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ools and techniques for the commissions

Workshop November 2008



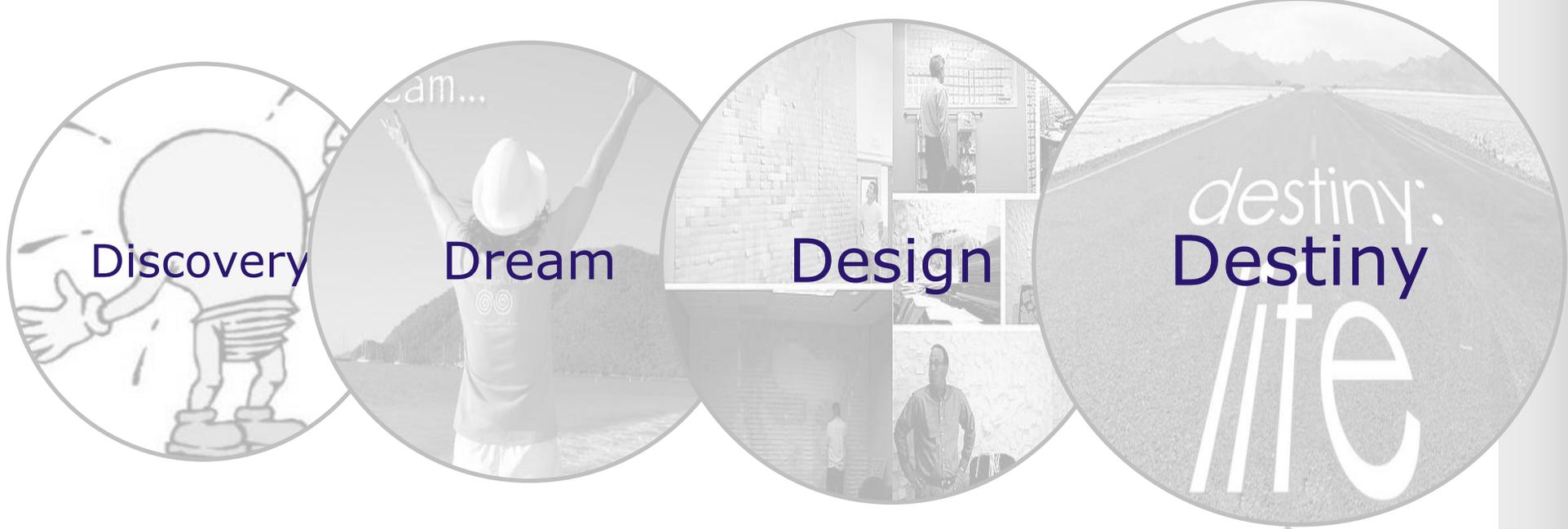
Process overview for commissions



	1	2	3	4	5	6	7
Tools	<ul style="list-style-type: none"> Aspiration themes 	<ul style="list-style-type: none"> Sustainability Web 	<ul style="list-style-type: none"> Social architecture 	<ul style="list-style-type: none"> Gap Assessment 	<ul style="list-style-type: none"> SOAR 	<ul style="list-style-type: none"> Roadmap 	<ul style="list-style-type: none"> Sustainability Web Scenario stress test
Inputs	<ul style="list-style-type: none"> Dream phase version of aspiration statements 	<ul style="list-style-type: none"> Aruba vision Sustainability principles Sustainability themes Sustainability theme statements Positive core in Discovery phase report 	<ul style="list-style-type: none"> Discovery phase stakeholder maps Aspiration statement 	<ul style="list-style-type: none"> Sustainability web 	<ul style="list-style-type: none"> Positive core strengths and resources 	<ul style="list-style-type: none"> Aspiration statement List of strategic resources List of potential implementation actions Social architecture 	<ul style="list-style-type: none"> Initial draft of sustainability web from Step 2
Outputs	<ul style="list-style-type: none"> Agreed aspiration statement 	<ul style="list-style-type: none"> Sustainability web 	<ul style="list-style-type: none"> Social architecture List of new relationships required 	<ul style="list-style-type: none"> List of potential implementation actions 	<ul style="list-style-type: none"> List of strategic resources 	<ul style="list-style-type: none"> Roadmap 	<ul style="list-style-type: none"> “Future resilient “roadmap

Nos Aruba 2025

The approach has 4 phases



Discovery of the
Positive Core

Dream of the
desired future

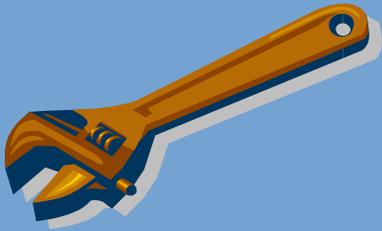
Design of the ways
this can be
brought about

Destiny - Building
the plan to achieve
this future

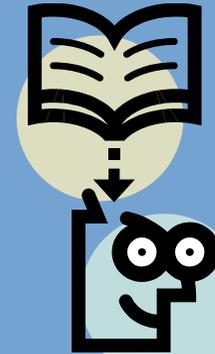
Objective for today–Train the trainer!



1. Provide the tools to the commissions for defining their opportunities/ agendas



2. Explain how the tools are to be applied by using examples



Today's Agenda



Introduction

Aspiration statements

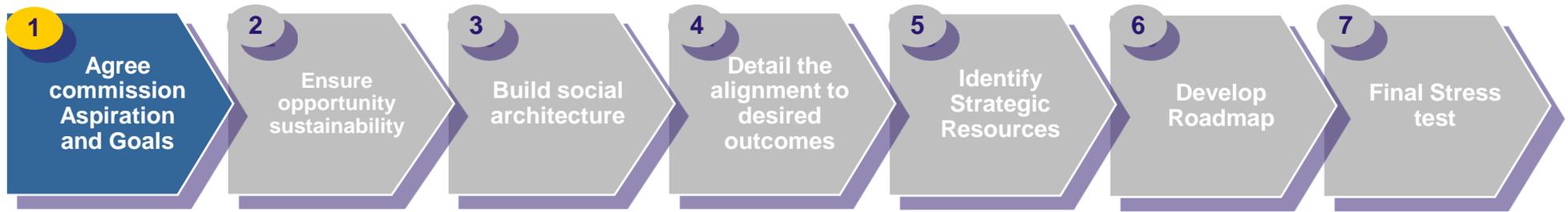
Ensure opportunity sustainability

Build social architecture

Detail alignment to desired outcomes

Strategic resources and roadmap

Wrap-up and next steps



<p>Tools</p> <ul style="list-style-type: none"> • Aspiration themes 	<ul style="list-style-type: none"> • Sustainability Web 	<ul style="list-style-type: none"> • Social architecture 	<ul style="list-style-type: none"> • Gap Assessment 	<ul style="list-style-type: none"> • SOAR 	<ul style="list-style-type: none"> • Roadmap 	<ul style="list-style-type: none"> • Sustainability Web • Scenario stress test
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Opportunity Aspiration Statement

Aspiration Statement Example



The future of one happy island: sun, sea and wind.

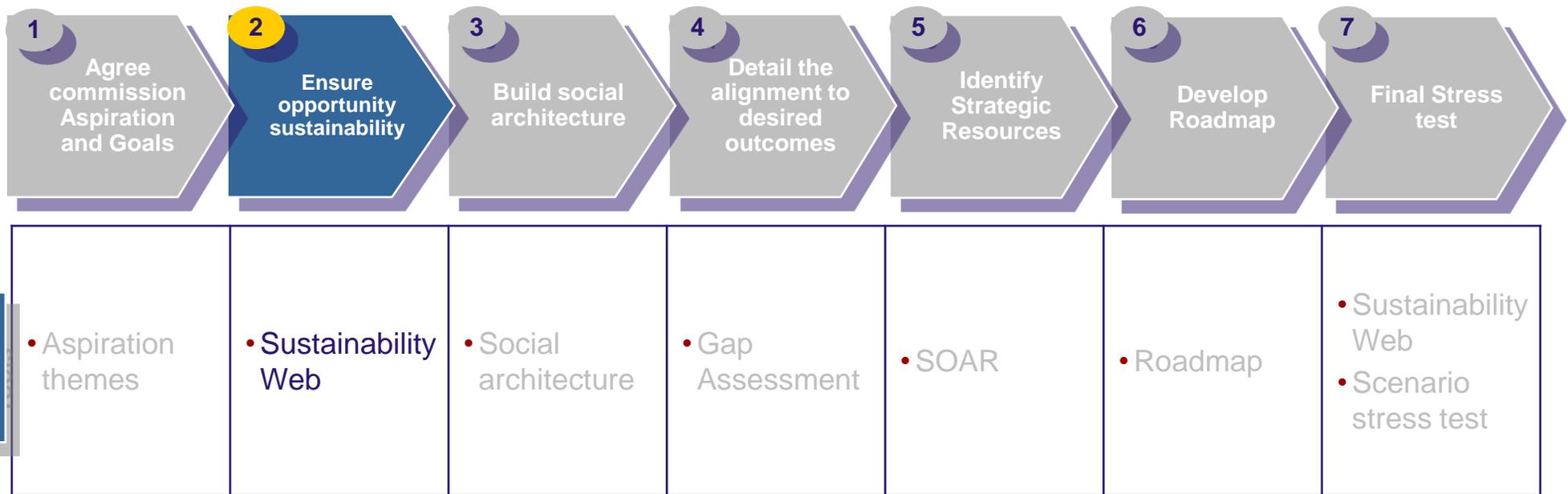
Powered by: Our People!

