



Abo dicidi awe, Nos Aruba di mañan

TERMS OF REFERENCE NISP COMMISSIONS & PROJECT ADVISORY COMMITTEE



**DEPARTMENT OF ECONOMIC AFFAIRS, COMMERCE AND INDUSTRY
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0. FORWARD

Overriding challenge to each commission member

You are planning for what YOU will do to make this vision of the future real.

That means that if you need permissions from others or access to resources that you don't have, your job is to plan how to get both the permissions and the resources.

You will also manage your time in relation to all the work that you do in addition to what comes out of this process!

This approach differs greatly from the usual process in that you ARE NOT planning for what you want someone else to do.

It is not about giving the "leaders" your opinions and ideas alone.

You are imagining your own future and, in order to make that future real, a major part of your task is to create the environment and resources needed to make it happen

1. INTRODUCTION

Aruba has decided that a national integrated strategic plan with a national vision until 2025 is needed, regarding sustainable development; the formulation of national goals; a method to achieve these national goals; and detailed plans of action. This plan must include long-term strategies at a national level which are obtained with an inter-disciplinary and multi-sector approach. These long-term strategies must be formulated within the framework of a National Integrated Strategic Plan (NISP) with the participation of all the stakeholders that directly and/or indirectly influence sustainable development in Aruba.

The stakeholders that participate in this process can provide their input by means of public workshops, symposiums and being part of the commissions in the different areas. By being part of one or more commission, each commission member gets the opportunity to help shape the future of Aruba. Shaping the future of Aruba is not only the responsibility of the government of Aruba but is the responsibility of each individual living in Aruba. All the persons living in Aruba have a shared responsibility in shaping the future of Aruba and in increasing the sustainability of our actions. Even the smallest action contributes towards a sustainable development.

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. This uniformity and line of action is necessary for the integration of the work of all the commissions together in the NISP. All the commissions together will also work at integrating all the work of the commissions into the NISP in order to create an holistic NISP.

2. PRESENT SITUATION

For the last 22 years, the economic and demographic developments have put substantial pressure on the physical and social infrastructure of Aruba¹. In addition, due to the developments intrinsic to the sensitivity of small scale economies, the government has to maintain a systematic and integrated decision-making-process to manage the economy and at the same time the Aruban community as a whole.

Almost half of the labor market consists of immigrants. The social-economic and environmental consequences - especially the requirements placed on social services, education and the infrastructure - demand conscientious planning in the provision of the necessary infrastructure of a growing population. This must be according to the competence of the government in providing the basic needs and in maintaining an adequate standard of living and at the same time protect the Aruban environment.

The present and future challenges that Aruba has to deal with demand policies that support coherence and continuity. When the government develops policies concerning sustainable development each level in the policy-making-process has to be working properly towards a more coherent and continuing process. Consequently, this demands active participation of all the stakeholders involved who directly and/or indirectly influence sustainable development in the decision-making process.

Integrated development planning must be seen in the light of the present progress in the social and economic sector. This progress, especially in the tourism sector, must be seen in coherence with a fragile environment, the limited physical space caused by the big growth in the construction of houses and buildings and the limited resources. With an economy that has continuously grown since 1986, with the exemption of 2001 and 2002, the impact of a constant growing population, the growing necessities in education and public health and the necessity to protect the environment have become developments that are of great importance in the last two decades. Consequently, the goals set for the economic, social and environmental sectors must be integrated and coordinated to achieve a development that is consistent, balanced and sustainable between the sectors.

Presently, all the stakeholders who directly/indirectly influence sustainable development in Aruba diverge in their way of thinking regarding sustainable development and have their own strategic plan. Consequently, often uncoordinated initiatives of the stakeholders take place. Communication among and between the

¹ To obtain statistical information about Aruba, visit the website of the Central Bank of Aruba at www.cbaruba.org, the website of the DEACI at www.arubaeconomicaffairs.aw, or the website of the Central Bureau of Statistics at www.cbsaruba.aw.

stakeholders does not take place or takes place irregularly. Most of the time, the activities overlap each other and also incidentally the goals aimed at are contradictory. Therefore, investments made by these stakeholders lack their effectiveness. Lacking a national integrated strategic plan (NISP) has as consequence that policies are fragmented which leads to uncoordinated initiatives of the stakeholders involved and does not lead to sustainable development for Aruba.

Instead of using the technical name “NISP” for the public, DEACI together with the ATA have chosen to name it **Nos Aruba 2025**.

2.1. APPRECIATIVE INQUIRY, SOAR AND SCENARIO PLANNING

Nos Aruba 2025 uses the Appreciative Inquiry (AI) method as the mass communication methodology to effectively manage change in communication. The AI mass communication method is different than the traditional communication methods. AI offers an opportunity to inform, imagine and innovate instead of supporting a critical approach. According to the AI theory, organizations and communities that have a negative culture focus too much on threats and weaknesses. This creates the perspective that identified problems are overwhelming leading to a state of negativism and desperation. AI is a process that inspires change and involvement by the community. It enhances connectivity and seeks to enact positive change through relationships, networks, broad knowledge and action.

