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# NSP Report

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This report will include a brief overview of the Expert Working Group Pillars (EXWGs) status, planning, next steps and a draft time-line for the upcoming EXWG sessions/workshops/events related to the National Strategic Plan (NSP) 2019-2022

**The Department of Economic Affairs, Commerce and Industry (DEACI)** has had an extensive history of working and collaborating with the United Nations (UN) on numerous projects and programs. DEACI is currently working on the National Strategic Plan (NSP); incorporating the UN Sustainable Development Goals (SDGs) into national policies and programs.

In order to implement and monitor the SDGs and the associated targets and indicators, strategies and road maps are required for multiple phases/time periods. These phases are divided in:

- I. Phase I 2019-2022
- II. Phase II 2023-2026
- III. phase III 2027-2030

For phase I, a National Strategic Plan (NSP) 2019-2022 will be created. The NSP will formulate national goals and how these goals will be implemented with a detailed Action Plan, resource specification and related time planning. These resources include human and financial capital. The NSP will include long-term strategies at the national level with an inter-disciplinary and multi-sectoral approach. The long-term strategies will be formulated within the framework of the UN methodology with the participation of stakeholders that directly and/or indirectly influence sustainable development in Aruba.

The NSP 2019-2022 will include specific activities/projects, policies, budget and time-line for phase I, while general ones will be formulated for phases II and III. The targets and indicators will be adapted to the local context and needs for each phase. The intention is to submit the final NSP draft by the end of December 2018 to the Government of Aruba for approval.

The Expert Working Group Pillars (EXWGs) will play an important role in this process by localizing and prioritizing local policies and interventions that are in-sync with the SDGs.

The objective of the EXWGs is to propose specific policies and activities, budget & time line for the implementation of designated SDG accelerators as stated in the Aruba SDG Road map. The final result and output of the EXWG will be incorporated in the NSP 2019-2022.

The EXWGs have the task of identifying, evaluating, prioritizing policies and programs as a preparatory work, creating an optimal pathway for the identified accelerators. During this process the EXWGs will have the opportunity and necessity to localize specific targets and/or indicators on a priority basis and by evaluating the interventions, their bottlenecks and possible solutions.

EXWGs are based on the Pillars People, Planet and Prosperity and on the following Accelerators as stated in the Roadmap of April 2018 (including their respective SDGs):

- EXWG PEOPLE on Empowered Youth and Improved Quality of Life and Wellbeing (SDGs 1,3,4,8,10,11,16)
- EXWG PLANET on Improved Natural Resource Management (SDGs 6,8,11,12,13,14,15)
- EXWG PROSPERITY on Achieving the Energy Transition and Entrepreneurship and Enabling Business Environment (SDGs 6,7,8,9,13,14,15)

For the Accelerator Sustainable Tourism (SDGs 6,7,8,9,13,14,15) in the Pillar Prosperity and for the Pillars Peace and Partnership and their respective Accelerators a different approach will be applied.

- PEACE will focus on Innovate and Strengthen Institutional Quality and Capacity and Strengthen Statistical Capacity (SDGs 5,8,11,16,17)
- PARTNERSHIP will focus on Aruba as a model for Sustainable Development (SDG 17).

## Structure, Members, and Frequency

### Structure

As mentioned before the EXWGs are divided in EXWG People, EXWG Planet and EXWG Prosperity.

EXWG members work in collaboration with their respective department on the relevant exercises, gathering important information on policies, programs, activities which are already implemented or in the process of being implemented. Alignment on policies between members becomes critical to reach consensus; therefore, some EXWG sessions are heavily based on important discussions between members. The exercises are designed to support and accelerate the SDGs of the UN through collaboration and evidence based policy making, facilitating and strengthening Aruba's upcoming NSP.

### Members

Through a ministerial decree members for each EXWG were appointed. Each member appointed one or more employees to represent them. Each EXWG consists of a representative of the coordinating and support team (DEACI), a member of the Innovation team, a representative of the Minister of Education, Science and Sustainable Development and a representative from the indicator Working Group (IWG). Further representation for each EXWG is as follows:

#### EXWG People

- ▶ Department of Education
- ▶ Department of Social Affairs
- ▶ Department of Public Health

#### EXWG Planet

- ▶ Department of Nature and Environment
- ▶ Department of Infrastructure and Planning
- ▶ Meteorological Department
- ▶ Crisis Management Office

#### EXWG Prosperity

- ▶ Department of Economic Affairs, Commerce & Industry
- ▶ Department of Labor and Research
- ▶ Central Bank of Aruba
- ▶ Chamber of Commerce
- ▶ Department of Integration and Management of Foreigners

### Frequency

Each EXWG meets once a week at the DEACI. The day and time of these sessions are as follows:

#### ■ EXWG People:

Tuesdays from 9:30 am to 12:00 pm

#### ■ EXWG Planet:

Thursdays from 9:00 am to 11:30 am

#### ■ EXWG Prosperity:

Fridays from 8:30 am to 11:00 am



## Methodology

The SDG Accelerator and Bottleneck Assessment (ABA) Tool of the United Nations Development Programme (UNDP) of December 2017 is used as a guideline for the work of the EXWGs. The SDG Aruba Roadmap of April 2018 is the starting document for each accelerator, its key challenges, drivers and interventions.