Aruba will be a place where we as the people of Aruba respect our limited boundaries, both geographical as between the individual habitants of our community. Therefore we value as most important for the sustainability in our society the quality of our lives, both for our generation and generations to come. Being a multilingual people we have exceed excellence in accepting and living in close harmony with the immigrants which we have invited to come, invest in and prosper of our island. We live in a multi ethnic and cultural community where through a great awareness of self responsibility and social tolerance, social cohesiveness has become one of our greatest assets of our society which has and will enrich the quality of our lives as individuals and a community as a whole.

Throughout the years Aruba has reached world excellence in producing green energy. Every household has their private technology generating sustainable energy for the years to come. Every household can generate a surplus of energy which can be sold as a product. Aruba's University of Green Energy has become the world leading knowledge centre on water, wind and solar energy. Exporting this knowledge generates enough financial assets to be used partly for the benefit of the people of Aruba. The hotel sector, as one of the first in the world has been completely transferred to green energy. Aruba has been and will be the showcase of the world when it comes to green energy and environmental awareness. This generates great sympathy in the world being such a small island, and tourism has been prosperous and green ever since. The University of Aruba has profited from this development by expanding their hospitality education and change it to a green perspective. Hence this university has reached great excellence in this area.

As a result of governmental policy in the early years the climate to invest on Aruba for international investors had become very interesting. Over the years international multinationals have chosen Aruba as their financial headquarters. One of the conditions for the companies has always been a yearly donation to projects (preferably supporting the education programs on green energy for the benefit of the children) in favor of our community and especially for our children and the youth. The philosophy behind this is to pay their respect to the parents of these children who have made it possible for them to prosper and be happy on Aruba, and for this their children and their own children must be provided with the same perspectives and even better opportunities they have.

Aruba as a showcase to the world will continue with every single energy product exported for the benefit of countries and people who have less. This export product receives a recognizable stamp: "100 % pure Aruba Green Energy" **Powered by: OUR PEOPLE!!!!**



Tools for looking at the sustainability of commissions' ideas

Creating a sustainability web

The goal at the heart of NOS Aruba 2025

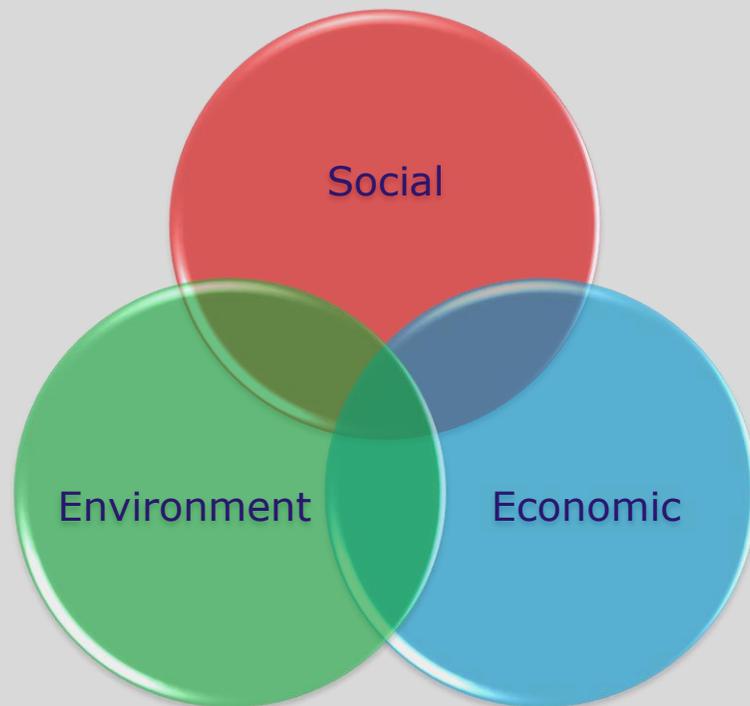


The Goal

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.

What sustainability is about

(see guideline sustainability principles)



Sustainability
We integrate economic, social,
community and environmental
priorities

To realize our goal in a sustainable way we need to address the following 8 themes



Sustainability Themes

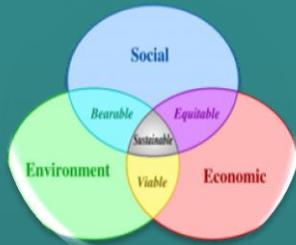
Social		Economic		Environmental		Political	
1	Social progress which recognizes the benefit of everyone	4	High and stable levels of economic growth and employment in a diversified economy	6	Effective protection of the environment	8	Good governance to achieve our goal
2	Honour the culture and values	5	Sustainable consumption and production	7	Prudent use of natural resources		
3	Everyone accountable for sustainability						



How do the commissions know they have a good idea



When thinking about the opportunity the commission produces:



Fit with the sustainability themes



How big is the gap from the strengths of our Aruba today; the idea is to leverage our strengths as much as possible



How robust is our idea against a wide variety of potential futures for Aruba



Ensure opportunity sustainability



Demonstrate their contribution to sustainable development

- The sustainability web is a tool to visually demonstrate the commission's contribution to a sustainable Aruba
- It is a subjective evaluation (high, moderate, low) based on the commission's consensus view
- The score is as follows:
 - 5 = High – satisfies all statements of the theme fully
 - 3 = Moderate – satisfied some of the statements fully or satisfies most of the statements partially
 - 1 = Low – does not satisfy most of the statements

Social

Desired Outcome Statements

Sustainability Theme

1

Social progress which recognizes the benefit of everyone

1. In 2025 biedt Aruba zowel een kwalitatief als kwantitief aanbod, zowel publiek als privaat aan alle doel- en leeftijdsgroepen om hen de mogelijkheden te bieden zich volledig op persoonlijk vlak te kunnen ontwikkelen
2. Na 2025 Aruba tin un social healthcare system cu ta mas gericht riba prevencion cu e parti curativo
3. Publiek toegankelijke zorg en hulpverleningsinfrastructuur, algemene en toegepaste zorg voor alle inwoners van Aruba, kwalitatief en betaalbaar
4. Special attention is given to the youth from birth to childhood
5. Norms & values are honored in relation to our (multi)cultural heritage
6. Each member of the community is aware, lives and promotes wellness lifestyle in order to achieve a higher quality living standard for everyone

2

Honour the culture and values

1. Comberti tur Arubiano den un agente di cambio (personanan c uta "walk the talk") di nos custumber y tradicionnan.
2. Aruba ta un comunidad di hendenan cu ta biba den harmonia y cu respet pa otro.
3. Identifica, define y promove nos cultura y identidad Arubano.
4. Identifica nos custumbenan, consientisa nos pueblo y practika dor di sina nos hubentud.
5. Conserva y desaroya e abilidad pa lesa, scribi y expresa den diferente idioma.
6. Having respect for each others culture.
7. Enfatisa riba nos cordialidad, amabilidad, respect pa tur ser humano (grandi t chikito) y mentalidad positivo.
8. Den 2025 Aruba ta un comunidad unda ciudadanonan tas inti nan mes sigur y responsabel pa otro.
9. Nos limpiesa mental ta refleha su mes den e for, a cu nos ta cuida nos naturales.
10. Nos norma y balornan sano ta e base di educación na cas, scol y sociedad.
11. Na 2025 tur famia na Aruba ta biba den paz, amor y felicidad. Tin unión familiar den cas y barionan.

3

Everyone is accountable for sustainability

1. Education for high level of consciousness regarding sustainability
2. Whatever you do affects the other! In all sectors
3. The media as educator & provider information on Sustainable Development
4. Effectively use of consumers item & resources.
5. 5 R-behaviour -> Refuse-Re-use-Reduce-Recycle-Restore
6. Our community: elderly, youth & families work together on SD, balancing economy, social & ecological possibilities
7. More integration in the community/barrio creates more awareness on SD
8. Personal Commitment: "I am an example on SD"
9. Stakeholders: roll model on SD for the community
10. Healthy & Happy citizens contribute more to SD

Environment

Desired Outcome Statements	Sustainability Theme	
	4	5
	Effective protection of the environment	Prudent use of natural resources
	<ol style="list-style-type: none"> 1. Effective protection of the environment 2. Aruba has clean water, air, land 3. Aruba is reforested with local plants and trees 4. Aruba makes abundant use of alternative energy sources of sun, water and wind 5. Everybody is aware about the importance of nature and acts accordingly to protect it 6. In 2025 we are reconnected with nature 7. Aruba recycles and reuses its waste 8. Aruba makes efficient use of the limited land 9. Aruba is co2 neutral and uses it to attract tourism 10. Legislation of environmental laws and being implemented 11. Aruba plants vegetables and herbs for its own use and well-being 12. All barrios and schools are connected through bicycle paths/tracks with way of preference (voorang) 13. Decisions of today are taken based on implication for the future 14. People of Aruba enjoy and respect silence 	<ol style="list-style-type: none"> 1. Prudent use of green technologies in more efficient ways 2. Rain, storm and waste water management for commercial & domestic use 3. Conservation of local biodiversity by active nature management 4. Zoning in order to create a balance between the desired (competing) land uses eg. Nature, housing industrial, tourism, etc 5. Active coastal zone management to create a balance between conservation and human use 6. Well balanced gas/oil exploration in a sustainable way and an efficient damage containment strategy

