



Nos Aruba 2025
Plenary Review
23 October 2008
At the Archeological Museum

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APPENDICES - “All the following documents are posted on the *Nos Aruba 2025* website so that you can access any that you do not already have”.

1. Plenary Review in the context of the whole *Nos Aruba 2025* project
2. Guiding Principles of Sustainability
3. Summary of Agendas & Opportunities from Discovery & Dream Phases
4. Detailing the Opportunity: presentation on how the Opportunity Wheels were developed
5. Full details of Agendas & Opportunities developed so far (Aspiration statements + Opportunity Wheels)
6. Integral report on presentations & conversations with key umbrella organisations
7. Articulated Visions: past & present
8. List of the strategic aspirations/opportunities/agendas raised or refined in the Plenary Review
9. Terms of reference for Commissions
10. First drafts of the Commission Formation Sheets

1. Purpose & Context

60 of us came together in the beautiful surroundings of the Archeological Museum, to “identify a set of *Nos Aruba 2025* Commissions that will help to deliver a sustainable Aruba, and to make our commitments to leading or contributing to those Commissions”.



Maria Dijkhoff-Pita welcomed everyone, emphasising the pivotal nature of the Plenary Review in the *Nos Aruba 2025* process, and appreciating the breadth and potential influence of those present.

With us were key figures from:

- a wide spread of the private sector - larger organisations such as Valero, Free Zone Aruba NV, different representatives of umbrella organisations as KvK, ATIA and smaller businesses that help contribute to the diversity of the economy in Aruba
- Parliament; five different political parties; & key government departments
- umbrella organisations, like the Chamber of Commerce, ATIA
- non-governmental organisations
- the *Nos Aruba 2025* Project Management Team



Romy Shovelton (Wikima Partners) then outlined the **key aspects of the programme for the day:**

- Re-engaging with what has been discovered about Aruba’s strength & resources - the Positive Core (in the Discovery Phase of the project)
- Engaging with the range & depth of Dreams/aspirations/opportunities that have been gathered (in the Dream Phase of the project)
- Identifying what other agendas or opportunities might be needed to produce the sustainable development of Aruba
- Each deciding which Commissions are seen as needed and who will contribute to them.

We then began our conversations for the day by introducing ourselves to each other at the tables - sharing our **expectations for the day and why the day mattered to each of us**. These are some of the things we said:

- Aruba has a lot of potential for it’s future
- It’s important for us to work together in one direction
- I believe in the participative, appreciative approach
- We need internal coordination to cope with the external factors outside Aruba
- We need Instruments and mechanisms to help us work more effectively together in a coordinated way

- We want to contribute to change
- Because this process is an innovative idea
- For our sustainable development
- A better Aruba for our children and grandchildren
- Need for a society where there is more cooperation between the people
- To think about alternative energy and a balanced environment for a sustainable Aruba



To ensure everyone understood the **place of this Plenary Review within the overall Nos Aruba 2025 process** Martin Hazell & Eric Kihlstrom (Wikima Partners) outlined the key aspects of the Dream Phase moving into the Design Phase - including:

- The deliverables from each Phase of *Nos Aruba 2025* & the journey so far
- How the scenario process functioned to generate robust aspirations, which were then developed into specific Aspiration statements & analysed using Opportunity Wheels of the various sustainable development drivers
- How the Commissions being identified in the Plenary Review and Integration Event, fit into the project process, throughout the Design & Destiny Phases
- How a key aspect of the Commissions integrated work will be identifying the necessary Social Architecture & relationships to deliver the aspirations and plans
- The nature of the route maps that will be created by each Commission detailing how their aspiration will be delivered.

A summary of the slides can be found in Appendix 1 + further details on Opportunity Wheel development in Appendix 4

2. Presentation of Opportunities

We then moved into a review of the key strategic aspirations/opportunities/'dreams' & agendas that have been gathered over the past months, from a broad range of stakeholders across Aruba - each opportunity aiming to contribute to the sustainable development of Aruba.

