

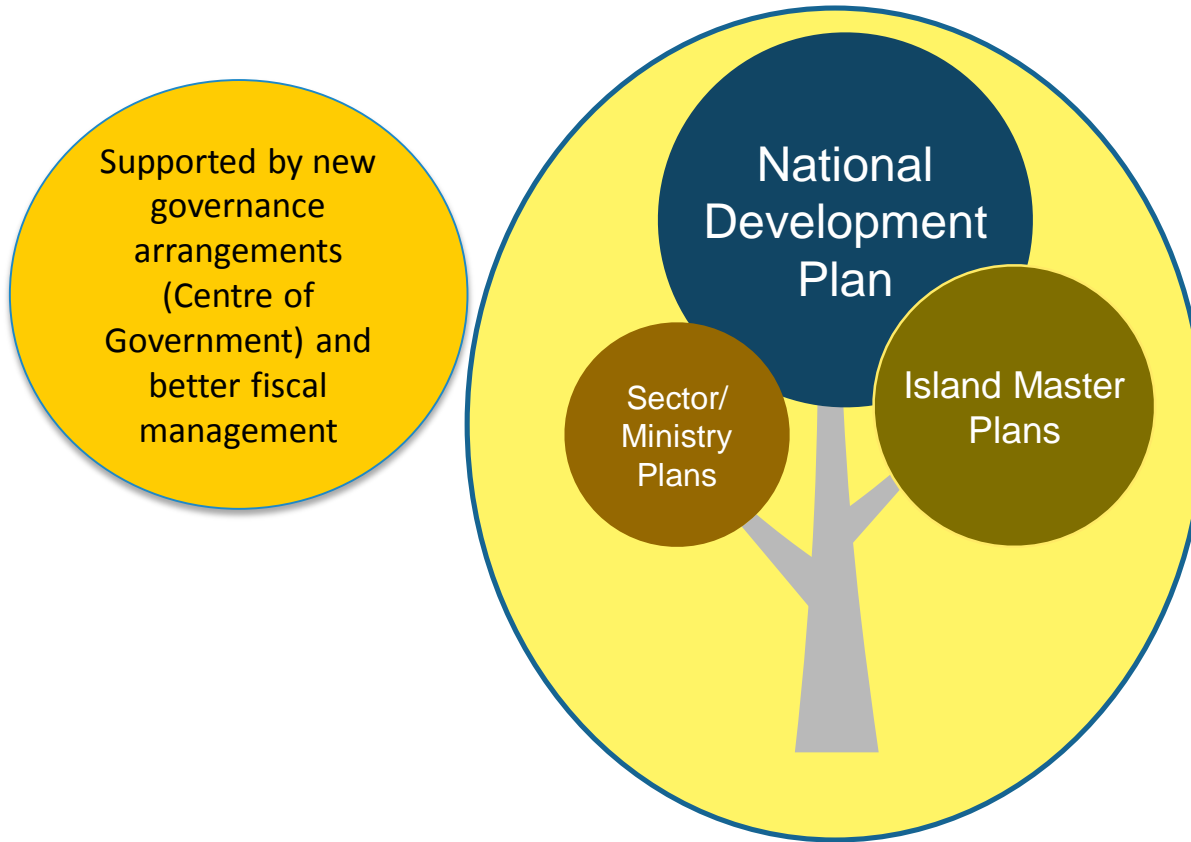


The National Development Plan The First Working Draft

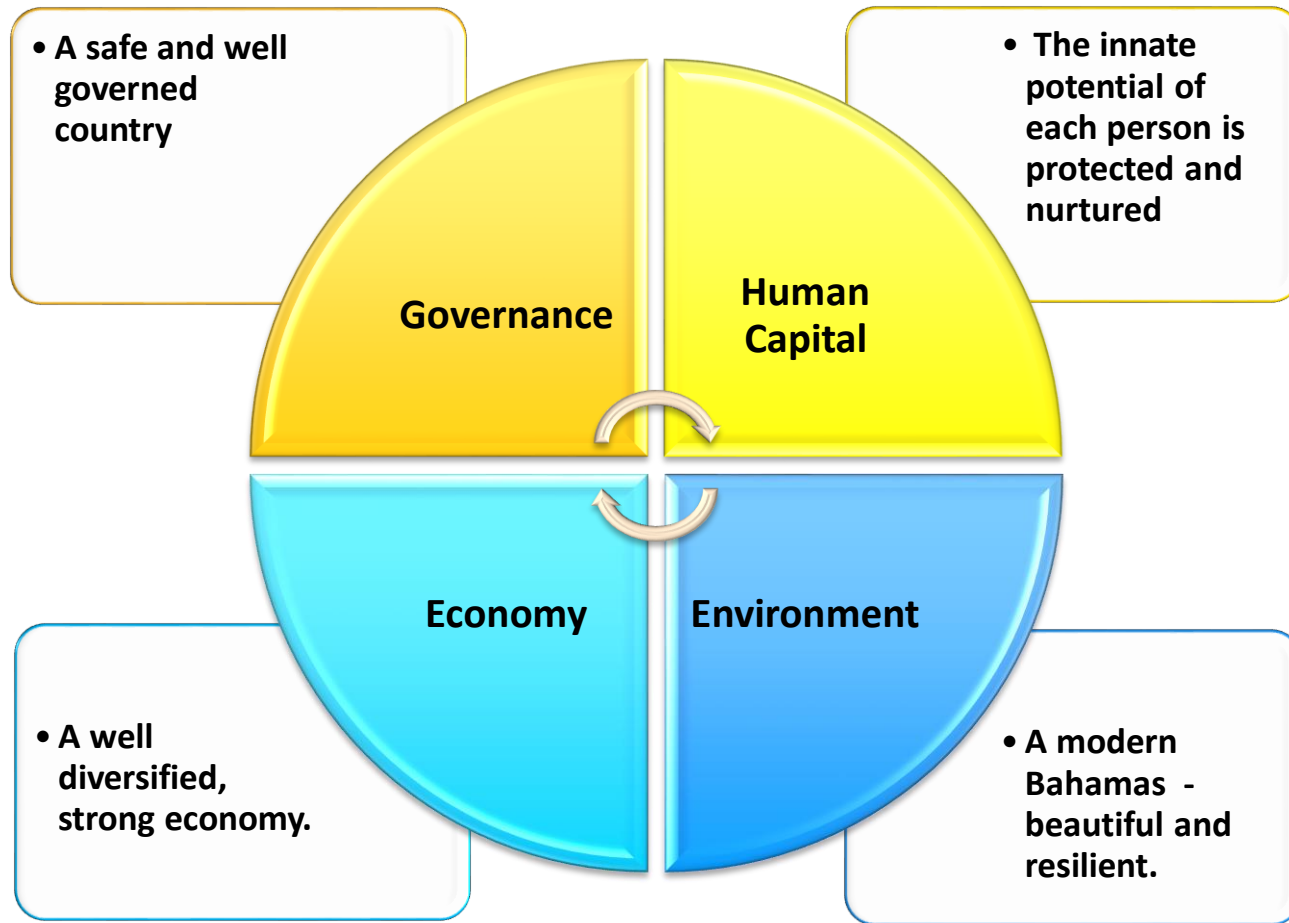
National Development Plan Secretariat
Economic Development and Planning Unit

