

What has Aruba dreamed and talked about its future





Abo dicidi awe, Nos Aruba di mañan

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1. Executive summary

The objective of this report is to give general information about the project and the methodology that is being used for the project Nos Aruba 2025. This report will give you an overview of what happened during the dream phase by means of the events and activities that took place between June 15 and October 30 2008 and how the participants are envisioning Aruba in 2025.

One of the main goals of the Nos Aruba 2025 project are capacity building and institutionalization. As part of this a appreciative strategic workshop was given for different target groups such the parliament members, co-workers of the educational, the private and government sector and NGO's. The training focused on scenario building whereby the social, technological, economic, environment and political trends on a global, international, regional and national basis that have a high impact on the development of the future of Aruba were used. Based on these scenarios, among others, different opportunities were identified: senior consultancy, medical tourism, community based initiatives, energetic landscaping, international business center and education. These opportunities were used as input to launch the commissions for the design phase.

The project Nos Aruba 2025 uses the participatory process in engaging as much people as possible. Due to this different events were organized: the plenary review and the event called "Visionario, creando huntú un Aruba sostenibel na 2025". At the plenary and integration event the vision was

presented according to the input received from the participants from the beginning until the end of October of Nos Aruba 2025. This vision is in alignment with the overall purpose of Nos Aruba 2025. The vision is *a sustainable Aruba that is developing for the benefit of all people and stakeholders of Aruba and that has a future for our children and our grandchildren which will make them proud to be Arubans.*

At the plenary event a set of commissions where identified that will help to deliver a sustainable Aruba and the participants could make a commitment to lead or contribute in these commissions. As a continuation of the plenary review the event "Visionario, creando huntú un Aruba sostenibel na 2025" took place which integrated all the input received from June until the end of October from all the events, trainings and presentations. Besides this, additional participants committed themselves to lead and contribute to the different commissions. During this event the commissions were inaugurated and started working after this. Eleven commissions were launched: energy management, sustainable food supplies, governance, community based initiatives, sustainable tourism, international finance center, life-long learning and personal development, environment, socio-economic structure, nation of innovation and sport and nutrition.

In order to provide the commissions with some guidelines in what the commissions have to do and how to obtain the desired results, a terms of reference was formulated. Adjacent to the TOR, a ministerial decree for each commission was formulated to,

among others, make these commissions official and to indicate the persons and organizations which are part of each commission. Also the opportunity has been created in the ministerial decree to include new candidates in the commissions if necessary.

Additionally, different presentations were given by the Project Management Team to umbrella organizations, the policy departments of the government and a few NGO's working in the environment and social field. The goal of these presentations were, among others, to increase the awareness and involvement of these organizations and to receive their input regarding this process.

In order to market Nos Aruba 2025 on a broad basis, a marketing plan was formulated in order to get funding by the Fondo Desaroyo Aruba.



2. The purpose of this report

The objective of this report is to give general information about the project and the methodology that is being used for the project Nos Aruba 2025. This report will give you an overview of what happened during the dream phase by means of the events and activities that took place between June 15 and October 30 2008 and how the participants are envisioning Aruba in 2025. These are topics on which the commissions who were formed at the integration event on October 30 2008 will work on. All these topics together will obtain the goal of Nos Aruba 2025. The goal of Nos Aruba 2025 is a sustainable Aruba that is developing for the benefit of all people and stakeholders of Aruba. In addition, Aruba will have a future for our children and grandchildren which will make them proud to be Arubans.



3. The link between the discovery and dream phase

During the discovery phase from January to June 2008 the positive core of Aruba was discovered whereby the essence of Aruba at its best was discovered. The document named 'Aruba's positive core, a discovery of Aruba at its best' which can be downloaded from the website www.nosaruba2025.aw describes the positive core of Aruba. A few aspects of the positive core of Aruba are:

- Despite that Aruba is a small island we have an internationally oriented and open economy with a good strategic position;
- Aruba has a national park named Arikok Park and the people of Aruba are becoming more aware of conserving and protecting the environment;
- Aruba is a safe and secure island where different cultures live together in harmony;
- We are part of the Dutch Kingdom and have a stable democracy.

Based on the positive core, during the dream phase the people of Aruba, as individuals and through a range of organizations and umbrella organizations visualized what they want for the future of Aruba and for themselves.



4. Dream phase

A. Purpose dream phase

The purpose of the dream phase is to challenge the status quo. To imagine the future we truly want in Aruba and to visualize it into being. A future that is fully alive and sustainable in all aspects of our quality of life. A future built on the powerful foundations of our “positive core” – our proven strengths, resources and successes.

B. Desired outcomes

The desired outcomes for the dream phase are:

- A broad, imaginative, thoughtful and inspiring range of images that bring alive the future we want & dream of;
- An understanding of what Aruba will look like ;
- A level of clarity that will enable us to recognize when we have achieved our visualization;
- A sense of potential priorities, while remaining open to the uncertainty;
- An Aruba-wide growing sense of possibility, potential & purpose;
- Widespread extraordinary and visible excitement, commitment and determination to “make it real” – to turn the vision into a reality on the road to design.

- Positive Images (created in conversation and held in belief) literally create the future:
- Building on the ‘positive core’
- Aiming higher
- Thinking like artists
- To receive input during the dream phase of this project in order to select possible topics or themes for the commissions. This input was gathered through:
 - a. Dream Team activities
 - b. Appreciative strategic planning workshop
 - c. Presentations toumbrella organizations
 - d. Plenary event
 - e. Integration event.



C. Key principles and elements

The key principles of the dream phase are:

5. What happened during the dream phase?

During the dream phase the following activities were organized.

- Core capacity building opportunities
- Broad engagement opportunities
- Formulation of the marketing plan
- Formulation TOR and Ministerial Decree for the committees
- The experience of engagement in the dream phase

A. Core capacity building opportunities

Appreciative strategic planning workshops

Before the start of the Appreciative strategic planning workshops, it was necessary to know the driving forces or trends which may influence the objective of Nos Aruba 2025 to reach sustainable development in Aruba. As input for the Appreciative Strategic Planning Workshops, different experts having knowledge in the fields of the STEEP were consulted to indicate which they consider to be the main driving forces in the STEEP areas which will have influence on the development of Aruba. Input from two environmentalists was received, a few social policy advisors, a policy advisor in the tourism and labor sector, two economists and a professor in management science from the University of Aruba. These experts volunteered to give their input

Here are some of the important driving forces or trends mentioned according to the STEEP category.

