

DRAFT MASTER PLAN

Committee Economic Recovery
and Innovation Aruba

Oranjestad, Aruba | July 27, 2020 | Draft Version 1.1

REPOSITIONING OUR SAILS:

*Aruba's Mission Driven Model for Economic
Recovery & Resilience*



Government of Aruba



Contents

SECTION 1

Introduction

Preface by the Prime Minister of Aruba

3

- 1. Disclaimer - Reading this document
- 2. Introduction
- 3. Purpose of preliminary draft Master Plan
- 4. A plan for the long term, with benefits now
- 5. High-Value, Low-Impact Tourism Model

SECTION 2

Executive Summary

8

- 1. Main Challenges and Key Takeaways
- 2. The Way Forward: Aruba's National Aspiration
- 3. Top 5 Accelerator Projects

SECTION 3

Approach

16

The Development Framework Scope

Development Framework committee Recovery & Innovation Background

A Nationally coordinated effort Coordination Structure Sub-Committee Recovery & Innovation

Sub-Committee Innovation & Resilience - Way of Working

Mission-Driven approach: 5 steps from kick-off to game plan

Development Process

Development process Master Plan, A participatory process

SECTION 4

Aruba's Mission-Driven Model for Economic Growth and Recovery

23

- 1. The Current State of the Aruban Economy: Facts and Figures
- 2. State of Aruba pre-corona crisis
- 3. State of Aruba post-corona crisis
- 4. National Mission-Driven Model at a glance
- 5. National Aspiration
- 6. Key assumptions
- 7. The 'Repositioning our Sails' Pillars for Aruba
- 8. National Missions & Projects
- 9. The National Strategic Plan (NSP)
- 10. SDG Accelerators

Annexes

33

- 1. Implementation Strategy and Road Map
- 2. Resilience & Innovation Fund
- 3. Innovation Framework UN - 3D problem-solution space
- 4. Aruba's Promising Sectors
- 5. Regulatory & Policy Frameworks
- 6. The National Strategic Plan 2020-2022
- 7. References



Introduction

1



PREFACE

By Prime Minister of Aruba

Aruba is facing an acute socio-economic emergency as a result of the COVID-19 (coronavirus) crisis. The Government of Aruba had to prioritize public health and safety, and it left us with no choice but to instate a temporary lock-down of our borders. The health measures taken, and the resulting standstill of tourism activities, caused significant economic contraction. The effects will be felt on long-term. Recovery will take time and will largely depend on the rate of tourism recovery and decisive policy actions.

To bounce back, our nation is called upon to embrace a new way of thinking. For Aruba, now more than ever, the motto 'business as usual' no longer stands. We have to apply relentless focus to our economic response. Our decisions today and those we make going forward should pave the way for Aruba to become a resilient island and an environmentally responsible society. We owe this to the current residents and to our future generations.

The Government of Aruba has therefore organized a nationally coordinated effort to develop an actionable plan for Economic Recovery and Innovation; Repositioning Our Sails Master Plan. This plan seeks economic growth that is smart, inclusive and sustainable and aims at putting the crucial conditions in place for the resilient economy we need on the long term, while achieving immediate short-term benefits, with the widest national support.

In this regard, the Recovery and Innovation Committee, established in April 2020, became a unique public-private platform, which consisted of private, public, academic, and civic sector representatives. More than 125 citizens participated based on their professional background on a personal basis. This plan is the result of the participants' hard work and commitment to a common vision.

This Master Plan is our road map towards the future society we want, a resilient Aruba. To get where we need to be, we must remain focused. We must take decisive actions and we must do this together. The years ahead will not be easy for our island. We have to accept this and be realistic about timeframes and what we can do with our limited resources, while setting ambitious targets.

On behalf of the Government of Aruba, I would like to thank the 125+ professionals for voluntarily contributing to this urgent national call for action. I would also like to thank our citizens, and the community for their contribution to this plan, whether it being incoming letters with valuable insights, participating in our digital survey, or your input during the digital town halls. We greatly appreciate and value your time and effort and we are grateful for your commitment and dedication in these challenging times.

I believe in the strength of our nation and in the resiliency and creativity of our people. We will build back stronger, together.

Unity is Strength.

EVELYN WEVER-CROES

Prime Minister of Aruba

Minister of General Affairs, Integrity, Energy, Innovation and Government Organization



INTRODUCTION

Disclaimer – reading this document

This draft document has not been fully formatted yet. The document will be formatted to include the final graphic components, annexes etc., once the review process is completed and final revisions are incorporated.

This Master Plan contains four main sections and four Annexes:

1. Introduction
2. Executive Summary
3. Approach
4. Economic Recovery and Resilience Model

Section 1: Introduction

This section outlines the purpose of this preliminary draft Master Plan.

Section 2: Executive Summary

This section contains a high-level summary of the main challenges identified in developing the plan, the key takeaways, including an overview of the way forward; Aruba's mission-driven model for economic recovery and resilience, and the top five accelerator projects.

Section 3: Approach

This section introduces the basic framework used to develop the Master Plan, namely:

- Depiction of the coordination structure;
- Explanation of the mission-driven way of working; and
- Overview of the extensive participation process.

Section 4: Mission-driven Model for Economic Recovery & Resilience

This section presents our national vision and strategy to achieve Aruba's main goal of economic recovery & resilience, including:

- Economic profile, key characteristics, facts and figures;
- The State of the Aruban economy, including strengths and key challenges;
- The National Aspiration as the overarching vision; and
- The National Missions that guide the Master Plan

Annex 1: Implementation Road Map

This annex describes the implementation strategy and includes a road map to execute the key actions and initiatives identified, which are in line with the National Missions. The road map reflects the priorities on the immediate term (Q3 2020) and the short term (Q4 2020 - Q2 2021). The implementation strategy is based on a long-term outlook and focuses on achieving the highest positive impact in the short run through highly realizable and impactful actions. Certain mid-term (Q3 2021-Q2 2023) actions and initiatives are included in the road map for completeness, however further planning is recommended upon completion of the immediate-term actions to re-assess mid to long term priorities.

Annex 2: Resilience & Innovation fund

This annex sets forth a high-level overview of the framework for establishing a Resilience & Innovation Fund (RIF) for Aruba. The RIF's main purpose is to address the local investment capital needs and to fund and/or invest in the priority projects and innovations identified in the implementation road map.

Annex 3: Innovation Framework UN – 3D Problem Solution-Space

This annex provides a 3D visual map of Aruba's core problems and solutions identified through the Master Plan development process.

Annex 4: Aruba's Promising Sectors

This annex includes a brief summary of the Promising Sectors framework referenced in this Master Plan.

Annex 5: Regulatory & Policy Framework

This annex includes an overview of the necessary (amendments or updates to) regulatory, legal and policy frameworks to support the actions and initiatives in the Implementation Road Map.

Annex 6: The National Strategic Plan

This annex provides a high-level overview of the National Strategic Plan 2020-2022 and its alignment with the Implementation Road Map.

Annex 7: References

Key reports, documents and studies reviewed and/or considered by the Task Forces as part of their analysis.



Purpose of preliminary draft Master Plan

A draft to seek political and civic commitment

The *Repositioning Our Sails* Master Plan is a strategic policy framework with a 3-year planning horizon for decisions that affect the socio-economic development of Aruba and represents a national vision, direction, and a defined achievable more resilient future. The plan sets policy directions and priorities for economic recovery and resilience and identifies strategies and projects to strengthen Aruba’s economic foundations.

The plan is the result of a strong public action and a nationally coordinated effort to identify structural improvement opportunities and reforms, as well as innovative opportunities that enable a faster repositioning and reinvigoration of the economy and sustainable tourism development.

Aruba is at a crossroads. The policy-decisions to foster a sustainable tourism development and to build new powerful engines will be extraordinarily consequential in ensuring that Aruba can adapt and accelerate sustainable economic development through transformative innovation. The near and longer term socio-economic and environmental impacts can no longer be addressed separately, as the short run is leveraged to safeguard and strengthen the resilience of the Aruban economy in the long run.

More than ever, broad political commitment and public engagement are required to enable public, private, and civic sector actors to confidently work together in new ways, and to co-create and shape the future Aruban economy. A future that testifies to strong institutional capabilities, efficient and environmentally responsible productivity, and the pursuit of an adaptive learning society with equal opportunities for all. Thereto, an agile public sector and a circular and adaptive private industry are pivotal.

Repositioning our Sails is designed to be a dynamic action-oriented document that provides broad policy guidance and a decision-making framework. This is the first draft of the Master Plan for Economic Recovery and Innovation. The adoption and execution of the Master Plan is dependent on broad political support, public support and citizen ownership. To be adopted in final form, the plan must undergo a formal public and parliamentary hearing and ratification process. More importantly, the acceptance and ownership by citizens is fundamental to reinvigorating inclusive and sustainable economic development.

The purpose of the first draft is to elicit feedback, approval, and broad political commitment for the proposed vision and national priorities from the Prime Minister of Aruba and the Council of Ministers. This will be followed by a public hearing process where citizens are encouraged to attend and share feedback.

A plan for the long term, with benefits now

The priority actions identified in *Repositioning Our Sails* focus on establishing the fundamental conditions for the economy Aruba aspires in the long-term, while achieving immediate and short-term benefits:

- 1 A vision for a transformed economy with a policy framework to direct major public sector investment & regulatory and private investment decisions;
- 2 Structural reforms as conditions for a sustainable economic recovery, stability and resilience;
- 3 A commitment towards a 'High-Value, Low-Impact Tourism Model';
- 4 The identification of (new) strategic sectors that create shared value for the Aruban economy and safeguard socio-ecological well-being; and
- 5 An injection of long-term outlook considerations into the determination of short-term actions resulting in an action-driven realistic plan for Economic Recovery & Innovation with accruing benefits in the medium- to long-term.



Transformation of Aruba's Main Economic Pillar: Tourism

Due to Aruba's extensive economic dependence on tourism, tourism as an industry remains inherent for the proper context and consideration for the planning of Aruba's future development. Tourism is and will likely remain Aruba's main economic pillar for the next decades. The transition toward a sustainable tourism model is critical to achieve the desired results of the Repositioning Our Sails Master Plan and should be considered in tandem.

High-Value, Low-Impact Tourism Model

The term High-Value, Low-Impact Tourism Model referenced in this report focuses on the achievement of shared value and guides sustainable tourism, one that balances the (i) quality of the visitor experience; (ii) economic contribution of the tourism sector (offering quality jobs, increasing and retaining visitor exports, reducing economic leakage, and strengthening economic equality; (iii) quality of life for residents, and (iv) environmental protection and conservation.

Aruba's tourism product is a mature product, one which has benefited from significant and continued investments over the years. However, as a mature product, destination development and as part of 'niche' development, requires diligence and responsible innovation. An adapted governance and leadership of our (limited) human, natural, and cultural assets are also imperative.

As part of the destination development plan 'Cu Mira Pa Futuro', which was finalized in 2017, a commitment was made with stakeholders to conduct a carrying capacity study. The study conducted in 2018 focused on determining the balance between economic opportunities and growth, environmental integrity and the quality of life of residents.

As is evident based on the conducted carrying capacity study, a tourism product with a lifespan of 60 years, does leave a significant mark behind, both positive and negative. Yes, Aruba has built and has a successful, and leading tourism industry. Yet, on the other hand, Aruba has overstretched several of its resources beyond sustainable levels. There is consensus that Aruba's tourism development approach going forward cannot be based upon its past success, as it will not guarantee similar results.

Further, the context has changed. Imperative for the immediate future is the implementation of a new tourism value model based on a High-Value, Low-Impact framework with benefits for the community, the visitors, and the environment. Not only because of constraints and challenges on island, but also considering a rapidly moving external environment, which is fueled by digital advances and need for sustainable practices. Not applying the right tourism value model will adversely impact the course of Aruba's future economy and that of its citizens.



In addition, the Aruba Tourism Authority (A.T.A.) conducted a niche road map study in 2019 which takes into account carrying capacity findings and how to best increase the economic value of tourism through niche development. The new niche approach will drive high value visitor markets, stimulate entrepreneurship and innovation, and create opportunities for local SMEs, as well as create new hospitality jobs.

Hereto, the adoption and pursuit of important circular economic practices in the short to medium term will prove to be essential to the realization of a sustainable, inclusive, and resilient economy in the long run. The efficient and productive use of increasingly scarce resources, including (renewable) energy, water, and (organic) foods, as well as the reduction of waste, the re-use of existing infrastructures, and the regeneration of (fragile) ecologies and natural habitats, are fundamental to catalyzing a new destination. The efficiency and productivity gains from these technology-enabled circular value chains are estimated at 6 to 10 percent of GDP. This would bolster both industry as well as economic productivity in the medium term, and it will create new economic opportunities in the long run to diversify the economy and mitigate the risks of climate change, depletion of local natural resources and other economic vulnerabilities.

Repositioning our Sails highlights some key priority projects of the High-Value, Low-Impact Tourism Model. Further detail can be found in the road map for implementation of the High-Value, Low-Impact Tourism Model, which defines 8 strategic directions and for each an action agenda to balance tourism growth.



Executive Summary



EXECUTIVE SUMMARY

Main Challenges and Key Takeaways

The Repositioning Our Sails Master Plan is designed to be a dynamic document that provides a policy framework for decision-making and implementation. The plan has a 3-year planning horizon and aims at building a stronger Aruba, by enabling economic development that is smart, inclusive, and resilient. The priority actions identified focus on establishing the fundamental conditions for the economy Aruba aspires in the long term, while achieving immediate and short-term benefits.

This report does not cover the immediate crisis measures, such as, absorbing shocks, emergency loans, liquidity support, crisis unemployment and social issues arising from the health measures (i.e., border closure and halted tourism). The immediate economic and social emergencies were/are (being) addressed by the Government, key stakeholders and other committees. The focus of this report is on short- to mid-term actions that will create pathways to strengthening of economic resilience and inclusive growth.

The short- to medium-term economic recovery will depend largely on the recovery pace of tourism visitor confidence and expenditures, efficiency and cost savings measures by the public sector, as well as other external factors and conditions. Strengthening the (medium- to long-term) resilience will stem largely from the execution of several policies and actions that build a stronger foundation from which to launch and accelerate the required innovation and reinvigoration of the Aruban economy, including public and private sectors, as well as civic society.

Following is a high-level summary of the main challenges identified in developing the plan, the key takeaways, including an overview of the way forward; Aruba's mission-driven model for economic recovery and resilience, and the top five accelerator projects.





EXECUTIVE SUMMARY

Main Challenges and Key Takeaways (continued)

Main Challenges

The challenges Aruba's economy faces are evident based on numerous studies conducted over the past two decades by both public and private sector stakeholders, as well as studies and reviews conducted by international organizations such as international rating agencies, including the International Monetary Fund (IMF) and the World Bank.

As part of the development process and to avoid 're-inventing the wheel', a total of 17 Task Forces revisited existing reports and studies and where necessary revalidated key assumptions and core problems through a series of stakeholder consultations.

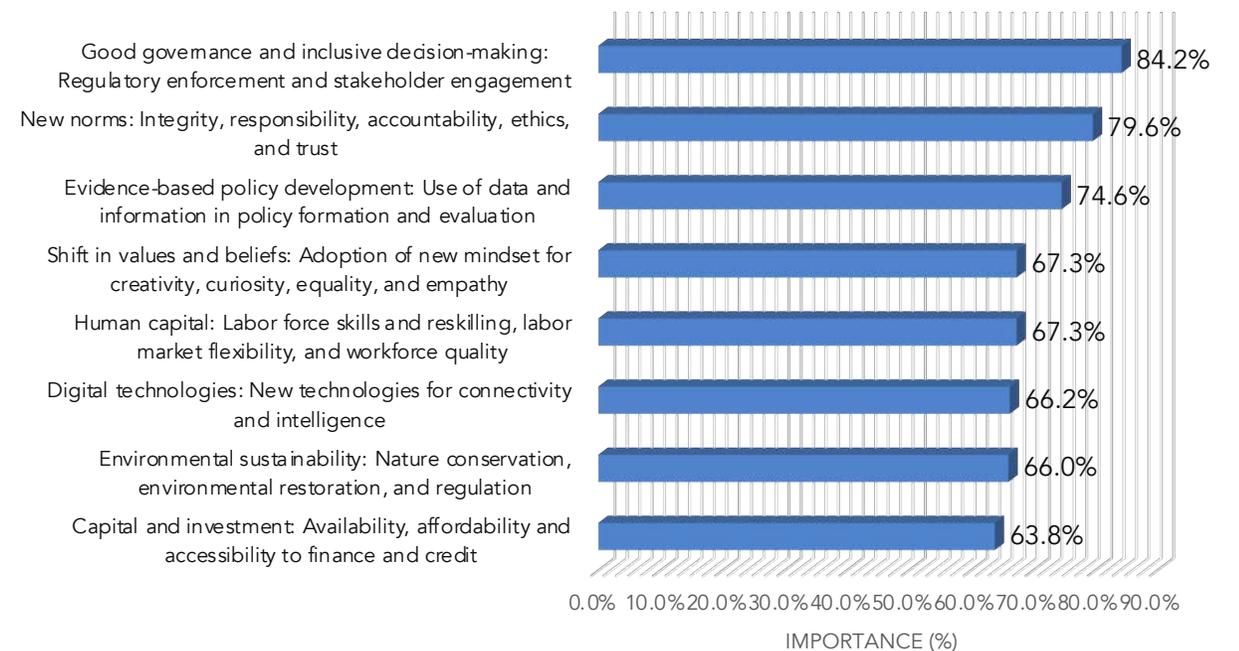
The findings and recommendations are elaborated in theme-based Result Books prepared by the Task Forces. In addition, two (2) national Digital Surveys were conducted amongst the Aruban community in June 2020 to validate key assumptions and the Task Forces' findings.

The results of the Digital Survey combined with the Task Forces' findings were subsequently mapped out using a UNDP Innovation 3D Problem-Solution Space tool. Refer to Annex - 3 for a 3D visual representation of Aruba's Problem-Solution Space.

The results of the Building Strong Foundations for Economic Recovery & Resilience community survey are depicted in the chart below. More than 75% of respondents indicated that good governance, evidence-based and inclusive decision-making, and norms emphasizing integrity and responsibility, are key to building a strong foundation for economic recovery & resilience.

Building Strong Foundations for Economic Recovery & Resilience
(Community survey results, June 2020)

How important are the following factors for building a strong foundation for economic recovery and resilience?





MAIN CHALLENGES *by theme*



Public Sector

- Complex, outdated and opaque government organization and business model
- Lack of evidence-based policymaking
- Costly, inefficient and tedious processes creating low overall productivity
- Large governmental administration body

Business Environment and Labor Market

- Non-friendly business environment ('ease of doing business' and 'cost of doing business')
- Complex and burdensome tax system
- Restrictive financial regulations
- Misaligned labor market needs and education system
- Inflexible labor market (limited mobility and youth unemployment)
- Lack of high-skilled labor with 21st century skills

Inclusion

- Traditional, brick and mortar focused capital market
- Limited access to capital and financial inclusion challenges
- Decreasing purchasing power and income equality
- Low digital literacy and digital capabilities
- Lack of entrepreneurial mindset and skill set preparation
- High capital leakage due to lack of local ownership in the tourism sector and/or sizable non-tourism projects

Linear economic model

- Lack of (corporate and national) social and environmental responsibility
- Structural environmental encroachment and loss of biodiversity
- Lack of integral waste management system
- High dependency on fossil fuels
- Limited (high quality) food production capacity



The Way Forward: Aruba's National Aspiration

“A successful transition to a new economic model that is sustainable, inclusive, and resilient.”



- The National Aspiration is translated into 8 National Missions and sets the direction for achieving mid- to long-term resilience.
- The National Missions are targeted inter-sectoral action-driven recommendations for a new and sustainable economic model for Aruba clustered across three (3) main pillars (overarching themes) that serve as an umbrella for the missions.



The Way Forward: Aruba's National Aspiration

Aruba's Mission-Driven Model for Economic Recovery & Resilience

The table below provides a bird's eye view of the three (3) main pillars and the related National Missions. The implementation plan contains both structural reforms and immediate to mid-term actions clustered by National Mission and prioritized based on feasibility, realizability and impact. The reforms and actions in the implementation plan are either aligned with or supplemental to the priority programs in **The National Strategic Plan 2020-2022: Nos Plan, Nos Futuro** (refer to page 32 and Annex 6).

3 PILLARS

Strengthening institutional capabilities and governance

Stewarding efficiency, productivity, and environmental responsibility

Stimulating an adaptive learning society and innovative business models

8 NATIONAL MISSIONS



The public sector of Aruba is an agile, lean, trusted and value-added public service provider.



Aruba has a welcoming business environment, is environmentally responsible and enhances its competitive edge in the region.



The Aruban society achieves a transformative mindset-shift by means of embracing a life-long learning way of life through digitalization.



Achieve island-wide systemic transition toward a circular model that is affordable and realizable.



Aruban citizens, visitors and local industries benefit from an enhancement of the shared value of tourism.



Strengthen and safeguard the sustainability, security, and quality of energy and food production.



Aruba has a flexible labor market and adaptable local work force that have the tools and skills to maximize their earnings potential and to adapt with a moving market.



The Aruban citizens boast high standards of health(care) and social security.



High Positive Impact Actions

The adoption of an integrated plan is imperative to achieve the National Missions by realizing the actions identified. This means that the implementation of this Master Plan will require both dedicated human resources and financial investment to make it actionable. That said, albeit the plan contains an estimated phased out timeframe for implementation, both public and private implementation resources are currently limited or constrained due to the crisis at hand. Hence, it is ever more important to first focus on those key initiatives with the greatest common denominators that would trigger a ripple effect and catapult the remainder of the plan into action.

In this regard, the following key high positive impact (i.e., accelerator) projects have been identified to be addressed as a first order of business:

Top 5 Accelerator Projects

- 1 Labor market reform and modernization of Labor Laws
- 2 Elimination of Red-Tape and improvement of process efficiencies
- 3 Systemic tax reform
- 4 E-Government, introduction of National Digital I.D. and secure digital platform for data sharing
- 5 Enhancement and strengthening of legislative capacity and regulatory innovation

1 LABOR MARKET REFORM AND MODERNIZATION OF LABOR LAWS

Different Task Forces have identified inflexible labor laws and lack of legal & regulatory innovation as (core) problems to be solved as a matter of high priority. Eliminating the current limitations in the labor laws will encourage employers to give job seekers an opportunity, even if there is uncertainty whether that person meets the job requirements. This creates employment and enhances job security, especially for youth.

Modernization and actualization of labor laws, albeit a high impact short-term action, cannot be viewed as a stand-alone exercise. Flexibilization of labor laws should be assessed in parallel with the alignment of the legal position of the public sector workforce with the private sector workforce and reduction of the public wage bill.

To realize sustained long-term benefits, any reform should be aligned with investments in the public sector to enhance the organization’s performance in its entirety.

The approach should therefore also entail a new way of working (performance-driven), within the public sector, a lean and agile government apparatus, competitive compensation to retain talent and experience, redundancy schemes and (re)training programs, incentives for transition from public to private sector jobs, and temporary unemployment insurance a.o.

Clearly, albeit not the focus of this report, the short-term socio-economic wellbeing of the Aruban community should be addressed with the highest sense of urgency.

Further, it is imperative to invest in (continuous) education of Aruba’s (future) workforce to reduce income inequality.

Significant investment is required in training and (re)skilling programs for youth to increase their employability. This plan covers both short-term and mid-term actions to support an integrated approach towards an adaptable and agile labor force.



2 ELIMINATION OF RED-TAPE AND IMPROVEMENT OF PROCESS EFFICIENCIES

Entrepreneurs, investors and businesses are unable to maximize innovative actions and to be adaptable to the market due to the red-tape encountered in most processes. Many of the Task Forces encountered this same bottleneck for different themes that stands in the way of key objectives and desired results. This bottleneck is further exacerbated by inelastic and outdated regulatory frameworks. Ease of doing business facilitates resilience by means of enhancing reactive possibilities by existing players and encouraging new players to enter the market based on current market movements.

The elimination or significant reduction of red-tape would contribute to increased efficiency, which would be reflected in economic performance, induced by improved FDI streams and new business creation. This would also increase overall productivity and enable improved financial market alignment.

The length of time it takes for a potential investor to obtain clarity or decision from government entities and related suppliers, as well as from the banking system toward any intended project, causes a moving viability due to the susceptibility of ongoing market changes. Furthermore, difficulty to obtain regular financing for non-traditional ventures or for ventures with limited collateral or equity, limits diversification in business activity. Elimination of red-tape and enhancing ease of doing business should be considered in tandem with the diversification of Aruba's financial system and achieving greater financial inclusion.