Appreciative Inquiry is the discovery of the positives that can be found in people and the community around them. It is an art and practice of asking unconditional, positive questions that strengthen a system’s capacity to capture, anticipate and heighten positive potential. Instead of negativism, criticism and a downward spiraling diagnosis, there is discovery, dream, design and destiny. It works from accounts of the ‘positive change core’. AI links the energy of the positive core directly to any change agenda and can make changes never thought possible and these changes are democratically mobilized. The positive core focuses on appreciative questions geared at increasing awareness on the benefits and strengths of the community and people. AI creates alignment of strengths whereby weaknesses become irrelevant.

Appreciative Inquiry has 4 stages:

- **DISCOVER:** What gives life? (Appreciating the best of something). This phase took place from January until June 2008. It is envisaged that the commissions will need to conduct further Discovery during Design and Destiny to explore further how the Positive Core of Aruba can be used to deliver the Dream of the NISP.
- **DREAM:** What might be? (Envisioning impact: shared images for a preferred future). This phase took place from July until October 2008. At the end of this phase the commissions will be formed to start to work on the contents of the NISP.

- **DESIGN:** What does innovation look like? (Co-constructing the ideal). This phase will take place from November 2008 until January 2009.
- **DESTINY:** How to empower? (Sustaining the vision through action). This phase will take place from February until July 2009 when the NISP is formally completed, and continue through the implementation of the necessary actions towards building a sustainable Aruba.

Additionally to the AI communication method, the Appreciative Strategy framework SOAR (**S**trengths **O**pportunities **A**spirations and **R**esources) is being used in this project. According chapter 38 of the source: 'SOAR, a new approach to strategic planning' written by Jackie Stavros, David Cooperrider and D. Lynn Kelley, the SOAR framework integrates the AI principles in the strategic planning which will also be the case in this project. The SOAR framework builds upon the positive core, in this case, of Aruba. With focusing on the **S**trengths and **O**pportunities, Aruba can obtain its **A**spirations (desired outcomes) with measurable results. Within the NISP the SOAR framework focuses on creating the environment and Resources needed to bring these Aspirations to life.

Within the SOAR framework a Scenario Planning Approach² is being used in this project. The future is highly uncertain so we are using scenarios to prepare us for many different futures rather than trying to predict a single future. In the strategic planning process all Aspirations and plans will be tested against the scenarios to ensure that they are robust in many different plausible futures where major STEEP forces are outside of the control or influence of Aruba (STEEP means **S**ocial, **T**echnology, **E**conomic, **E**nvironmental, and **P**olitical external forces affecting Aruba).

2.2. PROGRESS TO DATE

During the discovery phase different workshops have been organized about different subjects relevant to the mass communication methodology used in Nos Aruba 2025, appreciative inquiry. In addition, workshops have been organized which are relevant to planning and sustainable development, namely appreciative strategic planning. Many of these workshops got a great attendance from different sectors and disciplines. During these workshops the attendees got more aware about the contents of Nos Aruba 2025 and input was received about how to apply AI in Aruba and the methodology for strategic scenario planning.

In the period January-June 2008, which was the discovery phase, on April 26 2008 a symposium regarding sustainable development was organized. About 125 persons attended this symposium. During this symposium input was received from the

² For further details on the Scenario Planning framework see "When and How to Use Scenario Planning: A Heuristic Approach with Illustration" Paul J H Schoemaker, Graduate School of Business, University of Chicago, published in Journal of Forecasting, Vol. 10, 549-564 (1991)

participants regarding the meaning of sustainable development for Aruba and the topics to brainstorm about to reach sustainable development. In addition, on June 14 2008 the event 'E forsa di e fundeshi di Aruba' to close the first phase of appreciative inquiry, namely the discovery phase, has taken place. About 90 persons attended this event whereby the positive core about Aruba was created by those present.

At the end of the discovery phase a report including, among others, what those who participated in Nos Aruba 2025 perceive as the strengths of Aruba and a short description of the broad engagement opportunities was formulated.

All relevant information about the workshops and events that has taken place during the discovery phase and the discovery phase report can be found on the website of Nos Aruba 2025 www.nosaruba2025.aw.

Currently, Nos Aruba 2025 is in the initial stages of the DESIGN phase. The necessary trainings and preparations are taking place so the Aruban community can participate on sustainable developments subjects. What is the potential that should be developed? What will the aligned vision be for Nos Aruba 2025?

2.3. SUSTAINABLE DEVELOPMENT

As expressed by the 1987 UN World Commission on Environment and Development (the Brundtland Committee), sustainable development refers to the need to balance the satisfaction of near-term interests with the protection of the interests of future generations, including their interests in a safe and healthy environment.

Due to the small scale economy of Aruba, sustainable development is a big challenge whereby developments have to continuously take place. In addition, a balance has to be obtained between the limited carrying capacity of the environment of Aruba, the need for economic growth and social coherence whereby it is guaranteed that the future generation can achieve their goals as well.

Next to the environment, social and economic challenges – such as economic growth, the creation of new jobs and the absorption of the increasing expenses due to the ageing of the Aruban population – the strengthening of the social security must be continued. Furthermore, the accessibility towards health care must be improved as well as working towards an increasing efficient government system and a stimulating policy towards sustainable development. All these vital issues are necessary to secure the well-being of the future generations. Next to this, a learning process must be in place whereby sustainable development is a natural way of thinking in planning the future of all the concerned stakeholders.

