiency and effectiveness of systems</p>	<ul style="list-style-type: none"> Commercial courts established to reduce times for commercial cases Legislative and policy framework reviewed and 	<ul style="list-style-type: none"> Dependable, efficient resolution of commercial disputes Reduced days and procedures for resolution of commercial disputes 	Medium Terms	Office of the Attorney General	MILE

Actions	Outputs	Outcomes	Time Frame	Responsible Agency	Impact/ Effort
for commercial dispute resolution including, insolvency	revised to encourage the use of arbitration <ul style="list-style-type: none"> • Insolvency legislation and practices revised to reduce the time for resolving insolvencies 	<ul style="list-style-type: none"> • Reduced time for resolving insolvency 			
13.1.10 Protect intellectual property rights	<ul style="list-style-type: none"> • New legislation on intellectual property rights enforced • 	<ul style="list-style-type: none"> • Strong environment for ingenuity in the private sector • Increase in number of cases brought to court to enforce intellectual property rights 	Short Term	Attorney General	MIME
13.1.11 Strengthen existing legislation, mechanisms and agencies to protect consumer rights	<ul style="list-style-type: none"> • Implementation plan produced for the creation of a Better Business Bureau/ Fair Trade Commission type organization to promote stronger ethical business standards and practices • Ratings system developed for business establishments 	<ul style="list-style-type: none"> • Stronger redress for consumers • Better business practices • Strengthened consumer protections • Increased availability of mechanisms and for transparent reporting of consumer violations by businesses • 	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	<ul style="list-style-type: none"> • Lack of government commitment to make requisite governance improvements • Change in the culture of the public service towards stronger customer service
Indicators of Success	<ol style="list-style-type: none"> 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	<ul style="list-style-type: none"> • Lead Agency established and staffed 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Report produced that maps existing services and that identifies processes in need of improvement 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • An e-government platform launched • Single ICT platform for government with searchable document capacity created and launched 	<ul style="list-style-type: none"> • Infrastructure to support service to business identified 	Short Term	OPM/ MOF	HIME
13.2.4 Train staff in all government agencies on service delivery, management and other soft skills	<ul style="list-style-type: none"> • Service standards developed and implemented throughout all government agencies 	<ul style="list-style-type: none"> • 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
	<ul style="list-style-type: none"> Interagency MOU's executed Training programs developed and implemented 				
13.2.5 Launch the Smart Government Initiative	<ul style="list-style-type: none"> A new SMART service delivery system launched Public education campaigns on the SMART service delivery system conducted 	<ul style="list-style-type: none"> 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 to financing for Entrepreneurs (No Poverty SDG 1 Target 1.4 and 1.b, Gender Equality SDG 5 Target 5.a, Reduced Inequalities SDG 10 Target 10.2, 10.3 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	<ul style="list-style-type: none"> Failure to deal with the high level of defaults associated with small business development Weak education campaign
Indicators of Success	<ol style="list-style-type: none"> High coverage by the credit bureau Percentage increase in business loans Establishment of Junior market Number of new business start-ups that survive the first three years Improved access to funding for MSMEs operated by men and women

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
13.3.1 Explore options for early stage business financing, particularly in high innovation areas	<ul style="list-style-type: none"> • Policy framework launched • Education campaigns launched on business financing models • Single portal developed for small business start-ups... "Where you can go to get what?" 	<ul style="list-style-type: none"> • 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
13.3.2 Improve local capital market products through the encouragement of innovative financial products aimed at SMEs	<ul style="list-style-type: none"> • Companies Act revised • Report on the introduction of junior markets developed • Securities Industry regulations • Training programmes on stock exchanges, their functions, investment opportunities and how to list on them launched 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • The Bahamas Credit Bureau established 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Education campaign commenced • The cooperative legislative framework strengthened • Incentives provided for use of cooperative framework to up-size production in key industries • 	<ul style="list-style-type: none"> • Additional avenues to access small business funding • Growth of credit unions across the family islands 	MT	MOF and Department of Cooperatives	HIME 3.66/ 2.66

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
13.3.5 Improve access to funding for MSMEs, including the rationalization of government funding sources for MSME development	<ul style="list-style-type: none"> • Coordination mechanism established to coordinate the functions of various bodies approving venture capital for business development • A framework for SME financing introduced: <ul style="list-style-type: none"> ▪ based on commercial principles and which allows for the charging of risk premium that recognizes credit risk, ▪ based on professional Management and Boards with limited political ▪ which incorporates gender sensitivities • Bahamas Development Bank restructured • A venture capital framework created • Policies to facilitate crowd funding created • Government guaranteed small business fund to be administered by commercial lenders willing to take a 60/40 stake in the loan created • A micro-business fund in association with an established private institution (charity) 	<ul style="list-style-type: none"> • More efficient management of the venture capital funds available for small businesses • Better access to financing for small business • Funding which is gender sensitive 	Medium Term	MOF and DOGFA	HIHE 3.3/ 3.3.

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
	which caters to providing micro finance loans, training and business incubation introduced				
13.3.6 Strengthen Entrepreneur encouragement and support programmes, including introducing incubator services for SMEs	<ul style="list-style-type: none"> • Programme designed and implemented that: <ul style="list-style-type: none"> ▪ provides the knowledge and advice to businesses, to build a business plan, access financing, register and launch a commercial enterprise ▪ Incorporates gender sensitivities 	<ul style="list-style-type: none"> • More and better prepared business start-ups • Increase in number of women entrepreneurs 	Medium Term	MOF	HIME
13.3.7 Establish a protocol on bank branch closures	<ul style="list-style-type: none"> • Protocol on bank branch closures developed committing banks to, inter alia: <ul style="list-style-type: none"> ▪ Work with communities to establish the impact of bank closures prior to closure ▪ Find suitable alternative provisions to suit individual communities ▪ To put alternative banking services in place before a branch is closed (use of free cash machines, post office branches etcetera)¹¹⁷ 	<ul style="list-style-type: none"> • Increase in number of residents in the Family Islands and in New Providence, including those in deprived areas, with access to banking services 	Short Term	MOF	HILE

¹¹⁷ Department of Innovation and Skills, UK Government, Banks Agree Protocol on Branch Closures. Accessed at: www.gov.uk,SSL+banks-agree-protocol-on-branch-closures

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 (Gender Equality SDG 5 Target 5.a, Decent Work and Economic Growth SDG 8 Target 8. 3, 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	<ul style="list-style-type: none"> • Poor policy development with respect to the empowerment zones • Failure to maximize returns from the investment (government)
Indicators of Success	<ol style="list-style-type: none"> 1. Number of new business start-ups 2. Amount of investment in zones 3. Increase in women’s enterprises

Actions	Outputs	Outcomes	Time	Lead	Impact Effort
13.4.1 Create an empowerment zone for a revitalized downtown Nassau. Potential incentives include: <ol style="list-style-type: none"> i. Special Access to low cost funding or bond financing. ii. Tax relief on capital assets required for start-ups. 	<ul style="list-style-type: none"> • Signed agreements on incentives for downtown Nassau development • An Act to support the Empowerment zones and facilitate fines enacted and implemented • A city code developed and implemented • The recommendations from the Sustainable Nassau project implemented 	<ul style="list-style-type: none"> • Revitalized, clean and vibrant downtown core 	Medium Term	OPM	HIHE 4.3/ 4.3

Actions	Outputs	Outcomes	Time	Lead	Impact Effort
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	<ul style="list-style-type: none"> • Low cost workspaces provided (shared space programs) • Agreements to encouraged PPP programmes signed 				
13.4.2 Rationalize the free-zone framework to support the maximum benefits from free zones	<ul style="list-style-type: none"> • Report on the feasibility of the creation of other free-zone areas outside of the main islands produced • Framework for creation of zones and the structuring of concessions to facilitate maximum benefits for the country developed • Report published 	<ul style="list-style-type: none"> • Better use of free zone concepts 	ST	OPM	HIHE 4/3
13.4.3 Create programmes and incentives that foster the development of clusters such as mechanics, carpenters and other trades to ensure a space for innovation	<ul style="list-style-type: none"> • Framework for clusters developed for targeted sectors/ industries published • Apprenticeship programs developed • Low cost workspace provided (shared space programs) 	<ul style="list-style-type: none"> • Revitalized industrial parks • Increase of knowledge transfers to improve business outcomes for local businesses 	Medium Term	OPM/ BAIC	HIME 3.33/ 3

Actions	Outputs	Outcomes	Time	Lead	Impact Effort
	<ul style="list-style-type: none"> • PPP Incentive programs/agreements executed to encourage the hiring of persons in the empowerment zone 				
13.4.4 Incentivize PPPs to establish business empowerment zones across various islands.	<ul style="list-style-type: none"> • PPP agreements executed • PPP standards and framework created 	<ul style="list-style-type: none"> • Greater development and opportunities in the Family Islands 	Medium Term	OPM/BAIC	3HIME .333/ 2
13.4.5 Support women's entrepreneurship	<ul style="list-style-type: none"> • Small Business Development Centre Strategic Operational Plan drafted and launched specifying strategies including: <ul style="list-style-type: none"> ▪ promote and support women's self-employment ▪ the development of small enterprises, ▪ strengthen women's access to credit and capital on appropriate terms equal to those of men through the scaling-up of institutions dedicated to promoting women's entrepreneurship, including, as appropriate, non-traditional and mutual credit schemes, as well as 	<ul style="list-style-type: none"> • Increase in women's enterprises 	Short-Term and On-going	MOF	HI/ME

Actions	Outputs	Outcomes	Time	Lead	Impact Effort
	innovative linkages with financial institutions ¹¹⁸				

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)	<ul style="list-style-type: none"> 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 Community based Centres of Learning created to 	<ul style="list-style-type: none"> Highly trained workforce Increase in productivity 	Short Term	Ministry of Labour	MIME 2.66/ 2

¹¹⁸ Beijing Action Plan Accessed at: [<http://www.un.org/womenwatch/daw/beijing/pdf/BDPfA%20E.pdf>]

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
	provide career and sector specific training				
13.5.2 Introduce customer satisfaction surveys for service delivery in the country overall.	<ul style="list-style-type: none"> Survey designed, Survey conducted and results published. 	<ul style="list-style-type: none"> 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 an 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 development of export focused industries and sectors.
Risk Assessment	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Increase in exports, including services exports

Actions	Outputs	Outcomes	Time	Lead	Impact/ Effort
13.6.1 Actively pursue entering into bilateral and multilateral trade agreements including the WTO	<ul style="list-style-type: none"> • Accession to WTO membership 	<ul style="list-style-type: none"> • 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 accreditation for Bahamian goods and service providers	<ul style="list-style-type: none"> ▪ New Standards' legislation and regulations passed to strengthen the work of the Bureau of Quality and Standards and compliance with standards including: the development of a Regulatory institution to inspect and enforce standards ▪ Ensuring the enactment of Metrology and numerology standards legislation • Accreditation and certification of labs established • Public Education campaigns conducted 	<ul style="list-style-type: none"> • National Quality Standards upheld • Stronger Standards Bureau • Bahamian exporters and importers of goods and services will have reliable standards in order to ensure reliability and quality • Increased market access due to confidence on the quality of the product and recognition of quality standards • Increase in Accreditation 	ST	BBSQ	HIHE 4/3

Actions	Outputs	Outcomes	Time	Lead	Impact/ Effort
		agencies and processes			
13.6.3 Strengthen investment promotion and trade facilitation	<ul style="list-style-type: none"> The department responsible for trade institutionalised into a compatible, stable Ministry. Annual trade shows with targeted markets held. Bahamian Embassies mandated to advance trade opportunities by adding trade attaches to key embassies <p>An enabling external environment for trade created to inter alia, encourage the diaspora to demand Bahamian made products and to invest in The Bahamas¹¹⁹</p> <ul style="list-style-type: none"> Policy developed to provide tax incentives for companies that seek to grow externally or that become first time exporters in non-traditional areas (to the maximum of (additional custom duties on the inputs for export) of predetermined dollar amount 	<ul style="list-style-type: none"> 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 foreign subsidiaries Increase in the number of trade relationships/ agreements the country has 	Medium Term	OPM/ MFS	MILE 2.33/ 1.66

¹¹⁹ National Economic Summit pg. 34

Actions	Outputs	Outcomes	Time	Lead	Impact/ Effort
13.6.4 Ensure effective use of existing trade relationships/ agreements such as the European Union's, Economic Partnership Agreement (EPA) with the CARIFORUM	<ul style="list-style-type: none"> • Study on the potential ways to maximize the use of the agreements conducted • Review and refinement of domestic trade policies conducted • Education and awareness campaigns conducted • Trade strategy document prepared for major trading partners such as the United States and China 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • A Policy developed and recommendations made on ways to maintain and enhance relationships with the African, Caribbean and Pacific Countries (ACP) countries 	<ul style="list-style-type: none"> • 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 number of days it takes to export goods through revision of export procedures and by encouraging the use of ICT to improve efficiency	<ul style="list-style-type: none"> • Report assessing the current export procedures for Bahamians exporting and that includes, identification of efficiency improvements and process simplification to remove potential barriers for Bahamian exports produced • Information packages detailing the exporting 	<ul style="list-style-type: none"> • Removal of information and efficiency barriers to trade for Bahamians 	ST	Ministry of Financial Services	MILE 2.66/ 1.66

Actions	Outputs	Outcomes	Time	Lead	Impact/ Effort
	process and requirements provided online and in print <ul style="list-style-type: none"> ICT portals or virtual market places to facilitate exports created 				
13.6.7 Introduce programmes that train and educate industry about existing and proposed trade agreements and their benefits and risks.	<ul style="list-style-type: none"> Public education campaigns on the benefits associated with the signed trade agreements conducted National discussions on ascension to WTO and implications held throughout the country 	<ul style="list-style-type: none"> 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 policies provide an opportunity for the country to get the skills needed and fast-track growth in the critical sectors of the country.
Risk Assessment	<ul style="list-style-type: none"> 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 highly skilled, entrepreneurial immigrants (i.e. those who can assist building the economy in determined industries such as ICT, financial services, innovative industries, etc.)	<ul style="list-style-type: none"> • New clear focused immigration policy which: <ul style="list-style-type: none"> ○ Sets targets for the number of work permits issued by type; makes provision for the increase in the number of the work permits issued for technical or professional positions ○ outlines 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 • Procedure for processing of work permits clarified and mainstreamed including the time for processing and the areas of focus • Study completed on the opening of the legal profession 	<ul style="list-style-type: none"> • 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 Introduce an Entrepreneur Work Visa	<ul style="list-style-type: none"> • An Entrepreneur Work Visa category (and the detailed requirements) introduced in the 	<ul style="list-style-type: none"> • Strategic use of foreign investors 	ST	MFA/OPM/ DOI	HIHE

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
	revised Immigration work permits policy <ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • List of preferred areas for investment developed and published specific to each Family Island 	<ul style="list-style-type: none"> • Increase in the skill sets living and working on Family Islands • Percentage increase in investment in areas identified 	ST	OPM/ BIA	HIME
13.7.3 Review and improve the system for the grant of Permanent Residency for Immigrants investors	<ul style="list-style-type: none"> • A revised “fast track” system for Permanent Residency applications introduced • Clear criteria on process for the granting of permanent residency developed • The need for Cabinet approval of all permanent residency applications considered, policy developed and implemented 	<ul style="list-style-type: none"> • Higher FDI investment and economic growth 	ST	MFA/OPM/ DOI	MILE 2.66/ 1.66
13.7.4 Refocus cultural norms towards immigration	<ul style="list-style-type: none"> • Study on the role of immigrants and their benefits/ costs to the development of The Bahamas – economic contribution of immigrants conducted • Education campaigns on the roles of immigrants in the development of The Bahamas conducted 	<ul style="list-style-type: none"> • More tolerant society • Tapping the potential of all immigrants 	ST	MFA/OPM	LILE 1/1.66

Actions	Outputs	Outcomes	Time	Responsible Agency	Impact/ Effort
	<ul style="list-style-type: none"> “Bahaminization” message restructured towards one of inclusion and non-discrimination, while 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 sizes have indicated that an inadequately skilled workforce was one of the biggest obstacles limiting their development
Risk Assessment	<ul style="list-style-type: none"> Challenge changing the school curriculum Need for a cultural shift towards greater acceptance of vocational skills Low levels of educational attainment
Indicators of Success	<ol style="list-style-type: none"> Decrease in the number of companies citing low-skills as a restriction on growth Number of well qualified graduates from learning institutions 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)	<ul style="list-style-type: none"> Labour Skills Survey conducted and report published 	<ul style="list-style-type: none"> Timely information on the current skills of the Bahamian workforce available and identification of 	ST	Dept. of labour (DOL)	LIME 1.6/ 1