In general, the high cost of doing business adds a further strain to the feasibility of potential investment projects and enhances their overall vulnerability in an already small market, while also diminishing Aruba's overall competitive position. There are various concrete actions included in this plan that will contribute to this high positive impact project to create a better business environment.

3 ENHANCEMENT AND STRENGTHENING OF LEGISLATIVE CAPACITY AND REGULATORY INNOVATION

Structural reforms and diversification of the economy can only be achieved if there is a robust, modern, and transparent regulatory and policy framework to support it. Addressing the issue of lawmaking capacity should be one of the first orders of business as it can accelerate economic recovery, growth, and support a new economic model.

To start, Aruba should seek technical assistance from the Government of the Netherlands to address the immediate reform needs. On mid to long term, it is imperative to build the necessary legislative capacity locally, combined with the outsourcing and insourcing of human capital.

4 SYSTEMIC TAX REFORM

The existing tax model does not fit the current needs of the Aruban economy, neither does it align nor support a transition to a new economic model that is sustainable, inclusive, and resilient. Aruba's economic recovery requires a complete overhaul of the tax system into a simplified and fair system that enables compliance, reduces economic leakage and supports the new economic model.

The envisioned transition from direct taxes to indirect taxes, if properly implemented, would also support a more sustainable public finance model. That said, to maximize the benefits of a new tax model, it is imperative to apply inclusive fiscal governance through institutionalization of consultation with stakeholders and the setup of a National Tax Consultation Board consisting of public and private sector stakeholders.

To ensure an equitable tax system, where everyone contributes their 'fair share' of taxes, tax compliance needs to be further enhanced through investment in innovation. To arrive at a modern tax model, further analysis is required to ensure an integrated system with the right incentives for the right stimulus measures that improve the investment climate, attract Foreign Direct Investments (FDI) and enable environmentally responsible and circular business models.

5 E-GOVERNMENT, INTRODUCTION OF NATIONAL DIGITAL I.D. AND SECURE DIGITAL PLATFORM FOR DATA SHARING

The acceleration of the e-Government agenda is a common denominator among the above high impact actions and imperative to the success of the Master Plan. Transforming the Aruba government into a high-performing and effective service-centered organization will not only facilitate the elimination of red-tape and tax reform but will also enhance legislative capacity and labor market mobility. The first steps include the introduction of an Interoperability Framework and a national Digital I.D. This will allow citizens to seamlessly and securely access digital government services. e-Government further creates pathways to unlock new economic value and opportunities created by the digital economy.

The plan further underscores the importance of having access to quality data and secure data sharing to achieve the desired results. In this context, the e-Government project as well as the implementation of the National Strategic Plan (NSP) for implementation of the U.N. 2030 Sustainable Development Goals (SDGs) should both be accelerated. The short- to mid-term actions included in the Master Plan emphasize the focus on the enhancement of Aruba's national data capabilities and the development of the digital tools needed for better data quality, enhanced access to data for the community, and seamless & secure data sharing.



3

Approach

The Development Framework

The Development Framework

Scope

Development Framework Committee Recovery & Innovation

Background

A Nationally Coordinated Effort

Coordination Structure Sub-Committee
Recovery & Innovation

Sub-Committee Innovation & Resilience – Way of Working

Mission-Driven approach: 5 steps from kick-off to game plan

Development Process

Development Process Master Plan, A participatory process

THE DEVELOPMENT FRAMEWORK

The Development Framework

The Government of Aruba has initiated a nationally coordinated effort to develop an actionable plan for Economic Recovery and Innovation. In this regard, a Recovery and Innovation Committee was established by the Council of Ministers on April 28, 2020 (Ministerial Decree #MAZ-262/20).

A governance structure was set up with a Steering Committee in the lead, supported by a high-level Think-Tank and 3 Sub-Committees for three parallel tracks, namely:

- First track: a special sub-committee on Stabilization and Stimulus led by the Minister of Finance, Economic Affairs and Culture to make recommendations on emergency and incentive measures to minimize the negative economic impact of the COVID-19 crisis on society in the short term and to stimulate the economy on the short term and medium term.
- Second track: a special sub-committee Fast-Track and Reactivation led by the Minister of Infrastructure, Spatial Planning and Environment to make recommendations on pipeline projects that may undergo an accelerated license process and to re-activate the economy.
- Third track: a special sub-committee Innovation and Resilience led by the Prime Minister to formulate advice and issue recommendations for a national economic recovery and innovation plan for Aruba, to make the Aruban economy resilient through structural reforms, strengthening of the internal economy and economic diversification.

Scope

This plan covers the advice and recommendations stemming from the sub-committee Innovation and Resilience (third track) and where relevant, references advice of the sub-committee Stabilization and Stimulus (second track), namely, recommendations with respect to the elimination of red-tape and economic stimulus. The emergency and stabilization measures (e.g., SME-support, wage subsidy and fiscal relief measures) and fast-track recommendations are out of scope of this report due to their temporary nature.

Further, post finalization of the development process described in this report, the sub-committee Innovation and Resilience observed the public debate on the Dutch Government's proposed conditions and reforms to provide further financing (loans) to Aruba. This report does not consider the implications of the afore-mentioned circumstance. The potential impact of the proposed financing conditions on the recommendations and actions in this report should be evaluated in consultation with the Government of The Netherlands, the Aruban Parliament and key stakeholders.

Background

For more than two decades, Aruba's economy was primarily carried by its strong tourism sector accounting for over 80% of its economy, which experienced stable growth rates. In the last 3 years, the yearly average growth rate was 6% in tourism receipts. Some years reported declines in the last decade, but these were generally related to specific external occurrences, such as the financial crisis and the crisis in Venezuela, while resilience in tourism was demonstrated by the relatively rapid recuperation after these events as compared to the largest competitors.

Unfortunately, Aruba now faces an acute socio-economic emergency as a result of the COVID-19 crisis, due to the sudden but self-imposed extraction of tourism activities for several months with the priority placed on public health and safety. The crisis underscores the nation's structural vulnerabilities that need to be addressed with a renewed sense of urgency and direction. The confluence of both high export concentration (i.e., significant tourism dependency), import reliance (i.e., high energy and food imports) in addition to enduring macro-economic vulnerabilities (i.e., structural weaknesses in fiscal sustainability, labor productivity and flexibility, capital accessibility, and institutional capabilities) underscore not only the susceptibility of the Aruban economy to external shocks, but more importantly, the structural need to strengthen Aruba's economic resilience, which are addressed in *Repositioning our Sails*.

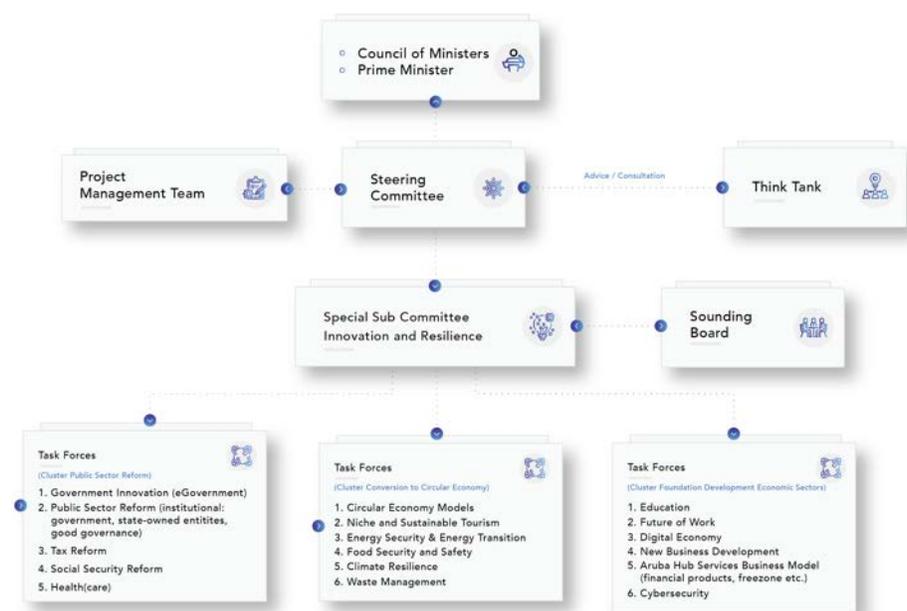
Although there is no quick fix for these structural vulnerabilities, it is paramount to reinvigorate the Aruban economy to prevent further economic contraction, curb rising unemployment, and to ensure public order. Moreover, the strengthening of Aruba's economic resilience by repositioning its sails is fundamental to recovery and to the future well-being of Aruba's citizens. ***Our ambitions are geared at not only bouncing back, but more importantly, bouncing forward with accelerated innovation capabilities.***

The Government of Aruba initiated a national coordinated effort in April 2020 to develop an actionable plan for Economic Recovery and Innovation. The economic and social emergency matters (including crisis related unemployment) were/are being addressed by other committees and working groups and are not within scope of this report.

THE DEVELOPMENT FRAMEWORK

A nationally coordinated effort

Coordination Structure Sub-Committee Recovery & Innovation



The coordination structure was based on the following governance and role assignments:

STRATEGIC DIRECTION

The Steering group sets the strategic direction, assesses the Task Forces' advice and recommendations and is supported by a high-level **THINK TANK**.

FACILITATE

The **PROGRAM MANAGEMENT TEAM** is the facilitator of the Steering group, the Sub Committees & Task Forces:

- Management support (process-based, quality assurance).
- Technical support (substantive review and reporting).



ADVICE

- Each **TASK FORCE** works according to an agile and short-cycle approach for developing advice and recommendations: with focus on the core problems.
- The recommendations are consolidated into the Economic Recovery & Innovation Masterplan for Aruba.

HANDS-ON SUPPORT

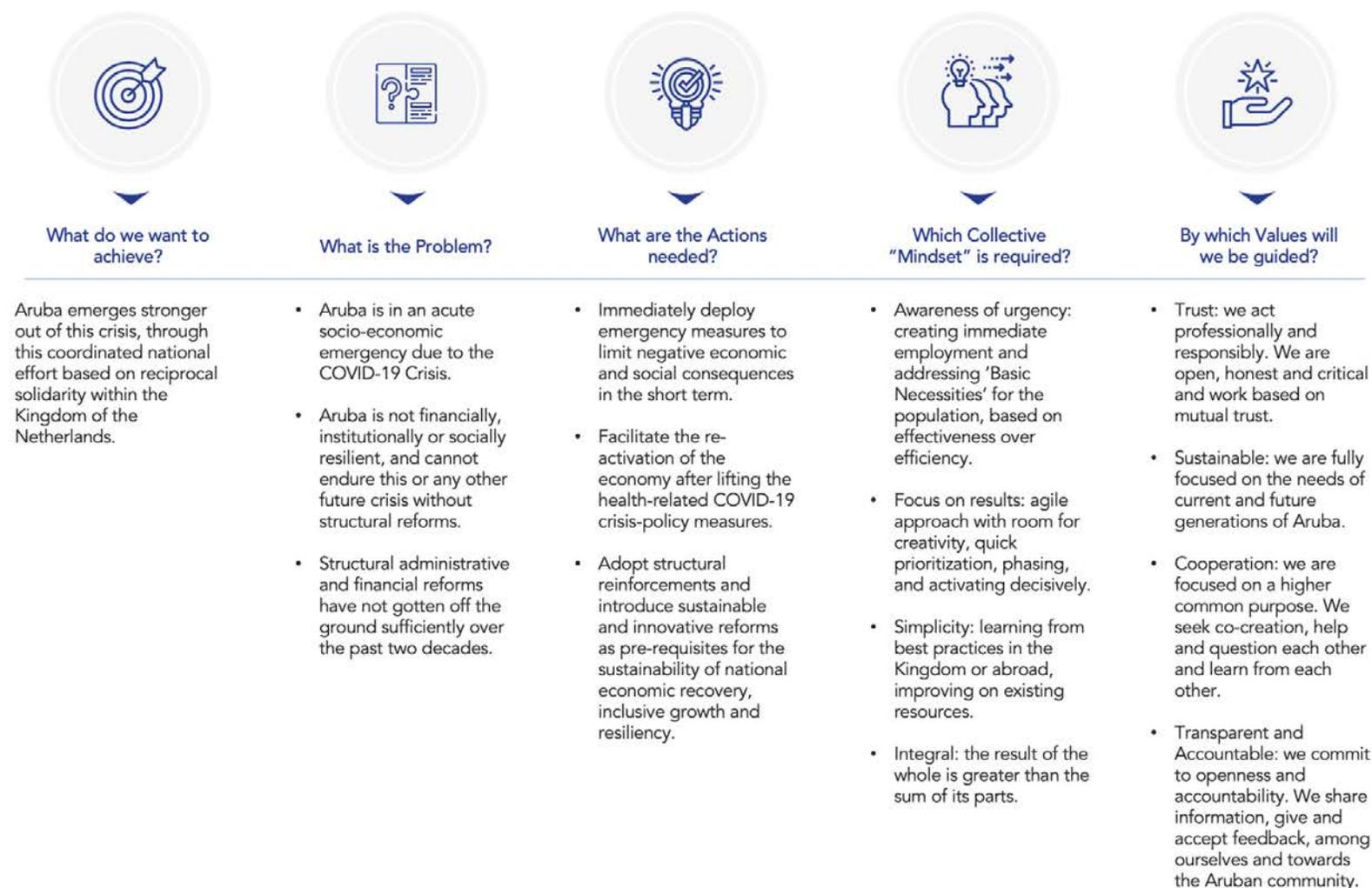
The **SUB COMMITTEE I&R** and **TASK FORCES** will be supported by:

- A **PROGRAM FACILITATOR** for process-based substantive support.
- A **SOUNDING BOARD** for alignment with existing national policies and plans (e.g., The National Strategic Plan 2020-2022).

THE DEVELOPMENT FRAMEWORK

Sub-Committee Innovation & Resilience - Way of Working

Based on the situation at hand, the Steering Committee defined the following strategic direction to kick off this coordinated effort



THE DEVELOPMENT FRAMEWORK

The Sub Committee 'Innovation and Resilience' was assigned to develop a new economic model for Aruba with a focus on the following three themes:

Formulating advice and making recommendations for a National Economic Recovery and Innovation Master Plan for Aruba with a focus on:



Structural reforms (administrative, financial, institutional), as pre-requisites for stability, inclusive economic growth and resiliency.



Creating pathways to transition towards a circular economy and to enable environmentally- and socially-responsible sectors



Exploring and developing new economic sectors and creating the conditions for a welcoming business environment

Each of the 17 Task Forces of the Sub-Committee Innovation and Resilience followed a mission-driven approach, which provided a framework for collaboration and a sense of common purpose. The selected approach is based on a bottom-up process focused on designing solutions for the core problems.

This approach required the participants to think outside the box, both in framing the mission and problems as well as in identification of solutions, while ensuring alignment with already committed objectives, existing policy frameworks, reports and studies and the extent of progress in the field. The detailed findings and recommendations of each Task Force are summarized in Result Books to be submitted to the Government and implementation teams.

Mission driven approach: 5 steps from kick off statement to game plan

An agile mission-driven approach with a focus on the right solutions for the core problems.



Kick Off



What is our Mission?



What is the Problem?



What is the Solution?



How to Implement?

Section 3 'Aruba's mission-oriented model for Economic Recovery & Resilience' is a consolidation of the results of the steps 'what is our mission', 'what is the problem', 'what is the solution' prepared by the Task Forces. Annex 1 - 'Implementation Strategy and Road Map' is a consolidation of the prioritized projects and game plan from the final step 'how to implement'.

THE DEVELOPMENT FRAMEWORK

Development Process

Framework

The Master Plan was prepared following the framework provided:

- 17 theme-based Task Forces of the special Sub-Committee Recovery & Innovation were assigned to urgently identify actionable and sustainable solutions for the main challenges and problems Aruba is facing.
- The Steering Committee set the strategic direction and focus by providing direction and evaluating the results at each step of the process.
- As a result from a thorough evaluation of the recommendations of the Task Forces, insights from the digital Town Halls and the digital survey, relevant input and high-level feedback from the Think-Tank, and other advisory boards, the Steering Committee consolidated the advice into a preliminary draft Master Plan for submission to the Minister of General Affairs and Council of Ministers: a vision, national missions and a prioritized project portfolio.

Alignment with existing national policies and plans and National Strategic Plan Aruba (NSP)

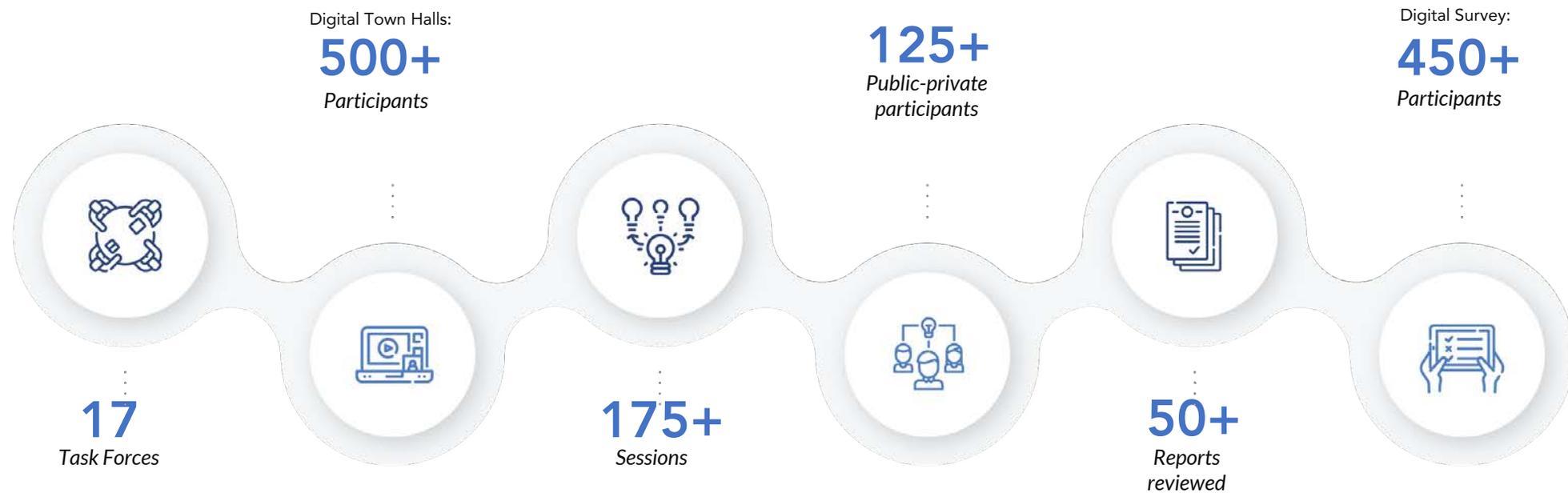
Development process Master Plan



THE DEVELOPMENT FRAMEWORK

A participatory process

- Recommendations and actionable game plans were prepared by 17 theme-based Task Forces, consisting of more than 125 people including a Program Management Team
- Two digital Town Halls and a Digital Survey were conducted in June 2020 to allow for participation of the general public.





4

Aruba's Mission-Driven Model for Economic Recovery & Resilience

- The Strategic Framework (incl Key Assumptions)
- State of the Aruban Economy: Facts & Figures
- Main National Strengths & Challenges
- National Aspiration
- The Three (3) Pillars
- National Missions
- Projects
- Alignment National Strategic Plan (NSP)

ARUBA'S MISSION-DRIVEN MODEL FOR ECONOMIC RECOVERY & RESILIENCE

The current State of the Aruban Economy: Facts and Figures

The lock-down of the borders of Aruba to our main source of economic activity accounting directly and indirectly for over 80% of the economic activities of Aruba changed the then stable economic trends and outlook immediately to a negative economic performance. This of course highlights the extreme tourism dependent nature of the local economy.

The outlook was projected by the Central Bank of Aruba to be around 0.8% real growth in GDP for 2020, after experiencing a small real decline of 0.7% (estimated) in 2019.

The subdued growth was mainly due to weaker investment activity, exports and consumption. However, the halting of all tourist related activities for months contributed to projections implying a nominal decrease of around 33% for the year 2020 as prepared by the Macro-Economic Model Aruba (MARUBA model) lead by DEACI.

The table illustrates the key figures of the current state of the economy.

Stylized economic indicators	Year-to-Date 2020
Nominal GDP 2020 growth (projected)	-33%
Hotel industry revenue per available room	-44%
Tourism exports	-30%
Merchandise trade imports (food)	-55%
Consumer credit	-3.6%
Unemployment	-14%
Vulnerable work force	+73%
Inflation (End-of-Period)	+1.9%
Direct tax revenues	-58%

State of Aruba pre-corona crisis

- 1 Limited fiscal space
- 2 Rigid labor markets
- 3 High costs of doing business
- 4 Diminishing productivity and high tourism economic dependency

State of Aruba post-corona crisis

- 1 Increased fiscal deficits and pressures
- 2 Vulnerable labor markets
- 3 Business closures
- 4 Stalled tourism foreign exchange earnings

National Mission-Driven Model at a glance

The national mission-driven model is a systemic vision and strategy to attain Aruba's main goals and address challenges for economic recovery & mid- to long-term resilience. The short- to medium-term economic recovery will depend largely on the recovery pace of tourism.

Mission-driven means that an integrated approach is developed around a direction (concrete problems to be solved and related goals), in which different actors, sectors, and disciplines come together, join forces, and cooperate across sector, aimed at concrete results:

- The National Aspiration sets the direction and rate of economic recovery and resilience.
- The National Missions:
 - are targeted trans-disciplinary, inter-sectoral, and multi-actor action-driven recommendations for a new and sustainable economic model for Aruba clustered across three (3) pillars (overarching themes) that serve as an umbrella for the missions;
 - focus on both foundational and new strategic areas to activate economic resilience which is innovation-led, inclusive and sustainable;
 - make clear that through ambitious and bold action at both the local (grassroots) and national level, exciting opportunities will be created that will have a positive impact on people's lives and socio-economic well-being;
 - will engage the Aruban public, spur cross-sectoral public-private collaboration and attract inter-sectoral investments.
- The Solutions provide a portfolio of actionable projects and initiatives that bring together different actors (public, private, third sector) with positive spillovers across many sectors.



ARUBA'S MISSION-DRIVEN MAP FOR ECONOMIC RECOVERY & RESILIENCE

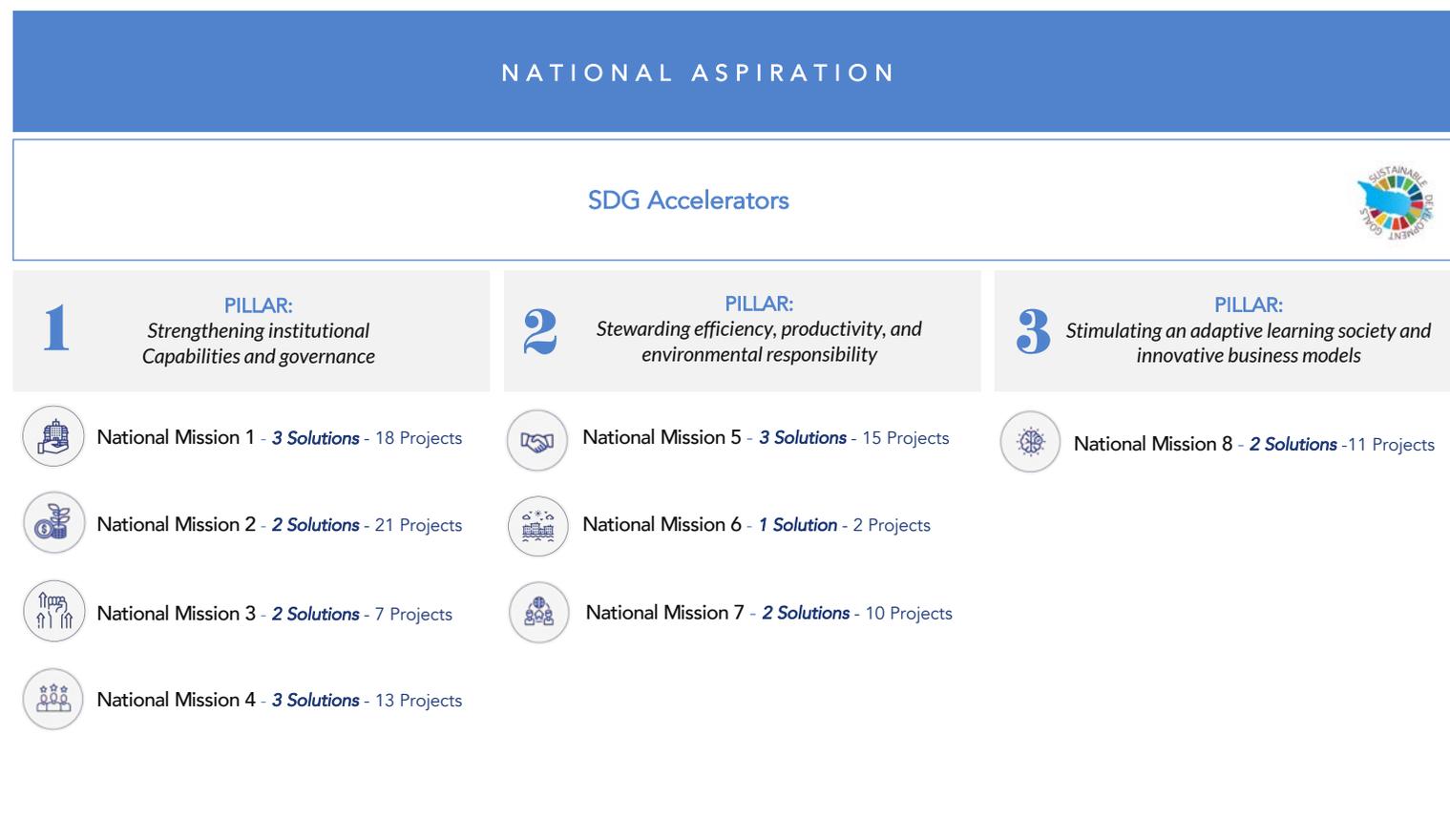
Our National Aspiration and Strategy for Economic Recovery and Resilience are summarized in the infographic below, which visualizes our national vision, direction and priorities at a glance.