Social driving forces:

- Less land for food meaning less agriculture
- More diseases among the population
- Ageing of population
- Increase in crime
- Deterioration of the health of the Aruban population

Technology driving forces:

- Waste management
- Telecommunication
- The provision of water and electricity in an alternative manner at a lower cost

Environment driving forces:

- Development and deployment of low carbon technologies
- Cutting greenhouse emissions by 50% by 2050 by G8 countries
- The level of the sea increases
- Treat of climatologically disasters
- Waste management

Economy driving forces:

- Traveling will only be done by those with a big buying power
- Demand for larger oil supplies for the G8 countries
- Efficient use of energy
- The demand for the three F's Food- fuel financial credit are increasing world wide

STEPP: Social, Technological Environment Economic and Politic

- The desire of rich countries to avoid recession
- The development of technologies to be less dependent on oil
- Local inflation

Political driving forces:

- Increase of global poverty especially in Africa
- Terrorism
- Trade embargo
- Patronize system on Aruba
- UPG or LGO
- Barack Obama President USA
- European Union becomes bigger

When creating different scenarios for Aruba the participants present at the workshops needed to know what the driving forces were for Aruba in order to create scenarios. This is the reason why it was necessary to have the driving forces before the start of the strategic workshop given by Wikima Partner Limited.

At the beginning of the workshops the participants could choose on which of the 5 STEEP categories they wanted to work on. All the forces that will shape Aruba's future were mentioned per category according to the STEEP on the wall of the Department of Taxes, the venue where the workshops were held. So subgroups were formed to work on the issues formulated in each STEEP category. The subgroup needed to cluster the issues on the chart into similar themes. Then they chose those themes that are uncertain and at the end labeled them as

statements. Uncertainties are defined as those driving forces that have a very big impact on Aruba but are highly unpredictable and at the end labeled them as statements. These statement will be used as input in the design phase.



After finishing this part the participants had to combine these driving forces into different scenarios using scenario matrixes and a blueprint was then developed including scenario snapshots and drivers, newspapers headlines and the major scenario highlights and as last identified the main strategic implications. All This identified opportunities and the key events that have to happen to make the opportunities come true or to be realized.

A scenario snapshot is a description of the future of Aruba as if it was the year 2025. The scenario drivers are a set of driving forces whose occurrence will cause a particular snapshot to unfold. Headlines are specific actions that might occur at some identifiable point in time.

What are scenarios?

Scenarios bound the realm of future possibilities and are shaped by multiple types of forces. These forces are:

- Social
- Technology
- Economy
- Ecological

Scenarios also draw the attention to possibilities we may otherwise not have taken seriously. For instance when creating a scenario you create the possibility to see detect opportunities and agenda's. These opportunities and agendas together will be the aspiration for the commissions to work on. This is the goal of the strategic workshop to create scenarios to detect opportunities and agendas. When creating scenarios you create memories of the future allowing us to create memories of the future in which you can also recognize weak signals as the future unfolds.

Agendas are the topics that has to be in place in order to make the opportunity happen.

Criteria for good scenarios are:

- Cover a wide range of possibilities
- Represent divers view
- Good balance of trends and key uncertainties
- Consistent
- Indicate pathways
- Connect with concerns
- Stimulate search for resource opportunities.

By creating a scenario you can detect potential opportunities and recognizing the weak signals

When selecting an opportunity it must be based on the following criteria:

1. The extent to which the opportunity builds on current strengths
2. The extent to which the opportunity takes the guiding principles into account
3. The attractiveness of the opportunity in your scenario (i.e. cash flow, risk mitigation)

Opportunities

By creating different scenarios for Aruba during the strategic workshops the participants present discovered different opportunities.

The opportunities are:

- International Business Center
- International Financial Center
- Health/Medical Tourism
- Recycling & reuse of waste materials/water
- Alternative Energy sources
- Knowledge economy
- Developing a Digital economy with electronic business
- Higher education from Aruba to the region

During this training five different opportunities were identified. See chapter 5 for the opportunities.



After identifying the opportunities, sub commissions were installed by those who came forward to work on the opportunity by filling in the opportunity wheel.

In the centre of the opportunity wheel you write the opportunity. The next phase of the opportunity wheel you fill in the preconditions for the opportunities to be in place according to the STEEP. The second phase is what good look like, taking the current situation, the scenario and the sustainability principles into account and in the last phase you fill in the resources needed to make this opportunity happen.

The sub commission in charge to fill in the opportunity wheel, volunteered to finish the opportunity wheel in order to give a brief presentation at the plenary and integration event.

Introduction session

Before the extensive training took place, those who did not participate in the appreciative strategic planning in May but were interested to participate in the second training about strategic planning had the

opportunity to be informed in a nutshell and to get a feeling of the contents of this training. In one morning a summary of the first strategic planning training was given in an inspirational and interactive manner through group work at the University of Aruba.



Training for the Department of Education, parliament, private sector and governmental sector and Minister of Economic Affairs and Secretary Council of Ministers

Five strategic workshops were given to the policy workers in the educational sector, the parliament members, the private sector, the governmental sector and those already involved in the Nos Aruba 2025 project. The Parliament members, Minister of Finance and Economic Affairs and the secretary of the Council of Ministers also got a training of one morning to make them conscious about the importance of strategic planning and how to do this for Aruba through of scenario planning as a tool to make decisions under uncertainty.

Additionally, the purpose of training the parliament members and the minister and secretary was to keep reminding these important stakeholders and decision makers of the existence of this process and the contents of this project and where the project was at the moment of the training.



The process of scenario planning takes place by looking at all the trends that take place on a global, international, regional and national level in the STEEP categories being Social, Technology, Environment Economic and Political trends. It looks at how all these trends in the five categories influence the future development of Aruba and these trends are then combined with each other in different scenarios. During the training, the strategic implication, criteria for good scenarios and how to identify opportunities for Aruba were presented. The next steps in the Nos Aruba 2025 project was also presented.



Due to the big amount of people interested in participating at this training from the Department of Education, a one and half day training was given to the workers from the Department of Education. This training took place in the big meeting room at the recently build school of the Secondary Professional School (EPI). Members of the private and governmental sector and all those interested in getting this training who are already involved in Nos Aruba 2025 and want to be part of a commission received this training in the training space of the Department of Taxes. It was an intensive, inspirational, interactive and meaningful training of two days with a lot of group work and group interaction. This training was a continuation of the first workshop given in May on strategic planning. During the first appreciative strategic planning workshop, the participants received training in the methodology on how to do scenario planning taking into consideration the main driving forces.



The purpose of this workshop was to visualize how through scenario building based on the STEEP, global, international,

regional and national development trends could influence the future of Aruba. Scenario building was used as a tool to make decisions in an uncertain future representing diverse views, range of possibilities, indicating a balance of trends and uncertainties of all stakeholders involved. Based on these scenarios different opportunities were identified and a rough vision for each opportunity was formulated taking into consideration the STEEP and the principles of sustainability. At the end of this training the people who wanted to volunteer came forward to elaborate more on the vision statement of each opportunity and on each STEEP category of the opportunity by using the opportunity wheel as a tool. The opportunity wheel elaborates more on:

- What are the pre-conditions for this opportunity from a STEEP point of view;
- How do you visualize your opportunity taking into consideration the current situation, scenario and sustainability criteria;
- Strategic resources required to obtain the vision of this opportunity per STEEP category.