Actions	Outputs	Outcomes	Time	Responsible Agent	Impact/ Effort
		gaps where they exist			
13.8.2 Strengthen gathering of statistics on the labour market, particularly skills needs and provide greater access of labour market information to the public.	<ul style="list-style-type: none"> • Component II of the IFMIS loan implemented to modernise Statistics • Policy implemented to encourage the production of broad range of labour market data on quarterly basis including skills deficits. 	<ul style="list-style-type: none"> • Timely information on the current skills of the Bahamian workforce and identification of where gaps exist 	ST-MT	Dept. of Statistics/ DOL	HIHE 3/3
13.8.3 Ensure that adult training and re-training are in line with national priorities.	<ul style="list-style-type: none"> • Curriculum revised 	<ul style="list-style-type: none"> • Greater alignment between what is taught in learning institutions and what jobs are required in the market • Skills gap in the Labour /Skills Survey reduced 	ST	MOEST	MIME 2/2.66
13.8.4 Introduce new education centres for specialized skills in areas identified as critical for development	<ul style="list-style-type: none"> • Centres of Learning established including: <ul style="list-style-type: none"> ○ A Centre for Excellence in The Bahamas for specialized training and certification in skills shortage areas that are needed for national development 	<ul style="list-style-type: none"> • Clear understanding of what skills are being thought and coordination that these are in line with national priorities and business needs 	MT	MOEST	HIME

Actions	Outputs	Outcomes	Time	Responsible Agent	Impact/ Effort
	<ul style="list-style-type: none"> Establishment of Language schools encouraged and expanded and BTVI curriculum revised Database of all of the resources available for skills assessment created 				
13.8.5 Incentivize industry involvement in the output of the education and training systems.	<ul style="list-style-type: none"> Policy on use of PPPs in education and skills programmes to increase employment among youth developed Internship programmes at the secondary and post-secondary levels in teaching introduced with the involvement of the private sector. 	<ul style="list-style-type: none"> Easier path for youth into the workforce Higher employment Increase in practical knowledge transfer (in work/business) to youth while they acquire education and training Inclusion of private sector in the development of the youth 	ST	OPM/ BCCEC/ MOEST	HIME 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	<ul style="list-style-type: none"> • 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	<ol style="list-style-type: none"> 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 of all of the programs aimed at encouraging investment currently being undertaken by various agencies and conduct a cost benefit analysis	<ul style="list-style-type: none"> • Review conducted and report published with recommendations • All programs (in terms of priority and value added) aligned with recommendations made 	<ul style="list-style-type: none"> • Rigorous analysis and informed decision making around the acceptance of projects 	ST	OPM/ BIA	MIME 2.66/ 2
13.9.2 Restructure the investment and promotion agencies and strengthen the investment review process	<ul style="list-style-type: none"> • Similar focused agencies placed under the same ministerial umbrella i.e. BIA, BAIC and BDB brought under a single department and restructured as complementary agencies • A new Business Investment Authority (BIA) created with a 	<ul style="list-style-type: none"> • Government reduces the inefficiency and overlaps identified in the current system and removal of silos which lead 	Medium Terms	MOF/OPM	HIME 3.66/2.66

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	<p>revised mandate for the administration of the various incentives and business encouragements schemes.</p> <ul style="list-style-type: none"> • A separated Investment promotions arm or sister agency created which focuses on domestic and international promotion (apart from the approvals processing) including the promotion of Grand Bahama¹²⁰ established • A separate department that evaluates large scale domestic investment using a similar framework to that utilized to evaluate FDI created • Revised framework for the evaluation of the FDI and other investment proposals focused on economic value and not on job creation produced • BIA's research and evaluation framework strengthened to assist with its assessment of projects • BAIC's mandate restructured as a sister agency and development partner with its main focus on business development, training, 	<p>to competition and turf wars</p> <ul style="list-style-type: none"> • 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 			

¹²⁰ Grand Bahama investments arm established in consultation with the private sector, Government, Grand Bahama Port Authority and Freeport licensees

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	skills development, mentorship and small business incubation <ul style="list-style-type: none"> • A graduation framework instituted to free businesses from their dependency on BAIC and create additional space for new business development • Graduated entities required to provide mentorship/ apprenticeship opportunities for new entrepreneurs • BDB Restructured 				
13.9.3 Strengthen the legislative environment for investment	<ul style="list-style-type: none"> • Small Business Act revised • Bahamas Investment Act revised and amendments passed • BDB Act revised and amendments enacted • • BAIC Act revised and amendments enacted • Act to regulate crowd funding enacted • Companies Act strengthened 	<ul style="list-style-type: none"> • Legislative environment that promotes investment and business development 	MT	OPM	HIHE 3.66/3

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:	<ol style="list-style-type: none"> 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:	<ol style="list-style-type: none"> 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?	<p>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</p>

	<p>concerns, environmental and solid waste management challenges. Growth in the long stay category is well below the Caribbean growth rate of 7%.</p> <p>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 countries¹²¹. 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.</p> <p>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.</p>
Risk Assessment	<ul style="list-style-type: none"> • 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)

¹²¹ http://unctad.org/meetings/en/SessionalDocuments/ciem5d2_en.pdf

	<ul style="list-style-type: none"> • Inadequate language skills • Bureaucracy – red tape • Cost of doing business – utilities and services costs • Failure to link it to disenfranchised communities
Indicators of Success	<ol style="list-style-type: none"> 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 9. Increase in number of women operating both traditional and non-traditional economic activities

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)
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Actions	Output	Outcomes	Time frame	Responsible Agent	Impact Effort
14.1.1 Develop a National Skills strategy for the hospitality, leisure, travel and	<ul style="list-style-type: none"> • Hospitality, Leisure, Travel and Tourism Strategy developed 	<ul style="list-style-type: none"> • Comprehensive, strategic vision for the sector 	Short-term	Min Tourism	HILE

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact Effort
tourism sector and identify the core competency components for the tourism and hospitality sectors	<ul style="list-style-type: none"> - Competency criteria developed for persons in the sector which focuses on: Soft skills and personal effectiveness - academic competencies for the sector - Industry wide/ cross cutting competencies - Technical competencies for key hospitality subsectors, and - Leadership and supervisory competencies 	<ul style="list-style-type: none"> • Increased tourism value added • 		University of 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: <ul style="list-style-type: none"> • In the high school system • Through practical experiences gained in 	<ul style="list-style-type: none"> • Effective training programmes for the hospitality and tourism sector which deliver appropriately trained tourism professionals introduced • Introduction of tourism studies to the high school curriculum. 	<ul style="list-style-type: none"> • Increased number of qualified persons able to work effectively in the industry • A well-resourced, highly effective sector • Increased understanding of and respect for the career options available in the sector. 	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
internships and apprenticeships <ul style="list-style-type: none"> • Within the tertiary system • For executive leadership • To encourage tourism entrepreneurship 	<ul style="list-style-type: none"> • 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 programmes for the tourism sector instituted. 				
14.1.3 Create standards of practices for local guides and tour companies etc.	<ul style="list-style-type: none"> • Training programs developed • Standards and codes devised and published 	<ul style="list-style-type: none"> • Improved levels of professionalism and service offered by persons in the sector Enhanced 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.	<ul style="list-style-type: none"> • Recommendations on amendments to the Hotels Encouragement Act (which encourage and prioritize high quality, accessibility, green and/or technology upgrades) issued and implemented, 	<ul style="list-style-type: none"> • Improved availability of high quality hotel stock at various budget levels that provide value for money • Increased investment in the sector 	ST	MOT	MILE

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact Effort
	<ul style="list-style-type: none"> Guidelines on accessibility, accommodations standards, SMART solutions and sustainable/green tourism created Retrofit and redesigned of established sites/ hotels to facilitate universal access 				
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.	<ul style="list-style-type: none"> Mandate and criteria for the Committee developed and the committee established Tourism Physical Environment Strategy (including funding strategy) prepared and implemented PPPs established to conduct tourism physical environment upgrades and maintenance 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> SMART Strategy developed for the Tourism sector (which is integrated into the SMART Bahamas overall strategy) 	<ul style="list-style-type: none"> Improved ease of transactions for visitors and locals Improved business environment 	MT	MOT	HIHE

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact Effort
applications, Wi-Fi enabled taxis and buses, free Wi-Fi hotspots in all tourist corridors, better internet service provided in hotels, increased acceptance of credit cards, etc.)	<ul style="list-style-type: none"> • Incentives to facilitate the adoption of SMART technology identified and made available • Public awareness campaign on the proposed SMART strategy, incentives and benefits of adopting a SMART approach delivered 	<ul style="list-style-type: none"> • Improved internet access for visitors and locals • Enhanced visitor experience 			

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)
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Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
14.2.1 Prepare a comprehensive National Tourism Development Strategy	<ul style="list-style-type: none"> • The national strategy for the development of the tourism sector is assessed and a strategic plan produced and implemented • 	<ul style="list-style-type: none"> • Comprehensive national approach to the development of the sector • 	ST	MOT	MILE
14.2.2 Continue to support the collection of timely tourism data	<ul style="list-style-type: none"> • Study to identify the appropriate indicators for the assessment of the sector conducted 	<ul style="list-style-type: none"> • Increased availability of continuous current analytics with which to make informed decisions and strategies 	ST	MOT/ Dept. of Statistics (DOS)	MILE

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
	<ul style="list-style-type: none"> • Project to integrate the new indicators into an on-going statistical collection programme conducted • Tourism GDP satellite accounts updated • Tourism statistics released on a timely basis 	<ul style="list-style-type: none"> • Improved decision making capacity with respect to tourism policy 			
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.	<ul style="list-style-type: none"> • Targeted marketing strategy to promote The Bahamas as a tourism destination developed for targeted markets; • 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, including information in the major foreign languages on The Bahamas and the Bahamian family islands 	<ul style="list-style-type: none"> • Increased brand recognition for The Bahamas in targeted markets. • Greater awareness of The Bahamas as a chain of island experiences • Increased visitor arrivals from targeted markets 	MT	MOT	MIHE
14.2.4 Rationalize tourism promotion funding models	<ul style="list-style-type: none"> • Revised tourism promotional strategy (which takes a holistic approach to funding and focuses on 	<ul style="list-style-type: none"> • Active involvement by all stakeholders in the branding and promotion of The Bahamas. 	MT	MOT and OPM	MIME

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
	increased participation in and funding of promotional activity by all stakeholders) implemented. <ul style="list-style-type: none"> • PPPs created for hotel, island and Bahamas brand development 	<ul style="list-style-type: none"> • Reduced dependence on government funding for promotions activities • Increased budget for development and foundational strengthening 			
14.2.5 Empower local government in the development and promotion of the local tourism product	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Increased number of tourism related activities in each island • Improved governance and transparency 	MT	Local Government/ Out Island promotion Board (OIPB) and MOT	MIME
14.2.6 Provide user friendly tools and resources to coordinate trip planning information for visitors as well as portable data that tour operators can use	Trip planning tools developed and implemented (Content should include a wide range of up to date information on destinations, experiences, resources, local activities, festivals, etc.) <ul style="list-style-type: none"> • Booking facilities for all local hotel upgraded and implemented (particularly out island hotels and bed and breakfasts) • Access to a global distribution system by small 	<ul style="list-style-type: none"> • Improved access to local experiences by visitors • Improved access to vacations in the family islands • Enhanced visitor experience • Increased access by the international and domestic traveller to the smaller hotels and out islands 	ST	MOT/ Ministry of Transport and Aviation	HILE

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
	domestic airlines (and hotels) to facilitate trip planning				
14.2.7 Rationalize and strengthen (where necessary) airlift and transportation links to and within The Bahamas to support the tourism product	<ul style="list-style-type: none"> • New airlift agreements with targeted markets, including new markets • Coordinated intra Bahamas airline strategy (linked to the Goal 10) • Policy developed to incentivise locally owned airlines to establish partnerships with international airlines to improve inter-island air transportation 	<ul style="list-style-type: none"> • Diversification of the tourism product (by market and destination within The Bahamas) • Improved employment and economic opportunities in the family islands • Improved access to family islands by visitors and locals • Improved inter-island air transportation through airline partnerships • Increased marketing and promotion through airline partnerships 	ST	MOT and Ministry of Transport and Aviation T	HIHE
14.2.8 Periodically rationalize entry requirements and processes to facilitate streamlined immigration processing of foreign visitors without compromising national security, health, customs and other considerations	<ul style="list-style-type: none"> • A policy on the on-going review and rationalisation of entry requirements developed and implemented • Additional staff hired at missions with higher visa processing to reduce processing times • Compliance manual for various immigration processes, including 	<ul style="list-style-type: none"> • A welcoming entry experience for all visitors • Faster visa processing times 	ST	Dept. of Immigration (DOI)/ Ministry of Foreign Affairs and Trade	MILE

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
	<p>methods for handling exceptions developed, implemented and made readily available</p> <ul style="list-style-type: none"> • Re-engineered immigration and customs processing at ports of entry, which prioritizes customer service 				
14.2.9 Promote domestic tourism	<ul style="list-style-type: none"> • Lower cost inter-island flights and packages (airport taxes) introduced • New accommodation (budget) developed • Coordinated calendar of events by island introduced • Promotion campaign for family island visits reviewed and recommendations accepted 	<ul style="list-style-type: none"> • Increased stability in the tourism product during non-peak season. • Unification of the culture and knowledge of the country • Higher levels of inter-island tourism 	ST	MOT	HILE
14.2.10 Develop stronger independent consumer feedback mechanisms	<ul style="list-style-type: none"> • Policy on the national areas for assessment and feedback developed • Independent analytics developer hired to conduct surveys • Electronic surveys introduced at all ports • Feedback polls introduced at all major attractions 	<ul style="list-style-type: none"> • Comprehensive national analytics with which to make effective decisions • Improvements in The Bahamas' reputation and management of its assets 	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 (Gender Equality SDG 5 Target 5.c, Decent Work and Economic Development SDG 8 Target 8.9)
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Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
<p>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</p> <ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> • Publication of the report and chain map • Strategic plan to minimize leakages from the sector Developed and implemented • Areas for potential entrepreneurship and targeting by the national youth and empowerment programs identified and published • Clear policies created to incentivise local investments in tourism 	<ul style="list-style-type: none"> • Better long-term planning and a comprehensive approach to the development of the sector • Easily assessable information on the potential areas for development within the sector • Development of several new small business/ industries linked to the sector • Informed discussions on the sector and the preferred growth strategies • Focused development and SME business programs. • Increase in investments in tourism from local investors 	ST	MOT	HILE

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
14.3.2 Create strategies around various tourism experiences including: <ul style="list-style-type: none"> - Heritage and cultural tourism - Health, medical and wellbeing tourism (e.g. 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 	Strategic plans developed and published created for each segment	<ul style="list-style-type: none"> • Increased tourist arrivals and long stay visitors • Availability of a 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	<ul style="list-style-type: none"> • Policy position developed and published • New entertainment and amusement venues created • Day tours and 2-3 days tours developed and marketed 	<ul style="list-style-type: none"> • Stronger cultural development and appreciation of its value in the country • Increased attractiveness of the jurisdiction as a destination • Increased visitor arrivals and satisfaction 	ST	MOT, OPM, MOF	MILE

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	<ul style="list-style-type: none"> • Craft fairs and expos launched • Music production and promotion business launched • New bars and restaurants opened • Cultural sites developed and launched • Attractions developed for various tourist segments (family, honeymoon, older visitors, youth visitors) • Events and attractions database developed and published 	<ul style="list-style-type: none"> • Higher domestic value added in the tourism output • Economic diversification within Nassau and the Family Islands • Increase entertainment activities for local and visitors • New career and business opportunities made available for locals 			
14.3.4 Facilitate equitable community and small business involvement in travel, hospitality, and tourism supported by cooperative agreements or associations.	<ul style="list-style-type: none"> • Services registry and / or information portals that allows hoteliers to know the goods/ services locally available and facilitate direct contact with communities or SMEs¹²² developed; • Microfinance funds focused on financing hospitality 	<ul style="list-style-type: none"> • Increased employment and business opportunities that benefit the local communities and small Bahamian owned businesses. • Increased access to the sector by non-traditional suppliers 	MT	MOT/ BAIC/	MIME