National Aspiration
 Overarching National Vision: Direction and Rate of Recovery & Resilience.

SDG Accelerators
 Prioritized areas for Aruba that directly incorporate multiple development priorities with multiplier effect on SDGs

National Missions
 Clear, targeted and achievable (cross-disciplinary, cross-sector and cross-actor) bold strategic aims in support of the National Aspiration and to address main challenges.
 Each National Mission is linked to a pillar as overarching theme that serves an umbrella.

Projects
 Game Plan: Approach and Portfolio of Projects to achieve the national missions



The National Missions



The public sector of Aruba is an agile, lean, trusted and value-added public service provider



Achieve island-wide systemic transition toward a circular model that is affordable and realizable



Strengthen and safeguard the sustainability, security, and quality of energy and food production



The Aruban citizens boast high standards of health(care) and social security



Aruba has a welcoming business environment, is environmentally responsible and enhances its competitive edge in the region



Aruban citizens, visitors and local industries benefit from an enhancement of the shared value of tourism



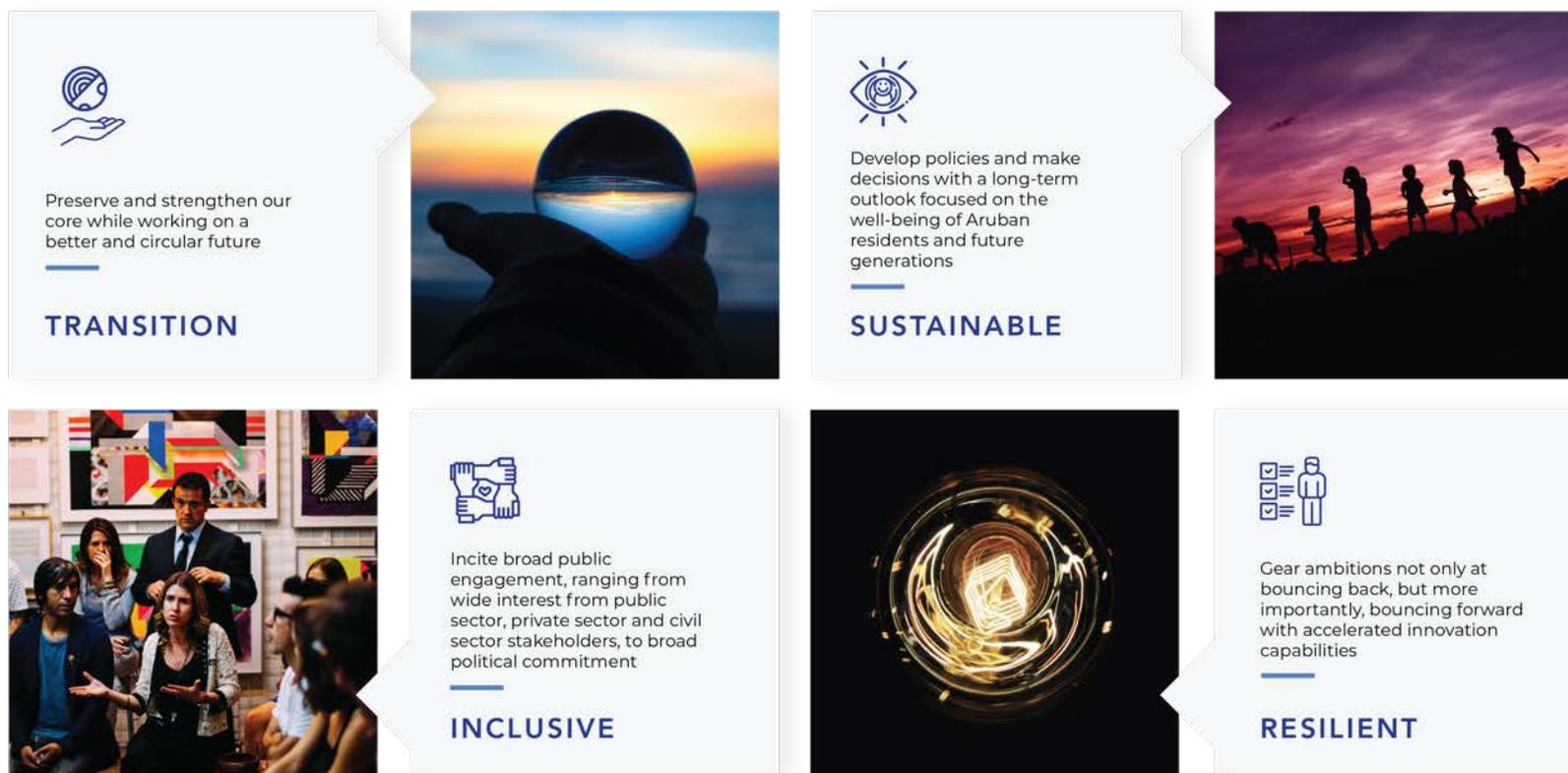
Aruba has a flexible labor market and adaptable local work force that have the tools and skills to maximize their earnings potential and to adapt with a moving market



The Aruban society achieves a transformative mindset-shift by means of embracing a life-long learning way of life through digitalization

NATIONAL ASPIRATION

A successful transition to a new economic model that is sustainable, inclusive, and resilient



An important first step toward that better future for Aruba is to create a shared vision of tomorrow and how to get there.

The National Aspiration is the overarching vision, which sets the direction and rate of Economic Recovery & Growth for Aruba.

Key assumptions

The following key assumptions are leading principles for the new economic model:

- The health, inclusiveness, and well-being of all Aruban residents.
- A healthy and responsible relationship with our natural environment.
- The strength to absorb future shocks and crisis, adapt to new opportunities, and accelerate innovation to bounce forward.
- A knowledgeable well-skilled labor force to adapt to a changing environment.

ARUBA'S MISSION-DRIVEN MODEL FOR ECONOMIC GROWTH & RECOVERY

The 'Repositioning our Sails' Pillars for Aruba

For the purpose of preparing Aruba's mission-oriented model for economic recovery and growth, three thematic pillars have been adopted:

1. Strengthening institutional capabilities and governance
2. Stewarding efficiency, productivity, and environmental responsibility
3. Stimulating an adaptive learning society and innovative business models



Strengthening institutional capabilities and governance



Stewarding efficiency, productivity, and environmental responsibility



Stimulating an adaptive learning society and innovative business models

The goals of this pillar are:

- Increasing economic diversification with focus on technology, knowledge, and innovation.
- Deepening investment in high value-added sectors and enhance the contribution of non-tourism sectors to the GDP in order to lay the foundations for a circular economy.
- Achieving economic diversity and integration through developing local capabilities in innovation and creativity, promoting entrepreneurship, along with preparing a fertile legislative and incentives ground.
- Building an integrated framework of public sector reform and socio-economic policies to fortify macro-economic stability and fiscal sustainability as top priorities, in addition to the optimal and sustainable utilization of natural resources.

The goals of this pillar are:

- Improving efficiency of labor and financial markets, extended opportunities for labor force mobility and (venture) funding opportunities.
- Achieving labor market flexibility and financial stability.
- Strengthening civic environmental responsibilities and environmental regulations by extending (new) and enforcing (existing) oversight and compliance for environmental conservation and regeneration, including coastal and marine habitats.
- Fostering technology-enabled business models and value chains.

The goals of this pillar are:

- Enabling a thriving local digital ecosystem.
- Empowering the overall population with skillsets needed for innovation and adaptability that matches Aruba's needs.
- Building institutional capacity to transition towards a digital economy and digitally fluent society.
- Removing barriers to internet use.
- Strengthening cyber resiliency.

ARUBA'S MISSION-DRIVEN MODEL FOR ECONOMIC GROWTH & RECOVERY

The 'Repositioning our Sails' Pillars for Aruba

For the purpose of preparing Aruba's mission-oriented model for economic recovery and growth, three thematic pillars have been adopted:

1. Strengthening institutional capabilities and governance
2. Stewarding efficiency, productivity, and environmental responsibility
3. Stimulating an adaptive learning society and innovative business models



The National Missions

The National Missions per pillar are clear, targeted and achievable strategic objectives to achieve the national aspiration and address the main challenges (core problems) and come in different shapes and sizes (no one size fits all):

- focus on both foundational and new development areas, across sectors, actors and disciplines, to activate innovation-led, inclusive and sustainable economic growth.
- make clear that through ambitious and bold action at the national level, exciting opportunities will be created that will have a positive impact on people’s lives.
- engage the Aruban public, spur cross-sectoral public-private collaboration and attract cross-sectoral investments.

3 PILLARS	8 NATIONAL MISSIONS	18 SOLUTIONS
<p>I Strengthening institutional capabilities and governance</p>	<p> The public sector of Aruba is an agile, lean, trusted and value-added public service provider</p> <p> Achieve island-wide systemic transition toward a circular model that is affordable and realizable</p> <p> Strengthen and safeguard the sustainability, security, and quality of energy and food production</p> <p> The Aruban citizens boast high standards of health(care) and social security</p>	<ol style="list-style-type: none"> 1. Decisively & immediately address the current under performance, lack of effectiveness, efficiency, and high administrative costs 2. Update & modernize laws and legislation 3. Complete overhaul of tax system into a simplified and fair system that enables compliance, reduces economic leakage and supports the new economic model <ol style="list-style-type: none"> 1. Catalysts for transition towards a Circular Economy 2. Collaborative Management of Waste Streams as Resources <ol style="list-style-type: none"> 1. Transition towards renewable energy and energy security 2. Food Security & Safety – Regulatory Framework & Expertise <ol style="list-style-type: none"> 1. Implement Integrated Health Information System (& Management Model) 2. Life Course Approach (LCA) 3. Ensure long-term sustainability of the social security system with actions; promoting fairness, with the initial focus (short-term) to save the most vulnerable funds (AOV)
<p>II Stewarding efficiency, productivity, and environmental responsibility</p>	<p> Aruba has a welcoming business environment, is environmentally responsible and enhances its competitive edge in the region</p> <p> Aruban citizens, visitors and local industries benefit from an enhancement of the shared value of tourism</p> <p> Aruba has a flexible labor market and adaptable local work force that have the tools and skills to maximize their earnings potential and to adapt with a moving market</p>	<ol style="list-style-type: none"> 1. Facilitating ease of doing business by cutting the red tape and having an optimal digital infrastructure 2. Strategy to attract FDI: Develop market strategy, brand budget and FDI set incentives 3. Reduce economic leakage and align taxes <ol style="list-style-type: none"> 1. Implement road map towards a High-Value Low-Impact destination <ol style="list-style-type: none"> 1. Mindshift to enable structural transformation of our education system and (societal) learning systems 2. Private and public labor market reform to foster labor flexibility, mobility, equality and inclusion
<p>III Stimulating an adaptive learning society and innovative business models</p>	<p> The Aruban society achieves a transformative mindset-shift by means of embracing a life-long learning way of life through digitalization</p>	<ol style="list-style-type: none"> 1. Increased Digital Inclusion to accelerate digital transformation of the economy, stimulate business opportunities, attract skilled labor and increase efficiency 2. Design and execute a national cyber resiliency strategy

ARUBA'S MISSION-DRIVEN MODEL FOR ECONOMIC RECOVERY & RESILIENCE

The National Strategic Plan (NSP) and SDG Accelerators

The National Strategic Plan (NSP) - "Nos Plan, Nos Futuro" represents a commitment for the betterment of Aruba's community, for the vision of an island where citizens have the shared responsibility to do better. The possibilities for Aruba depend on a strong economy, a healthy environment, and an inclusive society for all. Nos Plan, Nos Futuro 2020-2022, is a blueprint for the sustainable development of Aruba. It is the first step towards a long-term vision and identifies priority actions that Aruba must take in order to realize the NSP vision:

"Aruba is a sustainable and safe island leading and broadening our horizon through knowledge and by recognizing our diversity and identity, offering equal opportunities to increase our quality of life for generations to come."

The NSP consists of nine (9) programs ("SDG Accelerators") that are the prioritized development areas for Aruba with multiplier effect to achieve the United Nations 2030 Sustainable Development Goals (SDGs). The 9 SDG Accelerators are embedded in the mission-driven development framework for recovery & innovation and are aligned with the actions and initiatives in the Implementation Road Map in Annex 1.

The NSP programs are an integral part of the Implementation Road Map and all nine programs will continue their accelerated track.



The NSP consists of the following programs:

1. Quality of Life and Well-being
2. Youth Empowerment
3. Natural Resource Management Environment
4. Entrepreneurship and Enabling Business Environment
5. Energy Efficiency and Energy Diversification
6. Sustainable Tourism
7. Strengthen Institutional Quality and Capacity
8. National Statistical System
9. Aruba as a Model for Sustainable Development

Figure1: NSP Programs





ANNEX 1 Implementation Strategy *and Road Map*

Implementation Strategy
Agile Approach
Timeline

Implementation Governance
Coordination Structure
& Governance

Implementation Road Map
National Missions, Projects, Game
Plan

IMPLEMENTATION STRATEGY & ROAD MAP

To achieve the smart, inclusive, and sustainable economic growth Aruba aspires, while achieving immediate short-term benefits, all national missions need to be implemented. Specific goals are set to be achieved in the coming 3 years, starting from 2020. A phased-out approach is necessary in light of resources constraints.

Sound and Agile Governance

For responsible and effective implementation of the Master Plan, a governance structure needs to be set up to facilitate inclusive and agile decision-making and priority alignment in support of the chosen direction. The implementation of the Master Plan will require strong leadership that is focused on achieving the National Missions and open to diverse views, as the economy recovers, and citizens' needs evolve.

Political leadership, responsible line ministries or departments, and key stakeholders should be jointly responsible for implementation to ensure collaborative ownership of the projects. Best practice principles to successfully implement the Master Plan and realize the envisioned benefits should be anchored in agile program management, proactive change-management, clarity in accountability, and supported through KPI measurement and monitoring.

Accountability

Management of the implementation process, including oversight and direction of National Missions and individual projects should be delegated to an implementation body. Accountability requires that the plan execution is endorsed and actively supported by the highest government officials, involvement of all key stakeholders, and that the changes are supported by the lead ministry and its management team.



IMPLEMENTATION STRATEGY & ROAD MAP

Agile Program Management and Pro-active Change-Management

It is highly recommended to adopt an agile approach for implementation of the projects, where a dedicated program manager gets assigned to one or more projects.

Agile program management is an effective way to realize benefits quicker and at higher value, while bridging institutional silos. It further ensures a consistent translation of the National Aspiration and National Missions across public and private stakeholders and with the community at large.



IMPLEMENTATION STRATEGY & ROAD MAP

The Master Plan as outlined will bring about major changes to the modus operandi, policies and how the Government interfaces with the community. Change is inevitable and it can be unsettling for those who advocate it. It is therefore vital that all affected ministries, agencies and department heads be prepared to be the agents of change.

Relevant Measurement

The urgency of the plan calls for continuous measurement of performance. The foremost success factor is the achievement of the desired outcomes, considering both risk factors and metrics for performance.

Key actions

- A proposed independent body which will become the "Reform Agency" for Aruba Recovery and Innovation appoints the program managers and allocates the projects in consultation with the ministries, departments and key stakeholders responsible for joint implementation.
- The program manager should get trained in agile or scrum and supported by an agile coach if needed.
- The program manager will be responsible for leading fixed periodic (e.g., monthly) sprint planning with those jointly responsible for implementation and she or he will lead the execution of the assigned project(s).
- Investment in general capacity building of the public sector work force and change-management skills of managers/leaders is a pre-requisite to successful implementation of the plan.
- KPIs will be set in consultation with implementation partners prior to kicking off a project.
- The Reform Agency will be responsible for measurement, performance (KPIs) monitoring and reporting
- A digital dashboard will be developed to streamline the data across projects and to ensure maximum transparency.
- Implementation partners will have access to the dashboard as needed.
- Key insights and milestones will be updated monthly and posted to a community-focused digital board (i.e., website).



IMPLEMENTATION ROAD MAP

Project portfolio

The implementation strategy covers the period 2020 – 2023 and provides a realistic road map towards sustainable economic recovery, stability and inclusive growth. The initial actions to be taken in 2020 are primarily focused on reforms for building the foundation for economic recovery and resilience. Once the economy is stabilized and the foundation is robust, the plan focus can shift towards enabling entrepreneurial diversification and innovative business models.

The National Missions and related projects are described in this section.

This implementation plan consists of a prioritized portfolio of actions and initiatives that bring together different actors (public, private and civic sector) to achieve the National Missions.

READING GUIDE:



Game Plan

Key actions or initiatives that must be completed to implement the National Mission.



Resources

Key resources that are required to realize the project or initiative. A quantification will be done by the implementation team responsible for the project/game plan.



Lead

Government entity/unit or key stakeholder responsible for leading the implementation. This role will be assigned by the Council of Ministers in consultation with stakeholders (where relevant).



Responsible

Government entity/unit or key stakeholders directly involved and responsible for executing the game plan.



Timeframe

Estimated project duration. The implementation teams will develop a detailed timeline per project prior to kicking off the implementation phase based on an agile approach.

PILLAR I: STRENGTHENING INSTITUTIONAL CAPABILITIES AND GOVERNANCE



NATIONAL MISSION 1:

The public sector of Aruba is an **agile, lean, trusted** and **value-added** public service provider.

SDG GOAL:



SOLUTIONS:

1

Decisively & immediately address the current under performance, lack of effectiveness, efficiency, and high administrative costs.

- Projects #1-12

2

Update & modernize laws and legislation.

- Projects #13-14

3

Complete overhaul of tax system into a simplified and fair system that enables compliance, reduces economic leakage and supports the new economic model.

- Projects #15-18

STRATEGIC OBJECTIVES:

1. Realize a fair and well-functioning state and increase effectiveness of public sector services
 - Improve quality of life of citizens
 - Increase cost-efficiency (including personnel costs), efficiency in processes and productivity of government system
 - Foster citizen-centric inter-departmental collaboration
 - Introduce transparent, effective and efficient policy for state-owned companies
2. Safeguard integrity and transparency
 - Enable data-driven policy-making and open data platforms
 - Enable robust corporate governance and code of ethical conduct and effective management of state-owned enterprises
 - Enhance and strengthen legislative capacity
 - Increase the institutional capacity of core government departments, thereby enhancing checks and balances in Aruba
3. Facilitate a sustainable public finance model
 - Establish sound and inclusive fiscal governance
 - Enhance tax compliance and strengthen an equitable tax system
 - Accelerate fiscal and tax reform
 1. Modernize and simplify the tax system and harmonize and broaden the tax base
 2. Complete overhaul of current tax legislation, completing the transition from direct taxation to indirect taxation
 - Sustainable debt reduction
4. Improve investment climate by providing fiscal stimulus to specific Promising Sector targets (including circular economy) and existing businesses



National Mission 1:

The public sector of Aruba is an **agile, lean, trusted** and **value-added** public service provider.

Solution:

Decisively & immediately address the current under performance, lack of effectiveness, efficiency and high administrative costs.

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
1	Business model review	<ul style="list-style-type: none"> Quick scan for major opportunities for improvement / revisit existing plans of the Government of Aruba. This is a pre-requisite for the next steps below Review which services are core to the government function and which ones can be merged, discontinued and/or outsourced – <i>organisatie doorlichting</i> and revisit <i>kerntakenanalyse</i> Organize public-private-citizen GovHack to re-imagine government's role in society and re-design and rapid prototype 1 new human-centered service to pilot on short term 	<ul style="list-style-type: none"> Technical skills/business capacity Financial resources or insource Financial resources to train the trainers Performance Improvement Champions Hackathon facilitator 	<i>Ministry of General Affairs</i>	<ul style="list-style-type: none"> Directie Innovatie (in setup phase) Directie Financiën and third-party experts Private Sector, Innovation Labs 	Q3-Q4 2020
2	e-Government Road Map	<ul style="list-style-type: none"> Finalize e-Government Road Map and accelerate the implementation of the digital transformation strategy Introduce national Digital ID based on a unique number Build Interoperability Framework for secure data sharing Accelerate development of legal framework for e-Government (digital I.D., digital signature, digital payments, data protection, cybersecurity etc.) and for consumer protection 	<ul style="list-style-type: none"> Financial investment in hardware, software, technical support and capacity building public sector Legislative capacity Public Sector Champions 	<i>Ministry of General Affairs</i>	<ul style="list-style-type: none"> Directie Innovatie e-Government program management team Private Sector Department Heads 	Q3-Q4 2020 2021 2022 2023
3	Measurement and monitoring	<ul style="list-style-type: none"> Analyze and improve processes and services based on metrics Setup a measurement and monitoring system, including creating the citizen value proposition from the citizens' point of view Train department heads how to look at their business/ understand their value streams (mindset/capacity building) 	<ul style="list-style-type: none"> Technical skills/business capacity Financial resources or insource Financial resources to train the trainers (performance improvement champions) 	<i>Ministry of General Affairs</i>	<ul style="list-style-type: none"> Directie Innovatie Directie Financiën and third-party experts 	2021 2022
4	Performance improvement-management program for new business model	<ul style="list-style-type: none"> Develop structural improvement program and institutionalize through policy and platform and (international) certification programs (lean, six sigma, etc.) Increase value vs expense ratio based on a tailor-made efficiency/business model for the private sector Develop a change-management strategy aimed at realizing the needed productivity change and better human resource management 	<ul style="list-style-type: none"> Technical skills/business capacity Financial resources or insource Financial resources to train the trainers (performance improvement champions) Project management and policy making capacity 	<i>Ministry of General Affairs</i>	<ul style="list-style-type: none"> Directie Innovatie Directie Financiën DRH and third-party experts 	2021 2022
5	Data-driven policy-making	<ul style="list-style-type: none"> Enhance execution capacity of CBS through training and investment in tools Develop data-driven policy-making workshops for policy advisors, department heads and department managers Modernize national statistics legislation – <i>Statistiekverordening (NSS)</i> Enhance and integrate where possible public sector information systems through acceleration of the e-Government program 	<ul style="list-style-type: none"> Technical skills/business capacity Financial resources or insource Project management 	<i>Ministry of Finance</i>	<ul style="list-style-type: none"> Ministry of General Affairs Directie Innovatie CBS University of Aruba SDG Committee 	Q3-Q4 2020 2021 2022 2023



National Mission 1:

The public sector of Aruba is an **agile, lean, trusted** and **value-added** public service provider.

Solution:

Decisively & immediately address the current under performance, lack of effectiveness, efficiency and high administrative costs.