The following steps are used during this process:

**Step 1.** Ensure that accelerators and drivers have multiplier effects across the SDGs. EXWGs validated during the introduction workshop and regular sessions the direct contribution of the accelerators and drivers to the economic, social and environmental dimensions of Sustainable Development (information from the Baseline Measurement, May 2018 of the IWG is used).

**Step 2.** Identifying & prioritizing interventions that drive progress on accelerators:

- Evaluation of interventions based on impact criteria
- Evaluation of interventions based on enabling environment criteria
- Revision of a profile list of intervention by each EXWG for impact and enabling environment
- Priorities of interventions based on impact and feasibility criteria, through an intervention scorecard

**Step 3.** Identifying and prioritizing bottlenecks (challenges) for acceleration. The coordinating and support team (DEACI) will prioritize the bottlenecks internally.

**Step 4.** Identifying and prioritizing solutions for bottlenecks

- Identification of potential solutions for bottlenecks
- Organize additional sessions/workshops with relevant stakeholders if necessary
- Bottleneck solution profile will be prepared
- After this, the coordinating and support team (DEACI) will prepare a bottleneck solution scorecard and make priorities (using impact and evaluation criteria).

**Step 5.** Preparation of SDG implementation and monitoring plan

- SDG target matrix providing solution impact across SDGs
- Prepare a resource plan stating budget and financing with a time planning
- Organize final workshop with relevant stakeholders to verify steps 4a, b, c, 5a and b
- Accountability matrix matching implementation inputs & resource targets to specific actors
- Develop a plan to monitor and evaluate solution delivery using monitoring and evaluation scorecard. Framework will measure actual implementation progress against expected inputs,

outputs & outcomes, tracking implementation & target progress.



## Exercises

By following the ABA methodology, the EXWG sessions are going through several of the steps and exercises which are intended to prioritize the accelerators, drivers, and interventions.

### Step 1 /Fig D

The first exercise that is illustrated in the attached template as step 1 is Figure D. Accelerators, by nature, must not only enable progress on the SDG targets directly associated with them, but also trigger positive multiplier effects across the SDGs. The template in Figure D enables the screening of the accelerators. EXWG members need to screen the accelerator against the SDG targets to assess whether it contributes across targets. This is done by assessing whether the associated drivers have a direct positive contribution to a specific SDG target and its driver(s).

**Status for Step 1:** EXWG People, Planet, and Prosperity have all completed this step, and have identified numerous targets and/or drivers which needed to be altered to properly reflect the local and current context.

During this step and process the EXWG started to evaluate whether certain (specific) SDG targets and/or their associate drivers needs to be localized and / or created. This process of evaluating whether certain SDG targets and/or driver(s) need to be altered or as for the latter newly created for the local context will be finalized at the end of step 4.

Step 1 Figure D															
Accelerator (A) + Driver (D)	1.1	1.2	3.1	3.2	3.3	3.4	3.6	3.7	3.9	4.2	4.3	4.5	4.6	4.7	4.8
A. Youth Empowerment															
B. Strengthen education policies	x				x			x	x	x	x	x	x	x	x
C. Verify drivers: Expand health services, labor and care policies/expand child & youth protective policies	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
D. Create job opportunities for youth	x				x					x	x	x	x	x	x
E. Improve community services					x		x	x					x		
F. Attend behaviour problems					x			x		x		x		x	x

**Step 1, Fig D**

## **Step 2 /Fig F, G1a, G1, G2, I**

Step 2 is illustrated as Figure F and highlights an example of a package of interventions identified by a country to enable progress on its selected accelerator. Figure F provides a clear view of an accelerator, its drivers, and the associated interventions.

*Status of step 2/Fig F:* EXWG People, Planet, and Prosperity (excluding: energy efficiency and diversification) have completed this step and are in complete agreement with the local specific drivers and interventions. The coordination and support team (DEACI) allowed for more feedback during this particular step, creating an opportunity for EXWG members to verify whether the drivers and intervention provided from the SDG Aruba Roadmap were adequate, accurate, and comprehensive enough to reflect and represent Aruba's current situation. The critical feedback received during this process translated into minimum focus of the other assigned exercises (Fig G1a,G1,G2,I), and a renewed focus on the drivers and interventions. This slightly halted the process, but increased ownership and collaboration within the EXWGs.