¹²² “ Value Chain Tourism that benefit the Poor” www.intracen.org/.../DownloadAsset.asp

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	<p>projects and services launched;</p> <ul style="list-style-type: none"> • PPPs and incentives for the development of tourism related micro business developed and launched • Small business and mentoring programmes for the tourism sector developed (either as PPPs or through sector associations). • Forum established to: <ul style="list-style-type: none"> ▪ facilitate dissemination of information about successful women entrepreneurs in both traditional and non-traditional economic activities and ▪ To facilitate transfer the skills necessary to achieve success and ▪ to facilitate networking and the exchange of information 	<ul style="list-style-type: none"> • Improved access to micro financing • Improved business and job opportunities for “over the hill” and other vulnerable communities or groups in the tourism sector. • Increase in number of women operating both traditional and non-traditional economic activities 			

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
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.	<ul style="list-style-type: none"> • Calendar of craft days and expos launched • Vendor “cities” and association registry launched • Agreements with Hotels to facilitate “craft or artisan experiences” signed • New business (craft/ food/entertainment) started 	<ul style="list-style-type: none"> • Increased income for local communities from the tourism sector • Increased access to the hotels by local entrepreneurs and artisans • Increased visitor attractions • Agricultural products (value added) and handicraft links to the sector • Reduced unemployment 	ST	MOT/ BAIC	MILE
14.3.6 Facilitate and incentivise the creation of backward linkages to agriculture, fisheries	<ul style="list-style-type: none"> • National policy on linkages created, including standards and certifications • “EAT Bahamian” certification established • Tourism sector menus that highlight “EAT Bahamian” or “locally produced” options developed • Local agriculture marketing portals created. 	<ul style="list-style-type: none"> • Development of tourism clusters around agriculture and fisheries • Job creation • Improved agricultural and fisheries output for domestic consumption (rising tide) 	MT	MOT/ Ministry of Agriculture (MOA)	HIHE
14.3.7 Facilitate and incentivise the creation of authentic Bahamian souvenirs (commercialization and commodification of art,	<ul style="list-style-type: none"> • Marketing study on Bahamian souvenir market, including benchmarking against competitors conducted 	<ul style="list-style-type: none"> • High proportion of local Bahamian souvenirs bought • Souvenir industry created 	MT	BAIC/ Ministry of Youths Sports and	MIME

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
experiences, Junkanoo, heritage sites, crafts, foods, etc.) and their distribution and sales	<ul style="list-style-type: none"> • Policy to promote the production of higher quality Bahamian souvenirs developed and implemented • Establishment of new souvenir shops 	<ul style="list-style-type: none"> • Decreased leakages from local economy • High quality souvenir shopping experiences • Commercialization of Junkanoo 		Culture (MOYSC)	
14.3.8 Strengthen promotion of national festivals for international audiences – visitors and the diaspora e.g. <ul style="list-style-type: none"> • Junkanoo • Island regattas • Home comings • Art and musical festivals • Rum and food festivals 	<ul style="list-style-type: none"> • Calendar of events developed, made easily accessible and promoted • Vacation packages around specific island events developed 	<ul style="list-style-type: none"> • Increased visitor attractions • Higher visitor spend • Diversifying the product (cultural tourism) • Increased development and economic activity on the family islands. 	ST	MOT/ Local Government	MILE
14.3.9 Identify and implement innovative solutions to improve value added from tourism	<ul style="list-style-type: none"> • Creation of a Tourism Innovation Fund • Launch of a Competition to identify a number of potential innovative tourism projects • Project winners funded and BAIC charged with to assisting with business development and business incubation of 1st and 2nd 	<ul style="list-style-type: none"> • Increased number of business benefited from incubation (tourism related projects) • Stronger SMEs • Development of a national creative/ innovative solutions mind-set to problem resolution 	MT	BAIC	MIME

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	placed winners (in each island) <ul style="list-style-type: none"> • Technology related solutions for local concerns/ challenges promoted 				
14.3.10 Make beaches more accessible for SMEs	<ul style="list-style-type: none"> • Common and permanent spaces to support beach businesses identified and set aside for SMEs e.g.: Concession stands 	<ul style="list-style-type: none"> • Increase in tourism linkages with the rest of the economy 	Short-Term	MOT/ Ministry of the Environment and Housing	High/ Low

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:	<ol style="list-style-type: none"> 1. Changing dynamics of the Financial Service sector 2. Economic diversification 3. Rankings on the Global Financial Centres Index
Why important	<p>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-</p>

	<p>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.</p> <p>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.</p> <p>The core enabling factors for a successful financial centre, however, remain: people, policy environment and place (infrastructure).</p>
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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	<ol style="list-style-type: none"> 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	<ul style="list-style-type: none"> • 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	<ol style="list-style-type: none"> 1. Increase in value added from the financial sector

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
<p>14.4.1 Develop and implement a national skills strategy for the financial services sector. This should include the:</p> <ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> • Centre of Excellence for Financial Services Training established • National Strategy developed: • Database of the skills needs of the sector and the baseline requirements created • Training standards established and published <ul style="list-style-type: none"> - Service delivery - Soft skills and personal effectiveness - On-the job training (and certification) - Academic competency requirements <ul style="list-style-type: none"> - Language - Technical - Professional certifications - Leadership and supervisory competency - Regulatory and oversight competencies • Accreditation criteria for Institutions providing training developed • Development of new curriculums aligned to industry 	<ul style="list-style-type: none"> • The Bahamas is globally recognized as a centre with highly skilled financial sector talent. • Stronger and more 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
	needs at all education levels by training agencies <ul style="list-style-type: none"> • Development of industry codes for training. 				
14.4.2 Deliver effective Financial Services Training Programs through: - <ul style="list-style-type: none"> - The high school curriculum - Tertiary education - Professional certification bodies - Apprenticeship programs - On the job training programs 	<ul style="list-style-type: none"> • Establishment of financial services streams within schools 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 • 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. 	<ul style="list-style-type: none"> • Effective training programmes that meet industry specifications • Greater transfer of key skills to Bahamian nationals • Increased availability of well-trained local staff for the sector • Reduced work-permits issued for expatriate labour at a specific technical level • Increased national understanding of the importance of the sector to the development of the country 	ST	MOEST./ BIFS	HIHE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
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.	<ul style="list-style-type: none"> • Development of an immigration policy which is sector friendly. This should include: <ul style="list-style-type: none"> ○ 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 ○ Policies that encourage the relocation of essential staff and their families to The Bahamas; ○ Introduction of an “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. 	<ul style="list-style-type: none"> • 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: • 	ST	Dept. of Immigration (DOI)/ MOL	MIHE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	<ul style="list-style-type: none"> ○ 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; ● Introduction of a “check the box approach” for all work visa and permanent residency applications ● Real time monitoring of processing times for immigration matters introduced and reported 				
14.4.4 Provide sustainable in-country training for the legal professional in critical financial services sub-disciplines.	<ul style="list-style-type: none"> ● Key areas for legal training pertinent to the sector identified ● Training standards for professional certification in specialised areas developed. ● Development of an appropriate curriculums and delivery of certification programmes 	<ul style="list-style-type: none"> ● Improved development of specialized legal skills in the country ● The Bahamas becomes the regional training centre for the provision of Legal and Arbitration training 	ST	Ministry of Financial Services (MOFS) / Bar Association	LIME

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
14.4.5. Widen the depth of the international legal knowledge to facilitate the broadening of the sector.	<ul style="list-style-type: none"> • 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) (subject to Work Permit requirements) 	<ul style="list-style-type: none"> • 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 Association/ OAG	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 and improving operational efficiencies.	<ul style="list-style-type: none"> • Development of a SMART strategy for the International Financial Services platform • Regulations and legislation for financial services online platforms and investment services reviewed, revised and issued ; • Development of online application and registration and licensing processes at the regulatory agencies • online reporting structures harmonised a 	<ul style="list-style-type: none"> • Improved efficiency of operations • New services developed 	ST	MOFS	HIME

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
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	<ul style="list-style-type: none"> • Adoption of the recommendation for improvement in the cleanliness of the jurisdiction and rejuvenation of the City of Nassau (Ref. Environmental Goal) • Adoption of the recommendations to improvement in the ease of doing business (Ref. Goal 13) • Adoption of the recommendations related to reducing the cost of doing business (Ref. Energy strategy Goal 13) • Adoption of the recommendations to enhanced cultural and entertainment products (Ref. strategy 14a and Culture strategy) • Adoption of the recommendations to improve infrastructure, including construction of Smart office buildings, high quality housing stock 	<ul style="list-style-type: none"> • The Bahamas strengthens its position as a desirable, high quality of life location. • Strong financial services sector in Grand Bahama 	MT	MOFS (monitoring and coordinating role with key stakeholders)	HIHE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	and ICT infrastructure (Ref. Goal 9) <ul style="list-style-type: none"> Policy to incentivise the expand the establishment of the financial services in Grand Bahama produced and implemented 				

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	<ol style="list-style-type: none"> 1. Regulatory overshadowing of the sector 2. Inconsistent approaches to policy development by regulatory institutions 3. New product development
Risk Assessment	<ul style="list-style-type: none"> • 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	<ol style="list-style-type: none"> 1. Improved rankings 2. Ranking as an arbitration centre

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
14.5.1 Strengthen the business friendly regulatory, but prudent approach across all government and supporting agencies	<ul style="list-style-type: none"> • Continuous reviews of mechanisms to ensure effective policies on consolidated/cross sector supervision while reducing regulatory burden conducted • Establishment of formal private sector/ regulatory research and development teams to facilitate broad based approaches to: <ul style="list-style-type: none"> - Emerging products - Regulatory changes - Efficiency improvements - Customer protections 	<ul style="list-style-type: none"> • Reduced regulatory burden • Consistency in approaches to challenges across Regulators • Increased transparency in the sector 	ST	Financial Sector Regulators	HILE
14.5.2 Improve the enforcement processes and systems for financial services matters	<ul style="list-style-type: none"> • Establishment of a specialized Courts • Enforcement provisions of legislation governing the sector strengthened 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Strategy for international representation prepared outlining: key activities, expertise required and funding sources for participation on the international arena (i.e. UN, Global Forum, CFATF, etc.) 	<ul style="list-style-type: none"> • The Bahamas will continue to be a key policy influence on the international financial services arena. • The Bahamas will be aware of upcoming 	ST	MOF	MIME

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
financial services development and regulation		issues in financial services regulation			
14.5.4 Review and strengthen cyber security policy for the sector	<ul style="list-style-type: none"> 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 launched 	<ul style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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	<ul style="list-style-type: none"> Lack of coordination among the various agencies Limited funding
Indicators of Success	<ol style="list-style-type: none"> 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	<ul style="list-style-type: none"> • Communication and brand identity strategy prepared and implemented • Marketing strategy for the promotion of The Bahamas Financial Services brand developed and implemented. This will include details on the: <ul style="list-style-type: none"> ▪ Target countries (traditional and new) ▪ Products to be promoted in each market ▪ Ideal team composition • Revision of the sector marketing brochures, including foreign language versions conducted and revised documents published • 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 	<ul style="list-style-type: none"> • The re-branding of the financial sector as a “Global Banking and Wealth Management Jurisdiction” offering a full suite of services • Greater awareness of the Bahamian product • Penetration of non-traditional markets 	ST ST	BFSB	MIME
				MOFS	MIHE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	markets (at least two high quality articles per month) <ul style="list-style-type: none"> Plans to re-engage financial sector firms which have left The Bahamas over the last 10 years instituted. Efforts to engage financial sector firms which are new to The Bahamas started 				
14.6.2 Strengthen the Bahamas Financial Services Board	<ul style="list-style-type: none"> Comparative study of the BFSB against other financial sector promotional bodies conducted Restructured roles of the BFSB and MOFS to minimize overlap and improve synergies Funding strategy introduced for the BFSB 	<ul style="list-style-type: none"> Highly effective promotional agency for the Financial Services Sector of The Bahamas created Higher levels of financial support for 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	<ul style="list-style-type: none"> New products tailored to key markets identified and developed Annual innovation awards for the sector started 	<ul style="list-style-type: none"> The revitalisation of the sector 	ST	MOFS	MILE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	<ul style="list-style-type: none"> Industry/Regulator innovation teams established 				
<p>14.6.4 Conduct a study of impact of the new growth and emerging economies to identify potential opportunities. It should assess:</p> <ul style="list-style-type: none"> legislative structures impact of the recognition of currencies size and value of high net worth sector 	<ul style="list-style-type: none"> Report produced and recommendations published. 	<ul style="list-style-type: none"> Improved ability to have informed decision making and policy development on potential new growth areas 	ST	MOFS	MILE
<p>14.6.5 Develop the Bahamas as a centre for international arbitration</p>	<ul style="list-style-type: none"> Action Plan developed for the establishment of the Bahamas Arbitration Governing Agency/ Centre 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 	<ul style="list-style-type: none"> Diversification of the Bahamas economy – Increased value added from financial services Enhancement of the Bahamas’ reputation as an international commercial centre - a place to relocate businesses The Bahamas becomes a major 	MT	MOFS	HIHE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	<p>on International Commercial Arbitration</p> <ul style="list-style-type: none"> • 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 developed and implemented to allow experts and others to testify and provide input without a work-permit and other similar restrictions 	<p>international arbitration hub</p> <ul style="list-style-type: none"> • The Bahamas'' profile within the international arbitration community is boosted 			
14.6.6 Introduction of innovative solutions to revitalise the sector	<ul style="list-style-type: none"> • Annual report on the State of Financial Services produced • Strategy created for the international renminbi market • Review of Trust Company capital requirements conducted • Strategy to facilitate the growth of retail funds implemented • Strategy created for Captive Insurance 	<ul style="list-style-type: none"> • Product and value added growth of the sector • Increased opportunities for Bahamian ownership of the financial services sector 	ST	MOFS	HIHE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	<ul style="list-style-type: none"> Strategy for attracting Independent Asset Managers created and implemented 				
14.6.7 Reform the insurance industry to adequately protect consumers	<ul style="list-style-type: none"> Insurance Act 2009 reviewed, revised to ensure adequate protection on consumers and enforced 	<ul style="list-style-type: none"> Clear code of conduct for insurance companies Increased number of policy holders with adequate protections Increased number of policy holders informed about the responsibilities of insurance companies and their right 	ST	OAG	HILE
14.6.8. Develop a value proposition around philanthropy and financial services.	<ul style="list-style-type: none"> Development of a policy framework and value chain study which targets philanthropic and socially conscious investors. The policy will cover: <ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Creation of a new market niche and increase the value added 	MT	BFSB	HIME

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	<p>structure and framework that is transferable and recognised by other countries similar to the 501c3 structures.</p> <ul style="list-style-type: none"> • 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:	<ol style="list-style-type: none"> 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, Gender Equality SDG 5 Target 5.b, Industry, Innovation and Infrastructure SDG 9 Target 9.c and Peace, Justice and Strong Institutions SDG 16 Target 16.6)
Why Important?	<p>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).</p> <p>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.</p>
Challenges Addressed	<p>In order to develop this sector the following needs must be addressed:</p> <ul style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 1. Number of ICT sector firms 2. Number of persons employed in the ICT sector 3. Increase in the value of the ICT sector to GDP 4. An ICT savvy population 5. Increase in number of ICT based graduates in the general population 6. Increase in approved number of work permits in ICT centric fields 7. Improved and measured efficiency in government departments that have implemented ICT solutions 8. Improved quality of life indicators 9. Increase in number of women entrepreneurs equipped with ICT knowledge and skills

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	<ul style="list-style-type: none"> • Integrated educational strategy designed and implemented with Ministry of Education and in line 	<ul style="list-style-type: none"> • 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 in line or in support of educational planning initiatives with specific emphasis on public education.	<ul style="list-style-type: none"> 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 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 	<ul style="list-style-type: none"> • ICTs used to deliver distance education • New ICT programmes launched at the University of The Bahamas, BTVI and other tertiary education institutions. 			
14.7.2 Strengthen broader ICT skills development to	<ul style="list-style-type: none"> • Policy prepared and implemented for ICT 	<ul style="list-style-type: none"> • Options exist for lifelong ICT training to ensure that 	MT	MOEST	High/ High