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
6	Government debt and wage bill reduction	<ul style="list-style-type: none"> Adopt Fiscal Responsibility law (national ordinance) Develop a legal framework for promoting fiscal responsibility, including numerical fiscal rules and an independent Fiscal Council – <i>Begrotingskamer</i> - with its operation and governance based on best practices Implement plan in stages to reduce wage bill (address sickness absenteeism issue and overtime - <i>Normering</i>) and consider including performance-based remuneration structure and related efficiency aspects to enhance productivity of public labor Revisit purchase policy (lean procurement) – <i>Inkoopbeleid</i> Finalize implementation framework and introduce procurement guidelines based on the recently adopted procurement law – <i>Aanbestedingsverordening</i> Introduce e-Procurement within the e-Government framework 	<ul style="list-style-type: none"> Legislative capacity Fiscal forecasting and policy making capacity Project team 	<i>Ministry of Finance</i>	<ul style="list-style-type: none"> Ministry of General Affairs Department of Finance DWJZ DRH 	Q3-Q4 2020 2021
7	Budget execution and legal framework	<ul style="list-style-type: none"> Promote fiscal responsibility by allocating the authority to manage their budgets to the heads of government departments (including the personnel under them and all other departmental resources) and holding them accountable for the outcome hereof (transform into an enabling instrument) Review existing legislation and regulation related to budget authority of heads of government departments and make recommendations related to the best manner to assign budget authority to them based on best practices Adapt existing legislation and/or regulation to assign budget authority to heads of government departments Include a financial paragraph in each new law with expenditure or revenue implications by focusing on the medium-term (5 years) financial consequences Align legal framework with corporate governance code (tailor-made to the entire public sector system - <i>Collectieve sector</i>) 	<ul style="list-style-type: none"> Legislative capacity Fiscal policy making capacity 	<i>Ministry of Finance</i>	<ul style="list-style-type: none"> Department Heads DWJZ Parliament Council of Ministers Department of Finance CAD, ARA 	Q3-Q4 2020 2021 2022
8	Performance-based budgeting framework	<ul style="list-style-type: none"> Adopt a performance-based budgeting framework: Introduce a basic framework in which the funding of the government departments/agencies is linked to the results they should deliver by making use of performance information Develop (transition) training for department/ministry budget coordinators and department heads to achieve this new model and new mindset 	<ul style="list-style-type: none"> Fiscal policy making capacity 	<i>Ministry of Finance</i>	<ul style="list-style-type: none"> Department of Finance Department Heads 	Q3-Q4 2020 2021 2022 2023



National Mission 1:

The public sector of Aruba is an **agile, lean, trusted** and **value-added** public service provider.

Solution:

Decisively & immediately address the current under performance, lack of effectiveness, efficiency and high administrative costs.

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
9	Anti-corruption and integrity framework	<ul style="list-style-type: none"> Finalize and implement the Aruba anti-corruption and integrity legal framework and the Aruba Corporate Governance Code Prioritize actions to achieve short term high impact milestones Assign Bureau Integriteit with the implementation of integrity and anti-corruption measures in the public organization Establish <i>Integriteit Kamer</i> (Chamber of Integrity) to take its role in the oversight of mayor financial (tenders) decisions by the government Introduce legislation in connection with <i>Commissie Versterking Democratisch Bestel</i> 	<ul style="list-style-type: none"> Legislative capacity Capacity in Bureau Integrity Identify the members of the chamber of integrity Training for public and private sector Political will 	<i>Ministry of General Affairs</i>	<ul style="list-style-type: none"> DWJZ BIA CBA 	Q3-Q4 2020
10	Implement corporate governance code	<ul style="list-style-type: none"> Finalize the Aruba Corporate Governance Code law implementation steps Establish a monitoring entity 	<ul style="list-style-type: none"> Legislative capacity Training for public and private sector Political will 	<i>Ministry of General Affairs</i>	<ul style="list-style-type: none"> CBA 	Q3-Q4 2020
11	Political accountability	<ul style="list-style-type: none"> Hold the political decision-makers and – controllers and the public servants accountable for their legal duties Set up a team of experts to define responsibilities of Ministers and of Department Heads based on best practices Develop and implement an accountability framework 	<ul style="list-style-type: none"> Political and administrative knowledge and expertise Political will 	<i>Ministry of General Affairs</i>	<ul style="list-style-type: none"> Project Team Former Politicians SER CAD ARA 	Q3-Q4 2020 2021
12	Political system and mindset	<ul style="list-style-type: none"> Invite all political parties and civil society to present a plan to innovate the political system and as such ultimately complying with SDG 16 Launch intensive campaign directed on improving consciousness on the negative consequences of political patronage 	<ul style="list-style-type: none"> Marketing & public relations specialist Video-specialist 	NGOs	<ul style="list-style-type: none"> Ministry of General Affairs Political Parties Private Sector Labor Sector NGO's and Citizens 	Q3-Q4 2020



National Mission 1:

The public sector of Aruba is an **agile, lean, trusted** and **value-added** public service provider.

Solution:

Update & modernize laws and legislation.

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
13	Comprehensive and executable road map	<ul style="list-style-type: none"> Develop a road map to map and prioritize all the specific legislation to effectively address the complex and outdated public organization by updating and modernizing laws and legislation and enhance legislative capacity (this road map should be developed in parallel with the Business Model Review) Create plan of action to execute road map <ul style="list-style-type: none"> Re-organize and prioritize pending legislation based on the National Missions Focus on and cluster specific legislation in different work teams, per <ul style="list-style-type: none"> Subject Priority Timeframe (short-, mid- and long term) 	<ul style="list-style-type: none"> Project team consisting of experienced members Financial resources – analysis required of total costs/FTEs 	<i>Project Team</i>	<ul style="list-style-type: none"> Ministry of General Affairs DRH Ministry of Justice DWJZ Ministry of Finance Department of Finance External experts and Partners 	Q3-Q4 2020
14	Execution of plan of action	<ul style="list-style-type: none"> Draft/Re-draft all the above-mentioned specific legislation to be ready to go through the official decision-making process Initiate official decision-making process for final approval (mid to long term action) Insource legal personnel and appoint to specific priority projects Outsource specific pieces of legislation to experts in the field Develop and implement educational - and training programs Develop and implement Marketing - & Communication plan Develop new and innovative secure and reliable digital system and database to support/automate (parts of) the legislative process – link with e-Government road map 	<ul style="list-style-type: none"> Project teams Legislative capacity Technical support from Dutch Government Political commitment Insource legal staff from within government/public sector departments/agencies 	<i>Project Team</i>	<ul style="list-style-type: none"> Ministry of General Affairs DRH Ministry of Justice DWJZ Ministry of Finance Department of Finance External experts and Partners Parliament 	Q3-Q4 2020 2021 2022 2023
15	Decision making process	Ensure political & top management commitment to create understanding, support and feasible space to ensure success	<ul style="list-style-type: none"> Political and institutional commitment 	<i>Council of Ministers</i>	<ul style="list-style-type: none"> Parliament Management of government departments and institutions 	Q3-Q4 2020



National Mission 1:

The public sector of Aruba is an **agile, lean, trusted** and **value-added** public service provider.

Solution:

Complete overhaul of tax system into a simplified and fair system that enables compliance, reduces economic leakage and supports the new economic model.

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
16	Inclusive Fiscal Governance	<ul style="list-style-type: none"> Institutionalize consultation with stakeholders through setup of a National Tax Consultation Board consisting of public and private sector stakeholders and chaired by a neutral/independent party. The Board will provide an open and participatory platform for advisory and data sharing 	<ul style="list-style-type: none"> Human resources MB to be approved by Council of Ministers 	<i>DIMP</i>	<ul style="list-style-type: none"> Department Heads, DWJZ, CBS, CBA Parliament Private Sector Organizations and NGOs The Aruba Institute for Good Governance & Leadership (University of Aruba) 	Q3-Q4 2020
17	Tax alignment and reform	<ul style="list-style-type: none"> Transition from a direct tax system to an indirect tax system (first step) Simplify and harmonize existing legislation Consider the introduction of tax incentives, or tax credits and/or introduce a simple subsidy system to support the transitioning of public sector employees to the private sector vs an early retirement plan (<i>VUT-regeling</i>) Introduce tax incentives or tax credits and/or introduce a simple subsidy system for Promising Sectors, to attract FDI and stimulate circular economic models, and to stimulate existing businesses to innovate, invest in and adopt circular models. Consider the following, please note: this list is not meant to be exhaustive and an integrated analysis on the new tax model is required: <ul style="list-style-type: none"> Consider maintaining the IPC-regime Introduce tax incentives (tariff reduction) or tax credits and/or introduce a simple subsidy system for companies that import environmentally sustainable construction products/materials and stimulus for life-long learning <i>Continued on next page</i> 	<ul style="list-style-type: none"> Outsource integral tax incentives or subsidies analysis to support new economic model to an independent third party Human resources Fiscal space Tax reform consultations with broad stakeholder base led by National Tax Consultation Board Technical assistance international organizations Automated checks and balances Legislative capacity 	<i>Ministry of Finance</i>	<ul style="list-style-type: none"> DIMP (co-lead) National Tax Consultation Board Department Heads Douane DWJZ Parliament Private Sector Organizations and NGOs (e.g., KvK, SNBA, ATIA, AHATA, ATA, AFBA, APA, SER, ABA, AVBA etc.) IMF, CARTAC 	Q3-Q4 2020 2021



National Mission 1:

The public sector of Aruba is an **agile, lean, trusted** and **value-added** public service provider.

Solution:

Complete overhaul of tax system into a simplified and fair system that enables compliance, reduces economic leakage and supports the new economic model.

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
17	Tax alignment and reform (continued)	<ul style="list-style-type: none"> Introduce tax incentives or tax credits and/or introduce a simple subsidy system for Promising Sectors to attract FDI and stimulate circular economic models and to stimulate existing businesses to innovate, invest in and adopt circular models. Consider the following, please note this list is not meant to be exhaustive and an integrated analysis on the new tax model is required: Conduct analysis to introduce tax incentives a.o. based on SEAA framework (integrating economic and environmental data to provide a more comprehensive and multipurpose view of the interrelationships and where tax incentives can be beneficial (especially for circular and environmentally-responsible opportunities) Consider converting <i>Motorrijtuigenbelasting</i> into an excise duty on gasoline Introduce incentives for electric vehicle (EV) adoption or transition Adopt import duty structure for vehicles and machinery based on energy use and/or carbon emissions, and restrict importation of vehicles and/or machinery that do not meet certain minimum emission standards Consider aligning tax reform including imports duties with circular economy best practices Realize for all beneficiaries of the Aruban economy (businesses, employees and residency holders) to pay their fair share in taxes Consider alignment of profit tax rate for hotels with that for other local businesses in consultation with key stakeholders and after an independent assessment of estimated capital leakage in the hotel industry vs other local businesses Ensure tourism levy collection with regard to 'other' accommodations 	<ul style="list-style-type: none"> Outsource tax incentives analysis to support new economic model to an independent third party Human resources Fiscal space Tax reform consultations with broad stakeholder base led by National Tax Consultation Board Technical assistance international organizations Automated checks and balances Legislative capacity 	<i>Ministry of Finance</i>	<ul style="list-style-type: none"> DIMP National Tax Consultation Board Department Heads Douane DWJZ Parliament Private Sector Organizations and NGOs (e.g., KvK, SNBA, ATIA, AHATA, ATA, AFBA, APA, SER, ABA, AVBA etc.) IMF, CARTAC 	Q3-Q4 2020 2021
18	Tax Compliance & Institutionalization	<ul style="list-style-type: none"> Revisit tax compliance strategy to identify new opportunities to increase compliance and make necessary adjustments to support tax reform and new economic model Increase compliance through increased standard field audits, G-rekening' for construction sector and by investing in innovation (e.g., APIs, secure digital payments, artificial intelligence pattern recognition models to support a proactive client communication approach by Tax Authorities and behavioral science (e.g., gentle nudging programs/campaigns) and develop action plan with support of National Tax Consultation Board Conduct a business model review for organizational re-design of DIMP and Douane Develop road map for a transition towards an independent tax authority (or partially independent focused on certain core functions) with a 'sui generis' (or similar) governance model (medium to long term action) 	<ul style="list-style-type: none"> Financial investment Human resources Innovate and streamline tax compliance processes Tax auditors to be recruited from existing civil servants Behavioral scientist/economist Technical assistance international organizations Private sector consultations Inclusive fiscal governance structure Local digital payment ecosystem 	<i>DIMP</i>	<ul style="list-style-type: none"> Ministry of Finance DWJZ Directie Innovatie Private Sector National Tax Consultation Board 	Q3-Q4 2020 2021 2022

PILLAR I: STRENGTHENING INSTITUTIONAL CAPABILITIES AND GOVERNANCE



NATIONAL MISSION 2:

Achieve island-wide systemic transition toward a circular model that is affordable and realizable.

SDG GOAL:



SOLUTIONS:

1

Catalysts for transition towards a Circular Economy.

- Projects #1-9

2

Collaborative Management of Waste Streams as Resources.

- Projects #10-21

STRATEGIC OBJECTIVES:

1. Develop technical capacity for sustainable development taking into account the UN 2030 Agenda for Sustainable Development Goals (The National Strategic Plan 2020 - 2022)
2. Ensure an orderly, sustainable and high-quality physical living environment
3. Encourage and increase local ownership and strengthen local supply and value chains
4. Diversification of tourism product through niche and sustainable tourism
 - Enhance environmentally responsible tourism
 - Adopt circular tourism business models for energy, water, food, waste management
 - Find a balance between the needs of the community, visitors and the island
 1. Accept the High-Value, Low-Impact Tourism Growth model (public and private sector)
 2. Strengthen the shared value of economic contribution of tourism
5. Climate resilience and climate adaptation
 - Establish a national agenda for climate action and resilience (including a national policy and risk measurement)
 - Conserve and restore environmental resources and (marine) ecologies
 - Establish and enforce climate resilient building codes and infrastructure directives
6. Reduce waste production and transition toward a low-impact lifestyle
 - Thrive towards a 'zero-waste' society
 - Enhance and extend (distributed) capacity for recycling and refurbishing consumer products
 - Transition towards a sustainable waste management system (for energy and exports)
 - Reduce hinderance to environment and community



National Mission 2:

Achieve island-wide systemic transition toward a circular economy that is affordable and realizable.

Solution:

Catalysts for transition towards a Circular Economy.

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
1	Procurement guidelines	<ul style="list-style-type: none"> Develop circular economy guidelines and criteria for public procurement. Use European Commission published 'Public Procurement for a Circular Economy 2017' as a best practice guideline Include circular economy guidelines in procurement processes. Circularity preference in government procurement policy to favor circular distributors, producers and service providers, boosting new environmentally-responsible markets 	<ul style="list-style-type: none"> Political will New public procurement ordinance - Landsbesluit openbare aanbesteding 	<i>Ministry of Finance</i>	<ul style="list-style-type: none"> Department of Finance 	2021 2022 2023
2	Building guidelines	<ul style="list-style-type: none"> Develop/revisit policies to apply building guidelines for energy efficiency, climate adaptation with adherence to environmental regulations and responsibilities (build with nature) Amend the <i>Bouw en Woning verordening</i> to promote energy efficiency, green coverage and better material re-use, refurbishing, and remanufacturing in construction, including the use of innovative and biocomposite building materials and guidelines 	<ul style="list-style-type: none"> Political will Climate appropriate standards New building code act and directives 	<i>Ministry of Infrastructure</i>	<ul style="list-style-type: none"> Ministry of Energy Committee of experts DTI DNM DIP DOW Construction industry 	2021 2022 2023
3	Products and services mapping	<ul style="list-style-type: none"> Apply for grants to identify and map circular economy products and services in Aruba Create roadmap and facilitate public sector tenders to fill critical / high priority gaps Explore and stimulate the adoption of circular tourism business by earmarking funds for niche-based circular tourism products and services 	<ul style="list-style-type: none"> Grant writers or funds Access to information: government data and private sector data Political will Access to finance 	<i>Grant writing: SDG Aruba Committee Tenders: Ministry of Finance</i>	<ul style="list-style-type: none"> Ministry of Infrastructure AHATA, ATIA, ATA Private Sector NGOs External Consultants Innovation Labs CBA DNM 	Q3-Q4 2020 2021
4	National awareness	<ul style="list-style-type: none"> Launch national awareness campaign to highlight CE businesses and CE opportunities, local/micro-farming, promote climate action, energy saving & cooling efficiency, opportunities for monetizing nature preservation; explain the value and benefits of ecosystem services (incl. value and purpose ROPV) Engage social entrepreneurs and tourism innovators in fostering CE pilots and practices Foster awareness and learning on the value of sustainable tourism amongst the youth and community at large (incl. through the education system) 	<ul style="list-style-type: none"> Government PR team, BUVO Digital media Pop ups News Implement across Government Departments 	<i>Ministry of General Affairs</i>	<ul style="list-style-type: none"> Private Sector AHATA, ATIA, ATA IDEA NGOs BNA 	2021
5	Escazú Agreement	<ul style="list-style-type: none"> Consider ratification of Escazú Agreement: a new treaty that deepens the link between environmental protection and human rights in Latin America and the Caribbean. Escazú sets standards for informed participation in environmental decisions and access to environmental justice Conduct quick assessment on the impact and feasibility of implementing the agreement 	<ul style="list-style-type: none"> Political will 	<i>SDG Aruba Committee</i>	<ul style="list-style-type: none"> Ministry of General Affairs Ministry of Infrastructure NGOs DNM DBB 	Q3-Q4 2020 2021



National Mission 2:

Achieve island-wide systemic transition toward a circular economy that is affordable and realizable.

Solution:

Catalysts for transition towards a Circular Economy.

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
6	Public access to information	<ul style="list-style-type: none"> Introduce or revisit policy that facilitates public access to government information Revisit if expansion <i>Landsverordening openbaarheid van bestuur</i> is required 	<ul style="list-style-type: none"> Political will Public pressure 	<i>Parliament</i>	<ul style="list-style-type: none"> NGOs 	Q3-Q4 2020
7	Climate resilience and adaptation	<ul style="list-style-type: none"> Instate a National Climate Resilience Council Define national climate change goals and include these in CAFT reporting to support (holistic) sustainable financial management Submit climate action agenda petition to Parliament Institutionalize national taskforce for addressing opportunities and pathways for a climate-resilient tourism, commercial, and residential infrastructures, including regulation, supervision and compliance with new building codes, transportation, and residential construction (especially in coastal and flood-risk zones) Develop roadmap to pursue alternative methods of financing, e.g., Green Bonds, Blue Bonds, Debt-Conversion etc. 	<ul style="list-style-type: none"> Political will National ordinance for Climate Resilience Council Climate awareness Ministerial decree instating climate council Alignment with department of finance Policy writers Parliamentary resolution (motie) 	<i>Ministry of General Affairs</i>	<ul style="list-style-type: none"> Ministry of Finance Council of Ministers DNM Private Sector champions and NGOs 	Q3-Q4 2020
8	Educational program	<p>Educational program to promote circular economy:</p> <ul style="list-style-type: none"> Apply for grants to implement pilot in after school programs Combine with STEM subjects & align with Plan Education Nacional (PEN), also focus on food, energy & climate Introduce circular economy modules in science curriculum and educational programs to develop and strengthen circular skillsets (including national science fairs, school hackathons and adult education) 	<ul style="list-style-type: none"> Grant writers Political will Collaborative spirit 	<i>Ministry of Education</i>	<ul style="list-style-type: none"> Ministry of General Affairs Bureau Traimerdia BNA Innovation Labs Department of Education Fundacion Parke Arikok Santa Rosa DNM University of Aruba SISSTEM Private Sector champions 	2021 2022
9	Land usage and space	<ul style="list-style-type: none"> Design a human-centered plan for inclusive real estate ownership (both commercial and housing), with a focus on locals, young professionals and future generation needs, to address the growing lack of affordable options and lack of space issue (e.g. stimulate going vertical, repurpose abandoned/unused properties etc.) Consider an "empty building tax" or fine and encourage the repurposing of empty buildings instead of constructing new ones (i.e., causing more deforestation and taking up limited space) 	<ul style="list-style-type: none"> Urban designers and planners Investment appetite / capital for non-traditional and corporate social responsibility models Mapping of portfolio of potential assets to be repurposed Technical support from international circular design organizations 	<i>Ministry of Infrastructure</i>	<ul style="list-style-type: none"> DOW, DIP SBCO APA Private Sector champions Real-estate developers and investors Architects Association Urban planners NGOs 	2021 2022



National Mission 2:

Achieve island-wide systemic transition toward a circular economy that is affordable and realizable.

Solution:

Collaborative Management of Waste Streams as Resources.

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
10	Serlimar AG	<ul style="list-style-type: none"> Introduce and implement the revised Serlimar Legislation (AB 2005 no. 5) to make Serlimar financially independent from the government Develop and introduce a sustainable financial mechanism and operations management Develop Business- and Feasibility Plan to support the above transition 	<ul style="list-style-type: none"> Political & public support Awareness Campaign Collaborative Spirit Data 	<i>Ministry of Infrastructure</i>	<ul style="list-style-type: none"> Bankruptcy Legal Administrator Serlimar Parliament General public 	Q3-Q4 2020 2021
11	RFP Termination	<ul style="list-style-type: none"> Terminate RFP's related to: <ul style="list-style-type: none"> Solid Waste Treatment Facility Remediation of Landfill Parkietenbos Sanitary Landfill & Hazardous Waste 	<ul style="list-style-type: none"> Legal Support 	<i>Ministry of Infrastructure</i>	<ul style="list-style-type: none"> Legal advisor 	Q3-Q4 2020
12	Landfill Parkietenbos Landfill Seroe Teishi	<ul style="list-style-type: none"> Reduce unsustainable landfill practices (e.g. illegal landfill) Implement strategic waste operations (Waste Diversion & Reduction) Transition towards sustainable landfill operations and develop required policy framework 	<ul style="list-style-type: none"> Policy Practical training Awareness Campaign 	<i>Ministry of Infrastructure</i>	<ul style="list-style-type: none"> Serlimar DTI, DNM, DVG NGOs 	Q3-Q4 2020 2021
13	Wastewater treatment	<ul style="list-style-type: none"> Build new wastewater treatment facility at RWZI Bubali Expand & upgrade effluent treatment for reuse Improve effluent quality (reuse landscaping, agriculture, golf courses) Introduce levy (e.g., <i>rioolheffing</i> or fee) to cover maintenance of sewage line Develop policy for wastewater treatment 	<ul style="list-style-type: none"> Technical knowledge Circular economy Environmental Policy Data 	<i>Ministry of Infrastructure</i>	<ul style="list-style-type: none"> DVG, DOW, DNM, DTI, FPNA NGO's Private Sector, AHATA, ATA 	Q3-Q4 2020 2021
14	Medical waste	<ul style="list-style-type: none"> Eliminate open air burning (emissions) Introduce sustainable waste practices (medical waste) Finalize and implement process for safely discarding of COVID-19 related waste 	<ul style="list-style-type: none"> Public- & Private Sector support Data Knowledge Sharing & Education Campaign 	<i>Ministry of Infrastructure</i>	<ul style="list-style-type: none"> DVG, DNM Serlimar Private Sector HOH, INSAM 	Q3-Q4 2020 2021



National Mission 2:

Achieve island-wide systemic transition toward a circular economy that is affordable and realizable.

Solution:

Collaborative Management of Waste Streams as Resources.

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
15	Waste management approach	<ul style="list-style-type: none"> Redesign waste management approach Review different existing substantive research on waste management in Aruba with collaboration of local PhD students 	<ul style="list-style-type: none"> Policy Strategy (Circular/Diversion) 	<i>Ministry of Infrastructure</i>	<ul style="list-style-type: none"> UA, DNM, DVG, Inspectie Volksgezondheid, Private Sector, Serlimar, DTI, Parliament, NGO's, SISSTEM 	Q3-Q4 2020
16	Single use materials	<ul style="list-style-type: none"> Reduce the volume of Single Use materials to Landfill Develop awareness campaign to stimulate a low-impact lifestyle 	<ul style="list-style-type: none"> Policy Campaign Knowledge Sharing & Education 	<i>Ministry of Infrastructure</i>	<ul style="list-style-type: none"> Ministry of Justice, Douane, DNM, BCI, KvK, DEACI 	Q3-Q4 2020 2021 2022 2023
17	Waste reduction programs	<ul style="list-style-type: none"> Develop and set up support platforms (website, technical guidance, training and community awareness campaign) for SME businesses that repair and resell electronics, food waste, textile, furniture and more, and connect local businesses to stimulate maximizing use of resources (e.g. organic waste, waste, half products, etc.) through collaboration models Design and introduce zero food waste policy Develop and launch awareness campaign to reduce food waste 	<ul style="list-style-type: none"> Community engagement Technical knowledge Circular economy policy 	<i>Ministry of Infrastructure</i>	<ul style="list-style-type: none"> Setar TeleAruba Serlimar AHATA, AFBA, KvK Private Sector, NGOs 	2021 2022 2023
18	Neighborhood waste hubs	<ul style="list-style-type: none"> Conduct analysis on the feasibility/impact of the establishment of neighborhood hubs and/or key waste collection hubs with bins for decentralized waste sorting Develop implementation plan and community awareness campaign to support the hubs 	<ul style="list-style-type: none"> Community spaces Communication Collector partnerships 	<i>Ministry of Infrastructure</i>	<ul style="list-style-type: none"> Centros di Bario Aruba DOET Local waste collectors NGOs Private Sector SBCO 	2021 2022 2023



National Mission 2:

Achieve island-wide systemic transition toward a circular economy that is affordable and realizable.