During this training five different opportunity were identified:

- Senior Consultancy,
- Medical Tourism,
- Community based initiatives,
- Energetic Landscaping,

- International Business Center and
- Education.

These five opportunities were used as input to institute the commissions in the plenary and integration event.



B. Broad engagement opportunities

As this is a participatory process it is of utmost importance that as many people as possible are involved. Therefore the process includes broad opportunities for the people living in Aruba to be engaged. During the dream phase different broad engagement activities were held.

Poster Exhibition Aruba Investment Bank and National Museum Aruba

All students at the primary schools got the opportunity to participate in a painting competition during the discovery phase of the process. The students who participated drew how they would like to see Aruba in 2025. By this means more awareness about the project of Nos Aruba was created towards the students, the primary school teachers and the family of the students who participated in this competition. A total of approximately 160 students participated at this competition. A jury consisting of local artists selected three paintings to be used for

three different posters and twelve other paintings were chosen for a calendar for 2009. At the National Museum Aruba the students of the paintings that were chosen received their awards and an exposition was hold for a week. During the exhibition some members of the PMT were present to give the audience some clarification about the project and paintings.

The Aruban Investment Bank is well known to promote local artists by exhibiting their paintings or crafts at their bank. So the PMT organized a second exposition but this time with all the paintings of all the children that participated at the Aruba Investment Bank. It was an official ceremony. The exhibition at the Aruban Investment Bank was held in the month of August for the duration of two weeks.



Dream Team

During the dream phase a dream team was established in order to gather as much information as possible. This team organized different activities. They went to the expo cas, youth groups and to the

“telefoon pa hubentud”. The information received was used at the plenary and integration event.

Presentations umbrella organizations, private public partnerships

During the months August thru October of 2008 different coordinating organizations, the policy departments of the government and a few NGO's working in the environment and social field received a presentation about Nos Aruba 2025. These organizations, called umbrella organizations, received a presentation of Nos Aruba 2025 and are considered to be organizations that have a big influence in the private, government, social en environmental sector. These organizations have publically come forward with their opinions about developments taking place in Aruba. These organizations know what is going on in Aruba in different fields and take the initiative in the improvement of different issues. The policy departments are the ones which formulate, implement, monitor and evaluate the different policies and also write and give recommendations to the different ministers.

Goals presentations

The goals of the presentations were as follows:

- To make these organizations aware that this project is taking place, what the contents of this project is and where it was necessary to give

clarification about different issues concerning this project;

- To stimulate the involvement of these organizations in Nos Aruba 2025;
- To get comments/recommendations of these organizations towards this project;
- To get their input with regard to the contents of this project, the strengths and opportunities of Aruba and how they visualize Aruba in a positive way in 2025. In addition, to receive from these organizations the topics that they think contribute to sustainable development in Aruba and should be researched in more depth.



The following organizations received a presentation and gave their input with regard to the before-mentioned subjects:

- AHATA
- ATIA
- Chamber of Commerce
- SNBA
- ATSA
- AHRA
- CBA
- Policy departments of the government, among others, Department of Public Works ,

National Library,
Department of Foreign Affairs,
Public Ministry,
Department that deal with the coordination of fighting against drugs,
Department of Public Health,
Department of Labor and Research,
Department of Aviation,
The Department of Fysical Education and Sports,
Public Credit Bank,
Department of Safety and Serlimar.

- FCCA
- NGO's social → Bureau Sostenemi, Fundacion Guia Mi, Kindertehuis Imeldahof and Fundadacion pa Nos Muchanan
- NGO's environment → Senenity, Milieu Creatie, Stimaruba, Aruba Reef Care and Probimar and Aruba Mammal foundation. The PMT also had a meeting with ith Rainbow Warriors Aruba whereby the topics that this organization considers to be relevant for sustainable development have been discussed.

Topics to be studied and brain stormed about in the commissions.

Topics umbrella organizations

During the presentations of the umbrella organizations those present where asked what topics they consider of importance to be researched and contribute to sustainable development for Aruba. Additionally, the participants were asked to give their input what they consider to be the opportunities for Aruba. Below the main topics and opportunities are indicated.

Main topics to be studied which contribute towards the sustainability of Aruba:

Environment:

- Conservation of the Aruban natural resources such as the beaches, Arikok Park, reefs, coastal zones, and mondi's
- How to deal with the loss of the natural resources such as the mondi's, erosion, population of land and sea;
- Awareness towards the population regarding conservation of the environment and
- Cleanliness
- Enforcement of the environmental laws
- Zoning: areas for businesses, housing, recreation, parks and mondi's
- Waste management and recycling and to decrease the overall consumption of goods

- How to deal with global warming/climate change/rising of the sea level
- Promote green.



Economy:

Economic opportunities

- To have other sources of income to decrease the vulnerability of Aruba taking into consideration the diversification of the economy such as a financial sector, establish headquarters of regional companies catering to the Caribbean, Central and Latin America, international services, outsourcing, off-shore businesses, investment opportunities, banking, make use of the geographical position of Aruba for a hub.
- Globalization
- Telecommunication
- Information technology



Tourism

- Admission policy
- Diversification within the tourism sector, ie. health tourism, eco-tourism and Aruba as a spiritual retreat
- Sustainable tourism
- Improvement of the tourism corridor
- Safety and public order

Labor

- Up-to-date labor laws which will be for the benefit of the workers
- Labor productivity
- Ageing workforce

Infrastructure and energy

- Expansion and improvement of the sewage system
- Better mobility
- Public transportation
- Overdevelopment: how to deal with over-construction, crowdedness, traffic congestion, etc.
- Carrying capacity
- Airport (Aruba Airport Authority)
- Ports (Aruba Ports Authority)

- How to decrease the big consumption of water and electricity
- More affordable and sustainable energy
- Alternative way of producing water and electricity

Social:

Public Health

- How to deal with the present and future medical needs of the population taking into consideration ageing of the population that the overall health situation of the population is decreasing due to, among others, obesity and overweight.
- Promote a healthy life-style
- Payable public health
- Gain more knowledge in health
- More health facilities such as clinics



Social

- Day care accessible for everyone taking into consideration that every child has a safe place to stay
- The creation and implementation of laws and regulations on behalf of the vulnerable groups
- Create preconditions for the vulnerable groups
- Welfare policy

- Social value and norms
- Family Unity
- Ageing including infrastructure for the elderly and pension plans
- The change of the family composition to many single-parent and divorced families
- Drugs/chollers
- Immigration
- Cultural integration and living arts
- Alcoholism
- Youth: they are the one that will carry forward the Nos Aruba 2025 project
- Safety
- Housing
- Population and demographic development

Education

- How can education in Aruba be improved in a sustainable manner
- Alignment with the labor market and the rest of the world
- Compulsory education
- More possibilities to study on a college and graduate level
- Provision of internet to all households for educational purposes
- Create more professionals: a pool of professionals

Other topics which also contribute towards sustainable development:

Private Public Partnerships

- A bridge between the private and public to create more joint projects, programs and initiatives.
- A sustainable manner of cooperation and communication
- Corporate social responsibility

Good governance

- Educate and increase the knowledge of politicians and political bravery
- Servant leadership
- Good decision-making
- Long-term thinking
- National interest
- No dispersion of financial resources
- Management and policy
- New ways of governing
- Professional attitude
- Transparency in decision-making, rules and regulations
- Non-political planning system
- Service provided by the government
- Enforcement and visibility of laws
- Decrease of corruption
- Responsibility/accountability of the politicians
- Media and communication
- UPG-LGO: relationship Aruba-NL-EU: Which is the best option for Aruba: UPG or LGO?