In order to encourage sustainable development four sets of essential processes must be established (see United Nations Guidelines, Agenda 21), namely:

- Governmental institutional framework creation for sustainable development, be it for policy monitoring, data gathering for policy analysis and scientific support of policies, creation of legislation and instruments and tools for policy- making and implementation of sustainable development (monitoring, evaluation, enforcement etc.);
- Stakeholder participation, in particular of what the UN defines as major groups in decision-making with regard to sustainable development. This includes good governance, transparency in decision-making, freedom of access to information for all stakeholders and consensus on using Agenda 21 and other UN instrument guidelines;
- Information and data gathering, Sound policies, scientific reports to assess, evaluate, monitor or review issues of policy, enforcement, progress etc. all require adequate data and information gathering;
- Community awareness programs, covering environmental education, communication of concepts and the need for sustainable development.

Within these frameworks the stakeholders concerned must automatically integrate sustainable development in all their future plans. In order to do this, guidelines will be established within which the economic, environmental and social elements of development planning are coordinated. Furthermore, the process of integrated planning will be institutionalized.

This teamwork, demands from all the stakeholders that a constructive and constant dialogue must be executed which emphasizes sustainable development. By means of this system of cooperation, a National Integrated Strategic Plan will be formulated and implemented. This plan must emphasize the real understanding of sustainable development and in which way, within which time frame and with which financial resources the goals formulated in this plan must be executed.

The NISP has to articulate the vision for Aruba in 2025 of all the concerned stakeholders regarding sustainable development. The main goal is to promote sustainable development. By means of the formulation of strategic plans the concerned stakeholders will implement measures simultaneously in different sectors and at different policy levels. The NISP will be the national strategic plan to promote sustainable development with an efficient use of human and financial resources in cooperation with all the stakeholders concerned. The NISP will be formulated based on the different sector policies and plans in the fields of economy, social and environment issues.

3. BACKGROUND INFORMATION OF NOS ARUBA 2025

Wikima Partners Aruba Limited (WPAL) is the consultant company guiding the DEACI in this project. WPAL is an English-American consultant company which has extensive experience in strategic planning and mass participation. The guidance of WPAL is being paid by the Fondo Desaroyo Aruba (FDA). This project is part of the long-range plan for the period 2006-2009 for the sector called 'good governance' of the development aid program between Aruba and the Netherlands. The funds of this development aid are being administered by the Fondo Desaroyo Aruba (FDA).

A project management team (PMT) has been installed. This team consists of 9 staff members and the director of the DEACI and two staff members of the Aruba Tourism Authority. The PMT is responsible for the day-to-day coordination of Nos Aruba 2025. In addition, the PMT together with WPAL guide Nos Aruba 2025 in order to reach the results of this project.

As part of this process, different commissions will be formed at the end of the Dream phase which will be at the end of October 2008. Each commission has to submit a plan including an analysis of their respective area, the goals, objectives, strategies and activities each commission proposes including the monitoring of these strategies and activities.

All the commissions will help in integrating all the plans of the commissions into the NISP making it an holistic plan. Throughout the NISP process these plans will be tested for alignment with:

- Guiding principles of sustainability
- The strengths and strategic resources available to Aruba
- Common robust elements across a range of future scenarios

Using these criteria the PAC will seek to maintain an integrated view of the evolving plans allowing options to be explored and clear decisions on priorities and choices on use of limited resources and capacity. In this way the NISP will be developed with an integrated view from the start rather than needing extensive integration at the end of separate commission planning processes. The final action plans of each commission will all be integrated in the NISP during the last phase of this project, the Destiny phase.

4. COMMISSION ROLES AND ACCOUNTABILITIES

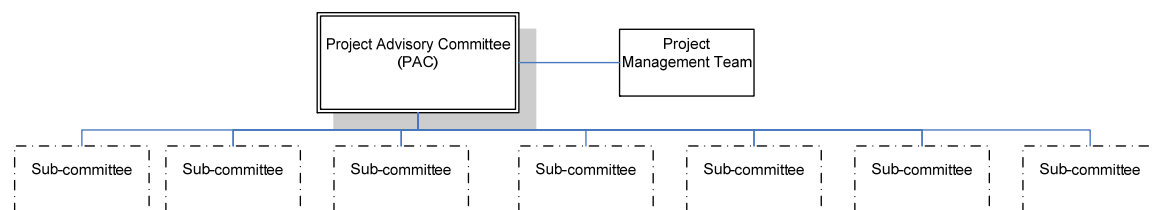
4.1. OVERVIEW

Members of each commission will be appointed from the public and the private sector, NGO’s and other organizations meaning that the commissions will be multi-sartorial and multi-disciplinary. Each commission will be instituted through a ministerial decree signed by the Prime Minister and Minister of Finance and Economic Affairs. The commissions will be formed by a broad representation and will choose their own chairperson and secretary. Each member of each commission must maintain contact on a regular basis with the supporters and grass roots supporters of their respective organization. At its turn, each commission member must provide feedback to the commission with regard to the input and feedback received from their supporters and grass roots supporters.