Solution:

Collaborative Management of Waste Streams as Resources.

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
19	Import tariffs reform	<ul style="list-style-type: none"> Assign tariffs to reflect externalized costs and product impacts, encouraging responsible and local consumption 	<ul style="list-style-type: none"> Political & Public support Data openness Legal expertise 	<i>Ministry of Finance</i>	<ul style="list-style-type: none"> Douane Parliament DIMP Private Sector National Tax Consultation Board 	2021
20	Integrated environmental policy framework and legislation	<ul style="list-style-type: none"> Align ROP, ROPV, building and living requirements with environmental policy, as well as with the development of an integral and sustainable waste management and waste processing model Establish and enforce legal framework for environmental conservation and restoration (including environmental supervision and compliance measures); Establish legal framework for environmental supervision and compliance and strengthen existing environmental compliance education and skillsets Introduce and implement environmental law - <i>Milieu verordening</i> (governs the permitting system, rules and regulations) Include and/or expand administrative enforcement tools (e.g., restorative and punitive sanctions such as <i>last onder dwangsom</i> or other sorts of penalties/fines) in existing/new environmental, nature, waste and construction and housing legislation etc. 	<ul style="list-style-type: none"> Political & Public support Environmental expertise 	<i>Ministry of Infrastructure</i>	<ul style="list-style-type: none"> DNM Parliament DWJZ Private Sector NGOs 	Q3-Q4 2020 2021
21	Wetland upgrades	<ul style="list-style-type: none"> Consider expanding wetland for wastewater treatment & floating farms Explore other business models to manage the (Bubali) wetlands area (e.g., privatization of the operation and maintenance of the wastewater treatment plant) 	<ul style="list-style-type: none"> Political & Public support 	<i>Fundacion Parke Arikok</i>	<ul style="list-style-type: none"> Ministry of Infrastructure DOW DNM 	Q3-Q4 2020 2021

PILLAR I: STRENGTHENING INSTITUTIONAL CAPABILITIES AND GOVERNANCE



NATIONAL MISSION 3:

Strengthen and safeguard the sustainability, security and quality of energy and food production.

SDG GOAL:



SOLUTIONS:

1

Transition towards renewable energy and energy security.

- Projects #1-2

2

Food Security & Safety – Regulatory Framework & Expertise.

- Projects #3-7

STRATEGIC OBJECTIVES:

- 1. Food security and access to sufficient and healthy/high quality food**
 - Reduce import-dependency by increasing local food production capacity
 - Increase local production capacities and available (financial) resources for agriculture and fisheries
 - Safeguard quality standards for local food production and international food imports
- 2. Energy security**
 - Adopt regulatory framework for (renewable) energy sector
 - Accelerate the transition to (a portfolio of) renewable energies (40%-50% by 2022/2024) for energy security, efficiency and consumption (in accordance with affordability and reliability requirements)
 - Reduce dependence on fossil fuels and improve the balance of payments
 - Strengthen the grid reliability and connectivity and standardize risk management cycle to mitigate risks of energy disruptions



National Mission 3:

Strengthen and safeguard the sustainability, security and quality of energy and food production.

Solution:

Transition towards renewable energy and energy security.

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
1	Regulatory framework for energy sector	<ul style="list-style-type: none"> Formalize national energy policy Initiate process of enhancing (renewable) energy legislation & regulation 	<ul style="list-style-type: none"> Political will Stakeholder engagement Technical assistance (NL or regional) 	<i>Ministry of General Affairs</i>	<ul style="list-style-type: none"> Utility companies Client/sector groups CBA DWJZ Private Sector NGOs National Climate Resilience Council 	Q3-Q4 2020 2021
2	Renewable energy transition	<ul style="list-style-type: none"> Continue increasing renewable energy, reduce fuel imports, reduce emissions and seek nature balance (in accordance with energy affordability and reliability requirements) Explore other environmentally-responsible possibilities that can reduce spatial pressures when transitioning towards renewable energy sources Introduce awareness campaign and consider tax incentives to increase both commercial and household share of renewable energy generation 	<ul style="list-style-type: none"> Expertise Stakeholder engagement Initiate Environmental Impact Assessment (EIA) and Socio-Economic Impact Assessment (SEIA) for wind energy capacity expansion for wind, solar, and ocean energy capacity expansion 	<i>WEB/Utilities</i>	<ul style="list-style-type: none"> Ministry of Energy Elmar DIP Private Sector NGOs 	Q3-Q4 2020 2021 2022 2023



National Mission 3:

Strengthen and safeguard the sustainability, security and quality of energy and food production.

Solution:

Food Security & Safety – regulatory framework & expertise.

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
3	Research Center	<ul style="list-style-type: none"> Green light start Research Center by hygienic department (DVG) Control the safety of food production 	<ul style="list-style-type: none"> Cooperation of the ministry of Health Manpower 	<i>Ministry of Health</i>	<ul style="list-style-type: none"> Department of Health 	Q3-Q4 2020 2021
4	National food security and safety platform	<ul style="list-style-type: none"> Establish National Food Security Platform Stimulate entrepreneurship and (new) skillsets for cultivation and production Develop and launch awareness campaigns to promote micro-farming Identify funding opportunities (for AgriTech) Work with business and financial consultants to transition towards agri-innovation business models Introduce quality standards and control to safeguard food quality (and improve health) 	<ul style="list-style-type: none"> Political will Cooperation financial institutions Interest private sector New food safety ordinance Collaboration with educational institutions for innovative agricultural certification 	<i>Private Sector</i>	<ul style="list-style-type: none"> Local Farmers NGOs Ministry of Primary Sector Ministry of Infrastructure University of Aruba / SISSTEM Financial Sector 	Q3-Q4 2020 2021 2022 2023
5	Entrepreneurship and modern agriculture	<ul style="list-style-type: none"> Support entrepreneurs and encourage modern agriculture Fast Track modern agriculture ideas and help entrepreneurs with setting up their business, financial management training, getting land etc., and facilitate/support where needed. Not only modern agriculture technology but also water/ electricity etc. Facilitate and create market/supply (digital) platforms for strengthening domestic food production and delivery to the tourism industry 	<ul style="list-style-type: none"> Cooperation of the ministry 	<i>National Food Security Platform</i>	<ul style="list-style-type: none"> Ministry of Primary Sector (co-lead) DEZHI AHATA 	Q3-Q4 2020 2021
6	Certification & Quality Seal	<ul style="list-style-type: none"> Introduce Certification & Quality Seal to guarantee safe and high-quality local products Ensure the certification processes and entry mechanism adopted does not create unnecessary barriers for small businesses and start-up entrepreneurs (maintain level playing field) 	<ul style="list-style-type: none"> Manpower Consultancy with knowledge Local Farmers cooperation 	<i>National Food Security Platform</i>	<ul style="list-style-type: none"> DVG Santa Rosa Local Farmers DWJZ 	2021 2022 2023
7	Water quality law and regulations	<ul style="list-style-type: none"> Retrieve, review, finalize and approve draft water law Implement ground water and wastewater treatment quality regulations and inspection 	<ul style="list-style-type: none"> Legislative capacity 	<i>Ministry of Primary Sector</i>	<ul style="list-style-type: none"> Ministry of Infrastructure Ministry of General Affairs DNM, DVG DWJZ DNM 	Q3-Q4 2020 2021

PILLAR I: STRENGTHENING INSTITUTIONAL CAPABILITIES AND GOVERNANCE



NATIONAL MISSION 4:

The Aruba citizens boast high standards of health(care) and social security.

SDG GOAL:



SOLUTIONS:

1

Implement Integrated Health Information System (& Management Model).

- Projects #1-4

2

Life Course Approach (LCA).

- Projects #5-6

3

Ensure long-term sustainability of the social security system with actions; promoting fairness, with the initial focus (short-term) to safeguard the most vulnerable funds (AOV).

- Projects #7-13

STRATEGIC OBJECTIVES:

1. Stimulate a healthy and productive population
 - Increase health awareness among citizens
 - Develop and maintain complete and real-time insight into the health-related needs of the population
 - Incentivize healthy living and life-style changes (disincentivize unhealthy lifestyle habits)
2. Develop a sustainable and affordable care system with long-term sustainability of care level / care quality
 - Enhance management of the costs of care and social security and curb overconsumption
 - Reduce of premium burden on employers
 - Develop integral patient-centric health information system and data governance
3. Improve control and management of healthcare system
4. Increase transparency about processes and user costs and enhance access to information for the client



National Mission 4:

The Aruba citizens boast high standards of health(care) and social security.

Solution:

Implement Integrated Health Information System (& Management Model).

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
1	Institutionalization of national committee integral health	Institutionalize a national committee to design the roadmap and (oversee the) implementation of an integral health information system	Steering committee: <ul style="list-style-type: none"> Minister of Health, CIO AZV, Representation of Care Professionals and providers National ordinance for Integral Health Information System (longer term action) 	<i>Ministry of Health</i>	<ul style="list-style-type: none"> DVG AZV Health Care providers (incl. HOH, IMSAN) CBS 	Q3-Q4 2020
2	National Health Survey	Launch National Health Survey (on an annual basis): this is a periodic survey in which self reported risks, diseases and wellbeing is assessed in a representative sample of the population.	Public Health Department (DVG): <ul style="list-style-type: none"> Epidemiology / Research (execution) PAHO / CARPHA (support) CBS capacity Ministry of Social Affairs 	<i>DVG</i>	<ul style="list-style-type: none"> PAHO Social Affairs CBS 	Q3-Q4 2020
3	Integrated Governance	Introduce an Integrated Governance/management model & body (incl. data governance): <ul style="list-style-type: none"> Steering committee and taskforce with representation of most relevant stakeholders Separation between supervision / execution 	Establish governance structure: <ul style="list-style-type: none"> Health Policy and Law Wetgevingsjurist (changes in legislation) Steering committee and Taskforce(s): Representation of most relevant stakeholders (5P's: Patients, Public, Policy, Providers, Payers) 	<i>Ministry of Health</i>	<ul style="list-style-type: none"> AZV Health Care Providers (incl. HOH, IMSAN) Social Partners 	Q3-Q4 2020
4	Integrated Health Information System	<ul style="list-style-type: none"> Finalize roadmap for Integrated Health Information System Introduce Master Data Management (MDM) / Integrated Data Governance Develop & implement Information System for Health (IS4H) strategy (compatible with e-Government roadmap) Introduce a monthly updated benefits/usage report and related costs that a client can access digitally at any time to increase awareness of cost of consumption/usage and enhance transparency of the system 	Required specialisms MDM / Data Gov: <ul style="list-style-type: none"> (Health) data science / Epidemiology Health Policy and Law (privacy, meaningful use, Regulations) Population Health Management (PHM) / Public Health Required specialisms IS4H: <ul style="list-style-type: none"> Health informatics IT Security Payers and providers: process analyses e-Government team/alignment Sounding board Health Information Consultants 	<i>National Committee Integral Health</i>	<ul style="list-style-type: none"> Ministry of Health (co-lead) Council of Ministers, Ministry of Innovation, Directie Innovatie AZV DVG Health Care providers (incl. HOH, IMSAN) CBS 	Q3-Q4 2020 2021



National Mission 4:

The Aruba citizens boast high standards of health(care) and social security.

Solution:

Life Course Approach (LCA).

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
5	Life Course Approach	<p>Introduce a Life Course Approach:</p> <ul style="list-style-type: none"> Regular checks health and wellness of risk groups: Social Determinants of Health (SDOH), age and gender specific risk factors, problem list, care consumption. The screening and case- finding for NCDs (CVR, DM, cervical cancer, colon cancer screening, etc.) are part of this Curb overconsumption of unhealthy foods and encourage healthy lifestyles - consider a health levy on, e.g., sugars, sodium and trans fats, and enhanced enforcement health safety controls of F&B establishments <p>Establish Integral Care Programs for relevant high-risk groups (e.g. diabetes and other NCDs): Establish/execute structural integral care in delivery system and embed in health financing and reimbursement at AZV</p>	<p>Quarter Master:</p> <ul style="list-style-type: none"> Public Health / Youth Health/ PHM GP Association AZV <p>Implementation:</p> <ul style="list-style-type: none"> Change managers Health Informatics / IS4H <p>Execution:</p> <ul style="list-style-type: none"> Youth Health / Baby Clinic GP practices / medical specialists White Yellow Cross Paramedical professionals <p>Technical support PAHO/WHO other intl. technical consultants</p>	<p><i>Ministry of Health</i></p>	<ul style="list-style-type: none"> DVG/AZV (co Lead) Health Care Providers (incl. HOH, IMSAN) 	2021
6	Alternative Payment Models	<p>Introduce Alternative Payment Models for providers (e.g. payment model should promote quality and commitment to prevention, integral patient centered care and wellness)</p>	<p>Health Financing & reimbursement:</p> <ul style="list-style-type: none"> Health economics Health financing/reimbursement <p>Execution:</p> <ul style="list-style-type: none"> AZV care procurement AZV claims processing SVB Care providers Legislation changes 	<p><i>Ministry of Health</i></p>	<ul style="list-style-type: none"> AZV Health Care Providers 	2022



National Mission 4:

The Aruba citizens boast high standards of health(care) and social security.

Solution:

Ensure long-term sustainability of the Social Security system with actions; promoting fairness, with the initial focus (short-term) to safeguard the most vulnerable funds (AOV).

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
7	Tripartite	<ul style="list-style-type: none"> Organize tripartite discussions for the sustainability of the social security system and related funds Discuss flexibilization labor laws and other social security reforms in general 	<ul style="list-style-type: none"> Experienced chairperson (facilitator) Small representation of both employers and employees (max. 6 total including unions) Scenario calculations 	<i>Ministry of Labor</i>	<ul style="list-style-type: none"> Ministry of Finance (co-lead) Ministry of General Affairs (co-lead) Private sector representatives Department of Finance Union representatives CBS SVB 	Q3-Q4 2020 2021
8	Pension rights and LAP	<ul style="list-style-type: none"> Review pension age to guarantee a sustainable pension fund Consider (partially) finance potential impact on income via Tax Brackets or deductibility of premiums (align with Tax Reform – mid term action) Set up follow up tripartite to design a new pension system applicable to both private and public sector pensions. The new system should be financially sustainable – mid to long term action Reduce payments on top off pensions that are taking place from the ‘algemene middelen’ for public sector pensions 	<ul style="list-style-type: none"> Technical experts Legislative capacity 	<i>Ministry of Finance</i>	<ul style="list-style-type: none"> Ministry of General Affairs Private sector representatives DIMP Department of Finance APFA SVB OPA CBS 	Q3-Q4 2020 2021
9	Cessantia and unemployment insurance	<p>Short term actions – consider converting cessantia (+ <i>bijstand</i> where applicable) as safety net and consider gradually abolish cessantia:</p> <ul style="list-style-type: none"> Limit the cessantia to cases of non-attributable loss of work before pension age (exclude pension as possible moment for cessantia) Convert cessantia into temporary unemployment fund, which provides a monthly payment to those who became unemployed (maximum period) <p>Long term actions:</p> <ul style="list-style-type: none"> Evaluate financial possibilities to supplement pension + AOV to for example minimum wage (after this crisis has ended – long term action) Introduce austere short-term/limited unemployment insurance 	<ul style="list-style-type: none"> Scenario calculations 	<i>Ministry of Labor</i>	<ul style="list-style-type: none"> Ministry of Finance Private Sector representatives Department of Finance APFA SVB OPA Private pension insurance companies Union representatives 	Q3-Q4 2020 2021 2022



National Mission 4:

The Aruba citizens boast high standards of health(care) and social security.

Solution:

Ensure long-term sustainability of the Social Security system with actions; promoting fairness, with the initial focus (short-term) to safeguard the most vulnerable funds (AOV).

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
10	AOV/AWW sustainability	<p>Short term actions - adjustments to raise the level of fairness of the system:</p> <ul style="list-style-type: none"> Revisit list and qualification of those insured to reduce the gap of those living on island and insured but not paying premiums Apply mean test for funeral cost locally and eliminate it for those living abroad Lower pension and Christmas bonus for those living abroad Limit right to payment if participated in fund for x-number of years, or exclude short-term expats insurance <p>Medium term action:</p> <ul style="list-style-type: none"> Revisit social security system in its entirety to ensure long-term sustainability of the system 	<ul style="list-style-type: none"> Scenario calculations Technical experts 	<i>Ministry of Finance</i>	<ul style="list-style-type: none"> Ministry of Health Ministry of Labor Department of Finance SVB Private pension insurance companies Private sector CBS 	Q3-Q4 2020 2021
11	AZV screening	<ul style="list-style-type: none"> Screen insured group to close loopholes Revisit list and qualification of those insured to reduce the gap of those living on island and insured but not paying premiums 	<ul style="list-style-type: none"> Human resources 	<i>Ministry of Health</i>	<ul style="list-style-type: none"> AZV (co-lead) Censo DIMAS DIMP SVB 	Q3-Q4 2020
12	LAP compliance	<ul style="list-style-type: none"> Appoint supervising body for improved LAP compliance and clarity in legislation <ul style="list-style-type: none"> Set out a realistic route to institutionalize cost-effective control, including consideration of which agency is best positioned to execute this function Evaluate and make changes in the LAP law 	<ul style="list-style-type: none"> Legislative capacity Scenario calculations 	<i>Ministry of Finance</i>	<ul style="list-style-type: none"> APFA SVB 	Q3-Q4 2020
13	ZV/OV Health Absence	<ul style="list-style-type: none"> Investigate underlying factors and address high short health absence among employees in the public sector in comparison with private sector <ul style="list-style-type: none"> Introduce incentives for managers in the public sector to bring health absence down and introduce the same policy as applicable in the private sector Analyze effect of lowering payments to employee in case of health absence (e.g., no 100% pay) and/or introduce financial incentives for not reporting sick Analyze the impact of potential privatization of ZV 	<ul style="list-style-type: none"> Technical expertise / outsource Behavioral scientist Scenario calculations 	<i>Ministry of Health</i>	<ul style="list-style-type: none"> Ministry of Labor Ministry of Finance Department of Finance SVB Private sector CBS 	Q3-Q4 2020 2021 2022

PILLAR II: STEWARDING EFFICIENCY, PRODUCTIVITY AND ENVIRONMENTAL RESPONSIBILITY



NATIONAL MISSION 5:

Aruba has a welcoming business environment, is environmentally responsible and enhances its competitive edge in the region.

SDG GOAL:



SOLUTIONS:

1

Facilitating ease of doing business by cutting the red tape and having an optimal digital infrastructure.

- Projects #1-5

2

Strategy to attract FDI: Develop market strategy, brand budget and FDI set incentives.

- Projects #6-9

3

Reduce economic leakage and align taxes.

- Projects #10-15

STRATEGIC OBJECTIVES:

- 1. Improve investment and business climate**
 - Eliminate red-tape, facilitate ease of doing business and reduce the cost of doing business
 - Ensure fair competition and a level playing field
 - Stimulate economic empowerment of women
 - Increase productivity
 - Simplify and streamline tax model, including tax incentives for Promising Sectors, niche tourism, encourage circular models (responsible companies) and attract FDI
- 2. Develop new sectors and diversify the economy**
 - Improve the innovation capacity of the island and increase the adaptability of society
 - Maintain a healthy and stable financial sector
 1. Diversify sources of foreign exchange earnings
 2. Maintain a fixed exchange rate between the US Dollar and Aruban Florin
 3. Increase the resilience, depth and diversity of the financial sector (including new opportunities for funding and financing as well as financial intermediation and digital payments)
 - Increase the influx of Foreign Direct Investment (FDI) in areas that create social and economic added value
 - Enable inclusive growth of the Promising Sectors
 - Stimulate the adoption of environmentally-responsible practices in the public and private sector
 - Transition from the traditional 'brick and mortar' business environment to a more innovative business environment with an emphasis on stimulating the Promising Sectors
 1. Transition the traditional banking system towards a model that enables risk-based investment, startups and SME growth in the Promising Sectors and safeguards new investments in line with ESG principles and standards
 2. Enable and strengthen financial inclusion by expanding basic financial services and safeguarding consumer rights
 3. Access to (seed)capital (equity and debt) for startups and SMEs (diversification and deepening of financial system)
 4. Accelerate and diversify the development and adoption of digital payment platforms
 5. Accelerate the onboarding process for banking in general



National Mission 5:

Aruba has a welcoming business environment, is environmentally responsible and enhances its competitive edge in the region.

Solution:

Facilitating ease of doing business by cutting the red tape and having an optimal digital infrastructure.

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
1	Doing Business information	<ul style="list-style-type: none"> Streamline and simplify information/communication on doing business in Aruba to increase transparency and efficiency in tax and business environment (e.g. from starting a business to filing taxes and applying for a tax stimulus plan) Develop streamlined communication on doing business in Aruba to be used/referred to by all stakeholders (e.g., communicate these in different formats: social media, videos, website etc.) Simplify messaging on taxes (e.g., "Let's talk about tax" campaign) Develop business start-up guidance program (including where to go for what and expected timeframes for each step) Develop entrepreneurship opportunities guidance on which tourism (shared value model) niches to invest in (niches on unique and authentic experiences, wellness, weddings, kitesurfing) Raise awareness for the changing consumer patterns (incl. Covid 19 lessons learned) 	<ul style="list-style-type: none"> Financial investment Human resources Copywriters Communication manager 	DEACI	<ul style="list-style-type: none"> IDEA DIMP KVK AHATA ATIA ATA CBA Private Sector Notaries 	Q3-Q4 2020 2021
2	Seamless public sector experience	<ul style="list-style-type: none"> Simplify and streamline core public sector services, namely the licensing processes: <ul style="list-style-type: none"> Update mapping of licensing processes now vs envisioned processes going forward (infographics) Accelerate eGovernment implementation for licenses chain Digitize and accelerate the licensing processes and property registration (in development) Consider the introduction of "lex silencio positivo" Develop e-Portal for doing business in Aruba Set up multi-disciplinary public-private task force to execute short-term Task Force Red Tape recommendations (refer to Report "From Red Tape to Red Carpet") Design joint public-private action agenda (short-term) to streamline KYC compliance/client onboarding and organize regulatory technology hackathon Develop road map to guide Notaries on their transition toward a seamless and paperless service offering and link with the e-Government Interoperability Framework (in development) 	<ul style="list-style-type: none"> Institute Directie Innovatie Expansion eGovernment Program Management Team (insource or outsource) Legislative capacity Financial investment Training for public sector employees IT-infrastructure Policy and mechanisms to balance potential undue effects of "lex silencio positivo" (e.g., stimulation and incentive policies to drive demand for Promising Sectors, enhanced compliance etc.) 	DEACI	<ul style="list-style-type: none"> Directie Innovatie Ministry of Finance Ministry of General Affairs and Innovation DOW, DIMAS, DIP, DAO, DIMP, DWJZ, CBS, CBA Private Sector (user experience / implementation) ATIA, AHATA, KVK 	Q3-Q4 2020 2021



National Mission 5:

Aruba has a welcoming business environment, is environmentally responsible and enhances its competitive edge in the region.

Solution:

Facilitating ease of doing business by cutting the red tape and having an optimal digital infrastructure.