- As they listened and looked at the strategic opportunities, everyone was asked to check whether they see the Guiding Principles of Sustainability (Appendix 2) being fulfilled - for each opportunity and across the range of opportunities.
- Participants were firstly reminded of the key output from the Discovery Phase of *Nos Aruba 2025* - **The Positive Core of Aruba** - the foundational strengths and resources on which the future of Aruba will be built. These are summarised on pages 20 - 26 of the report - *Aruba's Positive Core: A Discovery of Aruba at its Best* (in the packs)
- A summary of the Agendas & Opportunities drawn from all aspects of the Discovery & Dream phases so far was introduced - in table form (Appendix 3) and as a visual 'map'
- We then heard an overview of the **range of strategic opportunities** identified in the scenario process and developed by the Champions who stood up to take them forward. These were:
 - *International Business Center presented by Edward Erasmus & Lucia White*
 - *Health and Wellness Tourism presented by Reina Riley*
 - *Energy Management presented by Stanley Brown*
 - *Community Based Initiatives presented by Sandra Burke*
 - *Education presented by Frans de May*

- *Senior Consultancy presented by Esther Tiemes.*

There was a moment of silence in remembrance of Gerald Engelbrecht who passionately contributed so much to the Nos Aruba 2025 project and to Aruba as a whole, and who sadly died recently.



Appendix 5 has the full details of the Aspiration Statements & Opportunity Wheels for these opportunities.

3. Engaging with the opportunities

- Everyone was then requested to review the data & presentations on the walls & in their packs:
 - the summary & map of Agendas & Opportunities (drawn from *all* aspects of the Discovery & Dream phases so far) (see Appendix 3)
 - the Aspiration Statements & Opportunity Wheels from the Champion teams who spoke (See Appendix 5)
 - the Integral report on presentations & conversations with key umbrella organisations (see Appendix 6)
 - the range of Dream Phase activities around Aruba - on display

- *Nos Aruba 2025* is incorporating *existing* visions and plans into the overall integrated sustainable development planning of Aruba, so participants were invited to review *Articulated Visions: Past and Present* - a summary of visions expressed in past and existing plans - Aruba Vision 2005; National Education Plan; National Security Plan. (see Appendix 7)

4. Presentation on the Archeological Museum

After a short break, Mary Ann de Jong-Curet gave a brief presentation on the beautiful building that we were fortunate to be using for the Plenary Review - the brand new Archeological Museum, created from some of Aruba's most historic buildings - and due to open soon. Key points Mary Ann made were:

- This wonderful project took 17 years from start to finish. *Nos Aruba 2025* is looking forward 17 years - so let's remind ourselves that many great projects will take time and require patience and persistence to come to worthwhile fruition.
- The building is also a wonderful metaphor for how, in *Nos Aruba 2025*, we are building our future on the foundations of the best of our past

5. Candid conversation - identifying the key strategic directions for Aruba

From their review of the Aspirations/ Opportunities/ Agendas already identified, everyone was asked to consider whether we had a complete coverage of what is needed for a sustainable Aruba and whether there was anything that they saw needed to be added or refined.



A range of points were raised. Some of these were then incorporated into the potential Commissions for *Nos Aruba 2025*. Some will be taken into account in the strategic workshops for the Commissions, in the week of 3rd November.

Some of the key topics for consideration were:

Social

- Ensure the social sector/system accommodates demographic changes such as changes in the age composition of the population and changes in family composition
- Encourage community service by everyone, including government employees & those suspended, in order to improved understanding of the community (eg. via Red Cross, Scouting etc)
- Change agents and leaders of many kinds are needed - including community leaders & those in the barrios

Education & personal development

- Education, in it's broadest sense (ie. beyond formal education) is relevant to many if most of the other strategic opportunities and agendas. Include:
 - Effectively use education facilities (buildings & staff) beyond current days/times
 - Expand life-long-learning & learning

- Include the philosophy of life in formal education
- Promote responsibility /accountability (individual, social, community)
- Improve the quality of what is offered (buildings & teaching)

Cultural

- Strengthen connection to the Aruba heritage/ where we come from - through community education