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
ensure a generally ICT savvy population	training and education and human development which covers ICT training for non-traditional learners (learners of all ages, economic groupings, persons with disabilities) <ul style="list-style-type: none"> • Programmes accredited by a national standards setting body implemented • 	the technology gap based on age, place of origin, physical ability, sex or income status is closed <ul style="list-style-type: none"> • Increased skills in technical capabilities and awareness in cyber security and other ICT related issues. 			
14.7.3 Facilitate the recruitment of expert ICT professionals (Bahamian and foreign) to the Bahamas to help develop the ICT industry and implement ICT solutions.	<ul style="list-style-type: none"> • Creation of special work permit and residency classes for recruitment of talent in priority sectors • Improved quality of life indicators to better entice both repatriates and expatriates to come to the Bahamas developed and published 	<ul style="list-style-type: none"> • Increased number of highly skilled Bahamians opting to return home and start businesses. • Increased number of expatriates accessing preferential visa programs 	ST	DOI	HIME
14.7.4 Improve the quality of life indicators to better entice both repatriates and expatriates to come to the Bahamas	<ul style="list-style-type: none"> • Recommendations to lower cost of living implemented (Ref. Goal 7 and Goal 11) • Recommendations to lower set up cost for business adopted.(Ref. Goal 13 doing business indicators) 	<ul style="list-style-type: none"> • Improved standing in World Bank quality of life indicators • Reduced cost of critical cost of living indicators (utilities, food, housing) • Lower cost of living and lower establishment cost for business 	LT	OPM	LIME

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/impact
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14.7.5 Develop a strong ICT knowledge base and ICT management capacities to encourage firms and government to adopt ICT in their business activities , for the innovative, efficient and effective delivery of information and services to the population	<ul style="list-style-type: none"> • Public education campaign educating businesses to the efficiencies that can be realized with ICT integration in their businesses commenced • Linking of 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 <ul style="list-style-type: none"> ○ the Public sector review and prioritization of ICT targets for efficiency in administration and processing ○ the Implementation of ICT across critical sectors (judiciary, finance, investments, NIB, immigration, 	<ul style="list-style-type: none"> • Increase in the number of SME firms utilizing e-commerce platforms • Increase in the 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 • Government service delivery, efficiency and effectiveness enhanced through the use of ICT • Improvement in Doing Business indicators • 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.) 	MT	MOF, DIT, MOPS	MIME

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/impact
	<ul style="list-style-type: none"> healthcare, education) ○ capabilities for provision of online government services, city information, feedback mechanisms for the public, the exchange of critical information among various governmental agencies etc. introduced ○ ICT training for public service professional ○ Review of ICT Governance Framework within the public sector 	<ul style="list-style-type: none"> • High level ICT leadership in place within Government • Government offices and processes fully computerized, networked with data securely stored and transmitted, and the Department of Information Technology strengthened as the centralized agency within government with responsibility for implementation and management of the platform • ICT track in the public service is well developed and attracts professionals 			
14.7.6 Promote growth and development in ICT focused commercial activity	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • The ICT services sector becomes a larger share of the economy through growth of firms whose primary focus is ICT Increase in number of 	MT	MOF	MIME

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/impact
	<p>threshold amount to their profitability.</p> <ul style="list-style-type: none"> • 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 • Programmes that provide training particularly in new technologies to women in business management and product development developed and launched 	<p>women entrepreneurs equipped in ICT</p>			
<p>14.7.7 Increase the value of the ICT sector's contribution to the Bahamian economy through the promotion of investment in the sector</p>	<ul style="list-style-type: none"> • Strategy developed which identifies ICT value chains and opportunities for investment • Strategy developed which includes incentives for research and development, ICT business incubators • Industrial and SME policy developed which encourages the use of ICTs 	<ul style="list-style-type: none"> • The ICT services sector 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 	<p>ST-MT</p>	<p>OPM</p>	<p>Medium/Low</p>

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/impact
	<ul style="list-style-type: none"> • Strategy produced which encourages ICTs in civil society organisations • Research and Development Centres established at the University of The Bahamas 	<ul style="list-style-type: none"> • 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. • ICTs are 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 			
14.7.8 Strengthen the existing legal and regulatory framework to support the growth and the development of ICTs	<ul style="list-style-type: none"> • Report on existing legislation, regulations and institutional capacity against international best practice to determine gaps that exist. • Where necessary, policy papers developed (e.g. cybercrime, digital privacy, cyber safety, consumer and digital rights) 	<ul style="list-style-type: none"> • Stable and clear legal and regulatory environment; • Comprehensive ICT legal framework that promotes the growth of the sector, e-business and innovation in the sector • Fair and equitable competition amongst service providers 	ST-MT	OAG, URCA, MOF, RBPF and any other relevant agency.	High/Medium

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ impact
	<ul style="list-style-type: none"> • New and updated laws and regulations that impact the ICT sector developed • Relevant implementation/enforcement agencies expanded and/ or created • Ongoing training for the legal and law enforcement fraternity on ICT regulation and law enforcement issues 	<ul style="list-style-type: none"> • Continuous innovation aided by efficient and appropriate regulation • Sufficient legal and law enforcement expertise exist to regulate the sector. 			

Goal 14c: New Growth Sectors – Agribusiness and Fisheries

Goal 14c	The Bahamas will develop modern, targeted and competitive agribusiness and fisheries sector
Challenges addressed:	<ol style="list-style-type: none"> 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

	<p>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:</p> <ul style="list-style-type: none"> • 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
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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. (Zero Hunger SDG 2 Target 2.5, 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	<ul style="list-style-type: none"> • Lack of experts to undertake the detailed study on the land, marine and forestry environment
Indicators of Success	<ol style="list-style-type: none"> 1. Improved statistics on agriculture 2. Improved agriculture biodiversity.

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: <ul style="list-style-type: none"> - Fisheries stock - Forestry stock 	<ul style="list-style-type: none"> • Study conducted and Report produced • Map and related information released publicly to facilitate informed discussion 	<ul style="list-style-type: none"> • 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 	ST	MOA	MILE

<ul style="list-style-type: none"> - Arable land and type of soil for agriculture - Wetlands, streams, pond and or estuaries, etc. <p>The study should also include an assessment of the agricultural capacity and valuation of resources.</p>	<ul style="list-style-type: none"> • Economic values assigned to key natural resources • Cataloguing of genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species conducted 	<p>agribusiness priorities and utilization of resources</p> <ul style="list-style-type: none"> • Improved agriculture biodiversity. 			
14.8.2 Study on the long term potential of agribusiness in The Bahamas, identifying the products and markets best suited for development	<ul style="list-style-type: none"> • Study conducted and report produced • Agribusiness plans for each island territory developed (Identification of industries -products and markets - best suited for specific island territories) 	<ul style="list-style-type: none"> • Identification of key products and markets that would produce the greatest benefits for the country. • Non-competitive development of agriculture in each island 	ST	MOA	MILE

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 Gender Equality SDG 5 Target 5.c, and Peace, Justice and Strong Institutions SDG 16 Target 16.6)
Risk Assessment	<ul style="list-style-type: none"> • 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

	<ul style="list-style-type: none"> • Aging and inefficient Infrastructure (ports, transportation, etc.)
Indicators of Success	<ul style="list-style-type: none"> • 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 • Increased number of women trained in 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.	<ul style="list-style-type: none"> • Study conducted and report produced 	<ul style="list-style-type: none"> • 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 capacity for focused research and development and innovation in agribusiness to better catalyze growth of the agribusiness sector	<ul style="list-style-type: none"> • Research in post-harvest engineering and technology conducted • Research in agriculture biodiversity conducted • Stronger research departments at University of the Bahamas and BAMSI developed • Publication of research on environmental management and agricultural techniques for small island development 	<ul style="list-style-type: none"> • High quality research on products and techniques specific to The Bahamas with an aim at promoting sustainable farming 	MT	UOB,/ BAMSI	MIHE

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
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	<ul style="list-style-type: none"> • PPPs with the Chamber of Commerce, 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 developed 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Business education and support and advisory services for entrepreneurs and established businesses. 	ST	BAIC	HIME
14.9.5 Introduce apprenticeship programmes in the agriculture and fisheries	<ul style="list-style-type: none"> • Apprentice and training programme structured and delivered including training in technical, managerial, agricultural extension and marketing areas for women in agriculture and fisheries, 	<ul style="list-style-type: none"> • Knowledge transfer between the generations of persons involved in food production 	ST	BAMSI	MILE

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	industry to increase income-generating opportunities ¹²³				
Market Access, Logistics and infrastructure and ICT, Policy Environment					
14.9.6 Improve agribusiness and fisheries transportation logistics to facilitate effective market access for local consumption or export	<ul style="list-style-type: none"> • Study on the optimum transport logistics conducted and report produced • Incentives developed to create improved shipping links between islands and intra-island transport e.g. • Analysis conducted on the port infrastructure in the islands (report produced) • Upgrade of identified ports 	<ul style="list-style-type: none"> • Better market access • Reduced loss and spoilage due to poor transportation logistics 	ST-MT	MOT	HIHE
14.9.7 Increase the use of technology and e-commerce to modernize and develop the agribusiness and fisheries sector	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	ST	BAIC/ BCCEC	HIME

¹²³ Beijing Action Plan Accessed at: [<http://www.un.org/womenwatch/daw/beijing/pdf/BDPfA%20E.pdf>]

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Increased productivity 			
14.9.8 Rationalise and upgrade the current Agriculture policy and administration.	<ul style="list-style-type: none"> Aquaculture and Fisheries Policy drafted and produced Restructure the Department of Agriculture including that of the Veterinary Service to: <ul style="list-style-type: none"> Increase in the number of vets and agricultural specialists 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 	<ul style="list-style-type: none"> Improved food safety and security Reduction of post-harvest losses and waste 	ST	MOA	HIHE

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	<ul style="list-style-type: none"> • 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 • Agriculture Policy developed and implemented which makes recommendations on inter alia: <ul style="list-style-type: none"> ▪ diversification of food crop value chains, such as indigenous fruits, vegetables, roots and tubers ▪ management of arable land ▪ promotional of agricultural trade ▪ the country's stance on Genetically Modified Foods • Laboratory Facilities for testing of animal and plant-based agricultural products (separate laboratories) built and resourced 				

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Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
14.9.9 Rationalise and upgrade the current Fisheries policy and administration	<ul style="list-style-type: none"> Report produced 	<ul style="list-style-type: none"> 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 for the Agribusiness and fisheries sector	<ul style="list-style-type: none"> Establishment of a Microbusiness Fund for Agribusiness Development of a saving association among group members (agribusiness) to enable better access to affordable credit and borrowing facilities 	<ul style="list-style-type: none"> Funding for start-up and expansions of agribusinesses 	ST	MOF	MIME
14.9.11 Broaden the range of financing available to agribusinesses	<ul style="list-style-type: none"> Incentives for financial institutions to develop appropriate financial products for agribusinesses Continuation of the promotion of FDI for investment in agribusinesses 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Increased knowledge and availability of information for entrepreneurs 	ST	MOF	MILE

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	communication exchange initiatives,				
14.9.13 Improve risk management capabilities and insurance schemes	<ul style="list-style-type: none"> • 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, diseases etc. • Incentives for the creation of insurance bonds and other insurance products used to finance agribusiness 	<ul style="list-style-type: none"> • Better crop and business management' • Alternative financial products 	LT	MOA/ NEMA	MIHE
14.9.14 Encourage FDI in the sector, particularly in processing.	<ul style="list-style-type: none"> • Promotion of incentives for FDI investment in in non-traditional areas • Establishment of industrial/ processing centres 	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Identification of key products to be grown/ caught for delivery to the hotelier and restaurant industry • EAT Bahamas programme introduced on hotel menus 	<ul style="list-style-type: none"> • Build out of clusters and value added businesses associated with tourism • Consistent high quality supply of 	MT	MOA/ MOT	HIHE

Actions	Output	Outcomes	Time frame	Responsible Agent	Impact/ Effort
	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> product to the tourism sector • Consistent pricing for farmers and fishermen • High valued linkages to the tourism sector 			
14.9.16 Private sector led strategy to promote the development of ancillary opportunities associated with the sector	<ul style="list-style-type: none"> • Study commissioned by the Chamber of Commerce on the potential clusters and business opportunities available (i.e. transportation, packaging, processing, etc.) • Document produced 	<ul style="list-style-type: none"> • Identification of potential opportunities • 	MT	BCCEC	MILE
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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 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 exports	<ul style="list-style-type: none"> Review of tax incentives for entry into the sector Review of optimal tariff structure for agribusiness and fisheries inputs 	<ul style="list-style-type: none"> Identification of the requirements for a supportive policy environment An enabling policy environment 	ST	MOA	MIME
14.10.2 Develop a policy position on Genetically Modified Organisms (GMOs)	<ul style="list-style-type: none"> Report produced 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Publication of standards for agricultural (including fisheries) products and services Promotion and enforcement of the standards : <ul style="list-style-type: none"> education campaigns Inspections, etc. Increased number of business receive 	<ul style="list-style-type: none"> Produce that meet international standards 	MT	BBSQ/ MOA	MIHE

	international accreditation certifications received by local				
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	<ul style="list-style-type: none"> Database on trade agreements which identify potential benefits and opportunities for the agribusiness sectors Participation of Associations (Agribusinesses) in trade shows 	<ul style="list-style-type: none"> 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 sector Ref (Goal 8)	<ul style="list-style-type: none"> Improved legislation and policies governing land ownership and land grants (domestic) enacted Revised policy developed on the system of land grants associated with FDI Development of a land cadastral system (ref Goal 8) 	<ul style="list-style-type: none"> Consistent application of land grants policy Ability of entrepreneurs and agribusiness to use the economic value of the land to finance businesses 	MT	OPM	HIHE

Goal 14c: New Growth Sectors – Maritime Sector**Strategy 14.11: Maritime Sector**

Strategy	14.11: 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	<ul style="list-style-type: none"> • Infrastructural weaknesses • Inadequate number of persons with maritime training and speciality skills
Success Indicators	<ol style="list-style-type: none"> 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
14.11.1 Conduct a study to assess the status of the Maritime sector and the potential for development.	<ul style="list-style-type: none"> • Report with recommendations produced including recommendations on: <ul style="list-style-type: none"> ▪ the relocation of the Bahamas Maritime 	<ul style="list-style-type: none"> • Identification of the areas for development within the maritime sector. • Grand Bahama established as the Maritime Capital of the Bahamas 	ST	Bahamas Maritime Authority (BMA)	MILE

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	<p>Authority to Grand Bahama</p> <ul style="list-style-type: none"> ▪ how to leverage the Grand Bahama container port and shipyard to attract additional investment into Grand Bahama • Communications strategy for a strengthened maritime sector launched. 				
14.11.2 Streamline and upgrade the ship registry service	<ul style="list-style-type: none"> • 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 developed(reduced red tape) • Upgraded technology for the registry which interfaces with other government systems introduced (improved processing) • Training of staff conducted (skills and languages) 	<ul style="list-style-type: none"> • Modernised ship registry services 	ST	BMA	MIME

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
14.11.3 Upgrade strategic marina and port and infrastructure.	<ul style="list-style-type: none"> • Plan implemented for the upgrade of the infrastructure developed • New infrastructure put in place • Technical training programs for staff conducted • Upgraded ICT infrastructure 	<ul style="list-style-type: none"> • Enhance the attractiveness of the destination for HNW individuals • Improved local infrastructure • Trained Human capital 	MT	MOW/ BMA	HIHE
14.11.4 Strengthen support services to support ports and marinas (marine services, terminal services and shipyards)	<ul style="list-style-type: none"> • Increased capacity and 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 	<ul style="list-style-type: none"> • Small business development in the complementary sectors • Trained human capital 	MT	BMA	HIHE
14.11.5 Strengthen business and financial services to support the maritime sector	<ul style="list-style-type: none"> • An analysis of the sector and conducted and 	<ul style="list-style-type: none"> • Maritime sector offering essential high quality 	MT	BMA/MOFS	HIHE

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	recommendation published and accepted	business and financial services			
14.11.6 Implement the National Maritime Policy	<ul style="list-style-type: none"> • National Maritime Policy implemented to address the following key thematic areas: <ul style="list-style-type: none"> • Ocean governance to support future economic investments; • Regulation and enforcement of 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: <ul style="list-style-type: none"> ▪ Fisheries 	<ul style="list-style-type: none"> • 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 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 	ST and on-going	BMA/MOTA	HIHE