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
3	Seamless private sector experience	<ul style="list-style-type: none"> Finalize and introduce e-commerce and digital signatures legislation – <i>Landsverordening inzake elektronische communicatie (LEC)</i> Introduce the revised Civil Code - <i>Burgerlijk Wetboek</i> (all books regarding businesses) Innovate private sector business models: Develop joint road map to encourage transition towards seamless (and paperless) way of doing business with concrete actions per sector (e.g., financial/banking sector, tourism sector, etc.) Modernize legal framework covering intellectual property Accelerate the implementation of the Aruba Happy Flow 2.0 project to enhance the visitor experience Educate and guide entrepreneurs through incubator programs (legally incorporate and operationalize ABIA) 	<ul style="list-style-type: none"> Open data (government to share key data) Human resources Incubator program for entrepreneurs Digital Agenda (to be developed) Happy Flow 2.0: Financial investment, software development kit, contactless biometric identification systems (already at the airport), cameras required at hotels and other establishments 	<i>Ministry of Economic Affairs</i>	<ul style="list-style-type: none"> Private Sector ATIA, AHATA, SBCO, AFBA, ATSA, KvK, ATA, AAA, Hotels, Car Rentals CBS, IDEA, DEACI, CBA ABIA Directie Innovatie Happy Flow 2.0 Team University of Aruba 	Q3-Q4 2020 2021 2022
4	Digital payment ecosystem and inclusion	<ul style="list-style-type: none"> Develop public-private digital payments ecosystem action agenda (as part of the national Digital Agenda to be developed) Diversify and deepen the digital payment ecosystem with the introduction and adoption of new (local, regional and/or international) payment platforms for electronic commerce and international business (including Aruba's export of services and products) Accelerate I-Pago implementation plan Establish a financial and regulatory technology (Fintech/Regtech) incubator to foster new AI-driven financial and supervisory services Ensure inclusion of all citizens in the banking system and tackle unlawful practices by financial institutions/ ban discrimination (especially of vulnerable groups who are currently unbanked) and accelerate implementation of CBA Financial Inclusion road map 	<ul style="list-style-type: none"> Legislative capacity Financial investment Qualified financial technology developers Adoption of ordinance for consumer rights and protections Adoption of national ordinance Adoption of national ordinance to legislate digital IDs and digital signatures 	<i>Ministry of Finance</i>	<ul style="list-style-type: none"> Ministry of General Affairs and Innovation Private Sector ABA CBA and I-Pago partners Local software developer groups/circles and IT experts DWJZ 	Q3-Q4 2020 2021 2022
5	Legislative and policy framework	<ul style="list-style-type: none"> Introduce competition law (<i>mededingingswet</i>) and policy, and set up competent authority to create e level playing field Simplify and modernize licensing legal framework (<i>vergunningsverordening</i>) Introduce spatial planning law (ROPv) Develop policy framework for assessing whether a new business fits within the Promising Sectors taking into account the aspired transition towards a resilient circular economy – <i>toetsingskader</i> Develop policy framework for Corporate Socially Responsible companies and introduce incentive scheme for companies meeting and adhering to the criteria Finalize and introduce regulatory framework for medical cannabis - <i>Landsverordening Verdovende middelen (AB 1990 GT 7)</i>, <i>Landsverordening tot wijziging van de Landsverordening op de geneesmiddelen (AB 1990 no GT 9)</i> 	<ul style="list-style-type: none"> Legislative capacity Financial investment Technical support from Dutch Government Private sector support for technical review of draft legislative frameworks 	<i>Ministry of Justice</i>	<ul style="list-style-type: none"> Ministry of Finance Ministry of General Affairs and Innovation Directie Innovatie Private Sector CBA DWJZ Lawyers Association Innovation Labs 	Q3-Q4 2020 2021



National Mission 5:

Aruba has a welcoming business environment, is environmentally responsible and enhances its competitive edge in the region.

Solution:

Strategy to attract FDI: Develop market strategy, brand budget and FDI set incentives.

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
6	Aruba Trade Board	<ul style="list-style-type: none"> Formalize Aruba Trade Board with advisory role in relation to FDI strategies Develop market intelligence and information exchange system to support FDI strategies (Aruba Trade Board to lead this project) 	<ul style="list-style-type: none"> Legal input (DWJZ) Public and private human resources Project manager for strategy development Collaborate with key local institutions to gather intelligence to inform strategies and to execute the plan 	<i>Ministry of Economic Affairs</i>	Aruba Trade Board: <ul style="list-style-type: none"> DWJZ KvK ATIA FZA DEACI DBB ATA Private Sector 	Q3-Q4 2020
7	FDI products	<ul style="list-style-type: none"> Improve fiscal products targeted at specific industries (Promising Sectors) as part of tax reform Adopt recommendations FZA for further modernization of free zone legislation Develop evaluation criteria for FDI investments to qualify for an accelerated license process based on the need for job security and mobility, Promising Sectors policy and envisioned resilient and circular economy 	<ul style="list-style-type: none"> Tax reform Legislative capacity 	<i>Ministry of Finance</i>	Aruba Trade Board <ul style="list-style-type: none"> DEACI AVVB DIMP FZA Civic Sector and NGOs 	Q3-Q4 2020 2021
8	Investment Promotion Agency	<ul style="list-style-type: none"> Establish Investment Promotion Agency (IPA) with public sector, private sector and civic sector in the management team and board (incl. Aruba Trade Board) Set up project to develop brand identity (establish key characteristics, target markets/industries, positioning and marketing strategies) to attract FDI <ul style="list-style-type: none"> Develop brand positioning, including messaging, content marketing strategy and website, road show strategy Develop lead tracking system and comprehensive follow-up methods Establish public-private promotion fund 	<ul style="list-style-type: none"> Private sector collaboration Dedicated project manager Branding know-how (external consultant) Marketing know-how (external consultant) Marketing funds Kingdom Embassy platform Arubahuis 	<i>Aruba Trade Board</i>	Private sector partners <ul style="list-style-type: none"> Civic sector, NGOs representatives ATA APA AAA 	Q3-Q4 2020 2021
9	FDI e-Platform	<ul style="list-style-type: none"> Develop/resume e-platform project to promote FDI Consider/leverage Aruba's 'tourism network and knowledge' as a platform to source international business opportunities and investments 	<ul style="list-style-type: none"> e-Government expertise Human resources Local tourism institutions 	<i>Investment Promotion Agency</i>	Aruba Trade Board (co-lead) <ul style="list-style-type: none"> Ministry of Economic Affairs Ministry of Innovation, Directie Innovatie ATA, AHATA 	Q3-Q4 2020 2021



National Mission 5:

Aruba has a welcoming business environment, is environmentally responsible and enhances its competitive edge in the region.

Solution:

Reduce economic leakage and align taxes.

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
10	Capital leakage mitigation	<ul style="list-style-type: none"> Establish an investment fund with local principals (in line with Promising Sectors and the tourism niche road map and shared value tourism model) to actively pursue the purchase of strategic economic opportunities to keep these local (refer also to Annex 2 on the Resilience & Innovation Fund) Promote and stimulate local ownership of strategic economic activities through SME fund Create additional affordable capital and equity capital for local SME entrepreneurs Revisit capital markets regulatory framework to diversify Aruba's financial system and to create pathways and remove barriers for (seed) angel investment and venture capital investment 	<ul style="list-style-type: none"> Establishment of SME fund or include in RIF platform Capital Entrepreneurship incubator programs 	<i>DEACI</i>	<ul style="list-style-type: none"> Ministry of General Affairs Ministry of Economic Affairs ATA, AHATA Institutional Investors Local Pension Funds High-net worth individuals and family offices Qredits AIB CBA 	Q3-Q4 2020 2021 2022
11	Fine and penalty collection	<ul style="list-style-type: none"> Improve fine and penalty collection process by investing in capacity and capability building, enforcement and streamlining collection Link value-chain to e-Government framework Re-design existing processes during a human-centered design thinking hackathon (use data collected through a national survey and stakeholder interviews) and present policy changes recommendations to government 	<ul style="list-style-type: none"> Human resources Hackathon facilitator Capacity building program/training Interoperability Framework and Digital I.D. (unique number) 	<i>Ministry of Justice</i>	<ul style="list-style-type: none"> KPA BCI DVG OM e-Government team 	Q3-Q4 2020 2021



National Mission 5:

Aruba has a welcoming business environment, is environmentally responsible and enhances its competitive edge in the region.

Solution:

Reduce economic leakage and align taxes.

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
12	Digital Nomads	<ul style="list-style-type: none"> Develop and launch clear/attractive value offering for digital nomad workers - expat (incentive) policy Evaluate start-up and “working form home in Aruba” visa Modify expat policy and directive of the LTU 	<ul style="list-style-type: none"> Accommodation arrangements – long term rental (longer stays) Digital infrastructure (connectivity & affordability, access) Affordable health insurance 	<i>Ministry of Justice</i>	<ul style="list-style-type: none"> DIMP DEZHI DIMAS AHATA ATSA ATA University of Aruba Setar/ Digicel 	Q3-Q4 2020
13	Foreign exchange leakage mitigation	<ul style="list-style-type: none"> Incentivize local SME’s and established businesses to keep the revenues onshore by stimulating a shift from import to local production, where feasible, through awareness and training Reduce the import of (fuel) energy needs through sustainable/ green incentives. Include incentives for the use of solar/wind power and apply energy saving building codes and technologies and/or circular models (that also prevent foreign leakage) Ensure short-term energy security- establish a Utilities fund for addressing technical reliability issues to prevent economic losses from short-term fuel-and energy supply disruptions and explore new industry revenue models for energy conservation to mitigate energy capital leakage Introduce incentives for sustainable transport program: EV adoption (low or zero taxes) for establishment of infrastructure and business models for EV charging stations, electrification of government car fleet and car rental fleet and introduction of emission standards for newly imported and existing gasoline/diesel cars, stimulation of public transport and sustainable transport behaviors 	<ul style="list-style-type: none"> Tax incentives for local production and import substitution Awareness campaign Training for local SMEs Cooperation energy companies for standardizing risk management approach Cooperation key stakeholders 	<i>Ministry of Finance</i>	<ul style="list-style-type: none"> Ministry of Transportation Ministry of Infrastructure DEZHI DIMP DWJZ Utilities, WEB, ELMAR Private Sector, Car Rentals , Car Dealers DNM, DTI 	Q3-Q4 2020 2021
14	Human capital leakage management	<ul style="list-style-type: none"> Recruit international mentors for the transfer of knowledge to local talent Create interesting job opportunities for local talent to avoid brain drain Attract businesses of the future to allow growth opportunities for local talent (e.g., by leveraging and coordinating existing national and international platforms including visitors, expats and diaspora networks) 	<ul style="list-style-type: none"> Tax and import incentives Recruitment campaign 	<i>Ministry of Finance</i>	<ul style="list-style-type: none"> Ministry of Education Private Sector ATIA AHATA 	2021 2022 2023



National Mission 5:

Aruba has a welcoming business environment, is environmentally responsible and enhances its competitive edge in the region.

Solution:

Reduce economic leakage and align taxes.

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
15	Economic Empowerment of Women	<ul style="list-style-type: none"> Support economic empowerment of women to counteract their vulnerable position due to COVID-19 and encourage and facilitate their full participation and contribution in Aruba’s economic recovery: Foster women entrepreneurship innovation: <ul style="list-style-type: none"> Create policy and programs for female entrepreneurship Micro loans for women: Dedicate funding and micro loans to support entrepreneurship and the economic empowerment of women through special programs in this area (i.e. minimum or no collateral required) Develop women in IT as a niche market: <ul style="list-style-type: none"> Develop project to foster innovation and facilitate IT literacy and competencies to stimulate women in IT as a niche enterprise (and to support working from home) Develop a comprehensive curriculum and training for different levels and low threshold to develop women’s IT skills Create support mechanism through coaching and childcare options Create awareness and stimulate more women in STEM studies Quantify unpaid work: Define and quantify the economic value of unpaid work performed by women and make recommendations for recognizing women’s contribution to the economy 	<ul style="list-style-type: none"> Project team consisting of experienced members Financial resources Human Resources IT equipment Internet connection Courses Entrepreneurship facilitator Flexibilization of Labor Laws to facilitate caregiving and working from home 	<i>Project Team CEDEHM</i>	<ul style="list-style-type: none"> Ministry of General Affairs Ministry of Education Ministry of Social Affairs and Family Affairs Volkskrediet bank Qredits AIB Labor Department SVB CBS DEACI Department of Social Affairs Private sector partners DIMP BNA, DEA, Enseñansa pa Empleo DPS SKOA and SPCOA 	Q3-Q4 2020 2021 2022

PILLAR II: STEWARDING EFFICIENCY, PRODUCTIVITY AND ENVIRONMENTAL RESPONSIBILITY



NATIONAL MISSION 6:

Aruban citizens, visitors and local industries benefit from an enhancement of the shared value of tourism.

SDG GOAL:



SOLUTIONS:

1

Implement road map towards a High-Value Low-Impact destination.

- **Projects #1-2**

STRATEGIC OBJECTIVES:

1. Achieve island-wide (public and private) systemic adoption of the High-Value Low-Impact Tourism Model:
 - Diversify and increase the shared value of the tourism product through niche tourism and knowledge export
 - Encourage and stimulate local ownership
 - Stimulate the tourism industry to invest in innovation, research and development and take a regional/global leadership position in travel & tourism innovation
 - Enable inclusive growth of the Promising Sectors, including niche tourism
 - Stimulate creative entrepreneurship
 - Stimulate the adoption of environmentally-responsible practices in the tourism sector



National Mission 6:

Aruban citizens, visitors and local industries benefit from an enhancement of the shared value of tourism.

Solution:

Implement road map towards a High-Value Low-Impact destination.

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
1	Watchdog platform	Create independent watchdog platform: <ul style="list-style-type: none"> • A body for monitoring, implementation and awareness of the various action plans (Destination Development Plan, Carrying Capacity, High-Value, Low-Impact Tourism Model/Niche Roadmap) • Continuous monitoring of the Carrying Capacity Indicators 	<ul style="list-style-type: none"> • Commitment • Manpower 	ATA	<ul style="list-style-type: none"> • Representatives from destination and site managers • Monuments Bureau, Arikok National Park Foundation • Representatives from the private sector (hotels and tour operators) and of the civil society (one for each district) 	2021
2	High-Value, Low-Impact Tourism Model	Implement road map towards High-Value, Low-Impact Tourism Model (shared value model) including but not limited to: <ul style="list-style-type: none"> • Mitigate and curb the environmental risks and social costs of large-scale accommodation development in line with directives of ROPV, carrying capacity, and climate-resilient tourism infrastructures • Update, implement, and monitor the Carrying Capacity Indicators • Solidify ROPV mechanism that links new hotel development licensing approval to strategic hotel development plan and ensure any new/pipeline developments meet sustainability requirements (e.g., LEED building standards) • Develop a capacity building framework for stakeholders and the community at large (such as amongst other tourism awareness activities) • Invest in tourism and travel innovation, research and development and establish a travel & hospitality incubator framework or guidance model • Reskill tourism labor force with 21st century expertise and experiential design • Earmark niche tourism funds for incentivizing and financing environmentally-responsible and inclusive tourism in line with Promising Sectors 	<ul style="list-style-type: none"> • Highly integrated and synergized partnership among the many stakeholders • Commitment • Manpower 	ATA	<ul style="list-style-type: none"> • Ministry of Tourism • Government entities, DIP, Department of Transport, CBS • APA • Private sector, KvK, AHATA • Aruba Monuments Bureau • Community groups • Arikok National Park Foundation 	Q3-Q4 2020 2021 2022 2023

Continued on next page



National Mission 6:

Aruban citizens, visitors and local industries benefit from an enhancement of the shared value of tourism.

Solution:

Implement road map towards a High-Value Low-Impact destination.

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
2	High-Value, Low-Impact Tourism Model (continued from previous page)	Implement road map towards High-Value, Low-Impact Tourism Model (shared value model) including but not limited to: <ul style="list-style-type: none"> • Research, fortify, guide and further develop tourism niches (and niche products), implement less mass- more niche • Create conceptualized destination hubs that showcase the authentic Aruban flare • Introduce authenticity guidelines for hotel and other main developments • Beautify physical surroundings and aesthetic placemaking • Leverage art, culture and creativity to transform underutilized spaces and inspire positive change • Strengthen the retained and shared value of tourism (foreign exchange earnings) by mitigating economic leakages and cultivating domestic (local) value chains • Implement new strategy for cruise development and management to reduce the pressure of cruise arrival impact through scheduling, incentives and product offering, and a higher focus on providing value added experiences, the attraction of smaller affluent lines with high-spending visitors, as well as strengthening the collaboration with the cruise brands to better reach and cater to high spending passengers • Implement site and visitor flow management • Enhance safety of the destination 	<ul style="list-style-type: none"> • Highly integrated and synergized partnership among the many stakeholders • Commitment • Manpower 	ATA	<ul style="list-style-type: none"> • Ministry of Tourism • Government entities, DIP, Department of Transport, CBS • APA • Private sector, KvK, AHATA • Aruba Monuments Bureau • Community groups • Arikok National Park Foundation 	Q3-Q4 2020 2021 2022 2023

PILLAR II: STEWARDING EFFICIENCY, PRODUCTIVITY AND ENVIRONMENTAL RESPONSIBILITY



NATIONAL MISSION 7:

Aruba has a flexible labor market and adaptable local work force that have the tools and skills to maximize their earnings potential and to adapt with a moving market.

SDG GOAL:



SOLUTIONS:

1

Mindshift to enable structural transformation of our education system and (societal) learning systems.

- Projects #1-6

2

Private and public labor market reform to foster labor flexibility, mobility, equality, and inclusion.

- Projects #7-10

STRATEGIC OBJECTIVES:

- 1. Increased flexibility to meet market needs**
 - Strengthen social inclusion by improving income equality, labor force participation and mobilization
 - Increase flexibility in types of employment contracts; e.g. seasonal work, fixed-term employment contracts, part-time employment, automatic end of contract upon reaching retirement age
 - Create and diversify jobs that support (inter-generational) equity and in line with the Promising Sectors (and circular economy transition)
 - Increase job security and income security to ensure an adequate balance between flexibility and security
- 2. Reduce youth unemployment**
 - Create and stimulate new and flexible job opportunities for youth and young professionals (see also strengthening of financial inclusion)
- 3. Structural investment in Human Capital**
 - Address the growing gap between education output and private sector needs, aligning the future of work with the current education system
 - Embrace life-long learning and develop 21st century skillsets
 - Increase employability of current and future work force, including empowering youth with the right skills to meet market needs
 - Adapt towards a learning society



National Mission 7:

Aruba has a flexible labor market and adaptable local work force that have the tools and skills to maximize their earnings potential and to adapt with a moving market.

Solution:

Mindshift to enable structural transformation of our education system and (societal) learning systems.

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
1	Accreditation system	<ul style="list-style-type: none"> Implement (EVC) accreditation of prior (on the job) learning Introduce training to support transitioning into a new role/job: Focus the training on employability/21st century skills that are not specific to any sector and are transferable skills that are useful in any job. The top employability skills include: complex problem solving, critical thinking, creativity communication, emotional intelligence, and collaboration 	<ul style="list-style-type: none"> Financial investment Analysis of job transition training requirements/needs of the private sector on a sectorial basis 	<i>Department of Education</i>	<ul style="list-style-type: none"> Ministry of Education Private Sector DAO DPL 	Q3-Q4 2020 2021
2	Employability and 21st Century Skills tracking	<ul style="list-style-type: none"> Set up a monitoring and evaluation system to monitor employability and 21st century skills development of the labor market Develop Employability Skills Data Dashboard Create platform link between labor market and education system 	<ul style="list-style-type: none"> Human resources Financial investment International collaboration for technical review (e.g., UNDP, World Bank, ILO) 	<i>Ministry of Labor</i>	<ul style="list-style-type: none"> ATIA / Private Sector (co-lead) DAO CBS University of Aruba 	Q3-Q4 2020 2021
3	Manpower planning	<ul style="list-style-type: none"> Instruct DAO to set up and execute the monitoring and evaluation system Introduce platform /committee to work on alignment between labor and education (including establishment of KPIs to measure progress of alignment) 	<ul style="list-style-type: none"> Human resources for enforcement 	<i>Ministry of Labor</i>	<ul style="list-style-type: none"> DAO Private sector 	Q3-Q4 2020 2021
4	Stimulus plan for lifelong learning	<ul style="list-style-type: none"> Introduce tax incentives for private sector to offer lifelong learning opportunities and to invest in digital capacity building of work force (e.g., tax cut or credit) Privatize <i>Enseñansa pa Empleo</i> Evaluate fiscal incentive options for workforce (e.g., tax cut or credit) Develop lifelong learning platform consisting of different stakeholders (public and private). The desired tangible output is an educated workforce following continuous training. The top 3 KPIs may include: <ul style="list-style-type: none"> Employees follow at least one training/workshop per year. How many companies use the incentive (e.g. tax cut) to facilitate training to their employees? What is the percentage of employees per company that have successfully completed a training in the (past) year? 	<ul style="list-style-type: none"> Financial investment Fiscal space Private sector investment Tax reform International collaboration for technical review (e.g., UNDP, World Bank, ILO) 	<i>Ministry of Labor</i>	<ul style="list-style-type: none"> Enseñansa pa Empleo Private sector Ministry of Finance DIMP DEA 	Q3-Q4 2020 2021



National Mission 7:

Aruba has a flexible labor market and adaptable local work force that have the tools and skills to maximize their earnings potential and to adapt with a moving market.

Solution:

Mindshift to enable structural transformation of our education system and (societal) learning systems.

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
5	Agogy Model	<ul style="list-style-type: none"> Formalize decision to adopt an actualized agogy model in education focused on mindset shift and 21st century skills development (both “soft” and “hard” skills) Develop tools and training to change the rigid/inflexible mindset in education Raise awareness for the agogy model within the community Introduce a personalized, flexible and experiential learning system, including personalized independent digital learning systems 	<ul style="list-style-type: none"> Human resources Financial investment 	<i>Department of Education</i>	<ul style="list-style-type: none"> Ministry of Education IPA School Boards 	Q3-Q4 2020 2021 2022 2023
6	Education curriculum regeneration	<ul style="list-style-type: none"> Review and reform current education curriculum to embed 21st Century Skills and environmental and social responsibility, as well as integrity (including SDGs) Implement 21st Century Skills/<i>Digitaliseringsagenda</i> Re-design training for teachers Re-design type/format of assessments Agree on definition/description (new) role of educators Include Project Based Learning in curriculum and design/implement in cooperation with local community, NGOs and private sector 	<ul style="list-style-type: none"> Human resources Financial investment 	<i>Department of Education</i>	<ul style="list-style-type: none"> Ministry of Education Ministry of Innovation and Integrity IPA School Boards Teachers Private Sector and NGOs 	Q3-Q4 2020 2021 2022 2023



National Mission 7:

Aruba has a flexible labor market and adaptable local work force that have the tools and skills to maximize their earnings potential and to adapt with a moving market.

Solution:

Private and public labor market reform to foster labor flexibility, mobility, equality, and inclusion.

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
7	Modernization and actualization Labor Laws	<ul style="list-style-type: none"> Create support through Tripartite dialogue to accomplish changes in labor laws to foster a dynamic and mobile/agile workforce through actualization and modernization of the labor agreements and regulations, a.o. with respect to flexible working hours and types of agreement, and to quickly adapt to market needs 	<ul style="list-style-type: none"> Stakeholder buy-in Legislative capacity 	<i>Ministry of Labor</i>	<ul style="list-style-type: none"> Ministry of General Affairs Ministry of Finance and Economic Affairs Dialogo Tripartite Social Laboral Private Sector - all gremio DWJZ Parliament 	Q3-Q4 2020
8	Job security	<ul style="list-style-type: none"> Develop a detailed plan to manage mid-term unemployment and a contingency plan for potential long-term crisis related unemployment caused by external factors, including stimulation of labor intensive economic activities Develop long-term integral plan to safeguard and enhance job security, considering potential external factors 	<ul style="list-style-type: none"> Human resources Private sector collaboration Assessment of Labor Market Needs FDI stimulation platform and policies Tax reform to support new economic model 	<i>Ministry of Labor</i>	<ul style="list-style-type: none"> Ministry of Finance and Economic Affairs Ministry of Education DAO, DPL Private Sector - all gremio 	Q3-Q4 2020
9	Start qualification and (youth) employment	<ul style="list-style-type: none"> Restart the discussion on possible introduction of a start qualification ('Kwalificatieplicht') for a better prepared labor force to fit market needs Introduce (youth) apprenticeship programs and 'on-the-job' coaching and mentoring Create new job creation vehicles and policies to address the potential impacts of pension age increase and aging population on youth employment and to ensure increased youth participation 	<ul style="list-style-type: none"> Assessment of Labor Market Needs Human resources Develop implementation plan 	<i>DAO</i>	<ul style="list-style-type: none"> Ministry of Labor Department of Education Private Sector ATIA, AHATA, KvK 	Q3-Q4 2020 2021
10	Performance based public sector model	<ul style="list-style-type: none"> Transition to a performance-based evaluation and compensation structure for Public Sector Reform LMA / revisit legal position public sector employees to align with private sector (<i>gelijkstelling</i>), including revisiting <i>Lv. Vakantiedagen en vrijstelling van dienst</i> to make it comparable to and in line with Private Sector Encourage VUT/transition to Private Sector 	<ul style="list-style-type: none"> Financial investment Human resources Legislative capacity 	<i>Ministry of General Affairs</i>	<ul style="list-style-type: none"> Ministry of Finance DRH DWJZ Parliament 	Q3-Q4 2020 2021 2022 2023

PILLAR III: STIMULATING AN ADAPTIVE LEARNING SOCIETY AND INNOVATIVE BUSINESS MODELS



NATIONAL MISSION 8:

The Aruban society achieves a transformative mindset-shift by means of embracing a life-long learning way of life through digitalization.