Economic

	Sustainability Theme	
	6	7
Desired Outcome Statements	High and stable levels of economic growth and employment in a diversified economy	Sustainable consumption and production
	<ol style="list-style-type: none"> 1. A national innovation system through knowledge based capabilities 2. Strategic conditions for economic growth STEEP in place 3. Opportunities for new business ventures both within and outside existing industries 4. Improved flexibility, efficiency, productivity and equity of markets and economy 5. Economic diversification into high value areas (jobs, industries etc) 6. Sustained high value responsible and balanced tourism 	<ol style="list-style-type: none"> 1. Be more self-sufficient 2. Have sustainable practical efficient building codes 3. Be recycling our waste and promote efficiency in disposal methods and usage 4. Have good and broad energy management 5. Have education on secondary effects of consumption and production 6. Have an economy that is sustainably diversified 7. Have sustainable marketing 8. Have sustainable energy production 9. Have regulation, laws and standardization in place 10. Have diverse infrastructure developed 11. Be conscious wrt to what we consume 12. Have structured agriculture 13. Be using innovative green technology 14. Be an educated economy, aware of the need of natural resource protection and all aspects of a healthy sustainable and conscious life

Political

Sustainability Theme

8

Good governance to achieve our goal

Desired Outcome Statements

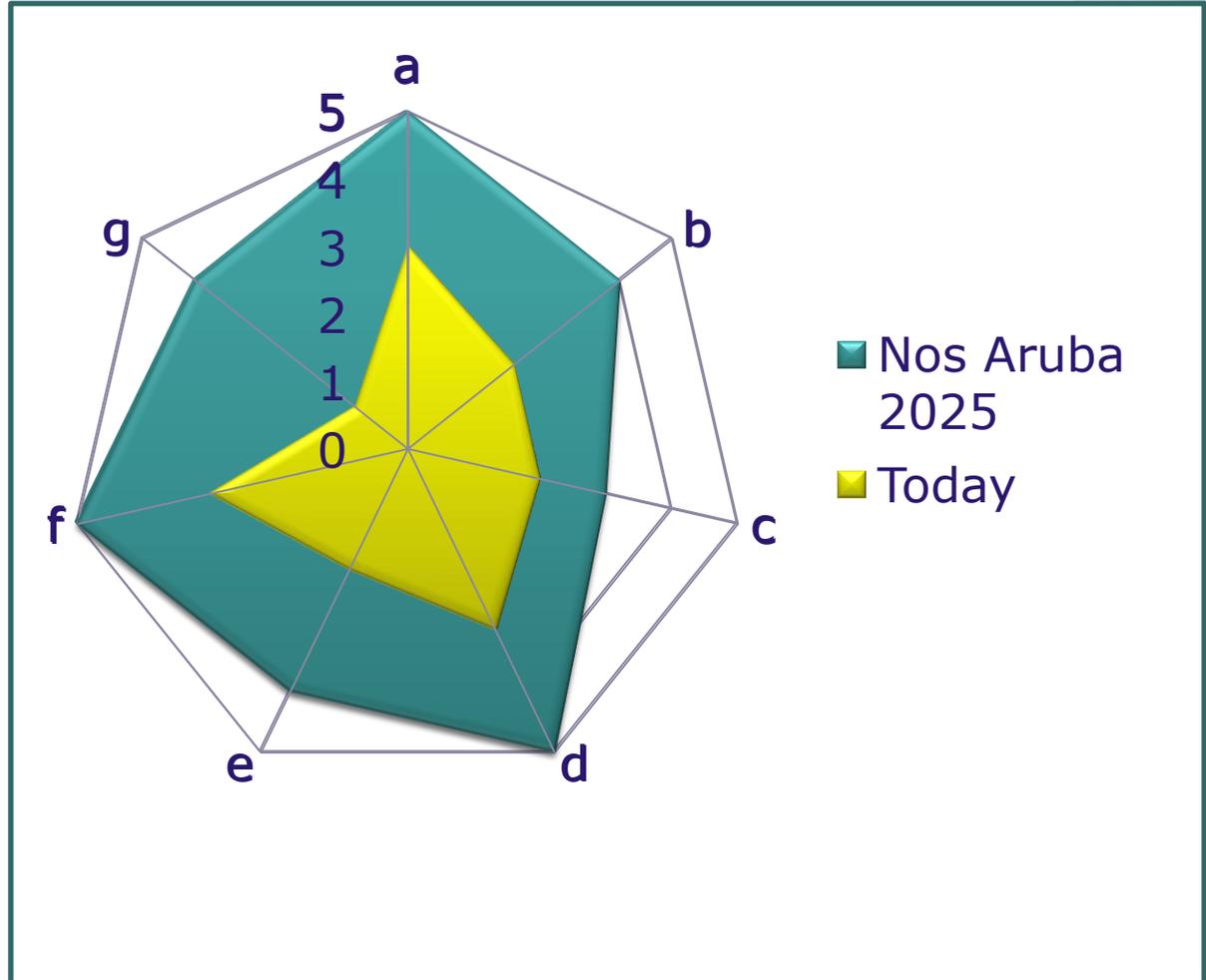
1. A pro-active government & leadership
2. Duna contenido na nos relacionan interno y externo (Statuut)
3. Access to information and good communication through national dialogue and community participation
4. Working towards community based initiatives
5. Create a culture of accountability with re-enforcement of transparency
6. Introduci Wet Openbaar Bestuur
7. Actualisa nos leyman segun desaroyo desea
8. Budget follows policies based on priorities & feasibility
9. Renew realistic policies in order to sustain the Aruba vision 2025 through qualified policy-makers

Sustainability web: Demonstrate how the opportunity will contribute to the statements for desired outcomes for Aruba



• The sustainability web looks at

1. The fit with the sustainability themes (how many of the statements of desired outcome do we address and how well do we address them)
2. How much do we leverage the current strengths of Aruba



Building a web (1)



- ❖ Look at the 8 themes and summary in one phrase to what extent your opportunity/agenda satisfies each of the desired outcome statements for that theme
- ❖ Score each theme from a 1-5 use the following template:
 - 5 = High – satisfies all statements of the theme fully
 - 3 = Moderate – satisfied some of the statements fully or satisfies most of the statements partially
 - 1 = Low – does not satisfy most of the statements

Theme	Explanation of score	1	2	3	4	5
1						
2						
3						
4						
5						
6						
7						
8						

- ❖ Draw a spider web with each branch of the web representing each of the sustainability themes
- ❖ Draw your scores in the web

Note: After workshop one individual scores all statements and shares with the commission for review. Scores are adjusted after review. The updated web, becomes the working draft

Building a web (2)



- ❖ Look at the 8 themes and a one phrase explanation where we are today in relation to the desired outcome statements for that theme
- ❖ Score each theme from a 1-5 use the following template:
 - 5 = High – satisfies all statements of the theme fully
 - 3 = Moderate – satisfied some of the statements fully or satisfies most of the statements partially
 - 1 = Low – does not satisfy most of the statements

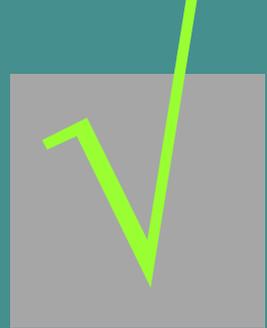
Theme	Explanation of score	1	2	3	4	5
1						
2						
3						
4						
5						
6						
7						
8						

- ❖ Add your scores to the web

Note: After workshop one individual revisits the positive core work and scores all statements and shares with the commission for review. Scores are adjusted after review. The updated web, becomes the working draft

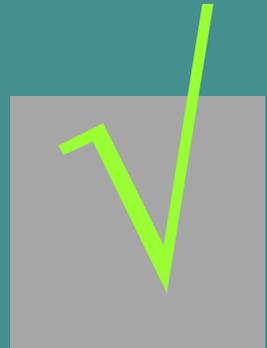
Our opportunity =

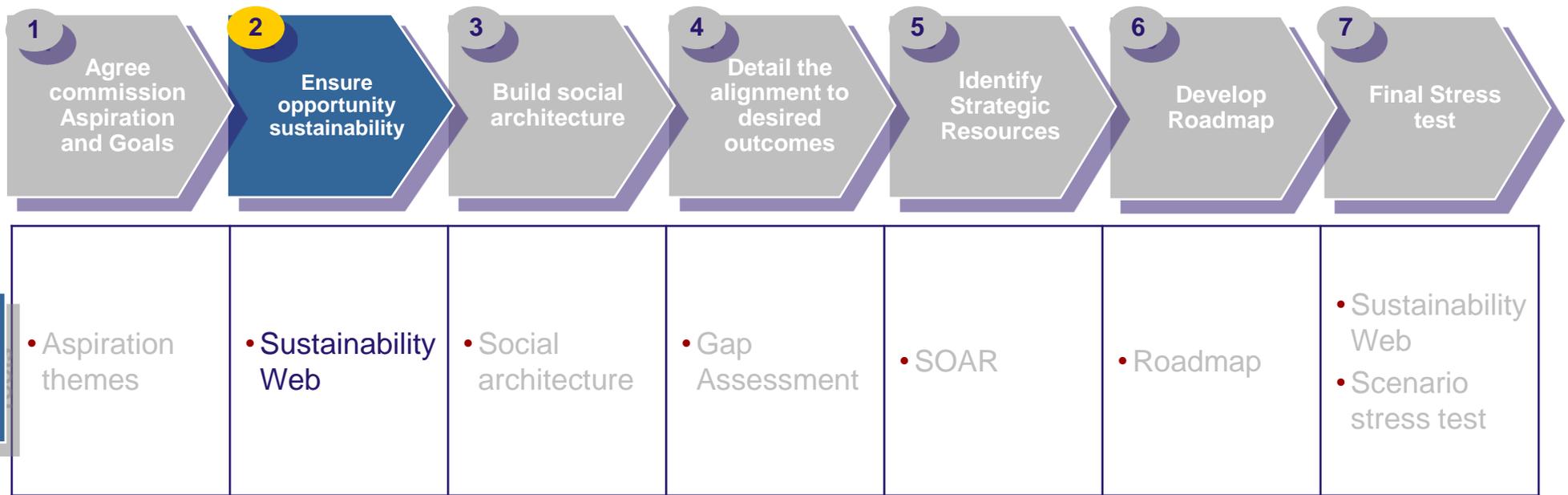
Addressing sustainability themes



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Building on current strengths