Opportunities

- Beautification of Aruba as a tourist product to become an upscale destination
- Implementation of the Linear Park
- Diversification within the tourism sector
- Emphasize culture

Education

- Through education can diversify the economy of Aruba
- Telecommunication
- Further development of the telecommunication market
- Diversification of the economy (see above in section of 'topics', 'diversification of the economy').
- Labor market
- Attract Arubans who live abroad and are professionals to work and live in Aruba

Other topics which also contribute towards sustainable development:

Think tank

The following topics and opportunities were brought forward:

- Personal Development

- International Business and Financial Centre
- Health/Medical Tourism – health promotion
- Advanced Energy & environment Management
- Community Based Initiative
- Higher Education as Hub for Development
- Enhance Social Cohesion/Civic Society linked to Community Based Initiative
- Good governance
- Quality of life – safety/security/balanced development
- Entrepreneurship
- Commerce & economics – entrepreneurship and education
- Labour productivity – labour market
- Tourism & community – linked to the social aspect
- Stable, open & productive international relations
- Ageing – emerging issue
- Regional competitiveness

All the above-mentioned issues have been taken into consideration when launching the commissions. In next phase, the design phase, the instituted commissions will consider these topics in their work.

Main concerns of the umbrella organizations are:

- a. Prioritization of topics/actions and issues in the committees

Different organizations are concerned how the prioritization of the different topics, actions and issues will take place in the committees. In addition, on what will the prioritization be based.



b. To keep the motivation high of those involved and understanding the project

Many times people are enthusiastic and motivated in the beginning of a project. Afterwards the motivation decreases and it is then difficult to get input from many stakeholders. It is important to keep and sustain the motivation and enthusiasm all times high by means of marketing. Those involved must be able to identify themselves with the success of this project: “what is in it for me and the community”. Understanding the project is also of importance and give them the opportunity to be involved on the same frequency. The message of this project must be understandable by everybody and through awareness this can be obtained.

c. Continuation of Nos Aruba 2025

All the organizations indicated that this project is really necessary for Aruba but are concerned about the political commitment

to this project with regard to the representatives of all the political parties and Ministers. Furthermore, the continuation of this project if the government changes and also if there is a change in the director of the DEACI, was a very big concern. Based on this, it was recommended that at least four to five other stakeholders be actively involved and support this project. As one of the organizations indicated: ‘a door must have at least 4-5 hinges because if one hinge breaks, the door will stay in the doorframe.’ Another concern that came forward was who is responsible/accountable for the implementation and continuation of the project as well as if the government will investment the financial means in the activities derived from this plan. Also the organizations are concerned about the institutionalization of this project. The institutionalization is seen as one of the most important parts of this project. Another concern was what must be done that the government will keep itself to the actions of the NISP and will not deviate from the NISP. One stakeholder indicated that it can be an option that the NISP can be incorporated into the Governments Account Act whereby the policy of all ministers and all the investments must comply with the NISP.

d. Restrictions and communication by the government

Presently, many organizations in the private sector experience the government as a bottleneck in the further development of

the island because they experience that the government is imposing a lot of restrictions. In addition, it is perceived that the government doesn't want to communicate with the different organizations in the private sector while these organizations are willing to have different dialogues with the government.

Additionally, different NGO's indicated that there is no balance between the economic and the social environment. The NGO's are concerned that a lot has to be done for the Aruban Youth. The wealth is not well divided. The child and adolescent welfare is lacking. The network is not optimal. They miss the necessary resources. At the moment there is no day care for the youth of 12 – 18 years of age. This group of young person's need the necessary guidance. And if the mother or father works shifts there is no organization to take care of these children. For example: a mother with a minimum income and who has 3 children who also works shifts from 15:00 – 22:00 hour every day. Where will she let her children? And when will she able to be there for her children?

e. Shelving of Nos Aruba 2025

The government has made a lot of good plans in a lot of different areas increasing the sustainability of Aruba. Unfortunately the majority of these plans are shelved and the opposite of what these plans promote is presently happening. Based on the before-mentioned, many times the questions were asked: How will it be prevented that the

NISP will be shelved and that the NISP will not be implemented. What what will be done? Also, different stakeholders brought forward what will happen with the other plans that recently have been formulated such as the National Security Plan, Zoning and Spatial Plan and Education Plan and what are the relationship between NISP and all those other plans.



f. Implementation of the NISP

Many organizations are also concerned about the availability of financial resources for the execution of the NISP indicating if the government will make financial resources available for the implementation of the action plans. Another big concern was the support of the politicians in the present and future for the implementation of the NISP. Aruba is very politicized and without the short- and long-term support of the politicians the NISP will fail. Another concern that came forward was who is responsible for the implementation and continuation of the project.

Plenary event

During the plenary event about 50 people came together in the recently beautiful spacious renovated monument of the Archeological Museum in the center of Oranjestad. During this inspiring and interactive event a set of commissions were identified that will help to deliver a sustainable Aruba and the participants could make a commitment to leading or contributing to these commissions. See the document named 'Nos Aruba 2025, plenary review 23 October 2008 at the archeological museum', which can be read and downloaded from the website of Nos Aruba 2025, www.nosaruba2025.aw.



At this event the key strategic aspirations, opportunities, dreams and agenda that have been gathered in the months of June to October from a broad range of stakeholders was presented. In the eyes of the stakeholders these all contribute in obtaining a sustainable development for Aruba.

Key strategic aspirations, opportunities, dreams and agenda

During the plenary event the key strategic aspirations, opportunities, dreams and agenda presented were:

- International business center
- Health and wellness tourism
- Energy management
- Community based initiatives
- Education
- Senior consultancy.



Besides the above mentioned some other topics were also incorporated in order to have a complete coverage of the topics to obtain sustainable development for Aruba in 2025. A few topics were:

- Must ensure that the social sector and system accommodates demographic changes;
- Encourage community services by everyone;
- Change agents and leaders of many kinds are needed;
- Education in its broadest sense;
- Connection between Aruba's heritage through education;
- Restructure the social security financial system and structure;
- Improve public transportation.

A few opportunities for Aruba were also identified. Just to mention a few:

- Knowledge center including an international language institute;
- Sustainable tourism including, among others, product development rather than growth.