SDG GOAL:



SOLUTIONS:

1

Increased Digital Inclusion to accelerate digital transformation of the economy, stimulate business opportunities, attract skilled labor and increase efficiency.

- Projects #1-8

STRATEGIC OBJECTIVES:

1. Streamline public and private sector and citizens needs into a national digital strategy
2. Accelerate e-Government and citizen-centric digital services
3. Enable a thriving local digital payment ecosystem
4. Engender digital trust in institutions
5. Build institutional capacity to transition towards a digital economy and digitally-fluent society
6. Remove barriers to internet use
 - Increase availability and access to internet ('Internet-for-All')
7. Enhanced access to 24/7 reliable and affordable connectivity
8. Strengthen Cyber Resiliency
9. Promote open data culture and facilitate data sharing with keen focus on consumer data privacy
10. Facilitate digital skills development, enable learning for community and increase basic digital understanding

2

Design and execute a national cyber resiliency strategy.

- Projects #9-11



National Mission 8:

The Aruban society achieves a transformative mindset-shift by means of embracing a life-long learning way of life through digitalization.

Solution:

Increased Digital Inclusion to accelerate digital transformation of the economy, stimulate business opportunities, attract skilled labor and increase efficiency.

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
1	Inclusive education governance	<ul style="list-style-type: none"> Institutionalize consultation with stakeholders through setup of a National Education Consultation Board consisting of public and private sector, and academia stakeholders and chaired by a neutral/independent party. The Board will provide an open and participatory platform for advisory and data sharing 	<ul style="list-style-type: none"> Human resources MB to be approved by Council of Ministers DWJZ support with drafting /review Support from The Aruba Institute for Good Governance & Leadership (University of Aruba) and international platforms for best practice guidance 	<i>Ministry of Education</i>	<ul style="list-style-type: none"> Ministry of General Affairs Ministry of Economic Affairs Department of Education IPA School Boards Private Sector NGOs CBA Parliament 	Q3-Q4 2020
2	Community access to learning	<ul style="list-style-type: none"> Provide free basic IT/digital skills training and beginner level courses and workshops on functional use of internet and digital footprint (skills such as online banking, connectivity, e-commerce, etc.) Develop digital Library for the world of internet - information (guides and trainings) accessible to all Launch nation-wide awareness campaigns Work with BNA to facilitate access to devices (on-site) 	<ul style="list-style-type: none"> Connectivity Budget for equipment on location at educational institutions Student and community access to devices Trainers/teachers/facilitators to teach, and enable our community in becoming 'e-literate' as well to create the 'e-guides' 	<i>Ministry of General Affairs and Innovation</i>	<ul style="list-style-type: none"> Ministry of Education, National Library (BNA), Department of Education Private Sector (lead value-add trainings), NGOs SISSTEM 	Q3-Q4 2020 2021
3	National Digital Agenda	<ul style="list-style-type: none"> Develop a national road map for a Digital Aruba together with key stakeholders and community Streamline public, private and academic sector and citizens needs into a national digital strategy 	<ul style="list-style-type: none"> Human resources to lead the policy development Survey/analysis of stakeholder needs to gather data to inform the digital agenda International and Kingdom collaboration for technical review 	<i>Ministry of General Affairs and Innovation</i>	<ul style="list-style-type: none"> Directie Innovatie Private Sector, Local community and NGOs, Central Bank of Aruba, University of Aruba / SISSTEM 	Q3-Q4 2020 2021



National Mission 8:

The Aruban society achieves a transformative mindset-shift by means of embracing a life-long learning way of life through digitalization.

Solution:

Increased Digital Inclusion to accelerate digital transformation of the economy, stimulate business opportunities, attract skilled labor and increase efficiency.

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
4	Accessible and inclusive connectivity	<ul style="list-style-type: none"> Declare internet as utility/ citizen right (start legislative process) to make connectivity accessible to all Introduce public/private co-sponsored program to make devices accessible to all (affordable personal devices and/or shared community devices) and/or design and implement initiative for households to qualify for a subsidized device to stimulate nation-wide digital inclusion 	<ul style="list-style-type: none"> Technical expertise Funding to sponsor equipment Infrastructural adaptations where needed Access to or sponsored energy/electricity to power up tech infrastructure Legislative capacity Financial investment 	<i>Ministry of Innovation</i>	<ul style="list-style-type: none"> Ministry of Communication, Ministry of Finance, Ministry of Education DWJZ, DOW Private Sector Local connectivity / internet providers SDG Aruba Committee Private Sector 	Q3-Q4 2020 2021
5	Updated education curriculum	<ul style="list-style-type: none"> Revisit existing education curriculum (all levels) and adjust accordingly to stimulate digital inclusion in and through education Design a national data-driven progress monitoring and performance measurement system (and dashboard) to facilitate a self-correcting/self-learning process over time by incorporating AI 	<ul style="list-style-type: none"> Budget for equipment on location at educational institutions Student and community access to devices Technical development capacity (data scientist and AI developers) 	<i>Department of Education</i>	<ul style="list-style-type: none"> Minister of Education Ministry of General Affairs Private Sector 	Q3-Q4 2020 2021 2022 2023
6	Coordinated resources mobilization	<ul style="list-style-type: none"> Set up dedicated national board to streamline funding requests and apply/manage international funding for devices/hardware for education purposes (the next step of acquiring funding is a mid to long term action) 	<ul style="list-style-type: none"> International funding Application writers and expert review Collaboration with international organizations 	<i>SDG Aruba Committee</i>	<ul style="list-style-type: none"> Education focused NGOs Private Sector Ministry of Education Ministry of Innovation Department of Education 	Q3-Q4 2020 2021



National Mission 8:

The Aruban society achieves a transformative mindset-shift by means of embracing a life-long learning way of life through digitalization.

Solution:

Increased Digital Inclusion to accelerate digital transformation of the economy, stimulate business opportunities, attract skilled labor and increase efficiency.

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
7	Technical and legal infrastructure to support digital inclusion	<ul style="list-style-type: none"> Improve transaction base in Aruba through collaboration between public and private sector for the accelerated development of a local digital payment ecosystem and local digital payment methods/mobile apps (including Florin-to-Florin) in addition to the regional and international payment platforms Modernize legislative framework for payments Invest in technical & digital infrastructure, tools & devices for communities (e.g. at MFAs and libraries) 	<ul style="list-style-type: none"> Legislative capacity Technical knowledge for payment apps development and maintenance of the local digital payment system Business model Venture/seed capital investment Financial investment Alignment of implementation plan with CBA Financial Inclusion Roadmap 2018 Digital infrastructure, tools and devices for communities 	<i>Ministry of General Affairs</i>	<ul style="list-style-type: none"> Ministry of Justice Private sector Central Bank of Aruba (and I-Pago partners) DWJZ Local software developer groups/circles (and IT/tech experts) 	Q3-Q4 2020 2021
8	Functional digital infrastructure and hardware/tools	<ul style="list-style-type: none"> Ensure education hubs, schools, teachers and student homes are well connected to support (increased) digital demand in education Appoint a dedicated technical engineer / back up support for education system 	<ul style="list-style-type: none"> Reliable connection (24/7) Stable digital infrastructure Financial investment 	<i>Ministry of Communication</i>	<ul style="list-style-type: none"> Ministry of Education Department of Education DTI ELMAR SETAR Digicel Private sector 	Q3-Q4 2020 2021



National Mission 8:

The Aruban society achieves a transformative mindset-shift by means of embracing a life-long learning way of life through digitalization.

Solution:

Increased Digital Inclusion to accelerate digital transformation of the economy stimulate business opportunities, attract skilled labor and increase efficiency.

#	PROJECTS	GAME PLAN	RESOURCES	LEAD	RESPONSIBLE	TIMEFRAME
9	National Cybersecurity Council & Task Force (Lead Project Authority)	<ul style="list-style-type: none"> Instate a dedicated National Cybersecurity Council: A decision making body to provide direction, to coordinate action, and to monitor the implementation of the Strategy: The Task Force (Lead project authority) under guidance and quality assurance of the National Cybersecurity Council will lead the cybersecurity strategy development and the implementation process carried out by the tactical task forces The Task Force will coordinate national training and capacity building needs in accordance with the National Cybersecurity Council The Task Force will integrate Cyber Security into national education and vocational training plan to create the Cybersecurity workforce for the future 	<ul style="list-style-type: none"> Funding Human Resources 	<i>Ministry of General Affairs</i>	<p>Cybersecurity Council:</p> <ul style="list-style-type: none"> Ministry of General Affairs (Co-Lead) Ministry of Justice (Co-Lead) Head of VDA, Director of NCTVI Chief Commissioner KPA, National CERT/CSIRT, Critical Information Infrastructure, Data protection officer Academia <p>Cybersecurity Task Force:</p> <ul style="list-style-type: none"> VDA, NCTVI, KPA Centrale Bank van Aruba Critical Information Infrastructure Directie Innovatie (in setup phase) 	Q3-Q4 2020
10	Legislative framework and protocols for Cyber Resiliency	<ul style="list-style-type: none"> Create and update legislation relevant for cyber resilient Aruba Accelerate the introduction of consumer protection and personal data privacy/ data protection legislation (in development) Network and information security legislation Review implications of draft electronic signature legislation in connection with introduction Digital I.D. /trust provider Implement government cybersecurity protocols in collaboration with e-Government team 	<ul style="list-style-type: none"> Human resources Legislative capacity Technical cybersecurity expertise 	<i>Ministry of Justice</i>	<ul style="list-style-type: none"> Cybersecurity Council (Co-Lead) Ministry of General Affairs VDA, NCTVI, DWJZ Directie Innovatie (in setup phase) Ministry of Economic Affairs (e.g. dienst huur- en consumentenzaken) 	Q3-Q4 2020 2021
11	National Cybersecurity Strategy	<ul style="list-style-type: none"> Design and implement a national cybersecurity strategy, policy and crisis management, including design a national cyber contingency plan to facilitate rapid detection and incident response Conduct National Cyber Security Baseline Assessment - data collected will form a basis for effective coordination of a national strategy Integrate cybersecurity and crisis response in national crisis management structure 	<ul style="list-style-type: none"> Human resources Financial investment Technical cybersecurity expertise 	<i>Cybersecurity Task Force</i>	<ul style="list-style-type: none"> Cybersecurity Council Private Sector and Public Sector – critical infrastructure partners 	Q3-Q4 2020 2021



ANNEX 2 Resilience & *Innovation Fund*

-
- RIF Framework and Objectives
 - RIF Programs
 - Source of Funds
 - Proven Structure with Innovation Upgrades
 - RIF Governance
 - Board
 - Fund Manager
 - Governance, Transparency, and Accountability

RESILIENCE & INNOVATION FUND

RIF Framework and Objectives

A Resilience & Innovation Fund (RIF) platform will be set up to provide funding for both structural reforms and new economic engines. Projects funded and/or investments by the RIF should have the potential for positive socio-economic impact at scale. By adopting an integral model, the RIF framework will significantly accommodate and potentially expand the pipeline of innovations eligible for funding and thus accelerate economic resilience building.

The RIF will be positioned to also accommodate those projects with beneficial societal impact, which might otherwise not be covered by the ambit of traditional funding mechanisms/bodies in Aruba due to their less than market average returns, long runway to profitability, and/or non-traditional business models. Thus, creating pathways to access capital for new and innovative business models and to fund corporate social responsibility-driven investments of the public, private and civic sectors.

The RIF will function as a catalyst for innovation and resilience building of the Aruban economy by offering a vehicle to finance the critical public sector reforms, fund social projects, and to co-invest in profitable projects based on the following key objectives:

- Boost the most viable economic activities that meet the Promising Sectors criteria to generate cash flow / foreign currency as quickly as possible.
- Stimulate the economy by supporting sustainable SME investments and innovations.
- Create new sectors to diversify the economy and make Aruba resilient.
- Facilitate the required public sector reforms to enable a welcoming business environment and a highly efficient and effective government.

The design of the RIF decision-making frameworks and protocols will be based on the achievement of the National Missions and aim to create an environment that:

- Seeks economic growth that is smart, inclusive, resilient, and sustainable;
- Ensures business innovation is bolstered and 'business as usual' is mitigated; and
- Enables a 'way of working' for the RIF that diverges from the traditional (linear) 'brick and mortar' business ecosystem and mindset to help the transition toward new and innovative business models.

To the extent, investment in real estate is part of an innovative sustainable viable economic activity, the investment criteria of the RIF should be designed in such a way that sustainable construction or remodeling practices are stimulated taking into account a circular framework.

RIF Programs

The RIF will have funding available for programs/projects tailored towards improving the public and innovating the private sector and will offer grants, project funding, SME soft loans, equity, subordinated loans and guarantees. A yet to-be-established SME fund program can be one of the instruments applied under the umbrella of the RIF, or separately.

The RIF will have the following initial program areas, each with its specific objectives linked to the national missions of the Repositioning Our Sails Master Plan, and with the ultimate objective of rebuilding, diversifying, and innovating Aruba's economy:



Public Sector Reforms
*Productivity and efficiency
enhancing*

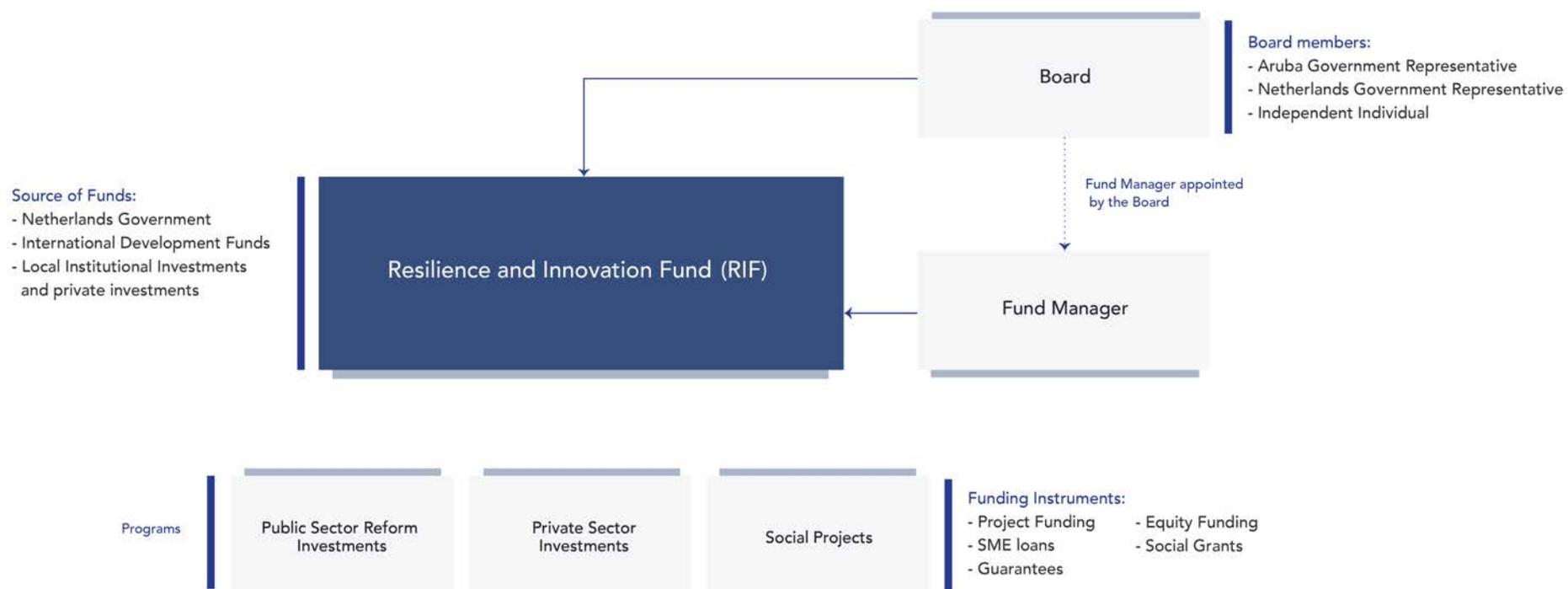


Private Sector
Investments
SME and Innovations



Social Projects
*Circular, Inclusive and
Environmentally-Responsible
Initiatives*

RESILIENCE & INNOVATION FUND



RESILIENCE & INNOVATION FUND

Source of Funds

It is envisioned that the initial source of funds will be an allocation from the government of the Netherlands to support the critical public sector and economic reforms and subject to an agreement between Aruba and The Netherlands. In time, the proposed RIF model provides the option to attract supplemental international funds, such as EU funds and/or international development funds, as well as (public or private) Research & Development (R&D) funds to accelerate the implementation of the U.N. 2030 Sustainable Development Goals (SDGs) which are embedded in the National Missions.

Further, the RIF model also allows for either funding by and/or co-investments with local institutional investors and private investors.

Proven Structure with Innovation Upgrades

The goal is to apply a sustainably proven structure with sound corporate governance, which is complementary to the existing governmental agencies/departments. The proposed RIF model's structure, which is similar to the Fondo di Desaroyo Aruba (FDA), has proven to be a transparent method of successful cooperation between two countries within the Kingdom of the Netherlands as concluded by three independent assessments. It is a structure that the Netherlands and Aruba are well acquainted with and can significantly shorten the process of establishing the envisioned RIF.

It is essential that the RIF operates more efficiently (less bureaucratic) and agile than the traditional FDA structure. A robust digital set up and simplified process combined with the FDA-inspired governance model can be made fit for purpose to fill the urgent need for resilience and innovation funds.

To enhance efficiency and ensure alignment with Aruba's e-Government vision, it is further critical that the RIF processes and IT infrastructure are compatible with the government of Aruba's future Interoperability Framework for secure data sharing.

With the establishment of the RIF model as described above (and elaborated further in the advice from Sub-Committee Innovation & Resilience June 2020), the governments of Aruba and of the Netherlands can adopt a proven structure that can be set up quickly. The necessary enhancement and simplification of the workflows procedures also require minimal investments in innovation and technology relative to the resulting benefits of increased efficiency and effectivity.

RIF Governance

It is recommended to legally set up the RIF as a foundation (*Stichting*) with a Board and Fund Manager (Management Company).

Board

The Board may consist of 3 members, a representative of the government of Aruba, a representative of the government of The Netherlands (to the extent the RIF is initially funded by the Dutch government), and a third independent individual with mutual consent of the first two board members.

Fund Manager

A professional organization working under a well-established regulation and framework should be appointed by the government and charged with the management of the RIF. The management fees may be structured based on a combination of a fixed base fee and a results-driven fee that is paid out if certain (predefined) KPIs are achieved.

RESILIENCE & INNOVATION FUND

Governance, Transparency and Accountability

Robust corporate governance and control mechanisms are key to the RIF's success. The governance structure should include decision-making frameworks and templates that are based on predefined criteria set by the fund investors and/or the independent implementation body (i.e., Reform Agency) where the source of funds is public. The evaluation of compliance with the set criteria should be done via an objective scoring system.

Based on the proposed model, the RIF will undergo annual audits on regulatory and effectiveness (*rechtmatigheid en doelmatigheid*) of the allocated resources.

It is important to vet all team members, board members and shareholders for potential conflict of interest. The board members of the RIF should be politically independent, have a proven track-record of professionalism and integrity, and the required expertise. Moreover, the board members should be independent of the fund manager to be appointed by the RIF board.

Key actions

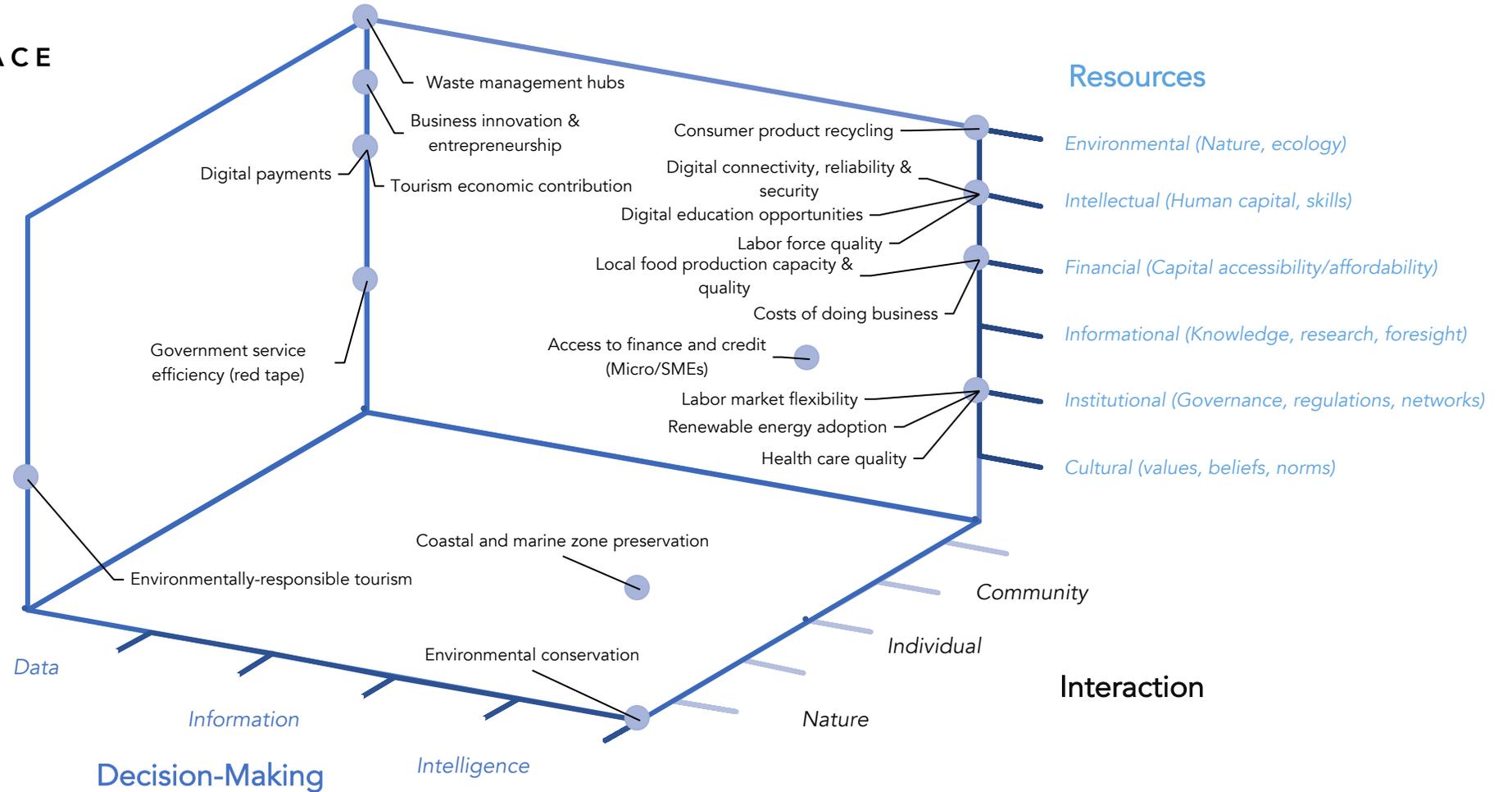
- Approval by Government of Aruba for the setup of the RIF based on the proposed model and establishment of the timeline to launch.
- Appointment of the Board
- Appointment of the RIF Fund Manager and agreement on scope of work.
- Review lessons learned from the FDA experience that should be considered in the set-up of the RIF, including review of the assessments of the FDA.
- Detailed design of the RIF and definition of the programs envisioned, taking into account any objectives, criteria and/or limits set by a.o. the Repositioning Our Sails Master Plan for recovery and innovation, the Government of Aruba's existing Strategic Economic Plan (including Promising Sectors Policy and Investment Policy), draft e-Government Road Map, A.T.A.'s High-Value, Low-Impact Tourism Model as well as Tourism Recovery Marketing Plan (2020), ROP 2019, Central Bank's Isla Innovativo 2018, Circular Economy Vision 2050, and the National Strategic Plan 2020-2022. Note, this list is not meant to be exhaustive.
- Agreement on the RIF framework between the representatives of the government of Aruba and representatives of the government of the Netherlands and/or any additional fund contributor such as special purpose international funds or local investment groups.
- Agreement between the Government of Aruba and the Government of the Netherlands on the definition of the Financial Contribution to the RIF and related conditions.