8th December, 2016

The Planning Approach



The Pillars of the NDP



Work on the NDP has been well received throughout The Bahamas



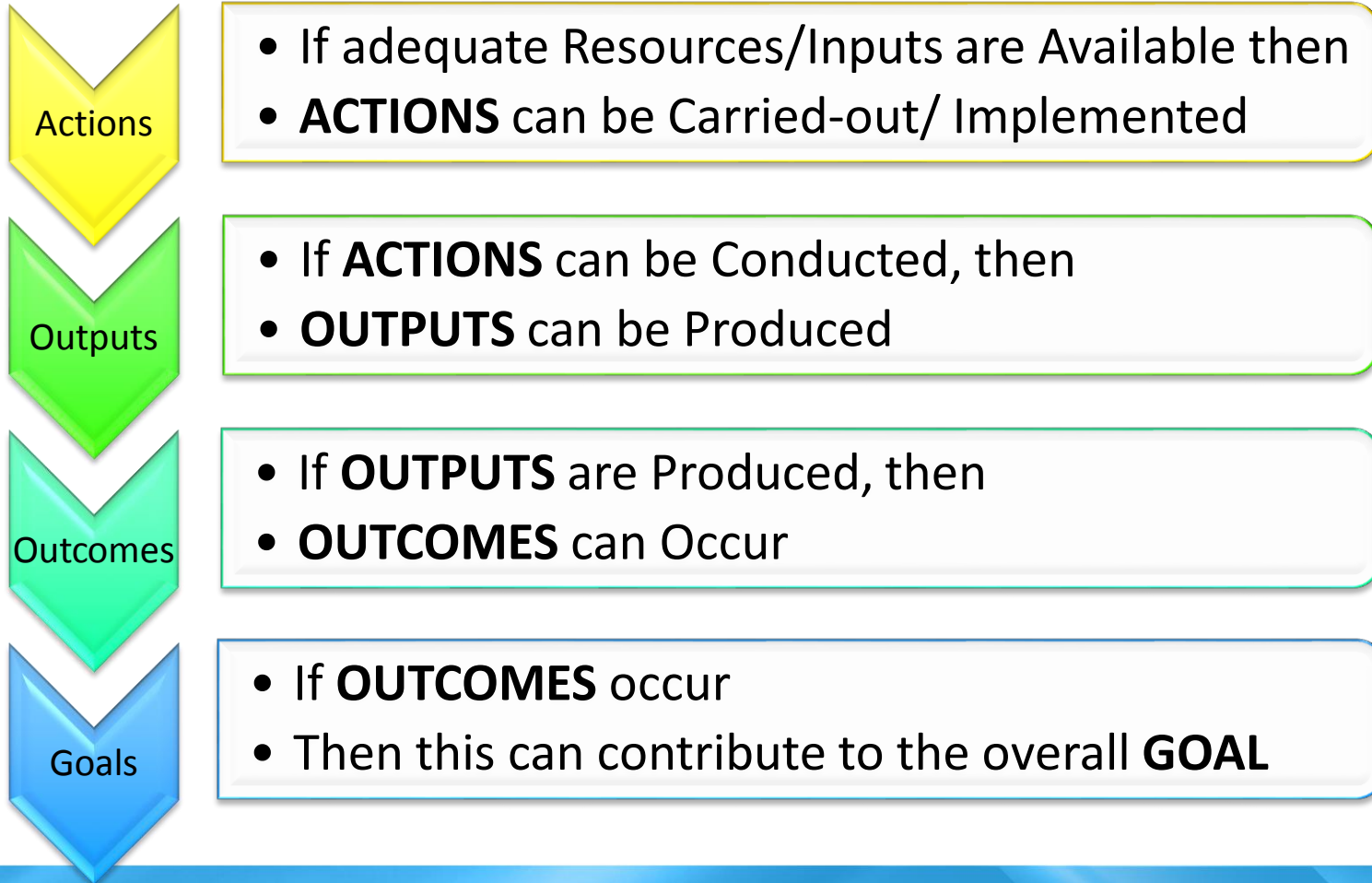
Islands Visited in the National Development Plan Process



Creating Awareness & Engaging Bahamian Youth



Logic Framework of the NDP



Phase 3: Drafting of the National Development Plan

National Vision

Goals: Governance	Goals: Economy	Goals: Environment and Infrastructure	Goals: Human Development
Strategies	Strategies	Strategies	Strategies
Indicator of Success	Indicator of Success	Indicator of Success	Indicator of Success
Actions	Actions	Actions	Actions
Outputs	Outputs	Outputs	Outputs
Outcomes	Outcomes	Outcomes	Outcomes
Timelines	Timelines	Timelines	Timelines
Agency	Agency	Agency	Agency

The National Development Plan and the State of the Nation Report

Today

- Problems Identified in **State of the Nation Report**

By 2040

- The Results of The **National Development Plan**

Strengths Identified in the SNR

Human Capital: Significant improvements are underway

- 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

Governance: Stable with strong traditions

- 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

The Environment (Built and Natural): Our Core Assets

- 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

Economy: Gateway to the Americas

- 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

Identified Challenges in the SNR

Human Capital:

Social progress slowdown

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

Governance:

Governance arrangements that do not support a modern Bahamas

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

Environment:

Highly vulnerable natural and built environment

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

Economy:

Highly vulnerable, undiversified and underperforming economy

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

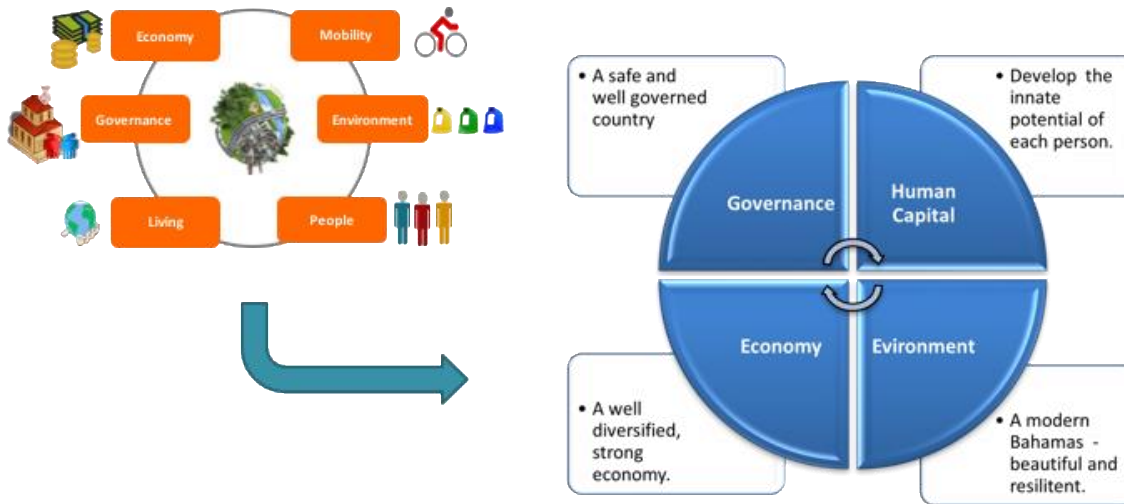
The National Development Plan incorporates the targets of the UNs SDGs and thus localizes SDG implementation



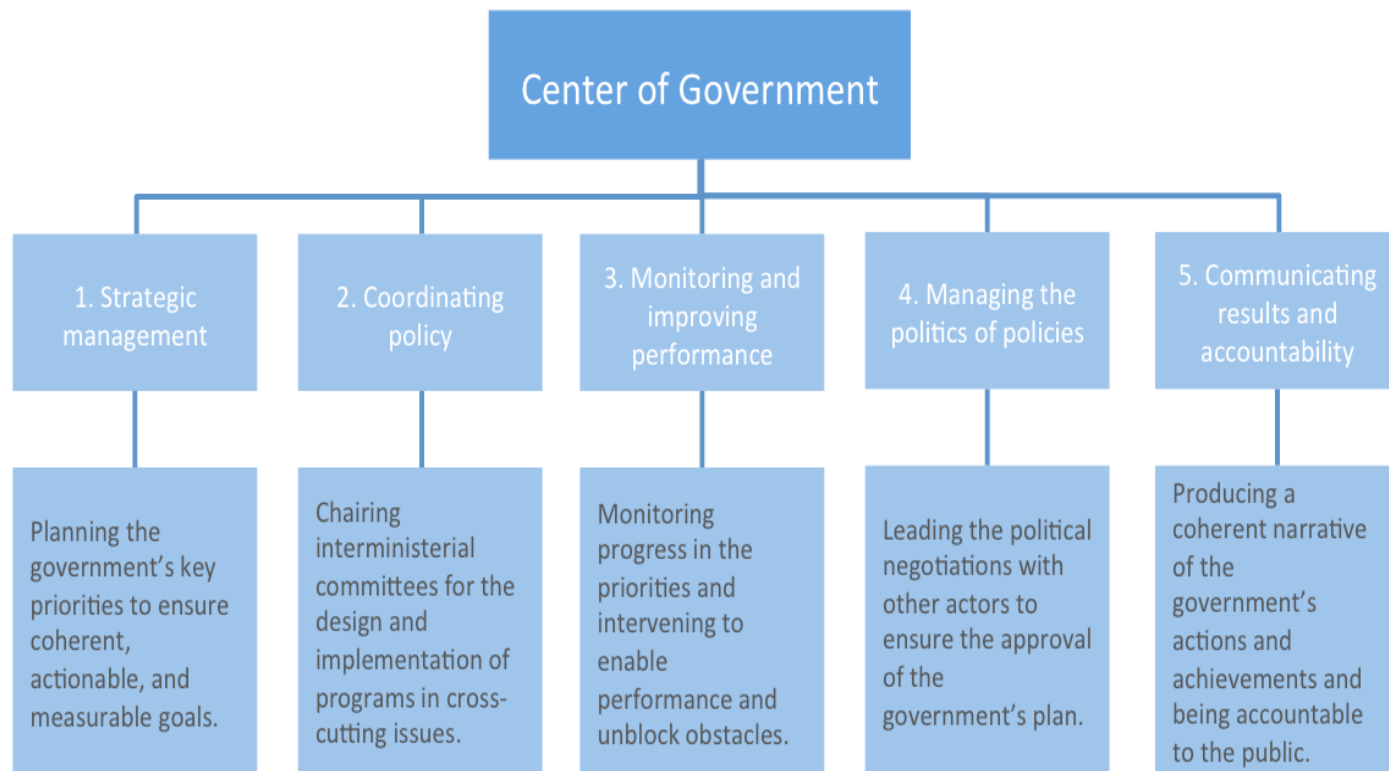
The Smart Bahamas Initiative and the National Development Plan

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.



The National Development Plan and the Center of Government Functions



The University of The Bahamas' Government and Public Policy Institute



Our Vision, Our Goals, Our Bahamas

Review of Governance
An Interactive Session



VISION2040
NATIONAL DEVELOPMENT PLAN OF THE BAHAMAS

Towards a National Vision...