Besides the topics and opportunities a few important agendas were also brought forward. A few are:

- Improve the quality of the labor market;
- Encourage Corporate social responsibility
- Improve energy security;
- Acknowledgement of the role of the NGO's by the public sector.

Based on the input received during the plenary event and on the commitment of the participants to lead and/or support a commission, the commissions were formed on which the stakeholders will work on in the design and destiny phase. The commissions identified were:

- Sustainable tourism including health, well being and medical tourism
- Sustainable food supplies
- Energy management
- International Financial Center
- Life-long learning and personal development
- Community based development including senior consultancy and drug-abuse related care

- Environment
- Governance
- International relations
- Socio-economic structure
- Change agent production.



The leaders of these commissions filled in a formation sheet describing, among others, the key aspiration and objective of the respective commission and persons and organizations that wanted to be part of the commission.



Integration event

At the end of the Dream phase (October 30, 2008) another event took

place which was a continuation of the plenary review held a week before at the archeological museum. This event integrated all the input received from June until the end of October from all the events, trainings and presentations that took place. This event was the closure and last event of this phase. The integration event took place at the Ostrich Farm surrounded by nature below the rustic, cool and big palapa with a palm tree roof where the participants felt the nice breeze of the North Coast and had a gorgeous view of the nearby Cristal Berg and sea.



This event identified the commissions that will help to deliver the vision of Nos Aruba 2025 to reach a sustainable Aruba. Besides this, additional participants committed themselves to lead and contribute to the different commissions. During this event the commissions were inaugurated and would start working after this.



The 11 commissions including their respective purpose that were launched after the plenary review and the integration event are:

1. Nation of Innovation → To create evolving business opportunities that will attract capital, knowledge & technology.
2. Sustainable tourism → To develop a common ground and shared understanding amongst key stakeholders and community on the role and importance of sustainability for tourism development within an Aruban framework considering regional and global developments and local opportunities.
3. Sustainable food supplies → Using new technologies - reduce dependence on others for some of our food, by producing our own vegetables, fruit and livestock—aiming for self-sufficiency where possible.
4. Energy management → Increasingly use 'green' sustainable sources of energy & less fossil fuel.
5. International finance center → Diversification of the economy by making use of financial infrastructures.
6. Lifelong learning and personal development → To ensure that all citizens of Aruba receive a high quality of education.

7. Sport and nutrition → Create the necessary Infrastructure for sport, education, recreation and movement.
8. Community based initiatives → An informed and involved community and civil society and a strong public-private partnership from the cornerstone of community based social welfare policies.
9. Environment → To improve our behaviour in a environmentally sound way.
10. Governance → Private/public consultation aimed at partnership.
11. Socio-economic structures → Outline key issues and present policy recommendations and prerequisites for managing sustainable growth.



Formulation of the marketing plan

In order to market Nos Aruba 2025 and to get funding for this by the Fondo Desaroyo Aruba, a marketing plan was written by a PMT member together with the PR and Communications expert of the DEACI. The marketing plan contains

the details of how Nos Aruba 2025 has to be marketed. The purpose of marketing Nos Aruba 2025 is to increase the awareness of the contents of Nos Aruba 2025 towards the general public to gain support for this project when implementing the action plans resulting from this project. Another purpose to market Nos Aruba 2025 towards the general public is to gain more involvement and participation from the stakeholders in the commissions. In addition, the stakeholders representing a certain organization or area in the commissions will receive constructive feedback and input from the supporters of organizations/ grass roots supporters and these supporters are aware of Nos Aruba 2025.



Formulation TOR and Ministerial Decree for the commissions

In order to provide the commissions with some guidelines in what the commissions have to do and how to obtain the desired results, a Terms of Reference (TOR) was formulated. This TOR contains some background information about Nos Aruba 2025 and

mainly what is expected from each commission including contents of the work plan for the commissions and the format for the plan to be produced. Each commission will have produced a plan about their respective area which will be finished half way the destiny phase. All the commission together have to integrate all the plans into the NISP in order to get a holistic plan.

Adjacent to the TOR a ministerial decree (MB) for each commission was formulated with the purpose to make the commission official and to indicate that the Minister of Finance and Economic Affairs and the Minister of General Affairs give their blessings regarding the work to be done by each commission. Furthermore, the MB's were formulated to indicate the persons and organizations which are part of the core team of each commission. The persons and organizations indicated in the MB were selected by the participants in Nos Aruba 2025 and by the members of the Project Management Team (PMT) taking into consideration that each commission must be multi-sectoral and multi-disciplinary. Additionally, the main stakeholders of each commission must be part of the commission in order to get input and support from the main stakeholders but also when having to implement the action plans, the main stakeholders are willing to implement the action plans according to the input the stakeholder gave. The MB's also state that new

members can join the commission at any time.



The experience of engagement in the dream phase

Every event and training that took place in the dream phase was a group work and those participating always had the opportunity to ask questions during the events and/or training. Through group work and open space technology all those who participated had more than enough opportunity to voice their opinions and give input. The events and trainings were held using the open space principles. Four key principles of open space technology are:

1. Whoever comes are the right people and are welcome
2. Everybody is treated well and every person and opinion counts and is respected
3. Whatever happens is the only thing that could have
4. The law of two feet meaning that if a person finds itself in a situation where

the person isn't learning or contributing, the person can go somewhere else to another group in the event or training. This increase the effectiveness of a person's contribution.

Because of these principles everybody feels at ease and comfortable which increases the amount of input given.

At the end of the dream phase about 700 persons participated in the events and trainings of Nos Aruba 2025. With the limited available marketing tools including word-of-mouth, press releases presentations and personal invitations these persons got involved in the events and trainings. A big group of about 200 persons participated in more than one event or training.



Just to mention a few remarks of those who participated at the different events in the dream phase:

“ Mi ta kere den e projecto Nos Aruba 2025, pesei mi ta participa”

“Mi ta stima mi isla dushi Aruba y mi kier contribui na e futuro di Aruba pa mi a yuinan y nietonan”

“Aruba a duna ami, mi casa y mi yuinan un bon calidad di bida y mi kier aporta na e desaroyo di Aruba”

“Door di cu Nos Aruba 2025 ta usa e concepto participativo mi kier contribui na Nos Aruba 2025”

“This training made me so interested that I bought a book about scenario planning”



Young and less young people participated from all kinds of background and interests. This makes this process a wonderful and one of a kind.