ANNEX 3
Innovation Framework
United Nations
Problem-Solution Space

INNOVATION FRAMEWORK

PROBLEM SOLUTION SPACE 3D Map*



*Based on UNDP 3D Problem Space methodology using task force and survey data on problems, priorities, and policies.



4

ANNEX 4 Aruba's Promising Sectors

ARUBA'S PROMISING SECTORS

Promising Sectors Framework

The Promising Sectors framework referenced in this Master Plan stems from the government's Strategic Economic Plan 2019-2022: A Strong and Resilient Economy.

As Aruba is moving forward to create inclusive and decent jobs, promoting entrepreneurship, investment, innovation and business development, there is an implicit collective understanding of the sectors that the economy of Aruba needs to engage in. A participatory consultation process was held by the Minister of Finance, Economic Affairs and Culture in May of 2018 aimed at identifying potential new sectors to develop in the Aruban economy.

The consultation did not bring about new sectors and confirmed the diversification strategy stakeholders have been discussing for years. The sectors vary in degrees of technology depth and are summarized across six Promising Sectors: Niche Tourism, Knowledge Economy, Agriculture, Logistics, Circular Economy, and Creative Industries.

The key-sectors and their specific sub-sectors of focus are presented below. These sectors can be developed from the current economic pillars and skill base of Aruba. The Promising Sectors will have the ability to deliver economic return to the island, create a regional presence with international engagement and are achievable in the foreseeable period.

However, the achievement of this diversification will require significant engagement from all actors on the island in a concerted effort to develop the economy over the next 10 years. The aim is for these sectors to grow to represent at least 15 percent of Aruba's GDP.





ANNEX 5

Regulatory & Policy Framework

This Annex provides a summary of priority regulatory, legal and policy frameworks that need to be in place, amended and/or updated, to carry out the necessary urgent reforms, and to both facilitate and/or execute the recommended projects and actions in the Implementation Road Map. The overview focusses on immediate and short-term actions and is not meant to be exhaustive. Additional actions are included in the Implementation Road Map.

The regulatory, legal and policy actions are linked to the corresponding 'National Mission', 'Solution', and specific 'Project'.

REGULATORY AND POLICY FRAMEWORKS

National Mission	Solution	Project	Regulatory and Legal Frameworks / Policy Actions	Responsible/Lead
1	1	8. Performance-based budgeting framework	Adopt a performance-based budgeting framework	<i>Ministry of Finance</i>
1	1	9. Anti-corruption and integrity framework	<ul style="list-style-type: none"> Finalize and implement the Aruba anti-corruption and integrity legal framework and the Aruba Corporate Governance Code Assign Bureau Integriteit, with the implementation of integrity and anti-corruption measures in the public organization Introduce legislation in connection with Commissie Versterking Democratisch Bestel 	<i>Ministry of General Affairs</i>
1	1	10. Implement corporate governance code	Finalize the Aruba Corporate Governance Code law implementation steps	<i>Ministry of General Affairs</i>
1	2	13. Comprehensive and executable road map	<ul style="list-style-type: none"> Develop a road map to map and prioritize all the specific legislation to effectively address the complex and outdated public organization by updating and modernizing laws and legislation and enhance legislative capacity (this road map should be developed in parallel with the Business Model Review) 	<i>Legal Project Team</i>
1	3	15. Execution of plan of action	<ul style="list-style-type: none"> Draft/Re-draft all the above-mentioned specific legislation to be ready to go through the official decision-making process Insource legal personnel and appoint to specific priority projects Outsource specific pieces of legislation to experts in the field 	<i>Legal Project Team</i>
1	1	2. e-Government Road Map	<ul style="list-style-type: none"> Finalize e-Government Road Map Accelerate development of legal framework for e-Government (digital I.D., digital signature, digital payments, data protection, cybersecurity etc.) and for consumer protection 	<i>Ministry of General Affairs</i>
1	1	5. Data-driven policy-making	<ul style="list-style-type: none"> Develop data-driven policy-making work shops for policy advisors, department heads and department managers Modernize national statistics legislation – statistiekverordening (NSS) 	<i>Ministry of Finance</i>
1	1	6. Government debt and wage bill reduction	<ul style="list-style-type: none"> Adopt Fiscal Responsibility law (national ordinance) Develop a legal framework for promoting fiscal responsibility, including numerical fiscal rules and an independent Fiscal Council – begrotingskamer - with its operation and governance based on best practices Implement plan in stages to reduce wage bill (address sickness absenteeism issue and overtime - normering) and consider including performance-based remuneration structure and related efficiency aspects to enhance productivity of public labor Revisit purchase policy (lean procurement) – inkoopbeleid Finalize implementation framework and introduce procurement guidelines based on the recently adopted procurement law –aanbestedingsverordening 	<i>Ministry of Finance</i>

REGULATORY AND POLICY FRAMEWORKS

National Mission	Solution	Project	Regulatory and Legal Frameworks / Policy Actions	Responsible/Lead
1	3	17. Tax alignment and reform	<ul style="list-style-type: none"> Transition from a direct tax system to an indirect tax system (first step) Simplify and harmonize existing legislation 	<i>Ministry of Finance</i>
2	1	5. Escazú Agreement	Consider ratification Escazú Agreement	<i>SDG Aruba Committee</i>
2	1	7. Climate resilience and adaptation	<ul style="list-style-type: none"> Instate a National Climate Resilience Council 	<i>Ministry of General Affairs</i>
2	2	13. Wastewater treatment	<ul style="list-style-type: none"> Introduce levy (e.g., rioolheffing or fee) to cover maintenance of sewage line Develop policy for wastewater treatment 	<i>Ministry of Infrastructure</i>
2		20. Integrated environmental policy framework and legislation	<ul style="list-style-type: none"> Align ROP, ROPV, building and living requirements with environmental policy, as well as with the development of an integral and sustainable waste management and waste processing model Introduce and implement environmental law - Milieu verordening (governs the permitting system, rules and regulations) 	<i>Ministry of Infrastructure</i>
3	1	1. Regulatory framework for energy sector	<ul style="list-style-type: none"> Formalize national energy policy Initiate process of enhancing (renewable) energy legislation & regulation 	<i>Ministry of General Affairs</i>
4	3	7. Tripartite	<ul style="list-style-type: none"> Organize tripartite discussions for the sustainability of the social security system and related funds Discuss flexibilization labor laws and other social security reforms in general 	<i>Ministry of Labor</i>
4	3	8. Pension rights and LAP	<ul style="list-style-type: none"> Review pension age to guarantee a sustainable pension fund Reduce payments on top off pensions that are taking place from the 'algemene middelen' for public sector pensions 	<i>Ministry of Finance</i>
5	1	2. Seamless public sector experience	<ul style="list-style-type: none"> Simplify and streamline core public sector services, namely the licensing processes: <ul style="list-style-type: none"> Digitize and accelerate the licensing processes and property registration (in development) Consider introducing "lex silencio positivo" 	<i>DEACI</i>
5	1	3. Seamless private sector experience	<ul style="list-style-type: none"> Finalize and introduce e-commerce and digital signatures legislation – <i>Landsverordening inzake elektronische communicatie (LEC)</i> Introduce the revised Civil Code - <i>Burgerlijk Wetboek</i> (all books related to businesses) Modernize legal framework covering intellectual property 	<i>Ministry of Economic Affairs</i>

REGULATORY AND POLICY FRAMEWORKS

National Mission	Solution	Project	Regulatory and Legal Frameworks / Policy Actions	Responsible/Lead
5	1	4. Digital payment ecosystem and inclusion	<ul style="list-style-type: none"> Develop public-private digital payments ecosystem action agenda (as part of the national Digital Agenda to be developed) Ensure inclusion of all citizens in the banking system and tackle unlawful practices by financial institutions/ ban discrimination (especially of vulnerable groups who are currently unbanked) and accelerate implementation of CBA Financial Inclusion road map 	<i>Ministry of Finance</i>
5	1	5. Legislative and policy framework	<ul style="list-style-type: none"> Introduce competition law (mededingingswet) and policy, and set up competent authority to create a level playing field Simplify and modernize licensing legal framework (vergunningsverordening) Introduce spatial planning law (ROPv) Develop policy framework for assessing whether a new business fits within the Promising Sectors taking into account the aspired transition towards a resilient circular economy – toetsingskader Finalize and introduce regulatory framework for medical cannabis - Landsverordening Verdovende middelen (AB 1990 GT 7), Landsverordening tot wijziging van de Landsverordening op de geneesmiddelen (AB 1990 no GT 9) 	<i>Ministry of Justice</i>
5	3	12. Digital Nomads	<ul style="list-style-type: none"> Develop and launch clear/attractive value offering for digital nomad workers - expat (incentive) policy Evaluate start-up and “working from home in Aruba” visa Modify expat policy and directive of the LTU 	<i>Ministry of Justice</i>
7	2	7. Modernization and actualization Labor Laws	<ul style="list-style-type: none"> Create support through Tripartite dialogue to accomplish changes in labor laws to foster a dynamic and mobile/agile workforce through actualization and modernization of the labor agreements and regulations, a.o. with respect to flexible working hours and types of agreement, and to quickly adapt to market needs 	<i>Ministry of Labor</i>
7	2	10. Performance based public sector model	<ul style="list-style-type: none"> Transition to a performance-based evaluation and compensation structure for Public Sector Reform LMA / revisit legal position public sector employees to align with private sector (<i>gelijkstelling</i>), including revisiting <i>Lv. Vakantiedagen en vrijstelling van dienst</i> to make it comparable to and in line with Private Sector 	<i>Ministry of General Affairs</i>
8	1	7. Technical and legal infrastructure to support digital inclusion	<ul style="list-style-type: none"> Modernize legislative framework for payments 	<i>Ministry of General Affairs</i>
8	2	11. National Cybersecurity Strategy	<ul style="list-style-type: none"> Design a national cybersecurity strategy, policy and crisis management, including design a national cyber contingency plan to facilitate rapid detection and incident response Integrate cybersecurity and crisis response in national crisis management structure 	<i>Cybersecurity Task Force</i>



6

ANNEX 6
The National Strategic
Plan 2020-2022

THE NATIONAL STRATEGIC PLAN

The National Strategic Plan 2020-2022 represents the commitment for a unified Vision 2030, encompassing nine programs derived from a multi-stakeholder process. This medium-term plan sets the strategic direction for national priorities and guides the implementation of the SDGs through policy coherence.

The NSP consists of new and ongoing actions, implemented by responsible institution(s) in the appropriate period by adopting a multi-year planning perspective, which strengthens its link to the national budgeting process.

Each NSP program is aligned with the SDGs and has its NSP-SDG set of indicators. The NSP Monitoring and Evaluation System is currently being developed to monitor the implementation and progress of the NSP.

The themes covered by the Task Forces that co-developed the Master Plan for Economic Recovery and Innovation are aligned with the NSP programs.

The NSP “Nos Plan, Nos Futuro” builds on partnership to achieve Sustainable Development for Aruba.

Figure 1: NSP Programs



Figure 2: NSP Programs by linkage with SDGs and alignment with Task Forces Masterplan Economic Recovery and Innovation





ANNEX 7 References

KEY REFERENCES

Document Name	Year/Edition	Author/Issuer
A Framework for Sustainable Tourism in Aruba	2003	Sam Cole
A.T.A.'s High-Value, Low-Impact Tourism Model	2020	Aruba Tourism Authority
Aanzet tot een Intergraal Beleidskader voor de Nederlandse Antillen in de jaren tachtig	1976	Gemengde Commissie van Deskundigen
Article IV Consultation Discussions - press release and staff report on Aruba	2019	International Monetary Fund (IMF)
Aruba Agricultural Roadmap Development	2018	Santa Rosa - Department of Agriculture, Livestock and Fishery
Aruba Foreign Trade Tables	2020	Central Bureau of Statistics
Aruba Innovation Community and Venture Ecosystem Playbook	2019	Innovation Collective
Aruba Niche Product Development Plan	2018	Aruba Tourism Authority
Aruba SWTP Risk Register	2020	Mott MacDonald
ATECH Whitepaper: The ATECH Guide to Startup Ecosystems	2017	ATECH Foundation
Beyond a Plastic Economy	2019	Impact Blue Foundation
Build with Nature	2019	Government of Aruba
Caribbean and Climate change, the costs of inaction	2008	TUFTS University
Caribbean Power and Water Production Benchmark 2014	2014	Sustainable Solutions
Circular Economy System Diagram	2020	Ellen MacArthur Foundation
Circular Economy Vision 2050: Aruba's Strategic Vision to Become a Sustainable Circular Island Economy	2019	Government of Aruba
Citizenship and Residency by Investment Schemes	2018	Tax Justice Network, Adres Knobel and Fredrik Heitmulle
Climate Change & Small Developing States	2018	UN Statistical Commission

KEY REFERENCES

Document Name	Year/Edition	Author/Issuer
COSME: Rainwater harvesting and Sustainable greenhouses	2020	COSME
Cu Mira pa Futuro - Destination Management Plan for Aruba	2017	Aruba Tourism Authority
Cyber Security Aruba: Summary of key findings workshop	2016	Department of National Security (VDA) / TNO
De mogelijkheid tot het toepassen van het concept Circulaire Economie op Aruba	2017	SER - Social and Economic Council
Department of Customs: 2% import tax regime for electric vehicles, solar panels and invertor airco's	2012	Departamento di Aduana Customs
Designing Smart Trade Ways	2015	University of Aruba
Digital Assessment: Draft Report	2018	Government of Aruba
Digitaliseringsagenda primair en voortgezet onderwijs	2019	Government of Aruba
Draft e-Government Road Map	2020	Government of Aruba
ECLAC Report on Climate change by Judi Clarke	2009	ECLAC
Economic Policy: A Strong and Resilient Economy 2019-2022	2019	Government of Aruba
Energy Efficiency & Energy Diversification (EXWG Energy Program Report)	2019	SDG Commission Aruba
Entrepreneurs Development Policy for Aruba 2018-2021	2018	Department of Economics Affairs, Commerce, & Industry
Essentiële vaardigheden voor de 21e eeuw: een 1ste verkenning	2019	SER - Social and Economic Council
Final Report Integrated Solid Waste Management Aruba	2020	Workgroup Waste Processing Aruba
Food Supplies Report Aruba 2025	2020	Santa Rosa - Department of Agriculture, Livestock and Fishery
Foreign Trade Statistics 2015-2019	2019	Central Bureau of Statistics
Global Talent Trends and Issues for the Travel & Tourism Sector	2020	The World Travel & Tourism Council, prepared by Oxford Economics

KEY REFERENCES

Document Name	Year/Edition	Author/Issuer
How far, and how fast? Population, culture, and carrying capacity in Aruba	2008	University at Buffalo: Sam Cole and Victoria Razak
Hunto pa Aruba – Programa di Gobernacion entre Partidonan: MEP-POR-RED	2017	Government of Aruba
Income and Expenditure Survey: 'Na unda mi placa ta bai?'	2016	Central Bureau of Statistics
Industrial Strategy white paper. Building a Britain fit for the future	2020	HM Government
Initial findings for Roadmap Waste Management Aruba	2020	TNO Caribbean
Inventarisatie Dammen en Tanki's van Aruba	2017	Directie Natuur en Mileu
Investment Strategy 2019-2024	2019	Government of Aruba
Isla Innovativo	2018	Central Bank of Aruba
Kleine Eilanden Grote Uitdagingen	2020	Economisch Bureau Amsterdam
Klinisch Afval en PSSO Beheer Aruba	2020	Taskforce Waste Management Aruba
Leading Climate Action	2020	UWI - The University of the West Indies
Letter: Advice NSP Adapted to Covid-19	2020	Directie Natuur en Milieu
Letter: AHATA Open Letter Recommendation WWTP Bubali	2020	Aruba Hotel and Tourism Association
Letter: Bijdrage FZA aan Stimuleringsplan	2020	Free Zone Aruba NV
Letter: CEAruba Open letter to the Prime Minister in connection with the Covid -19 Pandemic	2020	Circular Economy Aruba
Letter: Open letter to the Government of Aruba and 'Stuurgroep Herstel en Innovatie'	2020	Aruba Birdlife Conservation
Letter: RvA Advies inzake aanbevelingen ter verbetering van de gezondheidszorg	2020	Raad van Advies
Letter: RvA Advies inzake aanbevelingen ter verbetering van het ondernemingsklimaat en het creeren van een (duurzame) economische ontwikkeling	2020	Raad van Advies
Letter: RvA Advies inzake aanbevelingen ter verbetering van de overheidsorganisatie	2020	Raad van Advies

KEY REFERENCES

Document Name	Year/Edition	Author/Issuer
Letter: RvA Advies inzake aanbevelingen ter verbetering van het belastingstelsel	2020	Raad van Advies
Letter: RvA Advies inzake aanbevelingen ter verbetering van het socialezekerheidsstelsel	2020	Raad van Advies
Letter: Un Alternativa Economico – Open letter with recommendations: Share the Wealth	2020	Share the Wealth Aruba
Levelized Cost of Energy and Levelized Cost of Storage 2019	2019	Lazard
Macro-Economic Model Aruba MARUBA	2020	Department of Economics Affairs, Commerce, & Industry
Maritieme Toekomst van Aruba	2013	DSA - Directorate of Shipping Aruba
Model: UNDP Innovation 3D Problem-Solution Space	2020	UNDP
Naar integer openbaar bestuur in Aruba	2020	Stichting Deugdelijk Bestuur Aruba (SDBA)
Nationaal Beleid Beroepsonderwijs	2018	Department of Education Aruba
National Cyber Security Strategies & Practical Guide on Development and Execution	2012	ENISA - European Union Agency for Cybersecurity
Natuur en Milieu Beleidsnota 2018-2021	2018	Directie Natuur en Mileu
NCSS Good Practice Guide, Designing and Implementing, National Cyber Security Strategies	2016	ENISA - European Union Agency for Cybersecurity
Noodplan Stimuleren Economie: Verkorte plan van aanpak voor de Primaire Sector	2020	Santa Rosa - Department of Agriculture, Livestock and Fishery
Noodstrategie Irrigatie water	2020	Santa Rosa - Department of Agriculture, Livestock and Fishery
Noodstrategie Veevoer	2020	Santa Rosa - Department of Agriculture, Livestock and Fishery
Nos Aruba 2025: Agenda Plan - Commission Socio-Ecomic Structure	2009	Government of Aruba / Commission Nation of Innovation
Nos Aruba 2025: Energy Management Commission	2009	Government of Aruba / Commission Nation of Innovation
Nos Aruba 2025: National Integrated Strategic Plan	2009	Government of Aruba / Commission Nation of Innovation

KEY REFERENCES

Document Name	Year/Edition	Author/Issuer
Nos Aruba 2025: Sustainable Food Supplies	2009	Government of Aruba / Commission Nation of Innovation
Nos Aruba 2025: The International Financial Center Committee	2009	Government of Aruba / Commission Nation of Innovation
Nos Plan, Nos Futuro: National Strategic Plan (NSP) 2020-2022	2020	SDG Commission Aruba
Nota: di Ley di proteccion di Flora & Fauna	2020	Santa Rosa - Department of Agriculture, Livestock and Fishery
Nota: Taskforce Niche and Sustainable Tourism	2020	Aruba Hotel and Tourism Association
Nota: Water shortage for Agriculture	2020	Robert-Jan Moons
NV ELMAR: Aansluitvoorwaarden	2012	ELMAR
NV ELMAR: DG-Policy	2012	ELMAR
Onze Natuur & Ons Milieu, op weg naar een evenwichtige toekomst	2018	Government of Aruba
Pesca Inovativo pa Aruba	2020	Santa Rosa - Department of Agriculture, Livestock and Fishery
Plan Educacion Nacional - PEN 2030	2019	Department of Education Aruba
Preliminary Business Case for RWZI Bubali Aeration	2018	TNO Caribbean
Progress of OCT's on their transition to Sustainable Energy, Final Report	2020	EU Overseas Countries and Territories Association (OCTA)
Rapport: Ontwikkeling van de Primaire Sector	2016	Department of Economics Affairs, Commerce, & Industry
Rapport: Task Force Economic Stimulus	2020	Sub-Committee Stabilization & Stimulus: Task Force Economic Stimulus
Rapport: Task Force Red Tape	2020	Sub-Committee Stabilization & Stimulus: Task Force Red Tape
Rapport: Vertaalslag subsidiebeleid in meetbare indicatoren	2019	Department of Education Aruba
Re-imagining Aruba Free Zones for Economic Diversification	2019	Columbia University SIPA / Futura

KEY REFERENCES

Document Name	Year/Edition	Author/Issuer
Re-Thinking Energy: An Energy Policy Brief	2019	Government of Aruba
Regulation (EU) 2018/1999 of the European Parliament and of the Council on the governance of the Energy Union and Climate Action	2018	European Union
Renewable Energy Watch Aruba	2019	WEB Aruba NV
Report Integral Plan Cyber Security Vocational Training Aruba (draft)	2020	MGM Source
Report Urban Farming Project	2015	UDC / Santa Rosa - Department of Agriculture, Livestock and Fishery
Report: 'Survey scholen omtrent Digitaal Onderwijs op afstand'	2020	Department of Education Aruba & Inspectorate of Education
Report: Loan guarantee fund	2017	COSME
Responding to Climate change in Small Island Developing States	2010	UNDP
RFP Solid Waste Treatment facility Aruba volume 1: Detailed RFP	2018	Government of Aruba
Roadmap for Inclusive Growth: Financial Inclusion National Strategy	2018	Central Bank of Aruba
Roadmap Waste Management Aruba	2020	Taskforce Waste Management Aruba
Ruimtelijk Ontwikkelingsplan - ROP	2019	Government of Aruba
Solar Installed System, Cost Analysis 2018	2018	NREL
Strengthening Digital Financial Inclusion in Aruba	2019	Central Bank of Aruba
Study on Tourism Carrying Capacity for the island of Aruba	2019	Aruba Tourism Authority
Summary Social Adoption Survey 2013-2019	2019	University of Aruba & TNO
Survey: Building Strong Foundations for Economic Recovery & Resilience	2020	Central Bank of Aruba
Technical Assistance Report - Towards a Sustainable Tax System	2018	IMF

KEY REFERENCES

Document Name	Year/Edition	Author/Issuer
TEEB: Cultural Ecosystem Service (CES) for Local Community in Aruba	2017	Wolfs Company / VU / YABI
TEEB: The Economics of Ecosystems and Biodiversity, Aruba	2018	Wolfs Company / VU / YABI
TEEB: The Value Natural Capital for the Tourism Industry of Aruba	2018	Wolfs Company / VU / YABI
The Future of an Aruban Circular Economy	2019	Central Bank of Aruba
TOR Duurzaam Voedselvoorziening d.m.v. kasteelt ten behoeve lokale voedselbehoefte	2020	TU Wageningen
TOR Food Security and Agro- Logistic Analysis in Aruba	2019	World Bank
Toward a Digital Aruba: Increasing readiness of Arubans and Aruba's civil servants for e-Government	2019	Columbia University SIPA / Futura
UAUCU Student Research Exchange Collected Papers 2018	2018	UAUCU
Using Systems Thinking to Transform Society: The European Food System as a Case Study	2018	Metabolic Foundation
Value Chain Model Aruba Waste Management	2020	WEB Aruba NV
Verwerking van Afval op Aruba	2019	Arcadis
Waste Composition Study	2018	Mott MacDonald
Winning the Future: Strategic Plan for the Development of Tourism	2011	Government of Aruba / Prepared by the Dick Pope Sr. Institute for Tourism Studies



Government of Aruba

Repositioning Our Sails: Aruba's Mission Driven Model for Economic Recovery & Resilience

Committee Recovery and Innovation Aruba