The chairperson of each commission, together with the PMT (supported by WPAL) will become members of a Project Advisory Committee (PAC). The purpose of the PAC is to ensure the integration of the NISP and to provide advice and support to the PMT and to the commissions in achieving this integration. The PAC is responsible for the decisions that have to be taken regarding the NISP that involve alignment to the vision of the NISP, consistency of approach, choices regarding priorities for the use of scarce resources, and selection between mutually exclusive possibilities.

The PMT is responsible for the day-to-day coordination of the project in support of the PAC.

Relationship PAC-PMT-commission



4.2. NISP COMMISSIONS

Description

A self governing group of stakeholders who come together to develop an opportunity/agenda as part of the NISP

Objective of the commissions

To develop and socialize a clear strategy, road map and action plan that partly or fully supports the realization of the goals for Aruba 2025, with the active participation of all stakeholders involved to implement this strategy

Key Functions

Each commission uses participatory processes to contact stakeholders at all levels of the community. The functions of the members of the commissions are:

- Agree a process for making decisions with the commission;
- Prepare a draft strategic plan for the respective area;
- Maintain continuous feedback with the PAC and stakeholders, supporters and grassroots of organizations;
- The commissions self organize meetings and/or presentations on their respective area discussed in the commissions in order to get feedback and commitment from their stakeholders and grassroots supporters;
- Ensure proper communication with all parties is maintained;
- Actively participate the public events; and in the training workshops on strategic planning and participation;
- After the submission of the draft strategic plan, the commissions will adapt the plan based on the feedback received during participation and the public events.

4.3. PROJECT ADVISORY COMMITTEE (PAC)

Description

The PAC is made up of the chairperson from each NISP Commission

Objective of the PAC

Accountable for alignment & integration of the NISP plus coordination on common areas of additional participation in research and Discovery

Key Functions

- To hold regular meetings to review alignment and coherence of NISP outputs
- To ensure that outputs are stress tested against sustainability criteria, current strengths and scenarios
- To identify potential gaps in the NISP and how these will be addressed
- To manage the dependencies between the various commissions and other existing plans
- To advise all stakeholders of what will be required to achieve true sustainable development of Aruba
- To ensure the individual NISP commission plans are written and integrated into a single NISP (to be written at the direction of the PAC)

4.4. ACCOUNTABILITIES BY ROLE

Commission Chairperson

- leadership and coordination of the commission
- achievement of broad participation in the process
- quality outputs to be produced on time

PAC Member (normally Commission Chairperson)

- to represent the NISP commission in the PAC and vice versa
- to manage dependencies between commissions and existing National Plans
- to integrate actions plans
- to manage final presentation of the NISP

Commission Secretary

- organizing meetings
- recording of minutes
- sharing minutes with stakeholders, in a timely manner

Commission Members

- participating in the work of the commission
- ensuring widespread participation in all stages of the NISP development

PMT Member

- communication (consult and inform) between each commission and PMT/consultants
- PMT provide secretariat for the PAC.

4.5. APPOINTMENT CHAIRPERSON AND SECRETARIAT

The appointment of a chairperson must take place by the members of each commission. The chairperson works very closely with the appointed secretary of the commission.

Issues that have to be taken into consideration when appointing a chairperson:

- the chairperson must have enough time during this project to coordinate all the activities of the commission;
- be proactive, enthusiastic and motivated;
- have management skills including the skills to stimulate and guide the members to achieve the goal of each commission being the commission plan;
- be able to work in a team and have good social and communication skills and the ability to intermediate between team members, if necessary;
- have some knowledge of the particular area for which the commission was established;
- have computer skills, namely Microsoft words, excel and PowerPoint and the ability to work with internet;
- have synthesis, summarizing and reporting skills.

The chairperson must coordinate all the activities to be executed by the respective commission including among others and not limited to the below mentioned activities:

- Chair all the meetings that will take place;

- Coordinate the provision of data required;
- Coordinate the research in the respective area;
- Coordinate the technical input and interpretation as required;
- Coordinate the provision of all relevant documents and plans;
- Coordinate the writing of all the results in a plan according to the format described in section 7 of this TOR and according to the activities described in section 5.2 activity 1 through 8;
- Be part of the PAC and execute the activities necessary in the PAC;
- Give feedback to the commission members with regard to the feedback received in the PAC;
- Must keep the commission to the deadlines indicated in this TOR.

Issues that have to be taken into consideration when appointing a secretary for each commission:

- Must have enough time during this project to execute the work of a secretary of a particular commission;
- Be enthusiastic and motivated;
- Is able to work in a team and have good social and communication skills;
- Be proactive;
- Must be able to keep a logbook of the commission up-to-date;
- Has computer skills, namely Microsoft words, excel and PowerPoint and the ability to work with internet.

The appointment of the secretary must take place by the members of each commission. The secretariat is responsible for the:

- organization of the meetings in conjunction with the chairperson;
- arrangement of all meetings, which includes the preparation of agendas and circulation of minutes, notes and reports;
- follow-up with all the members with regard all the activities of the commission;
- actualization of the logbook of the commission;
- collaboration with the chairperson and other members of the commission

Project Management Team member (PMT)

One or two PMT members will be active in each commission. The role of the PMT members in each commission will be the following:

- Will help to brainstorm in the commissions;
- Will act as a liaison between the commissions and PMT;
- Will facilitate certain services which are necessary such as logistics.
- Progress monitoring – is the commission on-track to deliver?
- Provide assistance in research of information that already exists, using government and other available networks
- Provide recommendations to a commission on participation and further Discovery approaches
- Ensure that each commission has a minute taker for every meeting and somebody who is responsible for actually creating outputs which will not be a PMT member.