High level Scenario stress test

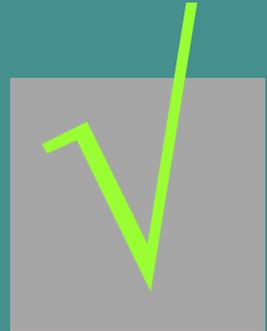
How well does the commission's idea survive in different futures for Aruba?



- ❖ **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? (for example...). 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)**

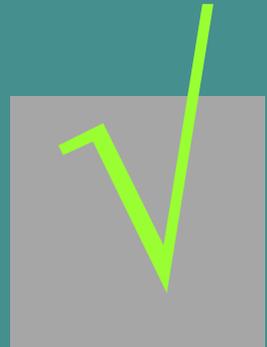
Our opportunity =

Addressing sustainability themes



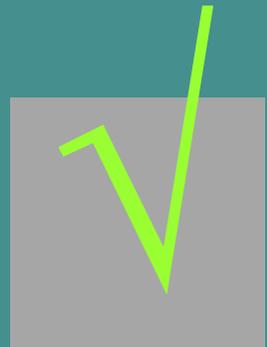
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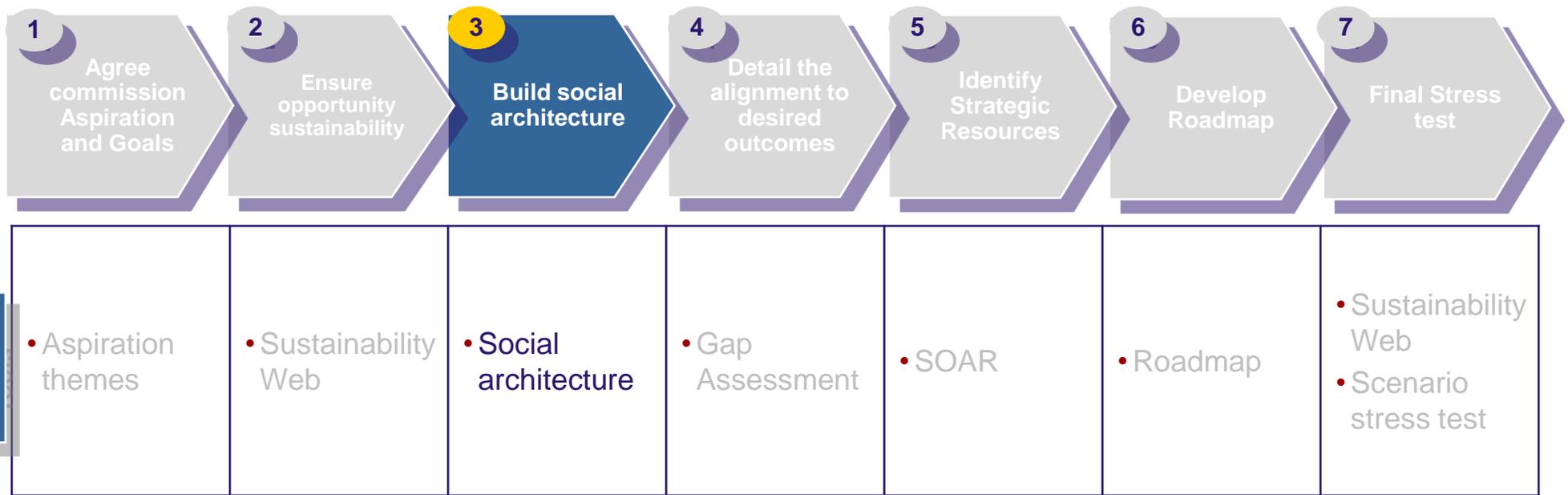
Building on current strengths



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Robust across scenarios





Introducing Social Architectures

A tool for visualizing the future relationships that maximize our commissions' chance for success

Commission opportunity Statement



- ❖ **Your statement should describe the best possible outcome for Aruba**
- ❖ **Start with: *Aruba will be a place where.....***
 - Include the following themes:
 - How you make money with your opportunity in your scenario
 - OR
 - How does your agenda build the environment for success
 - How does your opportunity or agenda help/change the other STEEP categories
 - Explain how your opportunity or agenda meets the sustainability guiding principles
 - Energize, inspire, motivate!!

The Design Phase



The design phase involves creating the social architecture for the future that:

- Builds on the positive core
- Makes the fulfilment of your Dreams & Aspirations possible

What is a social architecture?

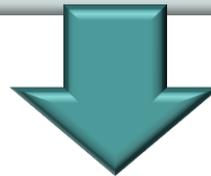


When we talk about social architecture we mean:

- **Social, political and Economic systems (formal and informal)**
- **Structures**
- **Strategies**
- **Processes**
- **Procedures**

- **Strategic alliances**
- **Preferred practices**
- **Informal partnerships**
- **Ways of influencing**

.....and so on



In short, we mean all of the ongoing commitments and approaches that define Aruba's identity, culture, values, and potential

Most people spend
50% of their time not
just doing their job but
fighting their own
institutional
bureaucracies

Dee Hoch
Founder of Visa International

First we shape our
structure, and then
our structures
shape us.

Winston Churchill

All systems are
perfectly designed
to achieve the
results they are
currently getting

Marv Weisbord
Organizational consultant

The future is shaped by the past



Virtually everything in our life is influenced by design choices made in the past:

- How you spend your time
- How hard you work
- With whom you interact
- How closely you collaborate
- How free you are to innovate, grow and develop

Everything is influenced by your social architecture

Redesigning the social architecture is key

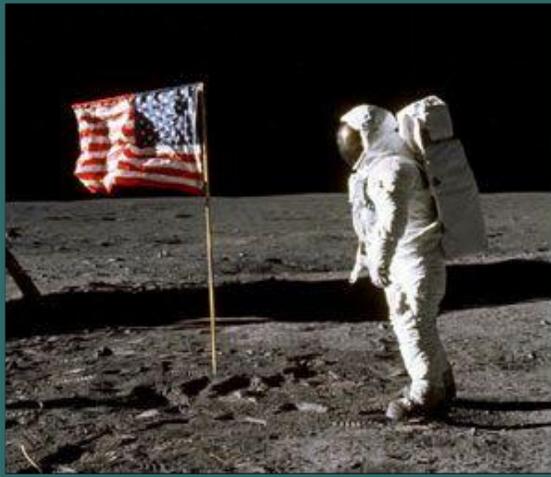


Redesigning your social architecture is a key ingredient in the sustainability of your Dream as well as any other change

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!!