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:

The National Vision

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 neighbours, building our communities, trusting each other, and generously giving our time,
talent and treasures to strengthen the foundations of our 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
and talent 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 differences 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 our lives and the
world

We are Bahamians

We are The Bahamas

15 Goals



Governance

1. The Bahamas will have a Modern, Open and Accountable Service Oriented Government that is well trusted by citizens, residents and the business community
2. The Bahamas will have Well Governed Public institutions and Engaged Citizens to Strengthen Our Democracy
3. The Bahamas will have a law abiding society in which rules are respected and communities can thrive
4. The administration of justice will be made more efficient, methodical, fair and effective through coordinated action by the police, courts and corrections services



Human Capital

5. The Bahamas will have a modern, sustainable & universally accessible health care system that is wellness focused and delivers continuously improving outcomes
6. The Bahamas will have a best in class, comprehensive and effective education system
7. The Bahamas will be a nation free of poverty and discrimination (including discrimination based on gender, nationality and disabilities)



The Environment

8. The Bahamas will have a land administration system which is efficient and fair
9. The Bahamas will have an effective interconnected transportation system that enables the free flow of people and goods
10. The Bahamas will have 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
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 Economy

12. The Bahamas will have a healthy macro-economic environment that supports growth and stability
13. The Bahamas will have a competitive business environment for economic success that supports business development, innovation, wealth creation, entrepreneurship and job growth
14. The Bahamas will have a diversified and resilient economy that provides opportunities for the expansion of both existing and new industries
15. The Bahamas will have a fair, flexible and effective labour regime

The Key Priorities of the National Development Plan

	Key Priority Areas
Priority 1	Transparency, Accountability and Effectiveness in Government
Priority 2	A Healthy, Productive Workforce for a Modern World
Priority 3	Enduring Citizen Security
Priority 4	Community Revitalisation
Priority 5	Inclusive Economic Growth through Empowerment, Business Climate Improvements and Diversification
Priority 6	A Sustainable and Resilient Environment

Governance:

Governance arrangements that do not support a modern Bahamas

- Poor or absent strategic planning and coordination within Government
- Inadequate levels of accountability, monitoring and evaluation which affect service
- 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 challenges government credibility
- Inadequate protections around certain human rights, including rights of migrants and gender
- Poor government communications, including mechanisms to incorporate citizen feedback and freedom of information

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

Goal 1: A Modern, Open and Accountable Government

1. Strengthen internal government decision-making processes to deliver results for the people of The Bahamas
 - Centre of Government, Build capacity in Ministries to report back to Cabinet, Cabinet Committee Structure for NDP, NDP legislation, Mandate letters, Programme based budgeting
2. Create a skilled, responsive and accountable public service that provides value to Bahamians, investors and visitors
 - General Orders, leadership training, succession planning, Performance management system, HR system, skills gap analysis
3. Increase the transparency of government decisions and campaign financing to improve confidence in public institutions and political actors respectively
 - FOIA, post online tenders, strengthen communications offices, Open Government Strategy, Campaign Finance Framework
4. Increased accountability for government spending
 - Office of the Auditor General, Conflict of Interest Act, Public Accounts Committee, Office of the Ombudsman, Business Plans for Ministries, Periodic Mandate reviews of government agencies/programmes.
5. Implement a one window service-to-citizen strategy under the auspices of a new Agency: Service Bahamas
 - Lead agency: Service Bahamas; inventory of services, “clicks and bricks” strategy created

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

Goal 2: Well Governed Public Institutions

1. Strengthen the Corporate Governance of Public Boards and Committees
 - Public board and committee code of good practice, gender balance considerations on boards
2. Strengthen operations of public utilities corporations (PUCs)
 - Assessment of Governance of Public Utilities Corporations, recruitment policies/practices at PUCs, URCA role as Regulator
3. Ensure transparent and accountable operations of government-owned or funded agencies
 - Mandate reviews of agencies for relevance; business plans, performance metrics
4. Strengthen the effectiveness of local government
 - White Paper on Local Government, Municipal Management in New Providence;
5. Strengthen the effectiveness of special zones, business development zones, freeports and export processing zones
 - Report on use of special zones, assessment of performance of existing zones, development of business development zones in NP (major corridors)
6. Promote greater civic engagement and education at all levels of society to strengthen democracy
 - Strengthen school curriculum for civic responsibilities, improve government-civil society-business community interactions through roundtables; Strengthen opportunities for National Pride, enhance whole of government public engagement

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">● Failure or refusal to obey the law● Community distrust or lack of social capital● Youth crime

Goal 3: The Bahamas will have a law abiding society in which rules are respected and communities can thrive

1. Develop, test and implement policies that encourage a law-abiding society
 - Address violence within communities, National Conflict Resolution Programme, gender-based violence programmes, violence prevention programmes, improve data collection on crime
2. Implement programmes that detect at-risk youth at an early stage and employ innovative techniques to deter criminal activity
 - Pilot career-starts programme, enhance existing programmes, improve police and juvenile justice systems, early child development and preschools enrichment for at risk children
3. Strengthen the capacity of communities to participate in creating safe neighbourhoods
 - Urban Renewal, Neighborhood Watches, identification of at risk youth, William Pratt and Simpson Penn Schools, “No Wrong door Policy”, Faith-based programmes, gender-based violence, safer routes to/from schools, community policing, safe houses on family islands, National After school programmes, community centres, domestic violence programmes

Goal 4	The administration of criminal justice will be made more methodical, faster and more 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 criminal justice system 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 • Low conviction rates • Slow and inefficient judicial system • Crimes committed while out on remand • Prison over-population • Low skilled ex-convicts • High rates of recidivism

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

1. Strengthen the enforcement of the law by the Royal Bahamas Police Force

- Police governance, improve enforcement, CCTV, automated speed detection, police conduct, crime solving strategies, use of technology in crime fighting, enforcement of pending warrants

2. Establish a national “zero-tolerance” strategy for violent crimes specifically murder, sex-related violence and home invasions

- Review existing police protocols, strategies around sexual offences, violent crimes emphasis, sentencing of violent crimes (home invasion), accessibility of home protection equipment, additional criminal courts to all for swift justice of violent cases, DNA labs, detection of gun crimes, improving bail monitoring equipment, recorded police confessions, IDB Citizen security project

3. Enhance service delivery at the Office of The Attorney General

- Resource assessment for OAG, strengthen case management for prosecutors, victim and witness treatment, backlog reduction (nolle prosequi, plea agreement, sentencing guidelines)

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, cont'd

4. Enhance service delivery of the Courts

- Assessment of court inefficiencies and build capacity, resource gaps, technology in courts, specialist lawyers hired, legal drafters, foreign lawyers in specialist areas, additional Supreme Court judges, Family Courts (nights/ weekends), Magistrate court system and integrated registrar, budgetary resources for courts, use of tribunals, court security, attracting and retaining best quality judges, strengthen case management, improve juvenile magistrate court, centralized location for the judiciary, review mandatory need for jury trials/ size of jury, Privy Council maintenance reviewed

5. Strengthen the Independence and Impartiality of the Courts

- Strengthen independence of Office Prosecution, training, remove conflict of interest in prosecutions at the Magistrate level, budgetary independence of the judiciary, judicial appointments, extension of judges, judicial complaints, judicial disclosure of conflicts of interest