5. OBJECTIVES AND EXPECTED DELIVERABLES OF EACH COMMISSION

5.1. OBJECTIVES

Each commission will develop a strategic plan for its own economic opportunity or agenda in coordination with all other commissions and the PAC, ensuring that all plans are fully integrated as elements of a single NISP.

Each plan will contain the following elements:

- Aspiration statement
- Discovery
- Sustainability web
- Alignment to desired outcomes
- Social architecture
- Strategic resources required
- Roadmap to achieve the aspiration statement
- Scenario stress test
- Implementation plans
- Approach for monitoring and evaluation

The commission work plan should clearly set out each of these elements will be created in consultation with all relevant stakeholders and with frequent public consultation and validation using mass participation techniques appropriate to Appreciative Inquiry.

5.2. ASPIRATION STATEMENT³

An aspiration statement should be written as if it is already 2025 and your aspirations have been achieved. It should be provocative and challenging showing the history of events achievements that have brought you to this desired outcome and how these were made possible. In building your commission's Aspiration Statement it is useful to review the statements of desired outcomes that have been developed as part of the Vision for Nos Aruba 2025.

Your statement should describe the best possible outcome for Aruba and start with ***Aruba will be a place where ...*** and include the following themes:

- How you make money with your opportunity in your scenario
- OR

³ Refer to training materials used in Appreciative Strategy Workshops during September 2008 where Aspiration statements were developed using the 'Opportunity Wheel'

- How does your agenda build the environment for success
- How does your opportunity or agenda help/change the other SEEP categories
- Explain how your opportunity or agenda meets the sustainability guiding principles
- Energize, inspire, motivate!!

5.3. DISCOVERY

In addition to all the input collected during the Discovery and Dream phases of Nos Aruba 2025 it will be important to conduct further Discovery that is specific to your commission's aspirations.

This should include, inter alia:

- **Review of previous plans and policies** relevant to your commission, including those presently being implemented. Where plans have been successfully implemented, what were the drivers of success. Where they have not been successfully implemented what could have been done to make them more successful;
- **Review of any past experience** within Aruba, or elsewhere, that provides insight into how to achieve your commission's aspirations, or additional actions required to make them come about successfully;
- **Review of present initiatives** in Aruba, or elsewhere, that can provide insight into possibilities open to Aruba;
- **Review of stakeholder expectations** and aspirations related to your commission's aspirations;
- **Further Discovery and validation** into highly relevant strengths and strategic assets available to your commission to build on as a part of your foundation and 'positive core';
- **Any required statistical data** that can provide insights into the achievement of your commission's aspirations;

5.4. SUSTAINABILITY WEB

The sustainability web is a tool designed to demonstrate how the opportunity will contribute to the statements for desired outcomes for Aruba - how many of the statements of desired outcome do we address and how well do we address them as well as how much you can leverage the current strengths of Aruba.

Each commission should appoint one person to score the commission's desired contribution to each of the statements of desired outcomes developed for Nos Aruba 2025. In addition this person should evaluate the present status of each desired outcome to assess the gap to be addressed. This initial scoring should be shared with all other commission members for review. Scores are adjusted after review. The updated web becomes the working draft for further consultation, refinement and integration.

5.5. ALIGNMENT TO DESIRED OUTCOMES

In the light of the sustainability web commissions should consider their opportunity/agenda carefully, and agree what realistically can be achieved by 2025 across each element of the web. Items to consider include:

- Who are the stakeholders
- What kind of priority is it today/tomorrow for each stakeholder
- How it will be paid for
- What is achievable in Aruba in best/worst case instances (time, resources today/tomorrow)
- What are the things that roughly need to be done

Review the ratings of where you are today with your opportunity/agenda.

- List the things that need to be achieved to get to your vision in 2025, with an unlimited budget.
- Then think of how you would get there with a limited budget.

5.6. SOCIAL ARCHITECTURE⁴

Redesigning the social architecture is a key ingredient in the sustainability of any powerful Dream or Aspiration. The social architecture is to people what water is to a fish – it has a profound influence on our performance and well being, but we rarely pay attention to it ... much less take steps to change it!

The social architecture includes all those stakeholders that have to be involved and what each stakeholder has committed to do to obtain the results of the plan of the concerned committee. In addition it includes all policies and institutional arrangements required to achieve the aspiration statement. It is about which organization will be responsible for what and how this will be achieved.