6. What has been discovered in the dream phase

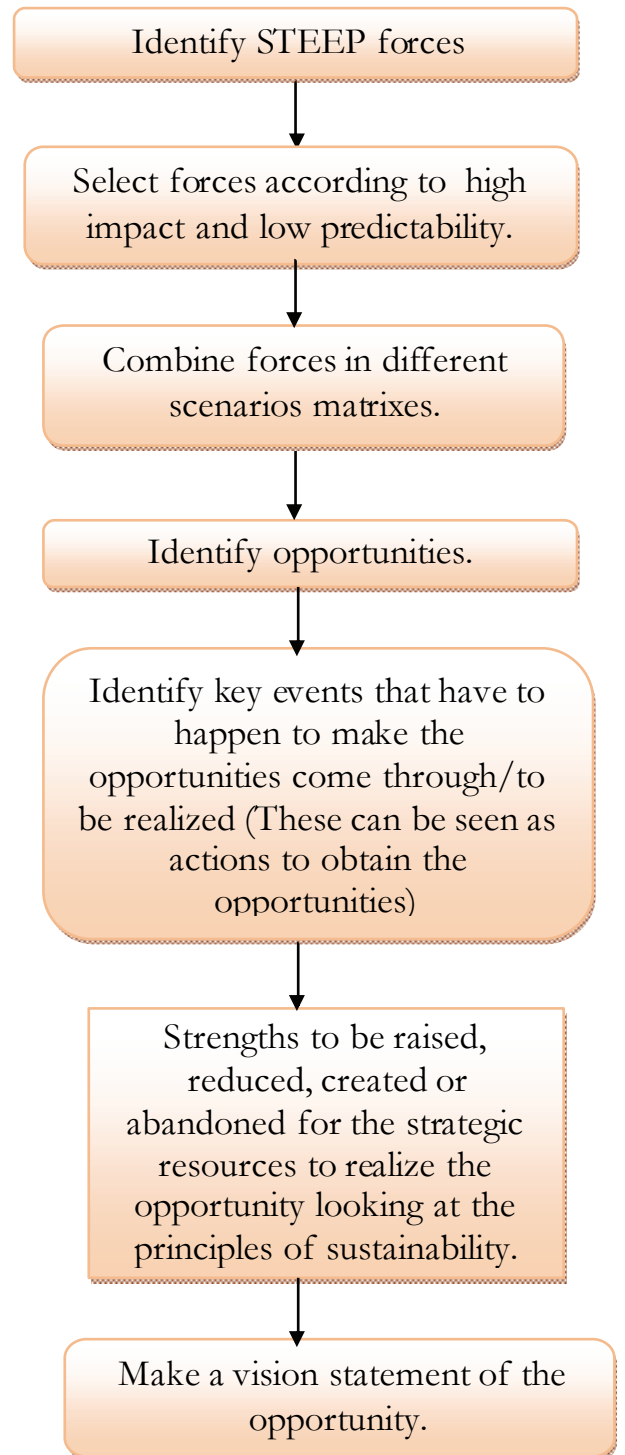
Vision of Aruba in 2025

At the plenary and integration event the vision was presented according to the input received from the participants from the beginning until the end of October of Nos Aruba 2025. This vision is in alignment with the overall purpose of Nos Aruba 2025.

The vision is a sustainable Aruba that is developing for the benefit of all people and stakeholders of Aruba and that has a future for our children and our grandchildren which will make them proud to be Arubans.



Overview of the strategic planning process identifying opportunities for Aruba in a sustainable way based on the STEEP forces and taking uncertainties into consideration:



7. Who was engaged in Nos Aruba 2025 in the dream phase

Design team Integration event

This team organized the integration event for the dream phase and was headed by the Project Management Team of the DEACL. This active multi-disciplinary team consisted of, as was also the case with the sustainable development symposium and integration event of the discovery phase, of representatives of different government departments, the University of Aruba and the private sector. The Department of Finance, Department of Culture, Central Bureau of Statistics and National Library were part of this team. The Chamber of Commerce, Aruba Hotel and Tourism Association and the Aruba Trade and Industry Association were also part of this team.



Appreciative strategic planning workshops

Introduction session

At the University of Aruba, 21 persons from the government as well as the private sector showed a lot of interest and participated

with a lot of enthusiasm. Persons from Casa del Mar, CompuLearn, Playa Linda, RBTT Bank and Free Zone Aruba participated as part of the private sector. From the civil society a representative from an environmental organization named FAMA and the foundation working on behalf of primary professional education were also part of this session. From the government were present public servants from the Department of Public Works, Public Health and Labor and Research.

Training for the Department of Education, parliament, private sector and governmental sector and Minister of Economic Affairs and Secretary Council of Ministers

As mentioned in chapter 5 section a 'Core capacity building opportunities', due to the big amount of people from the Department of Education interested in participating at this training being in total 50 persons, a one and half day training was given to the Department of Education. In this training, among others, persons from different sections of the Department of Education participated, namely the section of projects being financed by the development aid, the development of curriculum, the examination bureau, policy co-workers, finance, Traimerdia, public relations, legal section, inspection of education, study facilities, personnel in the educational sector, languages, research and ICT. In the training of one morning in total 15 parliament members participated. There

were members from three different political parties: the MEP, AVP and MPA.

The Minister of Finance and Economic Affairs, together with the Secretary of the council of Ministers participated in a one-morning session.



In the training session especially for the private sector 42 persons participated from a wide range of different private organizations and companies and even one person of the press participated. Additionally, a few students from the University of Aruba actively participated. Some persons from the Aruba Bank, Central Bank of Aruba, WEB, Free Zone Aruba, San Nicolas Business Association and Ecotech also participated. Also two persons from an ICT company CompuLearn were part of the this training. Three companies from the tourist sector, De Palm Tours, Aruba Paradise Beach Villas and Aruba Adventures also were part of this training.

As was the case with the training for the persons of the Department of Education

and private sector, at the training for the government sector and those already involved in the Nos Aruba 2025 project, 53 persons participated at this training. Those who participated were from different sectors and disciplines in the government and community of Aruba. From the government sector policy workers from the Department of Social Affairs, Culture, Finance, Agriculture, Public Ministry, Coastal Zone Management, National Library, Social Affairs, Public Ministry, Public and Personal Transportation, Labor and Research, and Taxes were part of this training. A member from “Sociedad di Ingenieronan Arubano”, “Fundacion Telefon pa Hubentud” and Stimaruba were active and animated participants. The foundation working on behalf of community houses FCCA, a parliament member, a few retirees and a few students from the University of Aruba also participated at this training. A representative of the Social Security Bank, Aruba Trade and Industry Association and Chamber of Commerce also participated in this training. The owners of Checkpoint Color and a co-worker of the Certified Mega Mall, being persons who already participated in previous training and events of Nos Aruba 2025, were enthusiastic participants.



Plenary event

The plenary event took place at the recently renovated monumental building house of the Archeological Museum in the middle of the center of Oranjestad which was a very inspiring place to hold such an important event for Nos Aruba 2025. Active, lively and animated participation took place from a wide variety of people and organizations from the private and government sector, civil society, a few retirees, the University of Aruba, advisor of the Minister President and parliament members from all the existing political parties. Civil workers from the National Library, Department of Finance, Department of Social Affairs, Department of Culture, Department of Public Works, Immigration Department, different companies from the private sector such the Certified Mega Mall, Aruba Free Zone, CompuLearn, Aruba Learning, MTLM Consultants, RBT Bank, and Multimedia International. A few umbrella organizations from the private sector also were present such as the ATIA, Chamber of Commerce and San Nicolas Business Association. A

representative from Stimaruba, the Social Security Bank and AMTI also participated actively. All the members of the Project Management Team were participating in the group work by answering any questions at the different tables, providing guidance for the group work and making notes of the discussions that took place at the different tables.