6. Build greater capacity within the prison system to reduce recidivism while creating more humane conditions for prisoners

- New prison, correctional rehabilitation programmes strengthened, post release supervision, job skills training for inmates strengthened, Halfway houses established, expanded vocational training, parole board systems implemented, social services support for releases



Our Vision, Our Goals, Our Bahamas

Review of the Human Capital



VISION2040
NATIONAL DEVELOPMENT PLAN OF THE BAHAMAS

Human Capital:

Social progress slowdown

- Changing cultural values towards material gain, work and ethics
- At risk youth that do not have the support they need
- Community decay and ghettoization
- High levels of criminal behaviours, 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”
- High levels of skilled migration away from The Bahamas
- Immigration challenges leading to social exclusion

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 aging population• Quality of the labour force

Goal 5: The Bahamas will have a modern, sustainable & universally accessible health care system that is wellness focused and delivers continuously improving outcomes

1. Ensure universal access to health

- Prioritizing NHI Implementation and funding, e-health, health care operational efficiency, technology in healthcare, non-traditional healthcare providers, health care of contained populations and special needs population, accessibility in healthcare

2. Ensure sustainable funding for the NHI

- Funding options, sugar/Fast food taxes, incentives for healthy breakfast options at takeaway locations, incentivising wellness programmes in companies

3. Delivering integrated people-centered health care, services and programs focused on maintaining healthy individuals within an efficient, well governed system

- Patient centric delivery of health care, stronger feedback mechanisms, online booking of clinic appointments, disease prevention focus, school nurses, mobile clinics, primary care services strengthened, chronic disease management, long term rehabilitative care, human resource governance in health,

Goal 5: The Bahamas will have a modern, sustainable & universally accessible health care system that is wellness focused and delivers continuously improving outcomes, cont'd

4. Improve focus on wellness and the determinants of health

- Anti-smoking/ alcohol abuse campaigns, healthy eating, promoting an active society, traffic related injuries, reducing injury from improperly fitted homes for elderly and persons with disabilities, food and nutrition security

5. Rationalize and integrate health care governance, administration and service delivery including ICT

- Single governance agency and structure for integrated health services, strengthen reporting and oversight of the PHA to the MoH, human resources management within healthcare, improve procurement and outsourcing arrangements

6. Increase the national focus on Reproductive and Sexual Health

- Maternal and prenatal care, training materials (healthy eating, drinking, etc), support for young mothers, STIs detection, education for high risk population, access to family planning and contraception

7. Increase the national focus on Mental Health

- Additions, mental health screening, modernization of legislation, WHO Mental Health study, mental health for contained populations, mental health education/awareness, bullying, gambling addiction

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 deficit2. Numeracy and literacy levels3. Education Inequality4. Unemployment5. Inclusiveness in education

Goal 6: Best in class education system (SDG4)

6.1: Ensure that there is adequate funding for education Strategy

- Reducing pupil-teacher ratio, technology in classrooms, one-computer policy, scholarships, PPPs, innovative financing, innovation fund within education, scholarships/grants

6.2: Enhance Teacher Training and Quality Assurance. SDG 4, 5, 6, 10

- Teacher incentives for strong teaching, report on teacher salary alignment, continuing education, teacher's aides, volunteer Parent programmes, Dept. Education governance, teaching requirements at NTA/BTVI, education and training institutions under one Ministry

6.3: Enhance education infrastructure at all levels to deliver quality education (SDG 4, 5, 9, 10)

- School repairs, maintenance programmes, libraries, ICT in classrooms, classroom design, accessible classrooms, sports and playground equipment in schools

Goal 6 Cont'd: The Bahamas will have a best in class, comprehensive and effective education system SDG4

6.4: Introduce universal preschool and enhance early childhood education

- Mandatory preschool

6.5: Improve basic education (numeracy and literacy) across all levels of the education system

- Education is universal and inclusive, use of technology to deliver education, afterschool and adult education, prevent students from falling through the cracks, literacy programmes, language skills, juvenile offender education

6.6: Continue to promote STEM Education for a modern world

- Curriculum development, build student confidence, tertiary level STEM courses, teacher capacity, STEM internships

Goal 6 Cont'd: The Bahamas will have a best in class, comprehensive and effective education system SDG4

6.7: Enhance the provision of special education to ensure equity in education and enhance the employability of students with special needs

- Identification, training, engagement of specialist teachers, afterschool programmes, innovative programmes, school bus system

6.8: Improve the accessibility of quality higher education

- Rationalize scholarship programmes, Accreditation of UB, College Prep.

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

- Scholarships, work programmes, curriculum alignment, apprenticeships

Goal 6 Cont'd: The Bahamas will have a best in class, comprehensive and effective education system SDG4

6.10: Strengthen programmes aimed at work force readiness, adult education and second chance education opportunities.

- Skills gaps identified, work study programmes, language requirements, industry specific courses

6.11: Institute policies and programmes to close the achievement gaps between boys and girls and public and private schools.

- Motor skills, counselling, Girls in STEM, high achiever schools, revisit the school term , access to scholarships, education statistics

Goal 7

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

Challenges addressed:

- Inequality: economic and social exclusion of poor and vulnerable groups limiting their access to basic goods and services
- High unemployment rate among poor and vulnerable groups
- Intolerably high levels youth unemployment and social exclusion
- A high poverty rate in single parent households
- Discrimination against vulnerable groups: those with disabilities, migrants and women
- High levels of violence: gender-based violence, sexual assault, child abuse and child neglect

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

7.1: Achieve food security, end hunger and improve nutrition for all (SDG 2 and SDG 3)

- Agriculture sector development, family island farming, land policy, financial innovations to fund the agri-sector, backyard farming, bread basket policy review, price control issues, food waste reduction issues, food safety, feeding programmes, incentives to CSOs, farming stock storage

7.2: Create policies which enable full participation of poor and vulnerable groups in economic opportunities for sustainable livelihoods (Goal 8 and SDG 5)

- Informal economy study, land issues, entrepreneurship policy, capital for entrepreneurs (microfinance, funds, etc), education for vulnerable groups, employment exchange bureau, employment access for single mothers and fathers (day care, etc.), men with criminal records, Minimum wage enforcement, identification documents for vulnerable groups

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 (SDG 8)