A social architecture consists of:

- The key stakeholders that will shape the opportunity of your commission going forward
- The relationships between these stakeholders (formal and informal)
- The influence stakeholders have on the desired outcome of your opportunity
- The influence stakeholders have on each other

⁴ See training slides from Appreciative Strategy Workshop on Wednesday 5 November 2008 for details. Also refer to "The Appreciative Inquiry Summit - A Practitioner's Guide for Leading Large-Group Change" by Ludmema, published in paperback August 2003, at page 170 ff. A copy is available for reference in DEZHI

As with any appreciative change the design of any new social architecture should be provocative and include the following features:

- Make it value based
- Develop designs that liberate human creativity
- Involve the whole system
- Embrace perpetual design

Once designed, challenge your map with other people outside your commission

5.7. STRATEGIC RESOURCES REQUIRED

Strategic resources are the strengths, and assets that are available to you, as part of your positive core or which need to be created to achieve your commission's aspirations. Strategic Resources fall into three broad categories:

Tangible Resources

- Cash (required or generated for investment in the creation of other strategic resources)
- Fixed Assets – such as plant, buildings etc

Intangible Resources

- Relationships – can be individual or corporate
- Individual Capital – knowledge and skills that are owned and controlled by individuals
- Collective Capital – knowledge and skills that are shared and are controlled without reference to a single person's or organization's expertise

Natural Advantages

- Environmental factors such as location; wind; tide; water; mineral, oil or gas deposits; etc that can be exploited to benefit the sustainable development of the economy – can be permanent or temporary as a result of Forces acting on strategic environment

In your commission you will need to brainstorm the potential strategic resources building on opportunity wheels and other relevant inputs, and then validate this with some of your key stakeholders.

5.8. ROAD MAP TO ACHIEVE THE ASPIRATION STATEMENT⁵

A road map clearly sets out the major achievements required to attain the commission's aspiration statement plus the social architecture and strategic resources required to enable these achievements. Achievements are set out in a logical order allowing for complexity and dependencies by time horizon. Within the NISP the major time horizons are four years (periods to 2013, 2017, 2021, 2025) with interim reviews every two years. The achievements are also set out under the relevant key SEEP wedges or sustainability themes showing how they contribute to relevant statements of desired outcomes. A road map can only be developed once all of the preceding steps have been considered at least once, although it will continue to be modified in the light of learning, testing and integration.

- Write your commission aspiration statement in the top right corner of a flipchart or larger piece of paper
- Add the relevant strengths and resources from the positive core at the bottom left of a flipchart – these provide the foundation for building towards your aspiration.
- Draw the timeline axis and creator the SEEP 'wedges' (technology is only a means to make things happen)
- Look at the desired outcome statements that you scored as 5 or 4 (refer to sustainability web) and add to the 'clouds' Also consider others to which you have a significant contribution
- Write the strategic resources and design elements (social architecture) that you will need to create to achieve your desired outcomes (1 per post-it)
- Place these in the relevant SEEP 'wedges' in a logical (time and dependency) sequence in the appropriate time horizons
- Now think of you opportunity/agenda, what can realistically be achieved by 2025 across each element of the web. Consider:
 - Who are the stakeholders (refer to your social architecture)
 - What kind of priority is it today/tomorrow with the stakeholders
 - How it will be paid for
 - What is achievable in Aruba in best/worst case instances (time, resources today/tomorrow)
 - What are the things that roughly need to be done (will be used in implementation plans – see below)
- In your commission the sequencing and timing of these key achievements will need to be refined as part of integration and in ensuring a steady stream of successes, especially achievable short term wins
- Roadmap should be rigorously tested with all stakeholders

⁵ For description and design of Road map please refer to training slides used in Appreciative Strategy Workshops 4 & 5 November 2008 which can be found on the Nos Aruba 2025 website

5.9. SCENARIO STRESS TEST

Each commission should test its plans against the 8 scenarios developed during the appreciative strategy workshops in September 2008⁶.

In undertaking these tests it is important to identify the ‘robust’ elements of the commission’s plans that are valid in all scenarios and the ‘fragile’ elements that can only work in one or a limited number of scenarios. The following questions are guidelines to apply during this testing process:

- Does your opportunity/agenda still exist in this scenario? (do for each scenario)
 - If no, why not?
 - If yes, what does it look like? Is it unchanged from your concept or does it change? If it changes, how does it change? What is minimum change?
- How attractive is your opportunity/agenda in its current form and why?
- What are additional benefits or opportunities that arise in your opportunity/agenda in each scenario?
- What are the new threats (or opportunities lost) that arise in each scenario?
- Identify the common aspects of your opportunity/agenda in each scenario? Separate from scenario specific aspects.
- Identify “signposts” to monitor for scenario specific elements; think of key decisions and when they need to be made)

5.10. IMPLEMENTATION PLANS⁷

Once a road map has been developed, detailed action plans will need to be developed for Implementation and achievement of those elements of the NISP that are committed for the first time horizon (period to end of 2013) with particular emphasis on the first two years of this time horizon. These plans should clearly show how success will be achieved in moving Aruba towards the shared Vision for 2025.

An action plan should be written including the identified precedent activities for the public and private sectors, a time schedule, estimations of the implementation expenditures/investments for the first four years. In addition, the action plan should also identify the most relevant activities that should be implemented prioritized by those easily implemented, those that can and must immediately be implemented, and those that must be implemented in the medium and long term. Indicators and performance milestones for every four year period starting period until 2013 should

⁶ Documentation on all 8 scenarios can be found on the Nos Aruba 2025 website

⁷ To be discussed during Appreciative Strategy Workshops in January and May 2009

be presented (see section 5.11 for approach to performance monitoring – achievement monitoring)

5.11. APPROACH FOR MONITORING AND EVALUATION⁸

Once the road map has been developed it will be important to design processes to monitor and evaluate each commission's plan and the NISP. This monitoring is for two distinct purposes: scenario evaluation and achievement evaluation:

Scenario evaluation

In an uncertain world it will be prudent to monitor the key forces that are shaping the world so that the resilience of the NISP can be evaluated and the plan adjusted accordingly. Some fragile elements of the aspiration and plan may become more robust and other become less viable as the future unfolds. Monitoring these key forces will also provide early warnings and weak signals of forces that could fundamentally alter the plausibility of different future scenarios⁹.