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	<ul style="list-style-type: none"> ▪ Maritime transport and port facilities • Increasing future maritime growth opportunities including: <ul style="list-style-type: none"> ▪ Ocean related tourism and leisure ▪ Deep marine water products ▪ Biotechnology • National Maritime Policy fully implemented 				

Strategy 14.12: New Growth Sectors - Education and Research Services

Strategy	14.12: 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	<ul style="list-style-type: none"> • Safety for international students
Success Indicators	<ol style="list-style-type: none"> 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
<p>14.12.1 Undertake a detailed study on the creation of international education services with particular emphasis on the following areas:</p> <ul style="list-style-type: none"> • Sustainable and small island development • 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 	<ul style="list-style-type: none"> • Report with recommendations produced • Recommendations adopted on immigration policy changes to encourage foreign students and to facilitate internships • Promotional strategy produced • Recommendations of partner institutions accepted • Recommendation on an appropriate business model for the University of The Bahamas produced 	<ul style="list-style-type: none"> • Identification of competitive areas for international education • Ancillary services around educational services promoted (housing, food service, etc.) 	ST	Ministry of Environment and Housing (MOEH)	HILE
<p>14.12.2 Conduct a study on the feasibility of the establishment of a Centre for Marine Conservation and Climate Change and implement recommendations</p>	<ul style="list-style-type: none"> • Study conducted including the identification of: <ul style="list-style-type: none"> ○ potential partnership arrangements with a number of 	<ul style="list-style-type: none"> • An independent evaluation of the economic potential for the development of centre for climate change in The Bahamas 	ST	OPM/ Ministry of Environment and Housing (MOEH)	HILE

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	<p>international universities</p> <ul style="list-style-type: none"> ○ Potential curriculums areas ○ Required facilities ○ Strategy to promote The Bahamas as a centre for Climate Change 	<ul style="list-style-type: none"> • The framework for the development of The Bahamas as a Centre for Climate Change 			

Goal 15: Fair Labour Regime

Goal 15	The Bahamas will have a fair and effective labour regime.
Challenges addressed:	<ol style="list-style-type: none"> 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. (Gender Equality SDG 5 Target 5.1, 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	<ul style="list-style-type: none"> • Lack of commitment due to push back from industry due to fears of a potential rate increase and the resultant impact
Indicators of Success	<ol style="list-style-type: none"> 1. Lower level of inequality. <ul style="list-style-type: none"> ○ Lower poverty rates ○ 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	<ul style="list-style-type: none"> • Report on wage levels • A new National Minimum wage introduced based on a living wage: <ul style="list-style-type: none"> ○ Including a Youth wage for persons 19-24, and ○ Apprenticeship wage 15-18 ○ Workers in low-productivity jobs 	<ul style="list-style-type: none"> • 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 4.3, 4.4, 4.5, Decent Work and Economic Growth SDG 8 Target 8.5)
Why Important?	Understanding the future needs allows for improved efficiency in the use of the resources.
Risk Assessment	<ul style="list-style-type: none"> • 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	<ol style="list-style-type: none"> 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	<ul style="list-style-type: none"> Annual report published on skills gaps relative to business needs of the country and skills training available in schools Revision of the Educational curricula in line with the skills gaps and future skills needs assessments. 	<ul style="list-style-type: none"> Improved 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 <ul style="list-style-type: none"> Contractually require persons to return and work in the area for a specific period of time. 	<ul style="list-style-type: none"> Revised scholarship policies Enforcement of bonds for Scholarships recipients(committed to work in The Bahamas for a specified period of time 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Introduction of Technical study scholarship/ grants schemes etc. Incentives to pursue a technical education 	<ul style="list-style-type: none"> Improved stature for 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 and the adjudication of labour disputes (Reduced Inequalities SDG 10 Target 10.2 and Decent Work and Economic Growth SDG 8 Target 8.5, 8.7 and 8.8)
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Why Important?	Strong labour laws provide protections for workers and employers. It helps to increase worker productivity and reduce employee turnover which has positive cost implications for workers and can reduce employer's potential liability and exposure to risk resulting from improper use of equipment.
Risk Assessment	<ol style="list-style-type: none"> 1. Weak enforcement of laws 2. Lack of political will to implement changes (in the Government sector)
Indicators of Success	<ol style="list-style-type: none"> 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 breaches of labour laws 4. Reduction in the exploitation of all 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 (Refer also to Goal 7. In particular, Actions: 7.2.8, 7.7.6, 7.7.9 and 7.7.10)	<ul style="list-style-type: none"> • An independent assessment of the strength of the legislative environment conducted • Labour legislation revised to include among other matters specific timelines to facilitate the speedy resolution of matters under dispute and to allow for the grandfathering of trade unions not properly registered 	<ul style="list-style-type: none"> • Fair employment regime and protection for all workers • Strong labour unions • An inclusive labour regime that is non-discriminatory 	ST	UB and Department of Labour	3/2.66 MIME

Actions	Output	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	<ul style="list-style-type: none"> Labour unions' legislative framework reviewed, revised and implemented 				
15.3.2 Ensure Occupational Health and Safety standards are brought up to date	<ul style="list-style-type: none"> Up-to-date regulations for Occupational Health and Safety Standards are passed and proclaimed Health and safety education programmes and outreach sessions conducted 	<ul style="list-style-type: none"> Safer workplaces for all workers 	ST	DOL	2.33/2 MIME
15.3.3 Strengthen Enforcement of labour laws (Refer also to Goal 7 in particular, Actions: 7.2.8, 7.7.6, 7.7.9 , 7.7.10 and Action 15.3.4)	<ul style="list-style-type: none"> Public education campaigns on workers' rights conducted by the Department of Labour and Unions to ensure that members of the public are aware of their rights 	<ul style="list-style-type: none"> Increase in number of workers and employer aware of labour rights Improve compliance behaviours with respect to labour laws 	ST	DOL/ AG	3.33/ 3.33 HIHE
15.3.4 Reform the labour dispute resolution process (Refer also to Goal 4 in particular, Actions: 4.4.7, 4.4.9 and 4.4.10)	<ul style="list-style-type: none"> Legislation enacted and implemented empowering the Industrial Tribunal to have authority equivalent to the Supreme Court for the enforcement of Judgments (Industrial Tribunal to become the Industrial Arm of the Supreme Court) 	<ul style="list-style-type: none"> Reduction in number of protracted labour disputes Reduction in case backlog in the Industrial Tribunal 	ST	OAG and Judiciary	Low/ High

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 (Reduced Inequalities SDG 10 Target 10.3 and, 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	<ul style="list-style-type: none"> • Failure to change the culture around nepotism • Failure to institute public sector reform
Indicators of Success	<ol style="list-style-type: none"> 1. Strong HR processes in the Public sector 2. Formal succession planning adopted by the public sector 3. Revised General Orders 4. Equal career advancement opportunities for all women and men

Actions	Output	Outcomes	Time Frame	Responsible Agent	Cost/ Impact
15.4.1 Reduce the potential for political inference in the hiring process	<ul style="list-style-type: none"> • Revision of General Orders • Restructuring the role of the PSA • Automatic posting of all jobs vacancies with the service • Pan-civil service HR systems introduced which follows established whole of government approach with matrix reporting • Creation of written processes for hiring with defined qualification and experience standards 	<ul style="list-style-type: none"> • Transparent effective recruitment processes • Hiring of right-fit individuals for posts 	MT	Public Service Authority	MIME 2.66/2.66

Actions	Output	Outcomes	Time Frame	Responsible Agent	Cost/ Impact
	<ul style="list-style-type: none"> • Web portal for all jobs and job application forms 				
15.4.2 Provide opportunities for career development (Should be read together with Action 1.2.4)	<ul style="list-style-type: none"> • 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 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 • Recommendations made in Action 1.2.4 implemented 	<ul style="list-style-type: none"> • Satisfied effective staff • Efficient use of HR talents • Improved merit focus with the public service • Equal career advancement opportunities for all women and men 	MT	PSA	MIME 2.66/2.66

Goal 16: Culture

Goal 16	Culture shall be recognised as a driver and enabler for the sustainable development of The Bahamas
Challenges addressed:	<ul style="list-style-type: none"> • High numbers of youth at risk taking part in criminal activities and high crime rates • Decrease in social cohesion and safety in neighborhoods • An unsustainable tourism product that requires diversifying • Low levels of entrepreneurship from cultural activities • Cultural sites and infrastructure in need to restoration

Strategy 16.1: Cultural Sector

Strategy	16.1: Build and develop the cultural infrastructure and opportunities of The Bahamas to encourage strong, inclusive and cohesive communities, the preservation of Bahamian heritage and the growth and evolution of Bahamian cultural expression (Quality Education SDG 4 Target 4.7, Gender Equality SDG 5 Target 5.a and 5.c, Decent Work and Economic Growth SDG 8 Target 8.5, 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 understand and develop of our cultural heritage and talents can lead the country to economic growth and enhancement of the Bahamas as a cultural goliath and a preferred place to visit, live, invest and work.
Risks	<ul style="list-style-type: none"> • Culture and its potential contribution is not taken seriously • National scepticism and Lack of commitment
Success Indicators	<ol style="list-style-type: none"> 1. Increase in GDP contribution from culture 2. Increase in cultural activities contributing significantly to the crime reduction and safe communities including cultural activities spearheaded by women

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
<p>16.1.1 Develop a comprehensive policy and administrative framework to support the promotion of Bahamian culture, art, music and cultural products. The strategy should include a national and international events strategy. The strategy should specifically address:</p> <ul style="list-style-type: none"> • 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, 	<ul style="list-style-type: none"> • Policy developed to encourage: <ul style="list-style-type: none"> ▪ the communication of a consistent national cultural narrative ▪ Development of cultural industries and performance companies ▪ identification of innovative funding sources for the sector • Recommendations on gender mainstreaming to encourage women operated enterprises (Actions 13.3.5, 13.3.6, 13.4.5) fully implemented • Additional resources allocated to junior and senior Junkanoo parades throughout the country • Additional resources allocated to the Goombay Summer Festival • Policy developed to incentivise the opening of Film and Television Studios in targeted islands, including in Grand Bahama 	<ul style="list-style-type: none"> • Highly regarded International reputation for outstanding creative content that celebrates the Bahamian cultural identity • New Bahamian cultural products • Stronger support for cultural activities • Increase in the number of business including businesses operated by women • Increase in number of film festivals held in the country • The country becoming a leading destination for production of motion pictures and television projects 	ST	MOYSC	LILE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
recreational venues for cultural activities <ul style="list-style-type: none"> • Integration of the diverse ethnicities of The Bahamas in the Bahamian cultural landscape • Integration of a gender perspective 					
16.1.2 Develop and restore cultural heritage sites and infrastructure (natural and built) on New Providence and on the family islands including: <ul style="list-style-type: none"> - Cultural Attractions on each island - Redevelopment of historic Downtown Nassau, Fox Hill, Adelaide, Gambier, Delancey, Grants and Bain Towns, Forts and Monuments, etc. 	<ul style="list-style-type: none"> • Regeneration plan for historic communities, sites and infrastructure throughout The Bahamas developed • State of the Art Performance Centre established 	<ul style="list-style-type: none"> • Improved cultural spaces • Improved infrastructure in many island communities • Improved quality of life for all • Increased attractiveness of the Bahamas as an investment and relocation destination for HNW individuals and the diaspora • A more dynamic, welcoming, safe, culturally diverse country in the Region. 	MT	OPM/ MOYSC	MIHE
16.1.3 Provide incentives and opportunities to facilitate cultural development and	<ul style="list-style-type: none"> • Targeted Cultural Studies scholarships awarded 	<ul style="list-style-type: none"> • More persons are employed or are able to make a 	ST	MOF/ MOT	MIHE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
encourage linkages with the main pillars of the economy	<ul style="list-style-type: none"> • Funded Chair at the University of the Bahamas for Cultural Studies research and teaching created • Mutually beneficial relations established between the cultural community and businesses, particularly the tourism sector to promote cultural activities and entrepreneurship • 	<p>comfortable living in the creative sector</p> <ul style="list-style-type: none"> • Affordable cultural performance spaces, manufacturing spaces and shop fronts 			
<p>16.1.4 Use culture to increase social cohesion and create safer communities</p> <p>Refer also to Strategy 3.2 and 3.3 and 7.3</p>	<ul style="list-style-type: none"> • National policy document drafted and launched with recommendations on how to tackle crime and disorder using culture including: <ul style="list-style-type: none"> ▪ how cultural activities can play a role in work with offenders and ‘at risk groups ▪ how to incorporate indigenous cultural experiences in after school programmes 	<ul style="list-style-type: none"> • Culture contributing significantly to the crime reduction and safe communities 	ST	Civil Society in collaboration with MOYSC	HIHE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	<ul style="list-style-type: none"> ▪ how to use of creative learning (art and music) to tackle gang culture 				
16.1.4 Include cultural heritage into the sustainable development agenda for The Bahamas	<ul style="list-style-type: none"> • Cultural aspects identified and incorporated where appropriate into NDP Actions • Legislation supporting the identification and legal protection of cultural landscapes and art forms enacted • Management plans for the management, monitoring, maintenance and emergency intervention processes of cultural assets prepared and implemented • Cultural heritage and creative expression integrated into all spatial plans of the country 	<ul style="list-style-type: none"> • Increase in aspects through which culture is incorporated for the sustainable development of the country • Protection of current and emerging cultural landscapes and art forms 	MT	MOYSC/OPM	HIHE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
16.1.5 Strengthen opportunities for citizens to participate in the oral history programme at the University of The Bahamas	<ul style="list-style-type: none"> • Additional funding allocated to the University of The Bahamas' Oral History Department • Oral History projects convened by the University of The Bahamas within schools and communities 	<ul style="list-style-type: none"> • Increase in knowledge of the country's history and culture 	Short-Term	MOF and UB	Medium/Low

Strategy 16.2: Orange Economy

Strategy	16.2: 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, Gender Equality SDG 5 Target 5.a and 5.c ,Decent Work and Economic Growth SDG 8 Target 8.3, 8.5 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	<ul style="list-style-type: none"> • Lack of policy support for the sector
Success Indicators	<ul style="list-style-type: none"> ▪ Increase in GDP contribution from creative economy ▪ Increase in the number of business including businesses operated by women

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
<p>16.2.1 Create a policy framework for the development of the creative sector and the orange economy, including better measurement of the sector.</p> <p>The policy should focus on:</p> <ul style="list-style-type: none"> Defining 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.) Cataloguing the country's creative industry resources and assets Areas of growth to direct future resource allocations 	<ul style="list-style-type: none"> Policy framework developed, making provision for inter alia: <ul style="list-style-type: none"> Protection of intellectual property rights Single point to access training programs for Entrepreneurs interested in working in the creative sector Creative business incubation centres established Recommendations on gender mainstreaming to encourage women operated enterprises (Actions 13.3.5, 13.3.6, 13.4.5) fully implemented 	<ul style="list-style-type: none"> Creation of a philosophy of innovation around creative pursuits Increased number of persons employed in the creative sectors Increase in the number of business including businesses operated by women 	MT	OPM	MILE
<p>16.2.2 Launch a National training policy, inclusive of Centres of Excellence and</p>	<ul style="list-style-type: none"> National training policy for creative and performing arts 	<ul style="list-style-type: none"> A creative, highly educated and skilled population able 	MT	Ministry of Youth Sports	MIHE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
Schools for Creative and Performing Arts with links to the secondary and tertiary education programmes.	<p>prepared and launched outlining inter alia:</p> <ul style="list-style-type: none"> ▪ Opportunities for talent development ▪ Alternative education routes for school students interested in acquiring and improving skills in creative and performing arts • World class performing school built • Creative sector programmes strengthened at the University of The Bahamas 	to sell creative talents worldwide		and Culture (MOYSC)	
16.2.3 Development of new spaces for artistic expression Ref. Sustainable Nassau Project	<ul style="list-style-type: none"> • New alternative museums and gallery spaces e.g. Junkanoo museum established countrywide • Free spaces (open spaces) in downtown and other areas for 	<ul style="list-style-type: none"> • New areas for artistic expression and creation 	MT	MOYSC/ OPM	HIHE

Actions	Outputs	Outcomes	Time frame	Responsible Agent	Cost/ Impact
	artistic expression created <ul style="list-style-type: none"> • Non-traditional gallery spaces established 				
16.2.4 The addition of the creative sector into the sustainable development agenda for The Bahamas	<ul style="list-style-type: none"> • Key orange economy opportunities that will facilitate the country's sustainable development identified 	<ul style="list-style-type: none"> • Protection of current and emerging cultural landscapes and art forms 	MT	MOYSC/ OPM	HIHE
16.2. 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	<ul style="list-style-type: none"> • FDI policy reviewed and creative sector integrated into the policy 	<ul style="list-style-type: none"> • The Bahamas becomes an attractive jurisdiction for creative companies 			

Part D: Monitoring and Evaluation Statistical Indicators

Proposed National Outcome key indicators							
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					
Indicators	Means of Verification	Baseline	Targets				
			2020	2025	2030	2035	2040
Primary government expenditures as a proportion of original approved budget, by sector (or by budget codes or similar) [Indicator 16.6.1]							
Increase MfDR Index Score		0.8 out of 5 ¹²⁴					
Increased rating for Results-Based Management Practices		0.8 out of 5 ¹²⁵					
Budgetary Management		6.5% (2013) ¹²⁶					
Improve Result -Based Planning rating		0.2					
Improve Result-Based Budgeting rating		0.3					

¹²⁴ Diagnosis of Institutional Capacity to Implement Management for Results Using the PRODEV Evaluation Tool Methodology (PET) Progress Report (Inter-American Development Bank, 2009). Referenced in Lopez and Moreno, 2011.