Systems have significantly changed in the past



First man on the moon

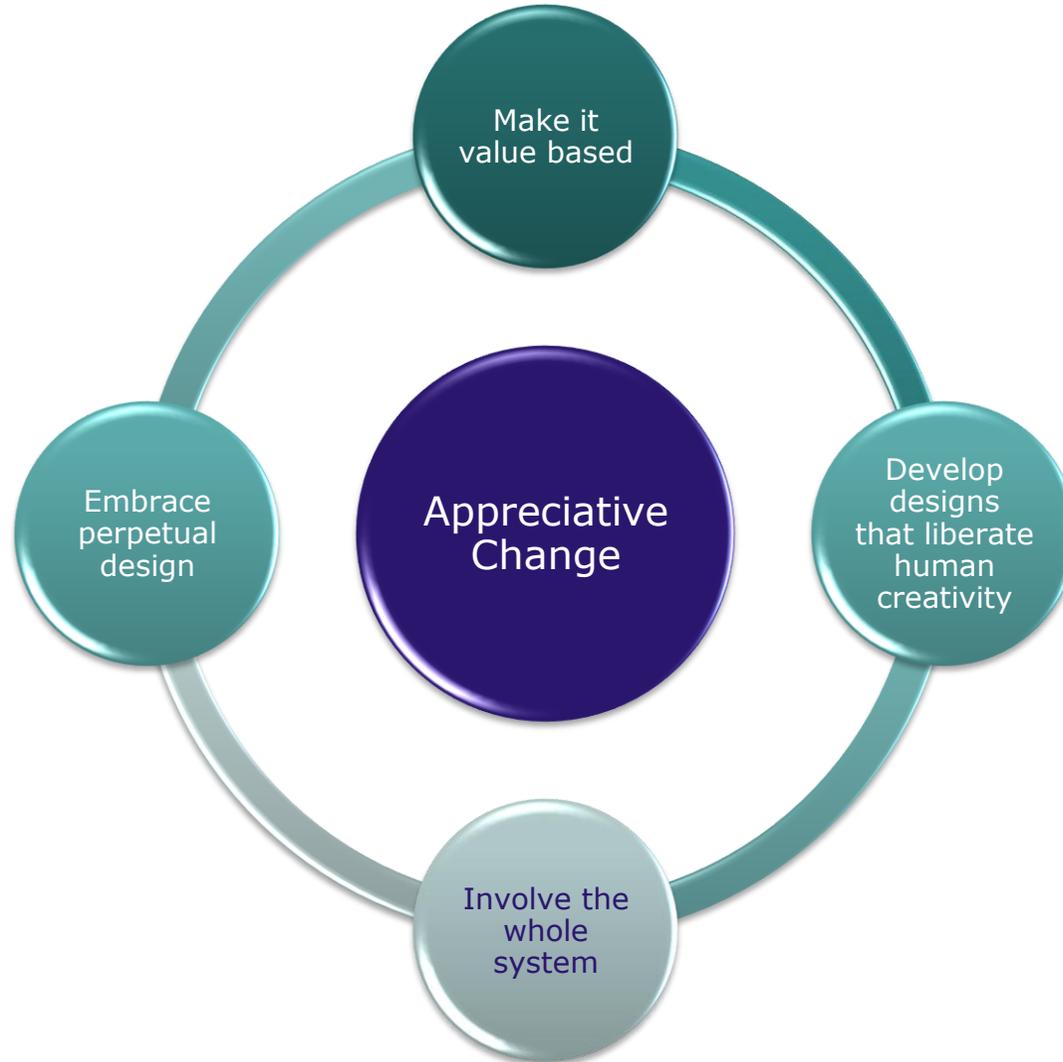


The fall of the Berlin Wall



Democracy in China?

Ingredients for appreciative change



What is a social architecture

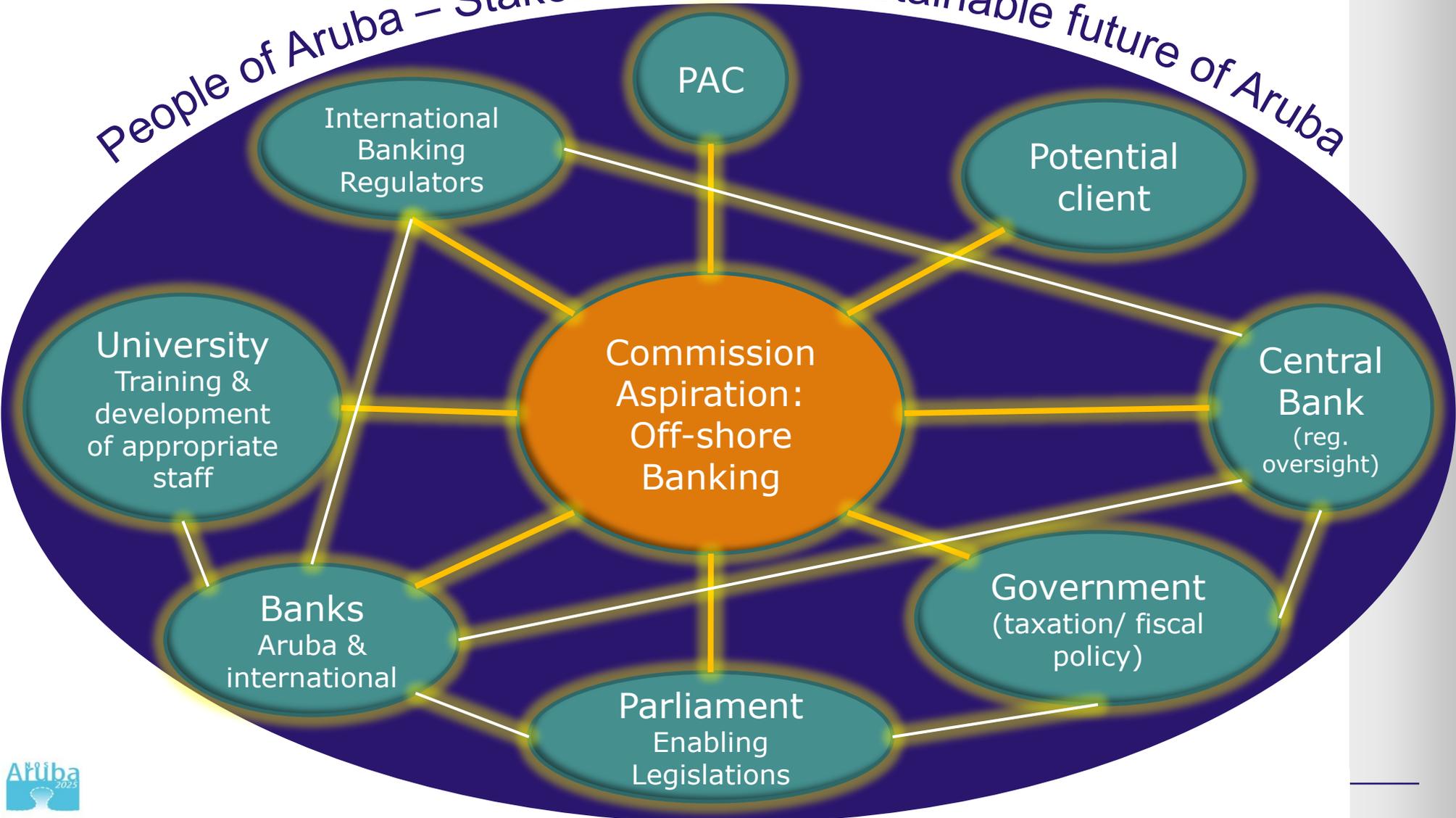


- The key stakeholders that will shape the opportunity of your commission going forward
- The relationships between these stakeholders (formal and informal)
- The influence stakeholders have on the desired outcome of your opportunity
- The influence stakeholders have on each other

Example of a social architecture



People of Aruba – Stakeholders in a sustainable future of Aruba



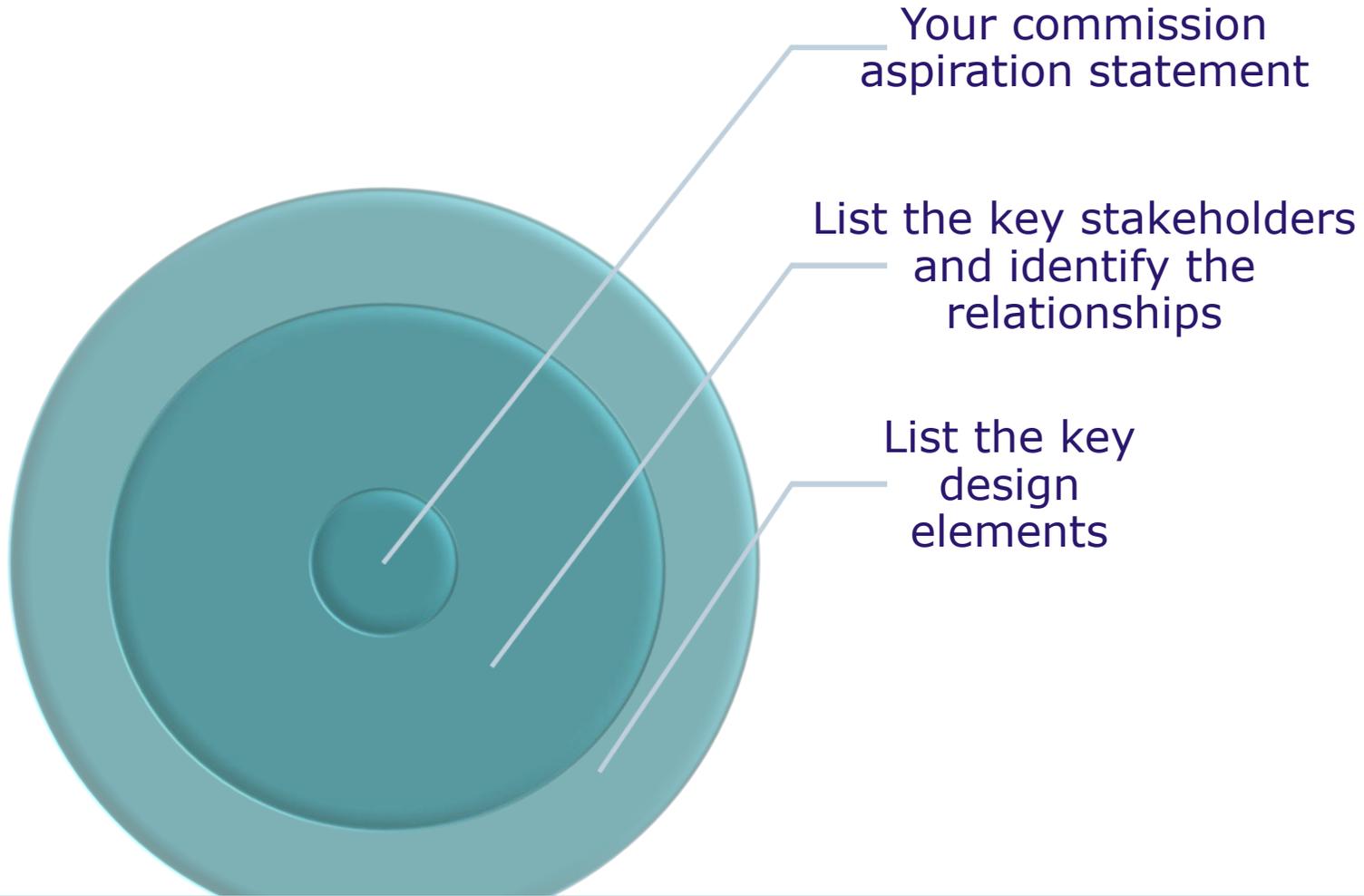
Designing a social architecture



A social architecture is designed around 5 questions:

1. Who are the key stakeholders
2. What is the relationship of the stakeholders with the commission's aspiration
3. How important are the stakeholders for the achievement of the commission's aspiration
4. What is the influence of these stakeholders on other stakeholders
5. How do these stakeholders relate to each other?