Achievement evaluation

The road map sets out a series of achievements that provide the key building blocks for the NISP. Achievement evaluation must not just include the creation of key deliverables, but also seek to demonstrate the success of the deliverable in moving Aruba towards the desired future. Each commission will need to develop its own set of evaluation monitors while common key achievements should be identified as part of the integration process and included in the NISP summary by the PAC.

5.12. LOGBOOK

A logbook or journal should be maintained by writing down the most important agreed points and actions arising from all commission meetings. A person should be appointed who will be responsible for taking care of this including the action points, deadline, person responsible for each action point and status of each action point.

5.13. WRITING OF THE PLAN

On a continuous basis during all the activities and the whole process, the plan should be written. It is advisable not to leave the writing of the plan to the end of the process because it will then be a very time consuming activity. As the work progresses, it is advisable to write the plan according to the format described in

⁸ To be discussed during Appreciative Strategy Workshops in January and May 2009

⁹ A list of the significant forces that underpin the scenarios developed in September 2008 is available on the Nos Aruba 2025 website



section 10. The points written in the format of the plan also indicates what to focus on during this process. Besides the work plan described in this section of this TOR, the points indicated in the format of the plan in section 10 can also be used a line of action during this process.

6. INTEGRATION

Integration of commission plans is the accountability of all commissions working together and through the PAC. It is also an ongoing process as all elements of the NISP need to be aligned and consistent at all stages in the planning process.

During integration discussions the following guidelines should be followed:

- Keep it simple
- Think about the 5 levers of a healthy system¹⁰
- Ensure Alignment though consistent use of statements of desired outcomes for Nos Aruba 2025¹¹
- Review sustainability webs to ensure that all areas are covered and areas of overlap identified and coordinated
- Overlay road maps to check that
 - all desired outcome statements are covered
 - common deliverables and dependencies are sequenced in the same time horizon
- Keep talking
 - use the expectations exchange process¹²
- Keep a steady stream of successes across Nos Aruba 2025
 - this may involve some re-sequencing of plans
- Think about the participation cycle - celebrate successes to ensure recognition of people and to provide motivation for people to stay or become involved and committed to Nos Aruba 2025.

6.1. OVERALL VISION FOR NOS ARUBA 2025

The overall vision for Nos Aruba 2025 was agreed during the strategy workshop on Monday 3 November and comprises:

The Goal for Nos Aruba 2025

- 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

¹⁰ for explanation see below and training materials from Integration workshop on Thursday 6 November 2008 available on the Nos Aruba 2025 website

¹¹ please refer to separate document detailing these statements and the details that sit behind each statement

¹² for details of this process please see training materials from Integration workshop on Thursday 6 November 2008 available on the Nos Aruba 2025 website

Principles for Sustainability

- We integrate economic, social, community and environmental priorities.
- We must achieve a diversified and dynamic economy (beyond tourism).
- We honor the host culture and values.
- We respect and live within the natural resources and limits of our island
- We make decisions based on meeting the present needs without compromising the needs of future generations
- Everyone (individuals, families, communities, businesses and government) has accountability for achieving a sustainable Aruba

Guideline Themes for Sustainability

- Social progress which recognizes the benefit of everyone
- Honor the culture and values
- Everyone accountable for sustainability
- Effective protection of the environment
- Prudent use of natural resources
- Sustainable consumption and production
- High and stable levels of economic growth and employment in a diversified economy
- Good governance to achieve our goal

Statements of Desired Outcomes

- A set of statements that describe “What does the desired future look like?”

These elements can only be changed through agreement within the PAC so that all commissions remain fully Aligned with any revisions.

6.2. THE 5 LEVERS OF A HEALTHY SYSTEM

The commissions are part of a dynamic system that involves 5 key levers:

- **Alignment** - Creating alignment to the vision of the NISP for Sustainable Development
- **Consistency** - Ensuring consistency between actions, words and objectives such that trust is built and maintained between the commissions and the people of Aruba
- **Critical Mass** - Building a critical mass of people all pulling in the same direction
- **Awareness** - Communicating & monitoring so that people are constantly aware of what is happening
- **Safe Attachment** - Managing resistance so that individuals feel safely attached to the project, enabling them to explore the change and contribute to the future success.

7. SETTING PRIORITIES AND CONFLICT RESOLUTION

As an ongoing process of integration each plan will be assessed against its contribution to three key criteria:

- To what extent does this contribute to long term sustainable development¹³
- To what extent does this build on existing strengths and strategic resources (including cash, physical infrastructure, relationships, individuals knowledge & skills, and social capital) and how these can be combined to create new strategic resources¹⁴
- How robust are proposals across the eight baseline scenarios (plausible futures for Aruba developed during September 2008 (during Appreciative Strategy Workshops – developing Opportunities).¹⁵

Given the limited capacity and resources of our small island economy there will be some critical defining moments when decisions will need to be made in selecting between mutually exclusive proposals within the opportunities and agendas developed by the commissions. Where the PAC needs to decide between mutually exclusive alternative strategies or decide priorities these same three criteria should be used to address any conflicts for scarce resources.