- Vision 2030 Education policy, Long term apprenticeships, National Youth Policy, teenage pregnancy, youth entrepreneurs, National Arts Centre, National Sports Academy, social development, Willimae Pratt and Simpson Penn Schools strengthening, CSO strengthening, Citizen Security Programme

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

7.4: Promote policies which encourage participatory governance and community engagement in policy development and service delivery (SDG 16 and SDG 11)

- Local government, Civil Society Strengthening, engagement framework for CSO, Volunteer Programmes, Volunteer exchange, Corporate Social Responsibility Code of Conduct, link HoA to CSR

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, SDG 8 Decent Work and Economic Growth and SDG 1 No Poverty) (Also refer to Strategy 7.4)

- Social innovation and enterprise promotion legislation, social financing products, culture of volunteering and giving, scalable CSO projects, funding for social enterprises, philanthropic clusters, social impact “challenges” for new solutions

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 (SDG 6 and SDG 11)

- Poverty mapping, Urban Renewal, community spaces, libraries , historic preservation, community cleaning, low cost housing strategies for targeted groups, eradication of informal settlements, upgrade water and sanitation infrastructure

Goal 7 Cont'd : A nation free of poverty and discrimination (including gender, nationality and disabilities)

7.7: Eliminate inequality by removing discriminatory laws, policies and practices to ensure social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, economic or other status. (SDG 5, SDG 10, SDG and SDG 11)

- Legal aid strengthened, discriminatory laws, gender based violence, human rights cases, child custody matters, protection of children, trafficking in persons, immigration and statelessness, Detention Centre, Prison living conditions, disabilities, elderly

7.8: Strengthen the provision of social protection to ensure that all vulnerable groups have access to adequate safety nets (SDG 1)

- Social protection programmes, NIB, prescription drug programme

7.9: Improve data collection to accurately analyse the nature and depth of poverty in The Bahamas (SDG 1)

- Funding to Dept. Statistics, gendered poverty issues.



Our Vision, Our Goals, Our Bahamas

Review of the Environment



VISION2040
NATIONAL DEVELOPMENT PLAN OF THE BAHAMAS

Environment:

Highly vulnerable natural and built environment

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

Goal 8	The Bahamas will have a land administration system 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• unsound land development practices

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

8.1: Create an efficient land administration system and build institutional capacity of land agencies (SDG 1; Goal 11)

- Land information system, geospatial information, cadastral, Land agency administration and staffing strengthened, re-engineer land administration processes, review land taxation policy

8.2: Create comprehensive solutions to address land ownership challenges in New Providence and the Family Islands (SDG 1, SDG 2; SDG 10)

- Quieting Titles Act, Land Adjudication Bill 2010, commonage lands, family island land tax policy, land registration

8.3: Strengthen the administration of Crown Land and increase transparency in the allocation of Crown land (SDG 16)

- Identification of all Crown Land, Crown Land Task Force, transparency in allocation of Crown Land, capacity of Crown Land administration

8.4: Create a land use plan that guides The Bahamas's physical development over the next 25 years (SDG 11)

- Land use plan, disaster risk reduction, physical planning strengthened, junk yards regulation, zoning issues

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• Lack of data on existing infrastructure• Lack of a framework to determine priorities and tradeoffs• No land use policy to guide infrastructure decisions• Lack of coordination among agencies• Low private sector involvement in construction and risk sharing• Undependable and inefficient electricity supply• Lack of centralized sewer and water service on many islands• Significant exposure to threats of climate change

Goal 9: Modern Infrastructure in New Providence and the Family Islands built to grow the economy and withstand the effect of climate change

9.1: Implement a strategic framework that guides infrastructure decisions

- Classification of all public infrastructure, Capital investment Framework, Long term Asset Management Plan

9.2: Ensure Bahamians have long term access to reliable power, water, sewer, and telecommunication services at a reasonable price

- Policy and regulatory framework, private sector investment, National Energy Policy, innovations for potable water, water quality standards, rationalize the electrical system (underground, etc.)

9.3: Create and Implement a comprehensive Information and Communication Technology (ICT) Strategy

- ICT infrastructure, legal framework, skills, contribution to the economy and E-Gov initiatives

Goal 10	The Bahamas will have an effective interconnected transportation system that enables the free flow of people and goods
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• Lack of planning and coordination of transportation (air, sea, land)• Better road maintenance

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

10.1: Create and implement a National Transportation Strategy including strategic investments and effective policy environment

- Transport policy aligned with national infrastructure priorities; ports established as redistribution centres for Post-Panamax; revision of subsidies for inter-island transportation suppliers and networks; evaluation of the feasibility of building inter island and intra island bridges and sub-sea tunnels; feasibility study on the impact of a full or partial privatization of Bahamas Air conducted

10.2: Create and implement a Public Transit Strategy on New Providence

- Road Traffic Plan for Nassau produced; new bus routes created, bike/electric scooter accommodation strategy produced; system for Taxi services restructured

10.3: Introduce a modern postal system that provides domestic and international services to New Providence and the Family Islands

- strategic plan for the redevelopment of the postal system produced; new modern postal facilities constructed; provision of modern banking facilities, electronic access and money transmission services in post office; regulatory agency or body for the regulation and oversight of the postal service established; evaluation of the benefits of full, partial privatization by use of PPPs

Goal 11

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

Challenges addressed:

- High vulnerability to environmental threats to its land, water and biodiversity as a result of climate change
- Land development practices which fail to balance between development and environmental management and protection of ecosystems and coastal areas
- Fragmented environmental legislation and management coupled with institutional capacity deficiencies within environmental management agencies
- Fishing policy which faces challenges with illegal, unreported, and unregulated (IUU) fishing, lack of logistical capability and personnel and funding
- Inadequate solid waste management system and limited recycling practices
- Impaired air quality as a result of burning at dumps and landfills and vehicle exhaust emissions.
- Weak enforcement of environmental laws.