¹²⁵ Diagnosis of Institutional Capacity to Implement Management for Results Using the PRODEV Evaluation Tool Methodology (PET) Progress Report (Inter-American Development Bank, 2009). Referenced in Lopez and Moreno, 2011.

¹²⁶ State of the Nation Governance working document Pg. 24

Integrated Financial Management and Information System							
# of financial reporting submitted for review to the Auditor General		Annually					
% of Ministries with annual plans submitted to Parliament							
# of Campaign Financing reporting		0					
Level of progress Integrated Financial Management and Information System							
# of reviews undertaken by office of the Auditor General							
Proportion of persons who had at least one contact with a public official and who paid a bribe to a public official, or were asked for a bribe by those public officials, during the previous 12 months [Indicator 16.5.1]							
Perception of Corruption and Graft Indicators ¹²⁷							
# of files processed by the New Office of the Ombudsmen							

¹²⁷ 2nd Draft National Development Plan Pg. 55

2nd WORKING DRAFT OF THE NATIONAL DEVELOPMENT PLAN OF THE BAHAMAS

Government Effectiveness Index		0.71 (2015) ¹²⁸					
Voice of Accountability Index		108 (2013) ¹²⁹					
Proportion of the population satisfied with their last experience of public services [Indicator 16.6.2]							
# of reports of satisfaction by citizens and users of the public services							
Perceptions about public sector effectiveness ¹³⁰							
% of public servants trained in last 5 years		4.3% ¹³¹					
Perception of government's ability to efficiently and effectively meet people's needs ¹³²							
Progress of the revision of Freedom of Information Act ¹³³							
# of ministries with trained staff to respond to FOI request ¹³⁴							

¹²⁸The Global Economy http://www.theglobaleconomy.com/Bahamas/wb_government_effectiveness/

¹²⁹ The Global Economy http://www.theglobaleconomy.com/Bahamas/wb_government_effectiveness/

¹³⁰ 2nd Draft National Development Plan Pg. 55

¹³¹ State of Nation Governance Working Document Pg. 36

¹³² 2nd Draft National Development Plan Pg. 55

¹³³ 2nd Draft National Development Plan Pg. 60

¹³⁴ 2nd Draft National Development Plan Pg. 60

Goal 2		The Bahamas will have well Governed Public institutions and Engaged Citizens to Strengthen Our Democracy					
Indicators	Means of Verification	Baseline			Targets		
			2020	2025	2030	2035	2040
Proportion of the population satisfied with their last experience of public services [Indicator 16.6.2]							
Equal ratio of men and women in decision – making levels ¹³⁵							
# of power outages in a typical month		3.1 ¹³⁶ (2010)					
# of water shortages in a typical month		4.8 ¹³⁷ (2010)					
Average time to clear import from customs		10(days) ¹³⁸ (2010)					
# of transaction performed on-line, in person or by phone ¹³⁹							
Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population							

¹³⁵ 2nd Draft National Development Plan Pg. 81

¹³⁶ IFC. Enterprise Survey Bahamas Country Profile 2010 Pg. 6

¹³⁷ IFC. Enterprise Survey Bahamas Country Profile 2010 Pg. 6

¹³⁸ IFC. Enterprise Survey Bahamas Country Profile 2010 Pg. 7

¹³⁹ 2nd Draft National Development Plan Pg. 73

group [Indicator 16.7.2]							
# of Citizen Engagement in the development of policy or programmes ¹⁴⁰							
# of public engagement roundtable per year ¹⁴¹							
Perception of inclusive engagement of boys, girls, men, women and other vulnerable groups in the democratic process ¹⁴²							
Proportions of positions (by sex, age, persons with disabilities and population groups) in public institutions (national and local legislatures, public service, and judiciary) compared to national distributions [Indicator 16.7.1]							
# of women in elective and non-elective public positions ¹⁴³							
% of women judges							

¹⁴⁰ 2nd Draft National Development Plan Pg. 60

¹⁴¹ 2nd Draft National Development Plan Pg. 85

¹⁴² 2nd Draft National Development Plan Pg. 85

¹⁴³ 2nd Draft National Development Plan Pg. 60

Proportion of seats held by women in parliament		13.2 % ¹⁴⁴					
Progress of Local Government in New Providence							
Goal 3		The Bahamas will have a law abiding society in which rules are respected and communities can thrive					
Indicators	Means of Verification	Baseline			Targets		
			2020	2025	2030	2035	2040
Proportion of persons victim of physical or sexual harassment, by sex, age, disability status and place of occurrence, in the previous 12 months [Indicator 11.7.2]							
% of murders in New Providence		86% (2009-2013)					
homicides in the Central, Northeastern and Southeastern districts of New Providence							
% of homicide victims between 18 to 25 and 26 to 35 years of age		Both combine is 27% of the population ¹⁴⁵ (2013)					
rate of robbery in New Providence		522.2 per 100,000					

¹⁴⁴ The Global Economy http://www.theglobaleconomy.com/Bahamas/wb_government_effectiveness/

¹⁴⁵ Sutton, Heather. Crime and Violence in the Bahamas IDB Series on Crime and Violence in The Caribbean. Pg. 6

		population (2013)¹⁴⁶					
% of reported armed robberies where females were victims		28%¹⁴⁷(2013)					
% of reported armed robberies where males were victims		72%¹⁴⁸(2013)					
% of reported robberies where non-Bahamian were Victims		11%¹⁴⁹					
% of murder who are male victims		87%¹⁵⁰(2013)					
% of homicide of female victims due to Domestic Violence		13%¹⁵¹(2013)					
% of homicides		62%¹⁵²(2009-2013)					
% of murders as a result of robberies and other motives		20%¹⁵³(2013)					
% of victims of Domestic Violence resulting in Homicide		14%¹⁵⁴(2013)					

¹⁴⁶ Sutton, Heather. Crime and Violence in the Bahamas IDB Series on Crime and Violence in The Caribbean. Pg. 7

¹⁴⁷ Sutton, Heather. Crime and Violence in the Bahamas IDB Series on Crime and Violence in The Caribbean. Pg. 7

¹⁴⁸ Sutton, Heather. Crime and Violence in the Bahamas IDB Series on Crime and Violence in The Caribbean. Pg. 7

¹⁴⁹ Sutton, Heather. Crime and Violence in the Bahamas IDB Series on Crime and Violence in The Caribbean. Pg. 7

¹⁵⁰ Sutton, Heather. Crime and Violence in the Bahamas IDB Series on Crime and Violence in The Caribbean. Pg. 6

¹⁵¹ Sutton, Heather. Crime and Violence in the Bahamas IDB Series on Crime and Violence in The Caribbean. Pg. 7

¹⁵² Sutton, Heather. Crime and Violence in the Bahamas IDB Series on Crime and Violence in The Caribbean. Pg. 6

¹⁵³ Sutton, Heather. Crime and Violence in the Bahamas IDB Series on Crime and Violence in The Caribbean. Pg. 6

¹⁵⁴ Sutton, Heather. Crime and Violence in the Bahamas IDB Series on Crime and Violence in The Caribbean. Pg. 6

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% of reported rapes		27% per 100,000 ¹⁵⁵					
# of youth enrolled in programmes ¹⁵⁶							
Reduction in % of crimes committed by youth age 10-25 years old ¹⁵⁷							
Reduction in overall crime rate ¹⁵⁸							
Goal 4		The Administration of justice will be made more efficient, methodical, fair and effective through coordinated action by the police, courts and corrections					
Indicators	Means of Verification	Baseline			Targets		
			2020	2025	2030	2035	2040
Number of victims of intentional homicide per 100,000 population, by sex and age [Indicator 16.1.1]		35 per 100,000 population					
Male Mortality Rate attributed to Homicide		56.8 (2014) ¹⁵⁹					
Female Mortality Rate Attributed to Homicide		6.2 9(2014) ¹⁶⁰					

¹⁵⁵ Sutton, Heather. Crime and Violence in the Bahamas IDB Series on Crime and Violence in The Caribbean. Pg. 7

¹⁵⁶ 2nd Draft National Development Plan Pg. 91

¹⁵⁷ 2nd Draft National Development Plan Pg. 91

¹⁵⁸ 2nd Draft National Development Plan Pg. 91

¹⁵⁹ Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg. 9 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017

¹⁶⁰ Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg. 9 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017

Proportion of population subjected to physical, psychological or sexual violence in the previous 12 months [Indicator 16.1.3]							
Assault Rate per 100, 000 population		788 per ¹⁶¹100,000 pop. (2013)					
Murder Rate per 100,00 population		31.9%¹⁶² (2014)					
Reported Rape Rate		27 per 100,000 ¹⁶³ population (2013)					
Proportion of seized small arms and light weapons that are recorded and tracked, in accordance with international standards and legal instruments [Indicator 16.4.2]		32.6% (2011/13)					
Un-sentenced detainees as a proportion of overall prison population [Indicator 16.3.2]							
% of inmate population on remand		42%					

¹⁶¹ Sutton, Heather. Crime and Violence in the Bahamas IDB Series on Crime and Violence in The Caribbean. Pg.26

¹⁶² Sutton, Heather. Crime and Violence in the Bahamas IDB Series on Crime and Violence in The Caribbean. Pg. 13

¹⁶³ Sutton, Heather. Crime and Violence in the Bahamas IDB Series on Crime and Violence in The Caribbean. Pg.35

# of inmates per population		382 per 100,000 pop. ¹⁶⁴					
% of male inmates		92% ¹⁶⁵					
Increase of conviction rate		5.1%(213) ¹⁶⁶					
# of cases prosecuted by AG's office		600cases ¹⁶⁷					
Decrease # of cases of recidivism							
Decrease # of offenses committed by person on bail ¹⁶⁸							
Goal 5		The Bahamas will have a modern, sustainable & universally accessible health care system that is wellness focused and delivers continuously improving outcomes.					
Indicators	Means of Verification	Baseline	Targets				
			2020	2025	2030	2035	2040

¹⁶⁴ State of the Nation Governance Working Document Pg. 49

¹⁶⁵ State of the Nation Governance Working Document Pg. 48

¹⁶⁶ National Development Plan data Presentation

¹⁶⁷ State of the Nation Governance Working Document

¹⁶⁸ 2nd Draft National Development Plan Pg. 114

Coverage of essential health services (defined as the average coverage of essential services based on tracer interventions that include reproductive, maternal, new-born and child health, infectious diseases, non-communicable diseases and service capacity and access, among the general and the most disadvantaged population) [Indicator 3.8.1]							
HIV care coverage							
Accessibility of essential medicines and commodities							
Coverage of services for severe mental health disorders							
Immunization coverage Rate by vaccine							

Total Expenditure on Public Health as of GDP		7.74% (2014)¹⁶⁹					
General Government Health Expenditure as % General Government Expenditure		19%¹⁷⁰					
Health Expenditure per capita		\$1,720.16 (2014)¹⁷¹					
Number of people covered by health insurance or a public health system per 1,000 population [Indicator 3.8.2]							
% of population with Private health insurance		31.0% (2013) ¹⁷²					
% of poor population with private health insurance		2.6% out of 31.0% (2013) ¹⁷³					
% of population age 0 to 9 years with no health coverage		12.5% (2013)¹⁷⁴					

¹⁶⁹ The Global Economy http://www.theglobaleconomy.com/Bahamas/wb_government_effectiveness/

¹⁷⁰ State of the Nation Human Capital Working Document Pg. 96

¹⁷¹ The Global Economy http://www.theglobaleconomy.com/Bahamas/wb_government_effectiveness/

¹⁷² Department of Statistics. The Bahamas 2013 Household Expenditure Survey Pg. 67

¹⁷³ Department of Statistics. The Bahamas 2013 Household Expenditure Survey Pg. 68

¹⁷⁴ Department of Statistics. The Bahamas 2013 Household Expenditure Survey Pg. 65

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% of population 60 years and more		9.7% (2013)¹⁷⁵					
% Out-of –Pocket expenditure		29.9% (2014)¹⁷⁶					
% of Private Health Insurance (non-Government financed)		25.4%					
Proportion of women of reproductive age (aged 15-49 years) who have their need for family planning satisfied with modern methods [Indicator 3.7.1]							
# of satisfied Family planning with modern methods							
Prevalence of contraceptive Rate		65%(2016)¹⁷⁷					
Antenatal care coverage by skilled birth attendants 4 + visit		86.3(2015)¹⁷⁸					

¹⁷⁵ Department of Statistics. The Bahamas 2013 Household Expenditure Survey Pg. 67

¹⁷⁶ Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg. 12 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017

¹⁷⁷ Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg. 12 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017

¹⁷⁸ Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg. 12 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017

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Incidence of low birthrate (<2,500 gram)		12.6 (2014) ¹⁷⁹					
Postpartum Care coverage							
Teenage pregnancy under the age of 20 rate ¹⁸⁰		21% ¹⁸¹					
Infant Mortality Rate ¹⁸²		21.7 %(2011) per 1,00 live birth ¹⁸³					
Mortality rate attributed to cardiovascular disease, cancer, diabetes and chronic respiratory disease [Indicator 3.4.1] Mortality rate attributed to diabetes, cancer and heart Disease		72% ¹⁸⁴					
Incidence of Diabetics %y/y							
Incidence of non-communicable diseases %y/y							

¹⁷⁹ Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg. 10 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017

¹⁸⁰ 2nd Draft National Development Plan Pg. 174

¹⁸¹ Working Document State of the Nation Human Capital Pg.86

¹⁸² 2nd Draft National Development Plan Pg. 174

¹⁸³ Working Document State of the Nation Human Capital Pg.85

¹⁸⁴ PAHO 2012 Country Profiles on NCDs -Quoted in Working Human Capital –State of the Nation

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% of population live to age 25 ¹⁸⁵			98.5% ¹⁸⁶		98.9% ¹⁸⁷		
% of population live to age 65 ¹⁸⁸					90.6% ¹⁸⁹		
% of population live to age 85 ¹⁹⁰					57.7% ¹⁹¹		
Obesity in adult population		43% ¹⁹²					
Male Mortality Rate attribute to NCD		486.4 (2013) ¹⁹³					
Female Mortality Rate attributed to NCD		3347.7 (2014) ¹⁹⁴					
Male Mortality Rate attribute to Communicable Diseases		82.8 (2014) ¹⁹⁵					
Female Mortality Rate attributed to Communicable Diseases		67.9 (2014) ¹⁹⁶					

¹⁸⁵ 2nd Draft National Development Plan Pg. 144

¹⁸⁶ 2nd Draft National Development Plan Pg. 144

¹⁸⁷ 2nd Draft National Development Plan Pg. 144

¹⁸⁸ 2nd Draft National Development Plan Pg. 144

¹⁸⁹ 2nd Draft National Development Plan Pg. 144

¹⁹⁰ 2nd Draft National Development Plan Pg. 144

¹⁹¹ 2nd Draft National Development Plan Pg. 144

¹⁹² State of the Nation Human Capital Working Document Pg. 84

¹⁹³ Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg. 7 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017