Health care & quality of life

- Restructure Social Security Financial System/Structure: which standards in the future and who is going to pay for it
- Introduce health promotion & awareness - for adults & children + improve mental healthcare
- Strengthening community based care sector:
 - Thuiszorg instead of more elderly homes
 - Residential area with care
- Urban development: neighbourhood "liveability" (refinement of enhancing wellbeing and quality of life)

Transport

- Mobility plan being revised by DOPV.
- Improve public transport - routes & timing
- Message route & times of buses on cellular by Setar/Digicel
-



Economy

Opportunities

- National innovation system (management, labor relations, technology)
- Knowledge center including International Language Institute
- Improve the sustainability of food supplies - whereby Aruba becomes less dependent on importing food from abroad - for example via:
 - A new agriculture structure with the use of technology such as the Israel drip system
 - Expand Santa Rosa with increased professionalism
 - Effectively use all water resources - including the water of the WEB, usage of a dam, ground and rain water.
- Sustainable tourism - including considering:
 - Whether an expansion of hotels/rooms is what the island most needs
 - Product development rather than growth - for example
 - Ecotourism
 - Health & Wellness Tourism (Aspiration Statement & Opportunity Wheel already developed)
 - Medical Tourism (Aspiration Statement & Opportunity Wheel already developed)
 - tourism activities that don't harm the environment (no more jet ski's, etc.)
 - Cherish/enhance our product "ARUBA"

Agendas

- Improve the quality of the labor market:
 - Significantly improve productivity
 - upgrade skills & knowledge of our labor force
 - Employers educate their employees about their business

and to increase their professionalism - possibly with government support

- Encourage higher quality in Management, Leadership & Entrepreneurship

And so become less reliant on managers & staff from overseas = loss of currency for Aruba

- Risk monitoring in general + crisis monitoring - put a structural system in place
- Encourage CSR (Corporate Social Responsibility) by the corporate sector
- Identify & build key international relations - to influence a range of aspects of Aruban sustainability - including security, the environment, education

Environment

- Ensure the needed policies & instruments are in place (& enforced) to achieve sustainability eg. impact assessments (social, environmental, economic)
- Improve energy security: reduce dependence on oil; decentralise production beyond a monopoly provider; diversify sources of energy - with a focus on renewables
- Prepare for global climate change implications eg. rising sea levels



Governance

- Ensure the conditions are in place for effective on-going planning & implementation

- Introduce a Law of Governance (Wet van Bestuur) to enforce principles
 - Principles of Good Governance
 - Sanctions
 - Define decision making process (transparency/accountability)
- Demonstrate an openness and willingness towards changes and developments
- Structural dialogue in place between public and private sector as a sine qua non
- Acknowledgement of the role & relevance of NGOs, by the public sector



For a full list of the strategic aspirations/opportunities/agendas raised or refined, please see Appendix 8

6. Commission Formation

The role, objectives, key functions, tasks and structure of the *Nos Aruba 2025* Commissions and the Project Advisory Committee (PAC) were outlined. These are captured in a presentation on the Terms of Reference for Commissions (Appendix 9)

Everyone was then asked to identify key strategic areas needed for the sustainable development of Aruba that they have passion for taking forward and are willing to take responsibility for, in contributing to a Commission on that strategic aspiration/opportunity/ agenda.

The following potential Commissions were identified & participants decided which Commission(s) they would commit to contributing to:

- Environment
- Energy
- Personal Development
- Governance
- Community based development
- International Relations
- Socio-Economic structure
- Energy Management
- Change Agent productions
- Sustainable Food Supplies

The potential Commission groups then completed a Commission Formation Sheet, outlining:

- What is the key strategic aspiration/opportunity/objective of the Commission
- Who needs to be involved - core membership & supporting membership
- Who will contact whom, to ensure that they participate in the Integration Event (30th)

The first drafts of these Commission Formation Sheets are in Appendix 10



7. Developing clarity on potential Commissions

In the afternoon, 30 of us continued our conversation - looking at what is needed to develop clarity on the potential Commissions



formed - for instance beginning to consider how an Aspiration Statement could be written and an Opportunity Wheel created, as has been done for the key aspirations championed following the Strategy/ scenario workshops in September.

Those involved in the process to date, helped engage their colleagues in what is needed to take aspirations and opportunities forward, and how they experienced the process.