A template to design the map



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

Practice: Building a social architecture (1)

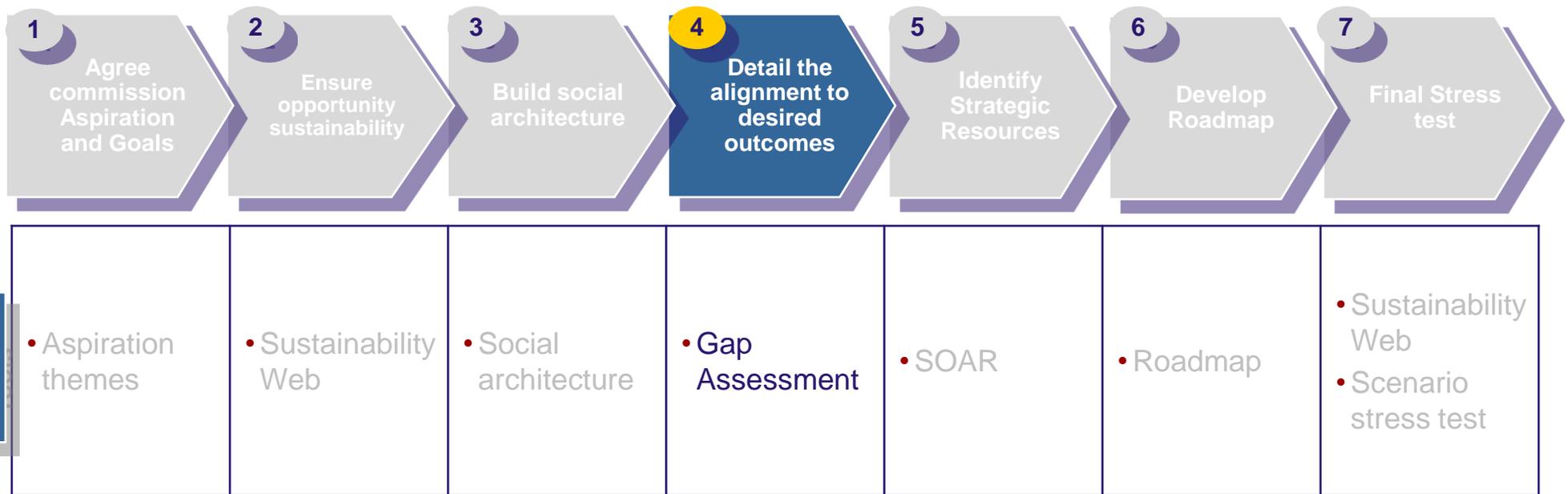


- ❖ **Form into groups by commission**
 - (if you do not yet belong to a commission join any group – if your group is small – less than 5 – please join a different group for this practice)
- ❖ **Write your aspiration statement in the middle of a flipchart**
- ❖ **Using the resources around the walls and brainstorming identify your key stakeholders and write each on a separate post-it**
- ❖ **Add these post-its around the aspiration statements and review to remove duplicates – add any others that you brainstorm as a group**

Practice: Building a social architecture (2)



- ❖ **Two team members remain with the flip chart – the rest move round the room to the next group**
- ❖ **Review and challenge the stakeholders on the chart while the two 'original' members explain their social architecture and capture all new input** (adding additional stakeholders and looking at the relationships)
- ❖ **Repeat by moving to the next group and adding additional review and challenge**



Detail the opportunity alignment to the desired outcomes

Detailing your opportunity



❖ **Now think of you opportunity/agenda, what can realistically be achieved by 2025 across each element of the web.**

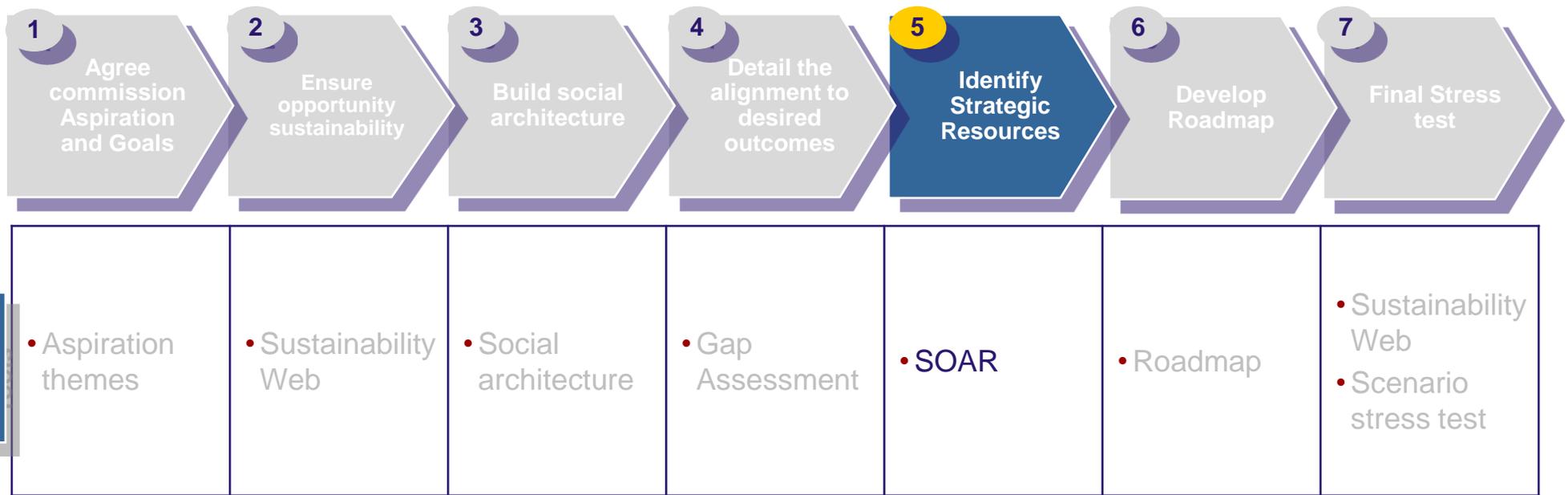
Consider:

- 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

❖ **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.**



Strategic resources

Strategic Resources



Tangible Resources

- Cash
- Fixed Assets – such as plant, buildings etc



Intangible Resources

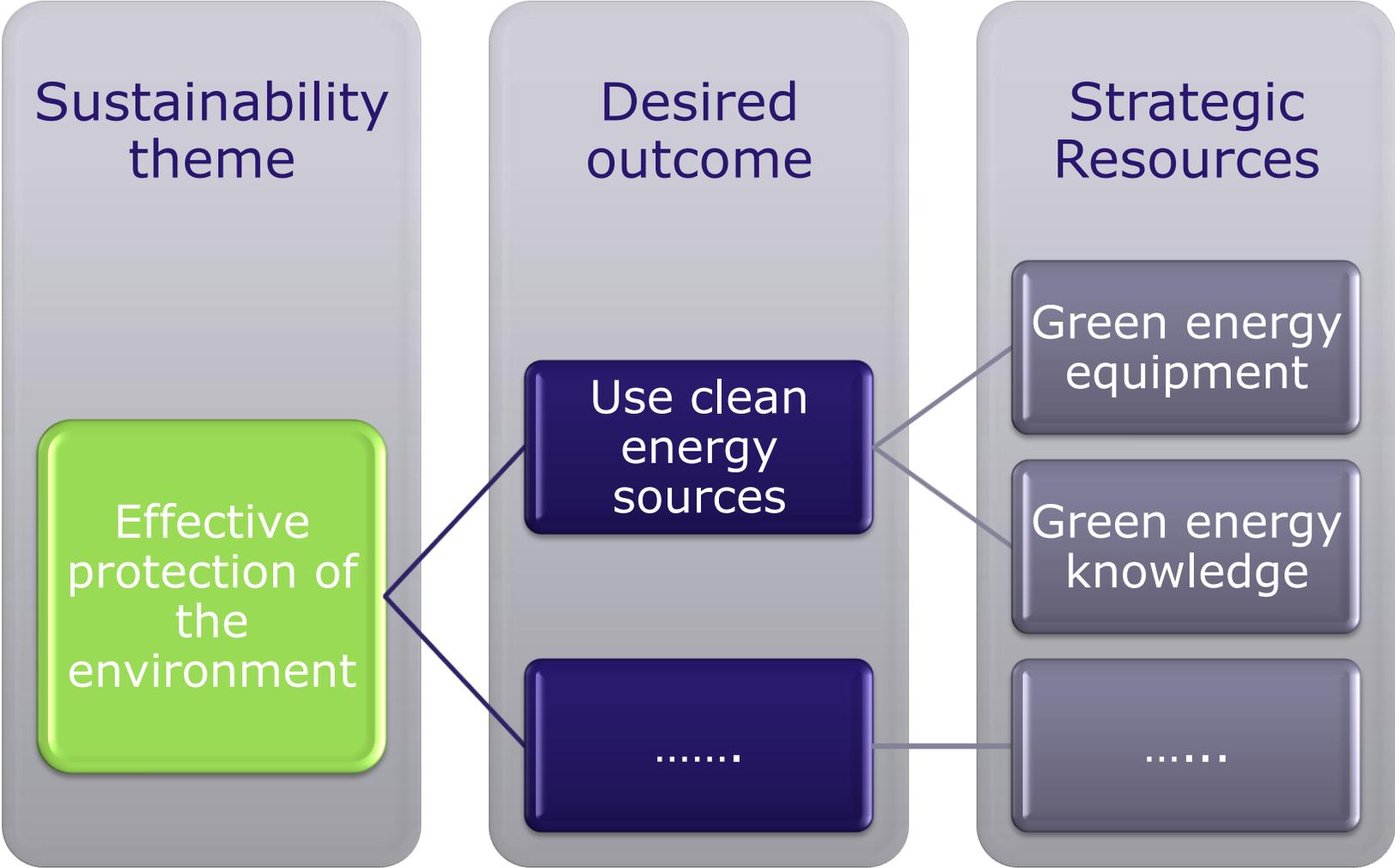
- Relationships – can be individual or corporate
- Individual Capital – knowledge and skills that are owned and controlled by individuals
- Collective Capital – knowledge and skills that are shared and are controlled without reference to a single person's expertise



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

Example of Strategic Resources



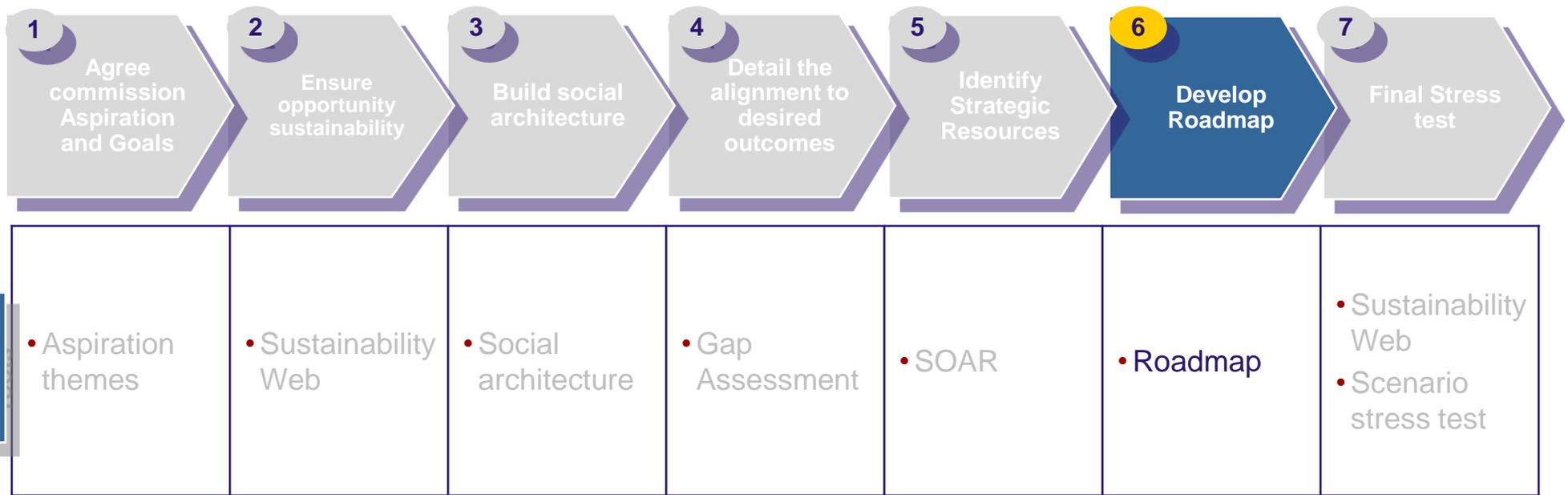
Practice: Identifying what needs to be in place in order to realize the desired outcome (1)



We will start this practice working in pairs

1. Each pair selects 1-3 identified desired outcomes for their theme
2. Each pair will look at the information on the wall and collect evidence about the strategic resources that need to be in place for your selected desired outcomes to become a reality
3. Write each strategic resource on a piece of paper
4. Review your potential strategic resources with another pair

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



Building a roadmap

Example route map

Year end 200N (in 3 years)

- GEI : £50m
- Gross margin : 50-53%
- Contribution : £20-25m
- Staff utilisation : 70%
- Partner utilisation : 50%
- Number of staff : 300
- Number of partners : 25
- Repeat client work : > 10%
- Staff satisfaction : 85%

Sources :

- Internal : ~ 50%
- Corporate/direct : ~ 35%
- Law firms : ~ 15%

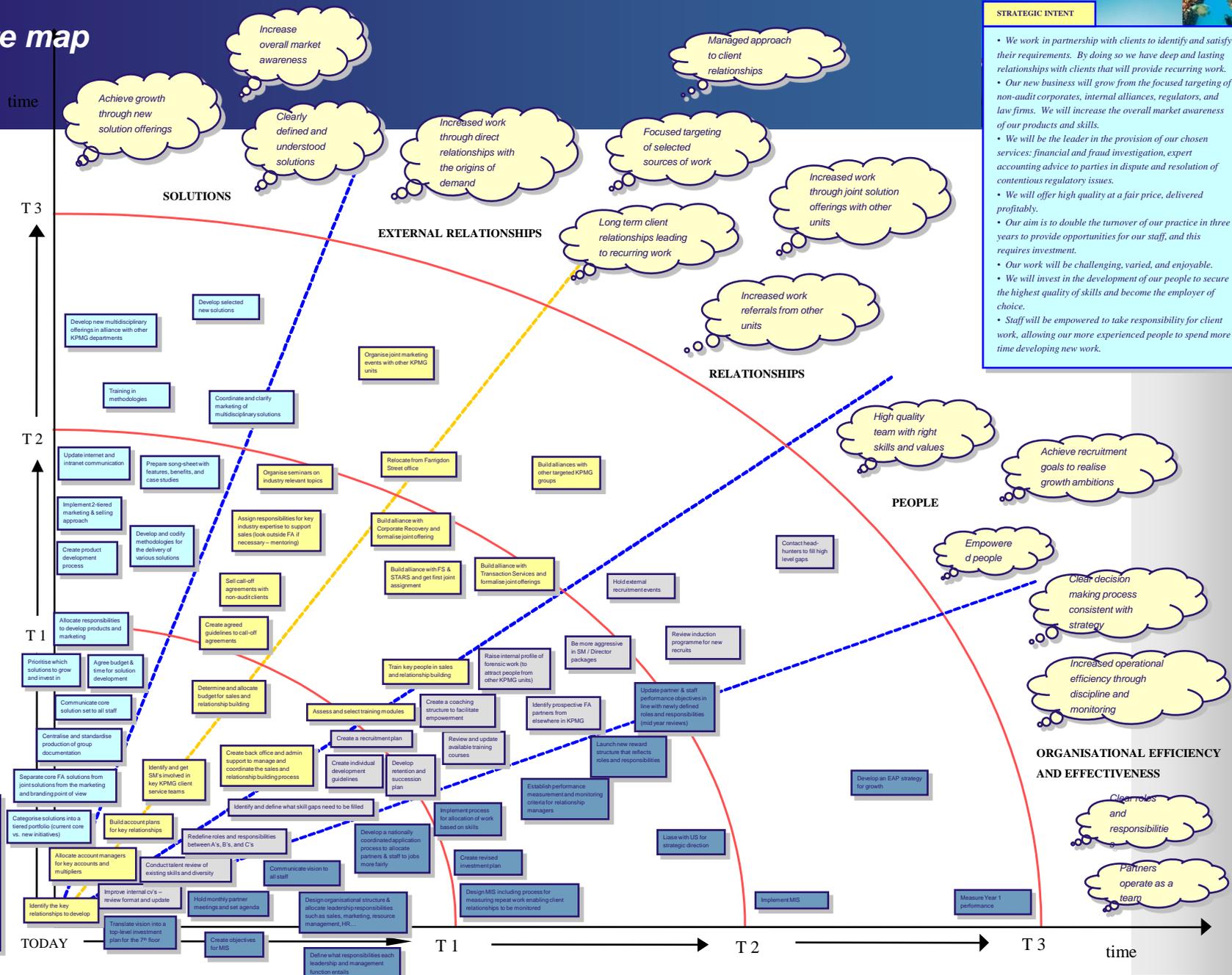
Year end 200n:

- GEI : £26.1m
- Gross margin : 58%
- Contribution : £13.6m
- Staff utilisation : 70%
- Partner utilisation : 79%
- Number of staff : ~ 175
- Number of partners : 14
- Repeat client work : < 1%

Sources :

- Internal KPMG : ~ 75%
- Corporate/direct : ~ 15%
- Law firms : ~ 10%
- Staff satisfaction : 79.3%

- ad hoc growth
- project focused, not client focused
- lack of clear profile within KPMG
- dependent on other KPMG units for referrals
- average 65% market awareness amongst target clients
- marketing largely targeted at law firms
- high quality work, but lacking transparency for costs
- partner leverage low due to high utilisation



STRATEGIC INTENT

- We work in partnership with clients to identify and satisfy their requirements. By doing so we have deep and lasting relationships with clients that will provide recurring work.
- Our new business will grow from the focused targeting of non-audit corporates, internal alliances, regulators, and law firms. We will increase the overall market awareness of our products and skills.
- We will be the leader in the provision of our chosen services: financial and fraud investigation, expert accounting advice to parties in dispute and resolution of contentious regulatory issues.
- We will offer high quality at a fair price, delivered profitably.
- Our aim is to double the turnover of our practice in three years to provide opportunities for our staff, and this requires investment.
- Our work will be challenging, varied, and enjoyable.
- We will invest in the development of our people to secure the highest quality of skills and become the employer of choice.
- Staff will be empowered to take responsibility for client work, allowing our more experienced people to spend more time developing new work.

ORGANISATIONAL EFFICIENCY AND EFFECTIVENESS

- Clear decision making process consistent with strategy
- Increased operational efficiency through discipline and monitoring
- Clear roles and responsibilities
- Partners operate as a team

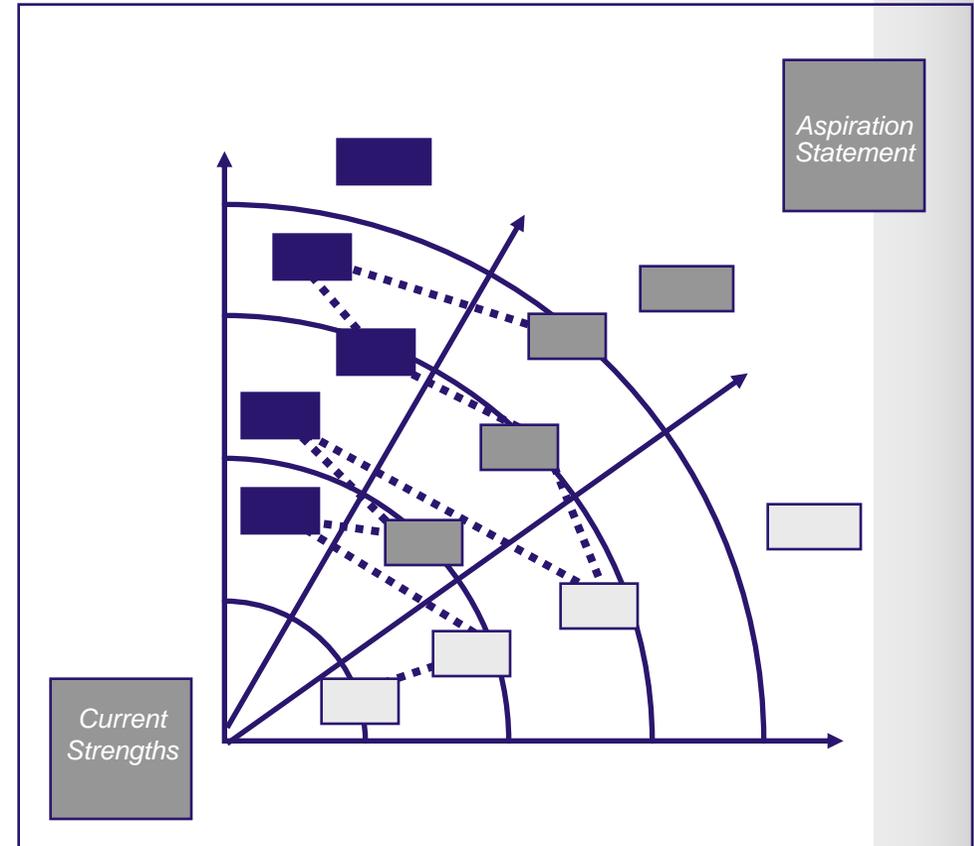


Road Maps - What are they?

What and Why

Definition

- ❖ **A strategic planning tool used to develop and determine the necessary steps Aruba has to complete to achieve its desired outcome statements**
 - where are they now?
 - who and where do they want to be?
 - how and when they are going to get there?



Practice: Designing a Roadmap (1)



- ❖ **Write your commission aspiration statement in the top right corner of a flipchart**
- ❖ **Add the relevant strengths and resources from the positive core at the bottom left of a flipchart**
- ❖ **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 pick the top 5 highest scored to be added to the 'clouds'**

Note: In your commission you will need to include all desired outcome statements that you have scored with a 5 and consider others to which you have a significant contribution

Practice: Designing a Roadmap (2)



- ❖ **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**
- ❖ **If time swap and review with another group**

Note: 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

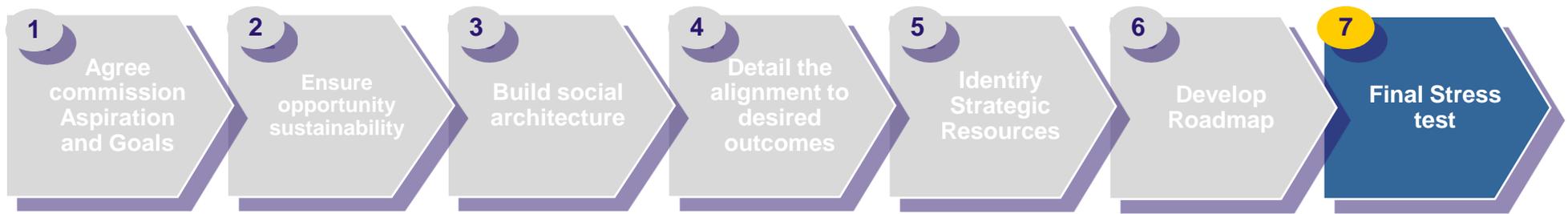
Detail your roadmap using the opportunity questions presented earlier



❖ **Now think of your 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



Tools

<ul style="list-style-type: none"> • Aspiration themes 	<ul style="list-style-type: none"> • Sustainability Web 	<ul style="list-style-type: none"> • Social architecture 	<ul style="list-style-type: none"> • Gap Assessment 	<ul style="list-style-type: none"> • SOAR 	<ul style="list-style-type: none"> • Roadmap 	<ul style="list-style-type: none"> • Sustainability Web • Scenario stress test
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Final Stress Test

Repeat step 2



❖ **Follow the same process as outlined in step 2**



Next steps

What is the proposed timeline?



	2008		2009						
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Training for Commissions	◆			◆					
Vision and Goals for Aruba 2025	◆								
Align opportunity to Aruba 2025 goals	■								
Stress test opportunities	■		■						
Evaluate attractiveness	■		■						
Determine desired outcomes	■	■		■					
Build Social Architecture	■	■	■	■	■	■	■	■	■
Participation with all stakeholders	■	■	■	■	■	■	■	■	■
Develop Route map and opportunity action plan	■	■	■	■	■				
Integrate plans	■	■	■	■	■	■	■	■	■
Public review, input and feedback for integration		◆			◆			◆	
Refinement of Action plans							■	■	■
Final Publication of NISP									◆

How will the outputs be used?



Public integration 1 (February 2009)

- During the first public integration all the information received and processed during the period November 2008-January 2009 will be integrated and presented to the wider public for their feedback.

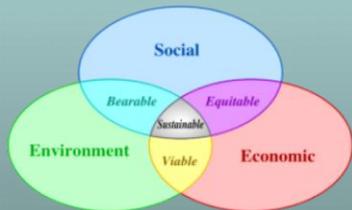


Public integration 2 (Mid May 2009)

- During the second public integration the draft version of the NISP will be discussed and reviewed.

National Integrated Strategic Plan (Late July 2009)

- 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.



Jan

Feb

Mar

Apr

May

Jun

Jul

2009

Next steps



- ❖ **Tomorrow – Integration training**
- ❖ **12 Nov – mass participation training**
- ❖ **12 – 14 Nov – Forming commissions with MB**
- ❖ **17 – 21 Nov – First meeting of commissions**
 - Each commission
 - TOR + MB
 - Guidelines and tools
 - Select Chairperson and Secretariat
 - Workplan
 - PAC formation
- ❖ **24 Nov – 12 Dec – First concept output communication**
 - Statement communication
 - Sustainability web
 - Social Architecture
 - Strategic Resources
- ❖ **20 – 29 January – Each commission individually/PAC meeting with WPAL**
 - Stress test opportunity/agenda against scenarios
 - Draft roadmap
- ❖ **End of February – Public event presentation and discussion of each commission draft**
- ❖ **PAC retreat – reflect on what we have learned and how to involve more people**
- ❖ **May – Public consultation of draft**

Additional information



- ❖ **Terms of Reference document will contain additional steps and details regarding:**
 - Commission structures
 - Roles
 - Reporting
 - Etc.
- ❖ **More information/details will be shared on 6 November**