¹⁹⁴ Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg. 7 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017

¹⁹⁵ Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg. 7 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017

¹⁹⁶ Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg. 7 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017

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Female ages 25-64 Mortality Rate attributed to Breast Cancer		28.89(2014)¹⁹⁷					
Male ages 65 and older Mortality Rate attribute to Prostate Cancer		31.9 (2014)¹⁹⁸					
Proportion of males under 70 years mortality due to NCD		44.2%¹⁹⁹					
Proportion of females under 70 years mortality due to NCD		29.8%²⁰⁰					
Male Mortality Rate due to Diabetes mellitus		28.4 (2014)²⁰¹					
Female Mortality Rate due to Diabetes mellitus		25.9(2014)²⁰²					
Male Mortality Rate due to Isquemic Heart Diseases		46.9 (2014)²⁰³					
Female Mortality Rate due to Isquemic Heart Diseases		35.1(2014)²⁰⁴					

¹⁹⁷ Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg. 8 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017

¹⁹⁸ Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg. 7 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017

¹⁹⁹ State of Nation Working Document Pg. 81

²⁰⁰ State of Nation Working Document Pg. 81

²⁰¹ Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg. 9 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017

²⁰² Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg. 9 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017

²⁰³ Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg. 9 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017

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Male Mortality due to cerebrovascular diseases		46.9 (2014) ²⁰⁵					
Female Mortality due to cerebrovascular diseases		34.2(2014) ²⁰⁶					
Increase Life Expectancy		75.23 (2015) ²⁰⁷			85 years ²⁰⁸		
Number of new HIV infections per 1,000 uninfected population, by sex, age and key populations [Indicator 3.3.1]		3.3% ²⁰⁹					
Cumulative # of newly recorded HIV cases		293(2012) ²¹⁰					
Prevalence of HIV % of the population ages 15-49		3.2% ²¹¹					
Mother-to child transmission							
AIDS incidence rate per 100,000 population		45.2%					
HIV incidence rate		69.7% (2014) ²¹² per pop. 100,000					

²⁰⁵ Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg. 9 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017

²⁰⁶ Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg. 9 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017

²⁰⁷ The Global Economy http://www.theglobaleconomy.com/Bahamas/wb_government_effectiveness/

²⁰⁸ Draft National Development Plan

²⁰⁹ UNAIDS. 2015 - Quoted in Working Human Capital –State of the Nation

²¹⁰ State of the Nation Human Capital Working Document Pg. 87

²¹¹ The Global Economy http://www.theglobaleconomy.com/Bahamas/wb_government_effectiveness/

²¹² Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg. 7 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017

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HIV sex ratio (Male: Female)		1:2²¹³(2014)					
Harmful use of alcohol, defined according to the national context as alcohol per capita consumption (aged 15 years and older) within a calendar year in litres of pure alcohol [Indicator 3.5.2] Total Alcohol consumption in adults (liters/per person/years)							
Male alcohol consumption (Liters/per person/years)		10.1 (2010)²¹⁴					
Prevalence of tobacco in Male adolescents		16.1(2013)²¹⁵					
Prevalence of tobacco in female adolescents		8.4 (2013) ²¹⁶					
Suicide mortality rate [Indicator 3.4.2]							

²¹³ Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg. 7 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017

²¹⁴ Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg. 11 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017

²¹⁵ Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg. 10 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017oyal Bahamas Police Force Statistics for 2015

²¹⁶ Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg. 10 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017oyal Bahamas Police Force Statistics for 2015

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Suicide mortality rate, per 100,000 population		2.3% (2014)²¹⁷					
Male Suicide Mortality Rate		1.9 (2014)²¹⁸					
Female Suicide Mortality Rate		0.5 (2014)²¹⁹					
# of population with incidence of Mental illness (substance abuse and psychiatric disorder)		414.3 per 100,000 population (2009)²²⁰					
Mental Health Studies							
Death rate due to road traffic injuries [Indicator 3.6.1] Total # of deaths due to traffic accidents		55 people in 2015²²¹					
Male Mortality Rate due to Land transportation accident		18.3 (2014)²²²					
Female Mortality Rate due to Land Transportation accidents		5.5 (2014)²²³					
Proportion of population using safely managed							

²¹⁷ The Global Economy http://www.theglobaleconomy.com/Bahamas/wb_government_effectiveness/

²¹⁸ Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg. 9 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017

²¹⁹ State of the Nation Human Capital Working Document Pg. 89

²²¹ Royal Bahamas Police Force Statistics for 2015

²²² Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg. 9 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017

²²³ Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg. 9 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017

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drinking water services [Indicator 16.6.2]							
% of Rural Population using improved drinking water source		98%(2015) ²²⁴					
% of Urban Population using improved drinking water sources		98%(2015) ²²⁵					
% of Rural population using improved sanitation		92%(2015) ²²⁶					
% of Urban Population using improved sanitation		92%(2015) ²²⁷					
% of research and studies conducted on Mental Health							
Progress of ICT integration in Health Care Services ²²⁸ (Tele- medicine and Tele Health)							

²²⁴ Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg. 11 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017oyal Bahamas Police Force Statistics for 2015

²²⁵ Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg.11 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017oyal Bahamas Police Force Statistics for 2015

²²⁶ Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg. 11 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017oyal Bahamas Police Force Statistics for 2015

²²⁷ Pan American Health Organization. 2016 Core Indicators Health Situation in The Americas 2016. Pg. 11 Accessed from <http://iris.paho.org/xmlui/bitstream/handle/123456789/31289/CoreIndicators2016-eng.pdf?sequence=1&isAllowed=y> on August 14, 2017oyal Bahamas Police Force Statistics for 2015

²²⁸ 2nd Draft National Development Plan Pg. 170

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Existence of current national health strategy ²²⁹							
Existence of policies on medicines procurement ²³⁰							
Existence of a comprehensive reproductive health policy ²³¹							
Existence of mechanism, such as survey for obtaining opportune client input on appropriate, timely and effective access to health services ²³²							
# and distribution of health facilities per 10 000 population ²³³							
# of outpatient department visits per 10					10%		

²²⁹ WHO. Monitoring the building blocks of health systems: a handbook of indicators and their measurement strategies accessed from <http://www.who.int/healthinfo/systems/monitoring/en/> accessed on August 14th, 2017

²³⁰ WHO. Monitoring the building blocks of health systems: a handbook of indicators and their measurement strategies accessed from <http://www.who.int/healthinfo/systems/monitoring/en/> accessed on August 14th, 2017

²³¹ WHO. Monitoring the building blocks of health systems: a handbook of indicators and their measurement strategies accessed from <http://www.who.int/healthinfo/systems/monitoring/en/> accessed on August 14th, 2017

²³² WHO. Monitoring the building blocks of health systems: a handbook of indicators and their measurement strategies Pg.90 accessed from <http://www.who.int/healthinfo/systems/monitoring/en/> accessed on August 14th, 2017

²³³ WHO. Monitoring the building blocks of health systems: a handbook of indicators and their measurement strategies. Pg. 8 accessed from <http://www.who.int/healthinfo/systems/monitoring/en/> accessed on August 14th, 2017

000 population per year ²³⁴							
# and distribution of health facilities offering specific services per 10 000 population ²³⁵							
# and distribution of inpatient beds per 10 000 population ²³⁶							
Proportion of health facilities offering specific services ²³⁷							
Goal 6		The Bahamas will have a best in class, comprehensive and effective education system					
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%
Proportion of children and young people:							

²³⁴ WHO. Monitoring the building blocks of health systems: a handbook of indicators and their measurement strategies. Pg. 8 accessed from <http://www.who.int/healthinfo/systems/monitoring/en/> accessed on August 14th, 2017

²³⁵ WHO. Monitoring the building blocks of health systems: a handbook of indicators and their measurement strategies. Pg. 8 accessed from <http://www.who.int/healthinfo/systems/monitoring/en/> accessed on August 14th, 2017

²³⁶ WHO. Monitoring the building blocks of health systems: a handbook of indicators and their measurement strategies. Pg. 8 accessed from <http://www.who.int/healthinfo/systems/monitoring/en/> accessed on August 14th, 2017

²³⁷ WHO. Monitoring the building blocks of health systems: a handbook of indicators and their measurement strategies. Pg. 8 accessed from <http://www.who.int/healthinfo/systems/monitoring/en/> accessed on August 14th, 2017

(a) in grades 2/3; (b) at the end of primary; and (c) at the end of lower secondary achieving at least a minimum proficiency level in (i) reading and (ii) mathematics, by sex [Indicator 4.1.1]							
# of Libraries in schools ²³⁸							
Improved literacy rate							
Improved numeracy rate							
Reduction in education outcome gaps between boys and girls							
Proportion of children under 5 years of age who are developmentally on track in health, learning and psychosocial well-being, by sex [Indicator 4.2.1]							
# of cases of children under the age of 5 with early diagnose of developmental challenges							
# children under the age of 5 enroll in pre-schools							
# of public preschools							

²³⁸ 2nd draft National Development Plan Pg. 192

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% of public education access to early childhood education at 4 years of age		30% ²³⁹					
% of children under 5 years of enrolled in pre-primary		24.4% (2009) ²⁴⁰					
# of male under 5 years of enrolled in pre-primary		850 ²⁴¹ (2013)					
# of female under 5 years of enrolled in pre-primary		1765 ²⁴² (2013)					
Proportion of schools with access to: (a) electricity; (b) the Internet for pedagogical purposes; (c) computers for pedagogical purposes; (d) adapted infrastructure and materials for students with disabilities; (e) basic drinking water; (f) single-sex basic sanitation facilities; and (g) basic hand washing facilities (as per the WASH indicator definitions) [Indicator 4.a.1]							

²³⁹ State of the Nation Human Capital Working Document Pg.34

²⁴⁰ State of the Nation Human Capital Working Document Pg. 35

²⁴¹ State of the Nation Human Capital Data Pack Presentation Pg. 65

²⁴² State of the Nation Human Capital Data Pack Presentation Pg. 65

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# of inclusive school for children with physical and learning disabilities							
# of special education teachers in schools ²⁴³							
# of school with electricity							
# of schools with use of ICT as learning tools							
# of school with internet access as teaching aid							
# of schools with computer per student							
# of schools with access to clean drinking water							
# of school with designated boys and girls sanitation facilities							
Government expenditure on education (% of GDP)		2.80% (2009)²⁴⁴					
Government expenditure on education (% of government expenditure)		18.70% (2009)²⁴⁵					
education system in Family Island							
Proportion of teachers in: (a) pre-primary; (b) primary; (c) lower secondary; and (d) upper secondary education							

²⁴³ 2nd Draft National Development Plan Pg. 204

²⁴⁴ State of the Nation Human Capital Working Document Pg. 31

²⁴⁵ State of the Nation Human Capital Working Document Pg. 31

who have received at least the minimum organized teacher training (e.g. pedagogical training) pre-service or in-service required for teaching at the relevant level in a given country [Indicator 4.c.1]							
Total student to teacher Ratio		13.1²⁴⁶ (2009-10)					
Reduction in Primary Student to teacher ratio		14.4²⁴⁷ (2009-10)					
Reduction in Secondary Student to Teacher Ratio		12.29²⁴⁸ (2009-10)					
# of teachers with specialized technical skills ²⁴⁹							
% of trained teachers		89.8%²⁵⁰ (2009-10)					
% of trained Teachers with a first degree		72.5%²⁵¹ (2009-10)					
Progress of accreditation agency for the education							
# of students pursuing vocational degrees and certification							

²⁴⁶ National Development Plan Data Presentation Slide 60

²⁴⁷ National Development Plan Data Presentation Slide 60

²⁴⁸ National Development Plan Data Presentation Slide 60

²⁴⁹ 2nd Draft National Development Plan Pg. 188

²⁵⁰ National Development Plan Data Presentation Slide 60

²⁵¹ National Development Plan Data Presentation Slide 60

Reduction in Drop-out rate							
Goal 7		The Bahamas will be a nation free of poverty and discrimination (including discrimination based on gender, nationality and disabilities)					
Indicators	Means of Verification	Baseline	Targets				
			2020	2025	2030	2035	2040
% of population living below the poverty line		12.5% ²⁵²					
Proportion of population living below the national poverty line, by sex and age [Indicator 1.2.1]							
Incidence of poverty among female-headed household		9.7% ²⁵³					
Incidence of poverty among male-headed household		7.9% ²⁵⁴					
Poverty Gap		3.2% ²⁵⁵					
Female Poverty Rate		12.4% ²⁵⁶					
Male Poverty Rate		13.2% ²⁵⁷					

²⁵² Household and Expenditure Survey 2013, Department of Statistics

²⁵³ Household and Expenditure Survey 2013, Department of Statistics Pg. 17

²⁵⁴ Household and Expenditure Survey 2013, Department of Statistics Pg. 17

²⁵⁵ Household and Expenditure Survey 2013, Department of Statistics Pg. 17

²⁵⁶ Household and Expenditure Survey 2013, Department of Statistics Pg. 16

²⁵⁷ Household and Expenditure Survey 2013, Department of Statistics

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Poverty Rate of children ages 0-9 years		18.2% ²⁵⁸					
Poverty rate of children aged 10-19		19.3% ²⁵⁹					
Poverty rate of children aged 23-29		23.9% ²⁶⁰					
Proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions [Indicator 1.2.2]		12.5% ²⁶¹					Half
Poverty Rate in the Family Island		17.2% ²⁶²					
Poverty Rate of Migrants living in the Bahamas		37.7% ²⁶³					
Increase the # of the poor earning minimum wage and above ²⁶⁴							
% of population without access to nutritious food ²⁶⁵							

²⁵⁸ Household and Expenditure Survey 2013, Department of Statistics Pg. 15

²⁵⁹ Household and Expenditure Survey 2013, Department of Statistics Pg. 15

²⁶⁰ State of the Nation Human Capital working Document Pg. 109

²⁶¹ Household and Expenditure Survey 2013, Department of Statistics

²⁶² Household and Expenditure Survey 2013, Department of Statistics Pg. 16

²⁶³ Household and Expenditure Survey 2013, Department of Statistics Pg. 16

²⁶⁴ 2nd Working Draft of National Development Plan Pg. 218

²⁶⁵ 2nd Working Draft of National Development Plan Pg. 218

% of unemployed youth ages 15-24 ²⁶⁶		32.5% (2013) ²⁶⁷					
Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable [Indicator 1.3.1]		25%-30% ²⁶⁸					
Proportion of population living in households with access to basic services [Indicator 1.4.1]							
Proportion of household living below the poverty line							
% of household with no electricity (use of kerosene, oil or gas)		3.5% ²⁶⁹					
Proportion of household having no toilet in the lowest quintile		2.1% ²⁷⁰					

²⁶⁶ 2nd Working Draft of National Development Plan Pg. 237

²⁶⁷ National Development Plan Data Presentation Pg. 124

²⁶⁸ Rate related to those living in poverty below the absolute poverty line – Working Paper on Human Capital State of the Nation

²⁶⁹ Household and Expenditure Survey 2013, Department of Statistics Pg. 87

²⁷⁰ Household and Expenditure Survey 2013, Department of Statistics Pg. 87

Proportion of resources allocated by the government directly to poverty reduction programme [Indicator 1.a.1]							
Proportion of government recurrent and capital spending to sectors that disproportionately benefit women, the poor and vulnerable groups [Indicator 1.b.1]							
Proportion of total government spending on essential services (education, health and social protection) [Indicator 1.a.2]		Education - 18.7% of Government ²⁷¹ Expenditure Health - \$1,703 per capita ²⁷²					
Proportion of informal employment in non-agriculture employment, by sex [Indicator 8.3.1]							
Extent of economic activities within poor communities							
Proportion of the population reporting							

²⁷¹ 2nd Working Draft of National Development Plan on Human Capital

²⁷² Sanigest International 2014, -Quoted in Human Capital Working Paper

having personally felt discriminated against or harassed within the previous 12 months on the basis of a ground of discrimination prohibited under international [Indicator 10.3.1]							
Increase in # of minorities whose human rights are protected ²⁷³							
Reduction in the # of stateless individuals ²⁷⁴							
Proportion and number of children aged 5-17 years engaged in child labour, by sex and age [Indicator 8.7.1]							
Reduction in the # of cases of child labour exploitation ²⁷⁵							
Number of victims of human trafficking per 100,000 population, by sex, age and form of exploitation [Indicator 16.2.2]							
Decrease in # of trafficked persons ²⁷⁶							