Figure G1a,G1,G2 provides an evaluation of interventions based on key criteria beyond strategic importance, namely, potential local impact and the enabling environment for implementation of the intervention.

*Status of step 2/Fig G1a,G1,G2:* EXWG People, Planet, and Prosperity are currently finalizing with this phase.

From the results of exercises (Fig G1a,G1,G2) a profile and a scorecard of the impact and enabling environment of each intervention, will be created. The scorecard will provide the basis for prioritizing the interventions ranked on the basis of potential impact, feasibility, local context and priorities (based on short, medium and long term).

## **Step 3 /Fig J, K, L**

Once the prioritized interventions have been identified, Step 3 will determine the bottleneck and solutions. This step provides a methodology to identify factors that might impede or obstruct an intervention from optimal performance. Step 3 will also prioritize the bottlenecks based on potential impact and feasibility.

*Status for step 3:* Not commenced

## **Step 4/Fig M, N, O**

Identify solutions to the bottlenecks prioritized in step 3. The outputs from this step will include: a list of bottleneck solutions (including profile template); profile of impact and feasibility of each bottleneck solution and scorecard with prioritized bottleneck solutions to be implemented.

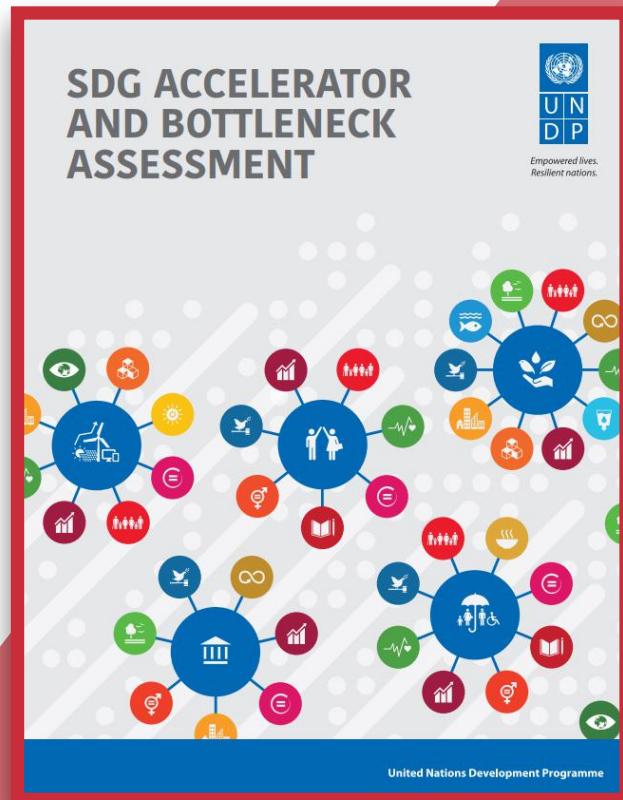
*Status for step 4:* Not commenced

## **Step 5/Fig P, Q, U**

From Step 4 a target matrix will be created to link step 4 outputs and lists solutions with each SDG target, including

a resource implementation plan and an accountability matrix. Furthermore, identification of appropriate budget and planning entry points will be conducted. Finally, step 5 will also require the development of a plan to monitor and evaluate solution delivery.

*Status for step 5:* Not commenced



## **Challenges of ABA and Process**

Challenges as a result of the process:

- The process and introduction of the EXWGs initiated the first week of July. This was a period when multiple members went on vacation. Therefore there was limited participation during the EXWG sessions. This continued through the whole month of July and August.
- Verification and confirmation to attend EXWG sessions needed to be addressed due to members and/or departments that were not consistently attending the sessions.
- Due to the above mentioned points there wasn't any consensus for selecting chairman and rapporteur for the EXWGs, excluding Planet where the Department of Nature and Environment was willing to accept the chairmanship. However this has not yet been officially decided upon.

## Challenges as a result of the Methodology:

- By storing the exercises in an online drive, it took some time before EXWG members were able to fully grasp how to effectively work online. As a result, some members were unintentionally erasing certain feedback and/or incorporating their feedback not in the assigned location.
- The exercises from the ABA are technically intensive and time consuming for the EXWG members.

## Solutions and Suggestions

- Restrictions have been incorporated for the online exercises in the documents by assigning each member a dedicated field for feedback.
- The public event, which was intended to take place at the end of August 2018 was canceled due to the initial delay in the process and a different approach towards stakeholder engagement.
- A new time planning is suggested for the work of the EXWG and for the completion of the NSP.
- The coordination and support team (DEACI) will take a different approach for the "Energy Efficiency and Diversification" Accelerator. It will require a repackaging and simplification of the exercises to obtain the desirable feedback and results from the relevant experts.

## Draft Time-line

