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NOS PLAN, NOS FUTURO

NATIONAL STRATEGIC PLAN 2020-2022



NOS PLAN, NOS FUTURO 2020-2022

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ACKNOWLEDGEMENT

Words of gratitude go out to everyone that contributed to the production of the National Strategic Plan 20120-2022, especially to the members of the Expert Working Groups for their time and dedication.

**“Let our advance worrying become advance thinking and planning”
(Winston Churchill)**

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NSP 2020-2022

DISCLAIMER

National plans must be turned into action through the formulation of implementable policies and strategies, and linked to resource allocation through the budget process. It should be noted that at this phase within the national planning cycle: no budget figures are formally agreed for the NSP actions. The prioritization of NSP actions will be done via the Strategy Tool for Action Prioritization and Planning (STAPP), which will be done with the Department of Finance. The STAPP will be a crucial step for the allocation of financial resources to NSP actions.

INTRODUCTION

The Government of Aruba adopted the United Nations Agenda 2030 for Sustainable Development and initiated the process to localize the 17 Sustainable Development Goals (SDGs) in 2017. The implementation of the SDGs in Aruba aims to achieve sustainable economic growth, taking into account the social and environmental dimensions.

Therefore, Aruba is committed to advance its development coherently and sustainably, and has embarked in a participatory process for the development of a National Strategic Plan (NSP). The NSP is primarily based on Agenda 2030 of the Sustainable Development Goals of the United Nations and the government plan (Hunto pa Aruba, 2017). The government aims to stimulate a balanced economic growth fostering an increase in the quality of life of all citizens in Aruba while protecting our environment. Furthermore, the human being is central in all government policies; likewise, the SDG principle “leaving no one behind”. This has been vital guidance throughout the NSP.

The United Nations Development Program (UNDP) conducted a Rapid Integrated Assessment (RIA) and a Mainstreaming Accelerating Policy Support (MAPS) mission to assist Aruba in the formulation of Accelerators for prioritization of integration of SDG goals in national policy. The UNDP produced the Aruba SDG Roadmap with input from stakeholders resulting in nine accelerators within the five pillars; People, Planet, Prosperity, Peace, and Partnership.



Figure 1

In August 2018, the nine accelerators were approved by the Council of Ministers. Those nine accelerators have been used as the nine programs which form the core of this National Strategic Plan 2020-2022 (NSP), “Nos Plan, Nos Futuro”. Each program area is further elaborated in the NSP: Quality of life and well-being, Youth empowerment, Natural resource management, Entrepreneurship and enabling business environment, Energy efficiency and diversification, Sustainable tourism, Strengthen Institutional Quality and Capacity, National Statistical System, and Aruba as a model for sustainable development.

The general vision of **Nos Aruba, Nos Futuro**, is a long-term vision formulated for the year 2030, while each of the nine programs has its own vision for 2030. Each program has its strategic objectives and outcomes formulated for the period 2020-2022.

The Department of Economic Affairs, Commerce and Industry (DEACI), as the department responsible for national planning processes, lead the development of the NSP 2020-2022. Expert Working Groups (EXWGs) were formed to work on different programs. These consisted of policymakers of the different government departments, representatives of the SDG-Indicator Working Group (SDG-IWG), the Central Bureau of Statistics, and the Innovation Team. Also part of the EXWG were private institutions, academia, and NGO’s. The NSP is aligned with the Government Program through the input of the government departments represented in the EXWGs. The Stakeholders involved play an essential role in the implementation of the NSP and therefore, will be crucial in the implementation of the SDGs. Additionally, an intensive campaign has been prepared, which will start in early 2020 to create awareness and ownership by all parties in the implementation of the SDGs in Aruba.