These notes were used as input for the themes of the inauguration of the different commissions at the integration event of the dream phase on October 30 at the Ostrich Farm



Integration event dream

At this event a mixture of stakeholders from the government and private sector, civil society, umbrella organizations, press, advisors of the Minister President and Finance and Economic Affairs, and a few retirees participated actively and showed

great interest in this event as part of the Nos Aruba 2025 project. Also a group of young students participated. Due to the mixture of stakeholders present at this event, this event can be considered as a multi-sectoral and multi-disciplinary event which is as according to the goal of Nos Aruba 2025 bringing people from different angles together to have constructive dialogues with each other. Many stakeholders who participated at the appreciative strategic planning training in September and at the plenary event a week before once again voiced their opinion about the institution of the commission and committed themselves to be a puller of a commission or part of one or more commissions. From the government the following stakeholders were present:

Department of Education, Social affairs, Agriculture, Sport and Physical Education, Coastal Zone Management, Technical Inspection, Meteorological, Finance, National Library, Public Relations, Infrastructure and Planning, Aruba Tourism Authority, Inspection Department of Education and Labor and Research.

The following stakeholders were present as part of the private sector:

- Certified Mega Mall, Aruba Trade and Industry Association, Aruba Investment Bank, Chamber of Commerce, Free Zone Aruba, RBIT Bank and MTLM Consultants. Those who participated as

part of the civil society were the following:

Fundacion pa Nos Muchanan, Sociedad di Ingenieronan Arubano, White Yellow Cross, Youth Parliament, Foundation Keep Aruba Clean, Auto Stima Aruba, Fundacion Respetami, Serenity Found and Fundacion Aruba Consciente.



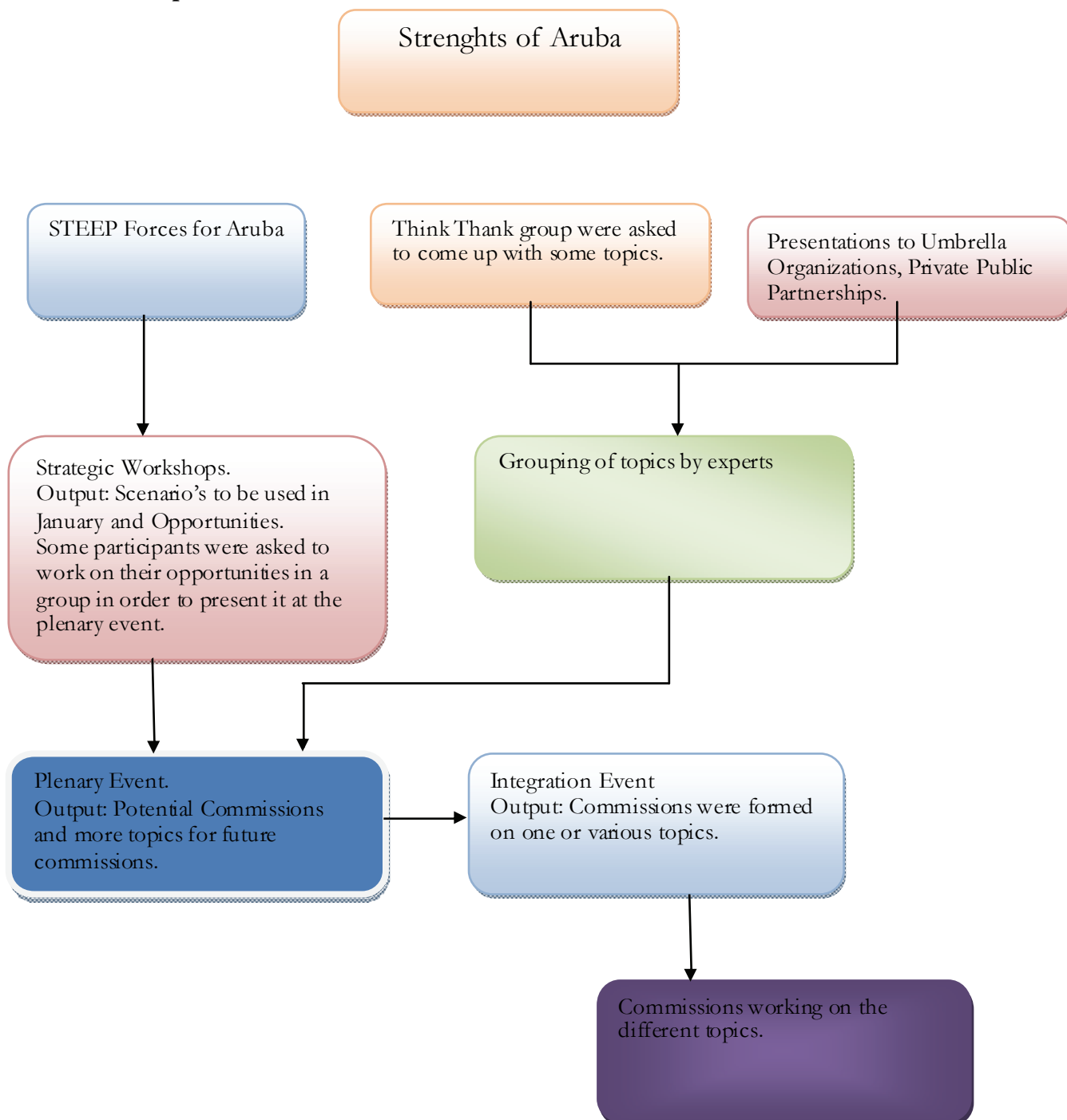
Project Management Team (PMT)

The PMT, being the coordinator and facilitator of this project, was involved in all the activities and training. Working very close with Wikima Partner Aruba Limited (WPAL) and receiving guidance from WPAL, a lot of transfer of knowledge took place in how to involve more and more people in this project. In addition, in how to

perform strategic planning in a sustainable manner. Transfer of knowledge took place not only by working very close with WPAL but also by following the training sessions in strategic planning and having question and answer session and debrief meetings before the trainings took place. Additionally, the PMT had weekly meetings informing each other about the progress being made, giving explanations about appreciative inquiry and the methodology being used, the activities being performed and giving and providing tips to each other.