Once a decision on priorities or use of limited resources has been made in accordance with these criteria it will be critical that each PAC member acts and communicates in a way that is consistent with the decision and the principles of sustainable development.

¹³ For details of criteria to be used refer to outputs of Appreciative Strategic Workshops, 3-6 November 2008

¹⁴ For details of the Positive Core of Aruba refer to the Discovery Phase report

¹⁵ For details of scenarios refer to outputs of Appreciative Strategic Workshops 8-12 September 2008

8. TIMETABLE

Dates	Key events
3 Nov 08	Appreciative Strategy Workshop - Refining the Vision and building Alignment
4 Nov 08	Appreciative Strategy Workshop – Tools and techniques
5 Nov 08	
6 Nov 08	Appreciative Strategy Workshop – Integrating the NISP
11 Nov 08	All relevant documents available on www.nosaruba2025.aw
12 Nov 08	Mass Participation training (refresher)
12–14 Nov 08	Forming commissions with MB
17-21 Nov 08	First meetings of commissions Tor and MB Guidelines and tools Select Chairperson and Secretariat Agree commission work plan
24-28 Nov 08	First meeting of PAC
24 Nov 08 to 12 Dec 08	First concept output communication Aspiration Statement Sustainability web Desired outcomes Social architecture Strategic resources
15- 19 Jan 09	Review and refine first concept Stress test opportunities/agenda's against scenarios Concept roadmap
20-29 Jan 09	Appreciative Strategy Workshops - Individual review Each commission individually/PAC meeting with WPAL Stress test opportunity/agenda against scenarios Review draft roadmap and early implementation plans
End Feb 09	Public Integration 1 During the first public integration all the information received and processed during the period November 2008 to January 2009 will be integrated and presented to the wider public for their feedback
TBC	PAC Retreat To reflect on what we have learned and how to involve more people
May 2009	Public integration 2 During the second public integration the draft version of the NISP will be discussed and reviewed
May 2009	Appreciative Strategy Workshops – Integrated review
TBC	PAC Retreat

Dates	Key events
July 2009	<p>Presentation of National Integrated Strategic Plan</p> <p>A national strategic plan to promote sustainable development with an efficient use of human and financial resources in cooperation with all the stakeholders will be presented. The NISP will be formulated based on the fine-tuned and integrated committee plans</p>

9. LOGISTICS

9.1. STARTING DATE

Each commission can start at the moment all members of each commission have been appointed and the commission is in place it is advisable that the appointment of the chairperson and secretary of each commission take place as soon as the commission has been installed at the beginning of November 2008.

9.2. EQUIPMENT

The commission members must use their own computer/lap top, necessary software and other digital equipment deemed necessary. If necessary in urgent cases, the network printer of DEACI can be used for printing of documents necessary for each commission and office space can be used to execute the necessary work.

9.3. MEETING ROOM

If necessary, the DEACI will provide its meeting room for each commission and sessions during office hours. The meeting room has capacity for maximum 20 persons. The commissions can also use their own facilities for meetings.

10. REPORTING

The plan must be written in English. The plan must be a maximum of 40 pages A4 plan size. Furthermore, the plan must be written according to the following format whereby the plan must contain the information described in section 5 “Objectives and expected deliverables of each commission”

1 Executive summary

2 Vision, overall policy and specific objectives and desired outcomes through 2025 of the respective area. *(Please see section 5.2 “Aspiration Statement, section 5.4 “Sustainability Web, section 5.5 “Alignment to Desired Outcomes” and section 5.9 “Scenario Stress Test”)*

- Clearly showing how this commission contributes to the overall Vision for a sustainable Aruba
- Including an assessment of the robustness of the specific objectives across the various scenarios and indicating those which are fragile (ie achievable only in a limited number of scenarios)
- If prioritization of the specific objectives had to take place, describe how the criteria on which the prioritization took place were applied. *(see section 5 for criteria for prioritization)*

4 Social architecture. *(Please see section 5.6 “Social Architecture”)*

3 Strategic Resources Required *(Please see section 5.7 “Strategic Resources Required”)*

5 Road Map to create the environment and resources needed to make it happen. *(Please see section 5.8 “Road map to achieve aspiration statement).*

- including fragile opportunities and strategic options

6 Implementation plans. *(Please see section 5.10 “Implementation Plans”)*

7 Monitoring and evaluation. *(Please see section 5.11 “Approach for Monitoring and Evaluation”)*

- To determine both progress and whether and which strategic options to execute

8 Background information of the respective area. *(Please see section 5.3 “Discovery”):*

- Present situation with the identified area including
- Relevant strengths and opportunities
- Trends and uncertainties
- International and Regional STEEP (Social, Technological, Economic, Ecological and Political) environment
- Regulatory and institutional framework
- Current and planned initiatives/investments
- International best practices, pitfalls to be avoided, opportunities to be pursued, results to be obtained and critical success factors
- Policy in the identified area of the government-private sector-NGO
- Stakeholders and organizations involved showing their importance in the identified area and their relationships with each other.



Abo d'cidi awe, Nos Aruba di mañan