The NSP process stimulates partnerships, policy coherence, evidence-based policy formulation, multi-annual budgeting, and monitoring and evaluation. The participatory process for the development of the NSP consisted of meetings with stakeholders of the public sector, non-governmental organizations, academia, and the private sector. The public was consulted through an online survey to assess the public’s opinion on the programs and areas of the NSP. Receiving feedback and input from multiple stakeholders, whether it is from the public sector, private sector, NGOs, or civil society, is critical for developing an effective national plan. The feedback received from the participants of the survey guided the overall vision of the NSP.

The NSP was developed using an adapted approach of the UNDP Accelerator and Bottleneck Assessment methodology and principles of the logical framework. Taken into consideration that the NSP will be used to implement the SDGs, it was essential to link the NSP with the SDG targets and SDG indicators. The IWG-SDG did this. Next, a Strategy Tool for Action Prioritization and Planning (STAPP) was developed for prioritization of actions. The main goal of this exercise was to partner with the Department of Finance and establish a partnership with the project's Multi-Annual Budget Cycle and Control. The NSP will be used as a guideline for the Multi-Annual Budget Cycle and Control.

The success of the implementation of the NSP is dependent upon the following pre-conditions: good governance, accountability, multi-annual budgeting, quality data for evidence-based policy formulation, and monitoring and evaluation of policy objectives. We are confident that with our common goal in the NSP, as our plan, our future, and with strong partnerships, we will be able to address our challenges and make the best use of our strengths, opportunities, and available resources, for the attainment of our objectives for the sustainable development of Aruba.

Availability of reliable, verifiable, and continuous data is imperative for evidence-based policy formulation. Hence, for an adequate implementation of the SDGs and successful implementation of the NSP, the National Statistical System (NSS) and the investment in the statistical capacity in Aruba

are a critical precondition. The NSS will empower the Central Bureau of Statistics to achieve broad participation and collaboration with other data-producing institutions. In addition, a broad statistical capacity within other relevant departments and NGO's for the production of reliable data will be created as part of the collaboration within the NSS.

A particular word of gratitude goes to all those experts representing stakeholders from the public sector, private sector, academia, and NGO's who contributed in a very positive and collaborative way to the NSP 2020-2022.

A VISION OF ARUBA IN 2030



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

NOS PLAN, NOS FUTURO[®]



1. THE PLANNING PROCESS

When Aruba obtained its 'Status Aparte' on January 1, 1986, it became an autonomous country within the Dutch Kingdom. This historic event resulted in the transformation of a country with its own identity, but more important, with its own responsibilities and ambitions for stable socio-economic development. The new government at the time decided to start with the preparation of the first Social Development Plan 1986-1990 for Aruba. It was prepared with the assistance of the United Nations Development Program (UNDP) and the Department of Economic Affairs, Commerce and Industry (DEACI). Subsequently, the planning process continued with the preparation of the National Development Plans of 1991-1995, 1993-1997, and 2003-2007. In between these plans, the government started to prepare the Investment Plans of 1995-1997 and 1997-1999, which were prepared by local experts guided by the DEACI.