8. Overview Dream phase

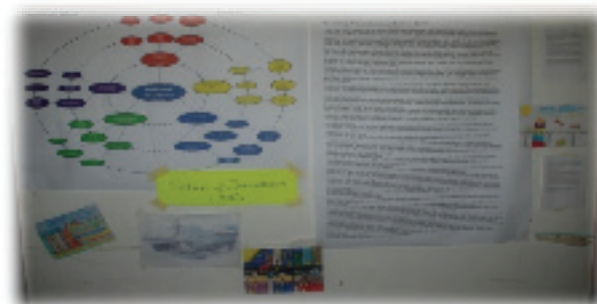


9. What is next: the design phase

Purpose design phase

Through dialogue the design of the future for Aruba until 2025 will take place based on the positive core of Aruba (***discovery phase***) and how the participants of Nos Aruba 2025 visualize the future of Aruba according to their wishes (***dream phase***) in a sustainable way. It is a process of building commitment to a common future by dialoguing and debating, crafting and creating. This will take place until the persons involved in Nos Aruba 2025 get to the point where all those involved have the feeling and motivation that this is the kind of Aruban community that they as a persons or the respective identity want to invest their energies in. The key to this phase is to create a deliberately inclusive and supportive context for conversation and co-creation.

See section 6 of this report for what has been discovered regarding the visions for Aruba in 2025. The dialogue will take place through the 11 commissions that have been launched at the integration event of the dream phase which took place at the Ostrich Farm on October 30, 2008. Please see section 5 and 8 of this report for detailed information about the integration event of the dream phase and the 11 commissions that have been launched.



These 11 commissions, see chapter 5A for the 11 commissions, have been launched based on the input that has been received in the second appreciative strategic planning training about the different opportunities, persons who came forward believing that a commission about a certain topic had to be launched and who described the objective and/or aspiration of the commission during the plenary event on October 23 and/or integration event on October 30, 2008. See section 9 of this report for an overview of the input received for the commissions.

Commissions

The 11 commissions that have been launched not only have to take into consideration the objective and aspiration of the commission drafted during the plenary and/or integration event but also the themes/topics that the Nos Aruba 2025 project has received as input during the months of January until October 2008. These themes/topics are considered to be issues that contribute and should be in place in obtaining sustainable development in Aruba.



The commissions will be working as a harmonica. Each member of the commissions will go back to their supporters and grass root supporters to inform them about the progress the commissions are making in order to receive input and feedback from the supporters. At its turn, this input and feedback will then be given to each commission as input. This way the commission receives input and support from a wide range of people. Each commission will be self managed.

Terms of Reference (TOR)

In order to get uniformity in the results of each commission and to provide a line of action (guidance), a methodology and a terms of reference has been formulated for the commissions. This uniformity and line of action is necessary for the integration of the work of all the commissions together in the NISP.

Each commission has to submit a plan including an analysis of their respective area, the goals and objectives, strategies and activities each committee proposes including the monitoring of these strategies and

activities. The plan of each committee will all be integrated in the NISP during the last phase of this project, the destiny phase. All the committees will help in integrating all the plans of the committees into the NISP making it an holistic plan.

Workshop Wikima Partners Aruba Limited (WPAL)

In the month of January 2009, half way through the design phase, the consultant company guiding the Nos Aruba 2025 project will provide face-to-face guidance to all the members of every commission. WPAL will provide feedback on the deliverables of each commission and give guidance on how to give contents on the continuation of the work of the commissions.



Integration event at the end of February

At this event all the commissions together will expose all the work they have done. All those involved in the Nos Aruba 2025 project and the Arubian community as a whole gets the opportunity to provide positive feedback and input to all the work done by the commissions. The feedback and input received will have to be carved into the deliverables of the commissions.

10. Broad engagement opportunities: how can I be part of Nos Aruba 2025

How can you get involved?

You can get involved by different means:

- Keep an eye on www.nosaruba2025.com for news of activities;
- Let us know what you would most like to do via fax at number 583-4494 or via email at deaci@setarnet.aw;
- Help with organizing events and be part of a commission;
- Gather people together – family, community, at your work and share the information with the different commissions and/or Project Management Team;
- Form a Self-Managed-Team (SMT) discussing and working out a topic and share this information with the commissions and/or Project Management Team;
- Explore an idea, issue or passion that you have in creating the future of Aruba you would like to see and visualize and share this information with the Nos Aruba 2025 team.



11. What you can do to make it happen

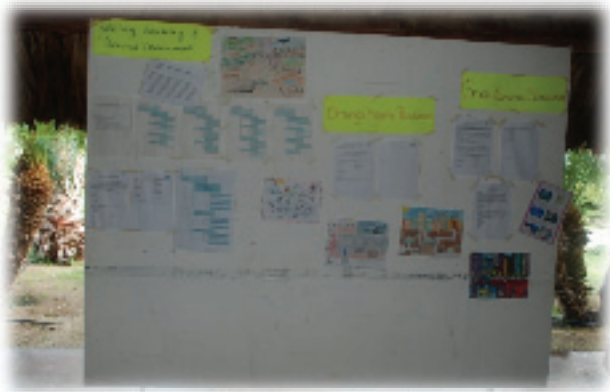
There are unlimited actions that every citizen in Aruba can do to increase sustainability in Aruba. Here are a few examples you can do, but I am sure you can add more. A person can keep his/her garden clean and throw the waste of the garden at the dump at Parkietenbos or better yet start composing the material to reuse it in their own yard and plant more organic vegetables for his/her own consumption. In addition, every person can stimulate its neighbor in keeping its garden clean as well the neighborhood. Furthermore, a household can try to use bulbs in their lamps that save electricity. This way, the household not only receives a smaller amount on the electricity bill but the WEB has to produce less electricity which puts less stress on the environment. In addition a car owner can see to it he/she drives an environmental friendly car. The car doesn't consume a lot of gasoline and the muffler is working accordingly so that less carbon dioxide is thrown into the air. Why not try using public transportation more frequently or form your own car pool amongst neighbors and friends. Avoid junk food or unhealthy habits. Eat healthy food and eat in a moderate amount. Eating healthy food decreases the possibility of

becoming sick or having sick days. Have less sick days increases the labor productivity and decreases the overall health care expenses. Additionally, when consuming food in moderate amount less stress is put on the production of food and consequently on the environment. Lead a healthy lifestyle. Exercise, keep in shape and try biking or do as much household chores as possible. A household can become more conscious about the products it uses and consumes and also the amount of consumption. Refuse, re-use, recycle and reduce as many products as possible. For example, when receiving a plastic bag in the supermarket, re-use this plastic bag different times before throwing it away. Also, use the environmental friendly bags sold in all supermarkets which can be re-used a lot and a lot of times. Don't throw away batteries in the garbage. Try recycling them or better yet, use rechargeable batteries as much as possible.

Educate everybody around you to have respect for the flora and fauna. Do not kill iguana's and the typical Aruban lizards such as the Cododo or marine turtles because you do not like these animals or you want to make soup. Respect these precious animals which are native to Aruba or endangered. Do not let a big "chubato" tear down all the trees and plants in the mondi's. New home owners and investment people, do not tear down all the cadushi's, watapana's and other

plants which are part of our nature when constructing a house or building. Only tear down those plants which are really necessary.

Be active or join an organization working towards increasing the sustainability in Aruba such as StimAruba or Tortuga Aruba.





Abo dicidi awe, Nos Aruba di mañan