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

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 (SDG 7 and SDG 13)

- Invest in climate change research; incorporate climate change adaptation and mitigation measures into public education, planning and budgetary processes; fully implement The Bahamas National Energy Policy 2013 to 2033; policy mandating and/or incentivising solarisation of all: new schools, government buildings, new street lights installed and new homes

11.2 Integrate disaster risk reduction into sustainable development policies and planning and build resilience to hazards (SDG 13 and SDG 11)

- CDEMA's comprehensive disaster management strategies fully implemented; building codes and construction practices strengthened to make provisions for construction on flood prone areas; weather centres repaired and equipped; organisational structure for NEMA developed and technical and administrative staff recruited in NEMA

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

11.3 Sustainably manage and use natural resources while guarding against anthropogenic influences, unsustainable practices and invasive species which undermine terrestrial and marine ecosystems. (SDG 13, SDG 14 and SDG 15)

- Land use and management plan for: sand, salt and aragonite mining produced; ICZM framework produced; ICZM unit established, Land development agreements and environmental mitigation plans published; ecosystems master plans produced; Bahamas Protected Areas Fund operationalized; rapid response unit with a dedicated prosecutor at OAG and a fisheries court to deal with fisheries violations established; Environmental Planning and Protection Bill passed

11.4 Successfully implement a modern waste management strategy that includes public education and new services to sustainably manage waste (SDG 11,SDG 12)

- Waste for energy policy implemented; CCTV utilized to enforce laws on illegal dumping; regulations passed on disposal of hazardous waste; National recycling policy specifying incentives for individuals and companies created; Use of plastics and Styrofoam disincentivised; remediation plans for contaminated land fills; Industrial, Commercial and Institutional (ICI) strategy produced to encourage to diverting waste from landfill



Our Vision, Our Goals, Our Bahamas

Review of the Economy



VISION2040
NATIONAL DEVELOPMENT PLAN OF THE BAHAMAS

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 stability2. Fiscal sustainability3. Tax efficiency4. Understanding of Economic Policies5. Personal Financial maturity6. Government transparency and communication

Goal 12 The Bahamas will have a healthy macro-economic environment that supports growth and stability

1. Maintain the Strength of the Bahamian Dollar vis-a-vis the US dollar

- currency reserve targets met; public communications strategy on monetary policy produced; policy paper on alternative exchange rate policies produced; exchange control processes improved

2. Strengthen the debt sustainability framework

- report produced with recommendations on reducing the cost of financing; implementation of plans to reduce the debt burden; alignment of revenue and expenditure projections with planned Government priority objectives; efficiency of Public Corporations improved;

3. Improve national fiscal management

- customs reforms enacted to increase efficiency in tax collection; online tax payments and receipts; government expenditure management systems strengthened through use of online procurement processes; publication of independent evaluation of the performance of government departments

4. Create a more progressive and efficient tax system

- a review of the impact and effectiveness of current tax system conducted; study prepared evaluating the available tax options; operations management and audit processes for revenue collection strengthened to ensure effective oversight of revenue collection; property tax administration strengthened

Goal 12 The Bahamas will have a healthy macro-economic environment that supports growth and stability

5. Create a more transparent/reporting fiscal relationship between the Central Government and local communities and island districts

- improved financial reporting between the central government and local communities/ island districts (electronic information management system. – linked to the IFMIS); better allocation of expenditure to the priorities of local districts

6. Improve financial literacy and personal financial management such that personal saving, investments, financial resilience and ownership in the local economy are improved

- Inclusion of financial literacy in the curriculum at each grade level; “Banking the poor” strategies organized; policies that encourage personal savings, education saving and retirement saving drafted and implemented; legislation limiting the mis-selling of financial products to persons introduced; financial ombudsman established.

7. Strengthen and enhances measures of economic growth and GDP

- measures developed for the informal economy; system of Environmental-Economic Accounting (SEEA) introduced; use of a DSGE model for the identification of sustainable economic targets

8. Continue to strengthen financial sector stability and regulation

- new Investment funds legislation passed; stronger Financial and corporate service providers legislation passed; compliance with Basel III by the stated deadline; increase in the number of compliance officers in the financial sector; creation of Financial Courts

Cont'd Goal 12 The Bahamas will have a healthy macro-economic environment that supports growth and stability

9. Develop an official strategic industrial policy aimed at encouraging the development and growth the manufacturing sector as well as other sectors of the Bahamian economy.

- Industrial Strategy & Policy designed; trade policies conducive to industrial growth developed; trade agreements evaluated to identify how they can benefit the development of the priority sectors; immigration policy created to facilitate the use of external labour and FDI; potential for the development of the southern free zone explored; regulatory framework on extractive industries developed; logistics policy and strategy created

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

- new legislation, regulations and operational guidelines for PPP enacted; creation of risk sharing and pricing frameworks for PPPs; database of PPP opportunities developed; public education and awareness campaign on PPS; public sector training on the identification of PPP opportunities and benefits of PPPs

11. Continue to attract high levels of FDI in strategic sectors which promote sustainable, impactful economic development.

- restructure the BIA; revise the FDI evaluation framework; development of a strong promotion and marketing arm for investments; identification of national priorities for FDI

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">• Competitiveness• Reduce the complexity of doing Business• Lowering barriers to entry of new firms and encouraging growth of existing firms• Access to finance for entrepreneurs• Improving working productivity• Land for development• Forward thinking immigration reform• Utilization of trade for stronger economic growth• Streamlined investment policy to promote growth

Goal 13: A Competitive Business Environment

- 13.1: Introduce the necessary policy and procedure reforms that allow The Bahamas to be considered as one of the most business friendly countries in the World
 - National Competitiveness Council established; strategy for improving The Bahamas' business climate prepared; simplification of the business licensing process ; introduction of automated systems - including application tracking systems; introduction of innovative financing options; revision of the Companies Act; commercial courts established ; improved Business Bureau/ Fair Trade Commission established
- 13.2: Government to implement a one window service-to-business strategy
 - Lead agency established to coordinate the a Smart Government initiative; e-government platform implemented; training of staff in all government on service delivery, management, soft skills conducted
- 13.3: Improve Access for Financing for Entrepreneurs
 - framework for SME financing based on commercial principles produced; The Bahamas Development Bank restructured, venture capital framework created

Goal 13: A Competitive Business Environment

- 13.4: Establish several business empowerment zones which attract business and investment in targeted sector to encourage the formation of clusters, innovation and knowledge exchange to increase competitiveness and ease the complexity of doing business
 - agreements on incentives for downtown Nassau development signed; Act to support the empowerment zones passed; Sustainable Nassau project implemented; framework for clusters developed for targeted sectors/ industries published
- 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
 - National Strategy on productivity prepared including the role of the National Training Agency, UB, BTVI; community based Centers of Learning to provide career and sector specific training established
- 13.6: Strengthen trade policy to create advantages for Bahamian entrepreneurs, exporters and consumers
 - Accession to WTO; metrology and numerology standards, national quality standards and supporting legislation implemented; annual trade shows conducted in targeted markets, trade attaches stationed in key embassies; tax incentives for companies that seek to grow externally

Goal 13: A Competitive Business Environment

Cont'd

- 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
 - immigration policy for attracting high skilled and entrepreneurial immigrants produced and implemented; Entrepreneur Work Visa introduced; foreign investment programs directed to specific development priorities or Family Island; education campaigns on the roles of immigrants in the development of The Bahamas
- 13.8: Ensure that the workforce is appropriately tooled to meet the needs of a revitalized Bahamian economy
 - Labour skills needs report published and recommendations implemented; new Education centers for specialized skills in areas identified as critical for development established; PPPs involved in programmes (apprenticeship/internships) to increase employment among youth
- 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.
 - BIA, BAIC and BDB brought under a single department; Investment legislation strengthened (Bahamas Investment Act, Revision of the BDB Act, BAIC), Act to support crowd funding passed

Goal 14

The Bahamas will have a diversified and resilient economy that provides opportunities for the expansion of both existing and new industries.