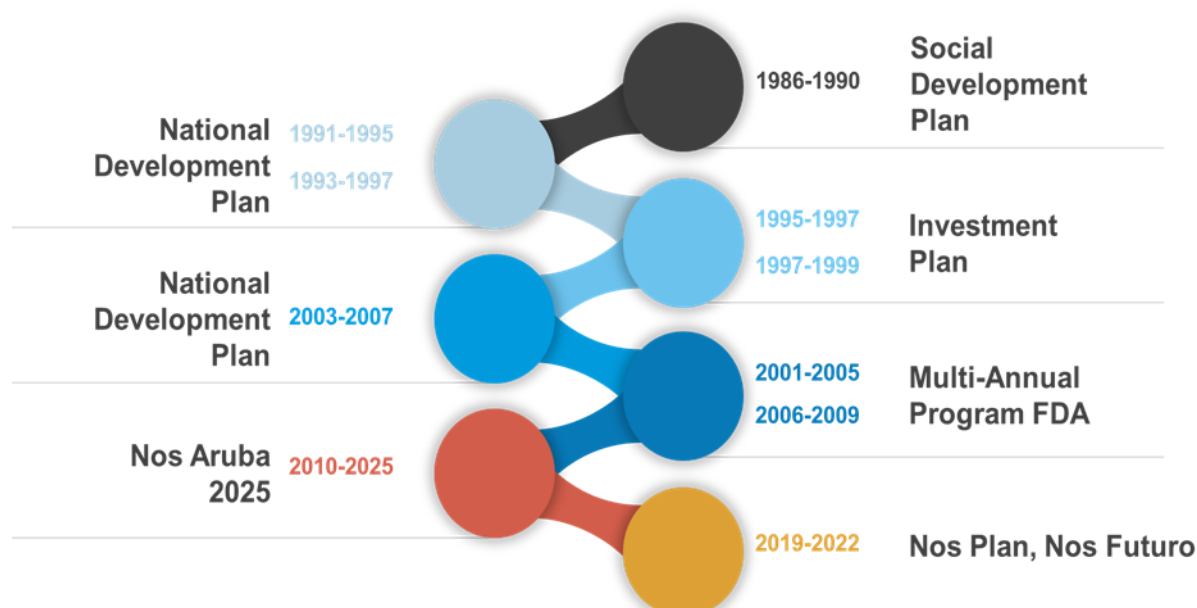


Figure 2: National Planning in Aruba

In the year 2000, the government of Aruba agreed with the Netherlands to prepare the Multi-Annual Programs for the funds received from the Netherlands for development cooperation for the period 2001-2009 and which were implemented by the Fondo Desaroyo Aruba (FDA). The DEACI developed these programs with technical assistance from the Netherlands in the Logical framework methodology. This process consulted an ample group of stakeholders.

Towards the end of the implementation period of the FDA program, it was clear that a change of strategies was necessary for the way we had been planning. The planning process moved from a consultative basis towards a more participatory planning process. The National Integrated Strategic Plan (NISP) 2010-2025 (Nos Aruba 2025) was the first plan to have a complete participatory approach in its formulation, incorporating open public forums between citizens and government to exchange ideas and engage a broad public in the planning process. For the NISP 2010-2025, the 'Appreciative Inquiry' (AI) methodology was used based on four phases: Discovery, Dream, Design, and Destiny, to design effective development plans, identify good practices and ensure implementation.

Nos Aruba 2025, also introduced and incorporated the concept of sustainable development within national planning, as can be read in the foreword and throughout the document.

“The Aruban community is becoming increasingly aware of the need for a balance between education, public health care, economic development, the environment and its general well-being. Nos Aruba 2025 presents the opportunity for each individual in Aruba to voice his or her ideas about how Aruba should continue to develop in a sustainable manner, resulting in a common vision for sustainable development in Aruba. The vision encompasses the changes we want to see within our communities over a selected time frame: Aruba from the present to 2025. The vision is then transformed into a manageable and feasible plan that the community implements.”

Ten years later, Nos Plan, Nos Futuro, focuses on the implementation of Agenda 2030 for Sustainable Development of the United Nations (UN/Sustainable Development Goals) in Aruba, as the global goals form a cohesive and integrated platform of local and global aspirations. These aspirations are described in the Aruba SDG Roadmap¹, which is based on the recommendations given by the UNDP, after a consultation with local stakeholders. The Government Program “Hunto pa Aruba” is also an important document used in this NSP, as well as policy documents from the different ministries/departments.

Long term strategic planning, long-term vision, concrete set targets, and indicators, are necessary when implementing the SDGs (2030). Still, it is crucial to be able to have some flexibility in the planning of actions as these may change in time. Planning means having the right policies and actions that will contribute to the vision, to the strategic objectives, and the desired outcomes. As policy has to be based on evidence, plans and policies must be continuously monitored and evaluated. Therefore, Nos Plan, Nos Futuro, has been divided into 3 periods (see figure 3):



Figure 3

What makes the NSP 2020-2022 different from previous national plans is the incorporation and alignment of the Agenda 2030-SDGs. In addition to working on national set objectives and desired

¹ A Roadmap for SDG Implementation in Aruba, April 2018

outcomes, it also includes specific SDG targets and indicators that, in some cases, have been adapted to the local context in order to track progress on the SDGs.