²⁷³ 2nd Working Draft of National Development Plan Pg. 266

²⁷⁴ 2nd Working Draft of National Development Plan Pg. 266

²⁷⁵ 2nd Working Draft of National Development Plan Pg. 266

²⁷⁶ 2nd Working Draft of National Development Plan Pg. 266

Proportion of urban population living in slums, informal settlements or inadequate housing [Indicator 11.1.1]							
Increase # of people with access to improved housing ²⁷⁷							
# of sewer and water connections in disadvantage communities ²⁷⁸							
Goal 8		The Bahamas will have a land administration system which is efficient and fair					
Indicators	Means of Verification	Baseline	Targets				
			2020	2025	2030	2035	2040
Proportion of total adult population with secure tenure rights to land, with legally recognized documentation and who perceive their rights to land as secure, by sex and by type of tenure [Indicator 1.4.2]							
(a) Proportion of total agricultural population with ownership or secure rights over agricultural							

²⁷⁷ 2nd Working Draft of the National Development Plan Pg. 256²⁷⁸ 2nd Working Draft of the National Development Plan Pg. 256

land, by sex; and (b) share of women among owners or rights-bearers of agricultural land, by type of tenure [Indicator 5.a.1]							
Proportion of land that is degraded over total land area [Indicator 15.3.1]							
Level of progress in the creation of a complete cadastral map							
Level of progress in the creation of an efficient land management system							
Extent of harmonization between Ministries and land agencies in the creation of an integrated land administration system							
Land ownership, by gender (%)							
Number of land disputes		15% ²⁷⁹ of private owned land					
Number of fraudulent claims to land							

²⁷⁹Smith Sharlyn, 2013 Bahamas Business Outlook [http://www.sharonwilsonco.com/UserFiles/HTMLEditor/BAHAMAS_BUSINESS_OUTLOOK_SPEECH-Sharlyn-R-Smith%20-%20FINAL.pdf]

Average time taken to resolve land disputes							
Average time taken to register land							
Average time taken to acquire Crown Land							
Crown Land use, by sector							
Level of progress made in drafting a National Land Use Plan							
Percentage of land that is regulated							
Goal 9		Modern Infrastructure in New Providence and the Family Islands built to grow the economy and withstand the effect of climate change					
Indicators	Means of Verification	Baseline	Targets				
			2020	2025	2030	2035	2040
Proportion of population living in households with access to basic services [Indicator 1.4.1]		Water 98.1% ²⁸⁰ , Sanitation 92% ¹⁰					
Proportion of population using safely managed drinking water services [Indicator 6.1.1]		98.4% ²⁸¹					
Proportion of population using safely managed sanitation services, including a hand-washing		92% ²⁸²					

²⁸⁰ Household Expenditure Survey 2013 Report²⁸¹ 2012 Nutrition Landscape Information System (NLiS) WHO²⁸² 2012 Nutrition Landscape Information System (NLiS) WHO

facility with soap and water [Indicator 6.2.1]							
Proportion of population with access to electricity [Indicator 7.1.1]		99% ²⁸³					
Proportion of population with primary reliance on clean fuels and technology [Indicator 7.1.2]		0%					
Renewable energy share in the total final energy consumption [Indicator 7.2.1]		0.1% ²⁸⁴			30% ²⁸³		
Proportion of population covered by a mobile network, by technology [Indicator 7.2.1]							
Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill [Indicator 4.4.1]							
Level of progress in the documentation of all public infrastructure [Strategy 9.1]							
Percent of public assets used for maintenance [Strategy 9.1]							

²⁸³ The Bahamas National Energy Policy 2013 - 2033

²⁸⁴ The National Accounts Environmental Review 2014

Cost of basic services (% per capita income) [Strategy 9.2]							
Number of households with improvements in energy, water and sewage savings (New Providence, Family Islands) [Strategy 9.2]							
Number of electricity blackouts (New Providence, Family Islands) [Strategy 9.2]							
Proportion of households connected to safely managed sewage and water systems [Strategy 9.2]							
Cost of communications services (fixed telephony, mobile broadband) [Strategy 9.3]		1.54% GNI (1GB post-paid mobile broadband) 1.72% GNI (Fixed broadband) ²⁸⁵					
Percent of population who regularly use the Internet [Strategy 9.3]		64.7% ²⁸⁰					

²⁸⁵ Measuring the Information Society Report 2016

Number of free and other Wi-Fi hotspots (New Providence, Family Islands) [Strategy 9.3]							
Percent of schools with Internet access (New Providence, Family Islands)							
Level of progress made in the creation of a capital investment plan [Strategy 9.1]							
Percent of population who indicated improvements in the services provided [Strategy 9.2]							
Goal 10		The Bahamas will have an effective interconnected transportation system that enables the free flow of people and goods					
Indicators	Means of Verification	Baseline	Targets				
			2020	2025	2030	2035	2040
Proportion of population that has convenient access to public transport, by sex, age and persons with disabilities [Indicator 11.2.1]		Public transport significantly limited on family islands ²⁸⁶					
Proportion of the rural population who live							

²⁸⁶ Infrastructure and Environment Working Paper

within 2 km of an all-season road [Indicator 9.1.1]							
Number of suppliers of inter-island transportation services (by region) [Strategy 10.1]							
Percent of capital projects that improve transportation [Strategy 10.1]							
Quality of Roads [Strategy 10.1]		1,007/1,678 miles of road are paved ²⁸⁶					
Number of cars per 1000 inhabitants		397.7 ²⁸⁷					
Number of cars in the downtown core (per day) and in New Providence [Strategy 10.2]							
Total transit ridership [Strategy 10.2]							
Number of disabled persons that use public transport							
Number of new transit routes created [Strategy 10.2]		23 public transport routes (New Providence) ²⁸⁶					

²⁸⁷ National Development Plan Data Presentation

Number of new bicycle paths created [Strategy 10.2]							
Total mail and packages sent using the postal system for domestic and inter island package delivery [Strategy 10.3]							
Level of progress made in the introduction of GPS tracked mail [Strategy 10.3]							
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.					
Indicators	Means of Verification	Baseline	Targets				
			2020	2025	2030	2035	2040
Number of countries that have integrated mitigation, adaptation, impact [reduction and early warning into primary, secondary and tertiary curricula [Indicator 13.3.1]							
Investments in energy efficiency as a percentage of GDP and the amount of foreign direct investment in financial transfer for			\$511 million (5.8% GDP) ²⁸⁸				

²⁸⁸ International Monetary Fund. (2016). Caribbean Energy: Macro-Related Challenges. IMF Working Paper, pg.30

infrastructure and technology to sustainable development services [Indicator 7.b.1]							
Proportion of national exclusive economic zones managed using ecosystem-based approaches [Indicator 14.2.1]							
Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030 [Indicator 11.b.1]							
Proportion of fish stocks within biologically sustainable levels [Indicator 14.4.1]							
Coverage of protected areas in relation to marine areas [Indicator 14.5.1]		Less than 1% ²⁸⁹					
Forest area as a proportion of total land area [Indicator 15.1.1]		23.4% ²⁸⁴					

²⁸⁹ Bahamas Protection Areas Fund Website

Proportion of urban solid waste regularly collected and with adequate final discharge out of total urban solid waste generated, by cities [Indicator 11.6.1]		...330 million tonnes of solid waste generated annually ²⁸⁶					
National recycling rate, tons of material recycled [Indicator 12.5.1]							
Hazardous waste generated per capita and proportion of hazardous waste treated, by type of treatment [Indicator 12.4.2]		Waste treated through incineration, autoclaving and burying ²⁸⁶					
Annual mean levels of fine particulate matter (e.g. PM2.5 and PM10) in cities (population weighted) [Indicator 11.6.2]		13.03ug/m3 ²⁹⁰					
Proportion of countries adopting relevant national legislation and adequately resourcing the prevention or control of invasive alien species [Indicator 15.8.1]		2003 National Invasive Species Strategy Ballast Water Convention					

²⁹⁰ World Bank 2012 Report –Quoted in Working Paper on the Environment

Sustainable fisheries as a percentage of GDP in small island developing States, least developed countries and all countries [Indicator 14.7.1]							
Progress towards sustainable forest management [Indicator 15.2.1]		8% of total forest areas protected ¹³					
Proportion of land that is degraded over total land area [Indicator 15.3.1]							
Percent of research and development that incorporates climate change strategies [Strategy 11.1]							
Percentage change in research and development expenditure for climate change [Strategy 11.1]							
Percentage increase of family islands with climate change adaptation plans [Strategy 11.1]				80%			
Percentage increase in homes using alternative energy sources		0%		70%			

[Strategy 11.1]							
Percentage increase in green FDI flows [Strategy 11.1]				45%			
Average useful lifespan of homes and buildings [Strategy 11.2]							
Number of people displaced by disasters (New Providence, Family Islands) [Strategy 11.2]							
Cost of rehabilitation following storms [Strategy 11.2]							
Number of homes insured in the family islands [Strategy 11.2]							
Pre and post disaster response [Strategy 11.2]		...National Disaster and Preparedness Response Act (2006) National Emergency Management Agency					
Percent of protected areas under effective management (including sustainable funding) [Strategy 11.3]							

Total number of endangered species of wild fauna and flora caught [Strategy 11.3]							
Total value seized							
Number of individuals arrested, penalized or convicted							
Percent of land where environmental sustainable land use and management practices have been adopted [Strategy 11.3]							
Extent of which public awareness campaigns have targeted specific groups (by gender, age, education levels) on the value of ecosystems and natural resources [Strategy 11.3]							
Proportion of women involved as decision makers, planners, managers, scientists and technical advisers and as beneficiaries in the design, development and implementation of policies and programmes							

for natural resource development [Strategy 11.3]							
Level of progress made in the implementation of the provisions of the Stockholm Convention on Persistent Organic Pollutants [Strategy 11.4]							
Solid waste tonnage in landfills and ad hoc dump sites [Strategy 11.4]							
Carbon emissions per capita [Strategy 11.4]		6.4 metric tons ¹²					
Measured leachate near dumpsites and landfills [Strategy 11.4]							
Number of homes indicating use of composting and recycling bins [Strategy 11.4]							
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

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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- Moody 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
FDI net inflows							
Private fixed investment							
National Savings Rate							
Percent of population with bank accounts							
Access to financial resources (by gender, vulnerable groups)							
HDI							
Gini coefficient							
Palma ratio							

Population in fifth quintile							
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
Global competitiveness ranking		N/A					
Labour market Efficiency							
Credit Bureau coverage		0%	30%	50%	60%	80%	85%
Real sectoral growth rate							
Domestic credit to the private sector (% of GDP)							
Proportion of the population satisfied with their last experience of public services [Indicator 16.6.2]		72% felt public services were accessible, 65% felt staff competency, staff attitude, adequacy, and fairness were satisfactory ²⁹¹					

²⁹¹ Public Service Delivery Survey 2014

Proportion of small-scale industries with a loan or line of credit [Indicator 9.3.2]							
Unemployment rate, by sex, age and persons with disabilities [Indicator 8.5.2]		Women 14%, ²⁹² Men 9.4% ²⁹³ 83% of the Disabled ²⁹⁴					
Proportion of youth (aged 15-24 years) not in education, employment or training [Indicator 8.6.1]		25.1% ²⁹⁵					
Number of new business start-ups, by gender and location e.g. New Providence, Family Islands [Strategy 13.2]							
Number of new business start-ups that survive the first three years, by gender and location [Strategy 13.3]							
Percentage increase in business loans [Strategy 13.3]							

²⁹² Labour Force Statistics November 2016

²⁹³ Labour Force Statistics November 2016

²⁹⁴ Department of Statistics Census Report 2010

²⁹⁵ Labour Force Statistics November 2016

Number of business services provided through one stop shop [Strategy 13.2]							
Level of progress in the establishment of a Junior Market [Strategy 13.3]							
Number of MSMEs with access to funding, by gender [Strategy 13.3]							
Amount of investment in zones [Strategy 13.4]							
Percentage decrease in cost of doing business [Strategy 13.5]							
Percentage increase in exports, including services exports [Strategy 13.6]							
Number of new jobs created by immigrants, by sector and skill [Strategy 13.7]							
Number of well qualified graduates [Strategy 13.8]							
Number of youth in internships [Strategy 13.8]							
Level of progress in the development of a							

national entrepreneurial fund [Strategy 13.9]							
Improvements in customer satisfaction services [Strategy 13.5]							
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)		6.3 million ²⁹⁶					
Visitor satisfaction							
Percentage increase in tourism expenditure							
Value added to GDP – Tourism		60% ²⁹⁶					
Value added to GDP – Financial services		15% ²⁹⁶					
Value added to GDP – Agriculture and Fisheries [Strategy 14.9]		2.4% ²⁹⁶					
Number of people enrolled and graduating from BAMSI degree programmes, by gender							
Number of new agribusinesses developed							

²⁹⁶ Working Paper on Economy State of the Nation

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Number of women trained and employed in agriculture and fisheries							
Percentage increase in food production and exports							
Value added to GDP – ICT sector [Strategy 14.7]							
Number of ICT based graduates, by gender							
Number of ICT firms							
Number of people employed in ICT sector, by gender							
Value added to GDP – Maritime sector [Strategy 14.11]							
Number of individuals trained and employed in the maritime sector							
Value added to GDP – Educational sector (Strategy 14.12)							
International student enrolment							
Number of accredited educational providers							
% change in Contribution from Social Entrepreneurship y/y		0	10%	15%	20%	20%	15%

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Increase in % Contribution from Informal Economy y/y		0	10%	15	15%	10%	10%
Manufacturing value added as a proportion of GDP and per capita [Indicator 9.2.1]		3.8% ²⁹⁷					
Proportion of small-scale industries in total industry value added [Indicator 9.3.1]							
Annual growth rate of real GDP per employed person [Indicator 8.2.1]							
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		76.9% ²⁹⁸					
% of Work permits for professions/technical labour			40%	65%	75%	75%	75%
Minimum wage		\$210 per week public sector \$150 per week private sector ²⁹⁹					

²⁹⁷ ibid

²⁹⁸ Labour Force and Household Survey Report – May 2016

Government workers employed		21% ²⁹⁹					
Percent of workers who received Health and Safety training [Strategy 15.3]							
Number of ministries that have successfully adopted formal succession planning [Strategy 15.4]							
Number of promotions, by gender [Strategy 15.4]							
Increase in national compliance of labour rights (freedom of association and collective bargaining) based on International Labour Organization (ILO) textual sources and national legislation, by sex and migrant Status [Indicator 8.8.2]							
Labour share of GDP, comprising wages and social protection transfers [Indicator 10.4.1]							
Average hourly earnings of female and male		\$5.25 per hour					

²⁹⁹ Human Capital Working Paper

employees, by occupation, age and persons with disabilities [Indicator 8.5.1]							
Proportion of the population satisfied with their last experience of public services [Indicator 16.6.2]		72% felt public services were accessible; 65% felt staff competency, attitude, adequacy, and fairness were satisfactory ²⁹ ₁					
Percent of scholarships granted by identified skill gap categories [Strategy 15.2]							
Percent of scholarship funds allocated to technical training [Strategy 15.2]							
Number of scholarship recipients returning to the Bahamas for at least three years to work [Strategy 15.2]							
Goal 16		Culture shall be recognised as a driver and enabler for the sustainable development of The Bahamas					
Indicators	Means of Verification	Baseline	Targets				
			2020	2025	2030	2035	2040

Extent to which (i) global citizenship education and (ii) education for sustainable development, including gender equality and human rights, are mainstreamed at all levels in: (a) national education policies, (b) curricula, (c) teacher education and (d) student assessment [Indicator 4.7.1]							
Number of jobs in tourism industries as a proportion of total jobs and growth rate of jobs, by sex [Indicator 8.9.2]		27% total labour force, 53% total employment (direct and indirect) ²⁹⁶					
Total expenditure (public and private) per capita spent on the preservation, protection and conservation of all cultural and natural heritage, by type of heritage (cultural, natural, mixed and World Heritage Centre designation), level of government (national, regional and local/municipal), type of expenditure (operating							

expenditure/investment) and type of private funding (donations in kind, private non-profit sector and sponsorship) [Indicator 11.4.1]							
Value added to GDP - Culture							
Value added to GDP – Creative economy							