Challenges addressed:

1. Lack lustre performance of the tourism sector
2. Changing dynamics of the financial services sector
3. The creation of new high value sectors to reduce the country's reliance on Tourism over time

Goal 14: Diversified and Resilient Economy

- *SUB GOALS*

- 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
- Goal 14b: The Bahamas will have a diversified and resilient international financial services sector
- Goal 14c: The Bahamas promote the development of a number of new Growth Sectors, leveraging existing infrastructure and talents to promote opportunities for entrepreneurship, the development of alternative business industries and clusters and facilitate growth

Goal 14a: 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

- 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
 - National skills strategy with competency criteria developed (for soft skills and personal effectiveness, academic competencies for the sector, industry wide/ cross cutting competencies); tourism studies introduced in high school curriculum; foreign language training programmes for the tourism sector instituted; standards of practices for local guides and tour companies developed; SMART and sustainable/green tourism solutions developed and implemented
- 14.2: Increase The Bahamas' market share of global tourism through strategic planning, stronger promotions activities and improved access
 - comprehensive National Tourism Development Strategy produced; PPPs for hotel, island and Bahamas brand development developed; strategic plans by local government to drive tourism development in their areas; new airlift agreements with targeted markets; lower cost inter-island flights (airport taxes); development of entertainment, attractions and near-island attractions within tourist hubs; Tourism Innovation Fund; collaboration with BAIC to assist with business development and business incubation
- 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
 - Strategy produced identifying areas where Bahamians can invest or own businesses; identification of potential areas for micro business opportunities; assessment of the potential for backward linkages to the agriculture and specific communities or settlements; strategies around various tourism experiences (Heritage and cultural tourism, Health, medical and wellbeing tourism, Ecotourism) produced; creation of craft villages/days, artisans and local food experiences within hotels and local community venues

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

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

- Centre of Excellence for Financial Services Training established; establishment of a financial services streams and magnet schools; introduction of language requirements for all financial services programs at all education levels; Financial Service scholarships for critical skills development; immigration policy which is sector friendly; policy agreed on the opening of the Bahamian legal fraternity; SMART strategy for the International Financial Services platform

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

- Establishment of formal private sector/ regulatory research and development teams to facilitate broad based approaches to (emerging products, regulatory changes, efficiency improvements and customer protections; specialised courts established; strategy for international representation prepared; Policy produced on financial sector cyber security

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.

- communications strategy for the international brand identity for the Bahamas Financial Services Sector produced; new products tailored to key markets rolled out; action plan developed for the establishment of the Bahamas Arbitration Governing Agency/ Centre; strategy created for the international renminbi market; policy framework to target philanthropic and socially conscious investors

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

ICT

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

- integration of ICT learning streams from primary through to secondary and tertiary/vocational education (Magnet/streamed technology programs, sponsored scholarship and internship programs with ICT focused firms); recruitment of expert ICT professionals (Bahamian and foreign); policies to encourage firms and government to adopt ICT in their business activities; reduction of entry barriers and market transaction costs through customs concessions for businesses; investments in ICT infrastructure

Agribusiness

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 and fisheries industry;

- ecosystems master plans produced; agribusiness plans for each island territory

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

- research in post-harvest engineering and technology conducted, stronger research departments at University of the Bahamas and BAMSI established; harmonisation of the business advisory and management services of BDB, BAIC and BAMSI; registry established of businesses willing to participate in programmes or offering mentorship or business incubation assistance; study on the optimum transport logistics conducted and report produced

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

- policy created to incentivise agribusiness and fisheries investments; targeted use of trade agreements to strengthen the competitive position of Bahamas; comprehensive land tenure policy to unlock the economic value of the land

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

Culture and Creative Industries

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

- framework to support the promotion of Bahamian culture(art, music and cultural products); regeneration plan for historic communities and sites throughout The Bahamas produced and implemented; targeted Cultural Studies scholarships offered

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

- policy framework developed for the development of creative sector, including a focus on intellectual property rights; creative business incubation centres established; free spaces (open spaces) in downtown and other areas for artistic expression

Maritime Sector

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

- study conducted to assess the status of the Maritime sector; maritime policy fully implemented, ship registry service upgraded; marina and port and infrastructure upgraded;

Educational and Research Services

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

- study on the creation of international education services (with particular emphasis on: sustainable and small island development, climate change studies, English as a second language, medical, nursing and veterinary studies, tourism and hospitality studies etc) produced

Goal 15

The Bahamas will have a fair, flexible and effective labour regime.

Challenges addressed:

1. Immigration reform
2. Minimum Wage reform
3. Improve quality of life
4. Poverty alleviation
5. Improve access to education to

Goal 15: The Bahamas will have a fair, flexible and effective labour regime

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

- a new National Minimum wage introduced based on a living wage: including a Youth wage for persons 19-24, and Apprenticeship wage 15-18

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

- annual report on skills gaps relative to business needs of the country and skills training available in schools; scholarships/grants offered in skills shortage areas

15.3: Strengthen the Labour laws

- labour legislation reviewed and revised (eg on specific timelines to facilitate the speedy resolution of matters under dispute); up-to-date regulations for Occupational Health and Safety Standards passed and enforced

15.4: Improve the Meritocracy in the Governance and Management of the Labour force within the Public Service

- Reduce potential for political inference in the hiring process (Revision of General Orders, restructuring the role of the PSA, automatic posting of all jobs vacancies with the service); revision of the performance appraisal used to assess civil servants to incorporate a performance based approach; career charting for each job role in the public sector



THANK YOU!