Furthermore, the NSP presents a list of actions per program. These actions will be linked to the Multi-Annual Planning & Control Cycle (MJPCC). Public funds need to be strategically planned based on policies that will foster sound financial management of public funds.

A critical step within the process is the availability of resources to meet Aruba's most pressing needs. The Department of Finance is currently working to create a blueprint for the Multi-Annual Planning & Control Cycles (MJPCC) for the budgeting process in Aruba. Our current economy and public finance management require a more strategic and transparent budgeting process. The blueprint will include the planning process and policies needed to prepare comprehensive government budgets and include the necessary steps and guidelines to implement the financial/auditing controls. The budget needs to be based on sound policies and the success of these policies depend on efficient and effective use of the scarce financial resources of the government. In order to comply with the norms agreed with the council for financial supervision (CAFT), strict control of the budget and its implementation needs to be addressed. The blueprint will align the policies and actions of the NSP and the implementation of the SDGs with the Government Budget. Additional new financing sources need to be identified in order to finance the policies presented in these programs.

2. DEVELOPING THE NSP

THE EXPERT WORKING GROUPS

The Expert Working Groups (EXWGs) consist of stakeholders representing the public sector, the private sector, academia, and NGOs. They played an essential role in the planning process of the NSP as they identified, evaluated, and prioritized policies and programs to create an optimal pathway for the implementation of the NSP programs, with its alignment with the SDGs and the government's priorities. The EXWG also was determinant in aligning the different policies and strategic objectives.

The EXWGs vary per program and have multidisciplinary participation:

1. PEOPLE for Quality of Life and Wellbeing with representatives of Department of Social Affairs (DSA), Department of Education Aruba (DEA), Department of Public Health (DVG), Department of Labor and Research (DAO), and Fundacion Salud Mental Aruba "Respaldo";
2. PEOPLE for Youth Empowerment with representatives of Department of Social Affairs (DSA), Department of Education Aruba (DEA), Department of Public Health (DVG), Department of Labor and Research (DAO), and Fundacion Salud Mental Aruba "Respaldo";
3. PLANET for Natural Resource Management with representatives of Department Nature and Environment (DNM), Department of Infrastructure Management and Planning (DIP), Departamento Meteorologico Aruba (DMA), and Crisis Management Office (CMO);
4. PROSPERITY for Entrepreneurship and Enabling Business Environment with representatives of Department of Labor and Research (DAO), Department of Integration and Management of Foreigners (DIMAS), Aruba Chamber of Commerce and Industry (KvK), Central Bank of Aruba (CBA), and Department of Economic Affairs, Commerce and Industry of Aruba (DEACI);
5. Energy Efficiency and Energy Diversification with representatives of Caribbean Branch Office TNO, NV ELMAR Aruba, WEB Aruba NV, Refineria di Aruba N.V. (RdA), Repsol Aruba, University of Aruba (UA), and several private companies in the energy sector;
6. Sustainable Tourism consists of representatives of Aruba Tourism Authority (ATA) and the Department of Economic Affairs, Commerce and Industry of Aruba (DEACI). For this program the reports prepared by the ATA were used as basis as they prepared their reports through an extensive participatory process;
7. PEACE for Strengthen Institutional Quality and Capacity with Chair SDG Commission, representatives of each Ministry, Department of Finance (DF), Department of Human Resources (DRH), Aruba Police Force (KPA), Integrity Bureau (BIA), Court of Audit (ARA), and Department of Economic Affairs, Commerce and Industry of Aruba (DEACI);
8. National Statistical System consists of representatives of the Ministry of Finance, Economic Affairs and Culture, Department of Education Aruba (DEA), DIO, Department of Labor and Research (DAO), Department of Social Affairs (DSA), Department of Public Health (DVG), Department Nature and Environment (DNM), Department of Economic Affairs, Commerce and Industry of Aruba (DEACI), Department of Finance (DF), Aruba Department of Foreign Affairs (DBB), Central Bureau of Statistics (CBS), and Chair SDG Commission;
9. PARTNERSHIP for Aruba as a Model for Sustainable Development with representatives of Aruba Centre of Excellence (COE), Aruba Department of Foreign Affairs (DBB), Chair SDG Commission, Central Bureau of Statistics (CBS), Aruba National Commission for UNESCO, and Department of Economic Affairs, Commerce and Industry of Aruba (DEACI).

The EXWG meetings were coordinated by members of the section Sustainable Development Planning of DEACI. Members of the Innovation team, representatives of the Minister of Education, Science and

Sustainable Development, and the SDG-Indicator Working Group (IWG), also formed part of the EXWG.

For the implementation to be efficient and effective, it was necessary to foster coherence between the policies in the multiple programs. For this purpose, alignment sessions were held, to identify which proposed actions overlap with one another or have adverse spillover effects. The alignment sessions were necessary, as they foster a higher degree of policy coherence for the NSP and between agencies. It created a strong sense of ownership and willingness for cooperation among the different institutions.

Monitoring and evaluation of both the implementation of the SDGs and the NSP are crucial. Therefore, the NSP has identified and defined targets and indicators, and the NSP's actions/projects/activities for their performance and accountability will be measured.

The SDG-IWG linked the Strategic Objectives of each Program to relevant SDG targets, initiating the process of localizing the SDG targets. Prior to this the SDG-IWG conducted a feasibility study on resources to produce the SDG indicators (AMIGA). Subsequently, the SDG-IWG, CBS, DEACI, and representatives of the EXWGs had the task to develop and set local targets and indicators for Aruba in order to achieve and track progress towards the SDGs. The target setting will allow for the identification of concrete measures (indicators) to track Aruba's progress towards each of the SDGs targets addressed by the NSP. After the completion of the NSP, the design of the monitoring and evaluation framework will be continued.

One bottleneck in the monitoring and evaluation process is the lack of verifiable and standardized data. Although the feasibility of indicators (AMIGA) resulted relatively positive, there is still a shortage of data and capacity to produce data. Therefore, the SDG Commission has outsourced an assessment of statistical capacity in Aruba to ICON-Institute GmbH. A specifically designed capacity building program will be prepared for the implementation of the SDGs in Aruba.

3. NATIONAL SDG COMMISSION



The National SDG Commission installed by ministerial decree in January 2017 and re-instituted in January 2018, coordinates, and gives strategic direction to the SDG implementation process in Aruba.

The Commission focusses on encouraging policy coherence, provides advice and assistance to various government departments to incorporate the SDGs in their policy formulation. Besides, the Commission functions as a body through which it can convene and discuss the integration of the three dimensions of sustainable development, the economic, environmental and social while developing organizational coherence, which facilitates improvements in policy coherence. Also the mechanism is able to stimulate the alignment of the SDGs and specific sectoral objectives in a complementary manner to the government objectives, and the monitoring and evaluation of the progress towards the achievement of Agenda 2030.

The SDG Aruba Secretariat is the permanent auxiliary body to the Commission and serves as the administrative functioning of the Commission. The SDG Indicator Working Group leads and coordinates the process of monitoring and evaluating the SDGs and, with the support of the CBS, leads the integration of the SDG indicators and the production of adequate data for national data providers and data users. The SDG-IWG was developed as an inter-departmental working body consisting of data producing stakeholders from the public sector. The SDG Awareness Raising Working Group focuses on community engagement on the SDGs together with the SDG Advisory Board, which will represent the broader community of the island.

In 2017, the Kingdom of the Netherlands reported on its progress to the United Nations, through the Voluntary National Review at the High-Level Political Forum on Sustainable Development under the auspices of the Economic and Social Council of the United Nations. Aruba submitted an update on the advancements made as part of the review of the Kingdom of the Netherlands.

The government program 'Together for Aruba' (Hunto Pa Aruba) of November 2017, uses the SDGs as a framework to guide the government to achieve its mandate. Central to Aruba's endeavors for development is the Government's vision to achieve socio-economic resilience by accelerating the innovation capacity of the island through a Human-Centered Approach, putting the Aruban people at the heart of all policies.

4. ARUBA TODAY

Aruba is known as a tourism destination of Sun, Sand, and Sea. However, Aruba is much more than that. Aruba is a small island state with many strengths. Its most significant strength is the people who are friendly, creative, innovative, and resilient in moments of crisis. Aruba consists of a multicultural, multilingual, and literate society with a strong sense of community in which identity and cultural heritage are embraced. A society in which the new generation is much more aware of the importance of the environment and are eager to take steps in their own hands to protect our fragile fauna and flora. Aruba's legal system encourages safety and security of all and both the strong ties within the Kingdom of the Netherlands and the political stability have contributed to our development. Also, there is a strong international orientation and collaboration within the region and with international institutions. Furthermore, the geographical position of Aruba has always been seen as an opportunity for economic development, which offers opportunities for competitive economic advantages for the private sector.

At the same time, there are some critical challenges at this point that need to be taken care of. A rapidly growing population increases the tension for the most vulnerable in our community, such as children, youth, elderly, and physically and mentally challenged. There is a growing need for social housing, social welfare, modernized education system, improved health system, etc. In this respect, this NSP offers several policies that will contribute to mitigating those challenges.

Aruba also needs modernization in legislation, including the introduction of several new laws that are urgently needed in different sectors. Those laws are also necessary to comply with international treaties and regulations and to continue to safeguard our international position. Modernization of government services and procedures in order to facilitate the citizens and private community is also high on the government's agenda.

One crucial challenge Aruba faces is the protection of the environment and nature. This challenge is also being addressed in this NSP. Recommended actions by stakeholders aim to increase awareness and consciousness and create a behavioral change towards the environment and nature. This change in behavior is especially relevant when combining with economic growth. One of our biggest challenges is how to continue to grow the economy sustainably. How to create economic development without damaging the environment and, on the contrary, stimulate economic activities that can assist or solve environmental concerns.

4.1 SOCIAL CONTEXT

A growing economy as measured by Gross Domestic Product (GDP), which quantifies the value of goods and services produced by every sector in the country's economy over a specific period, does not necessarily equate to economic (and social) development. Alternatively, the multidimensional concept of quality of life includes besides material aspects such as income and properties, access to healthcare, education, (decent) work, availability and access to social services, social relations, and natural environment. It also encompasses the subjective perception of living conditions and people's subjective well-being in terms of personal satisfaction and happiness.

Aruba has an extensive set of social and institutional infrastructures rather in place to protect against adverse impacts of common risks during one's life-course. Aruba offers further an array of public assistance programs to help in times of economic and financial hardships and legal issues: welfare

transfer program and social support services to help citizens overcome personal, family and relational crises, and to meet basic needs.

The population of Aruba has experienced significant growth since the early 1990s. In the light of a stable mortality rate and fertility rate, this demographic shift is mainly due to (labor) immigrations, mostly from Spanish speaking nations in the region with Colombia and Venezuela being the countries wherefrom most immigrants originate. Consequently, the present labor force of Aruba is characterized by a relatively large percentage of 42.4 % (LFS 2018) of migrant workers. The diversity of the Aruban population is also apparent by the rate of intermarriages between Aruban-born and foreign-born partners.

The population is rapidly aging. The population age 60 or over numbered 15,660 in 2010 and is projected to grow to 36,077 by 2030. Furthermore, the family structure has been undergoing notable changes in the last few decades. The percentage of the population that was divorced at the time of the respective censuses increased six-fold from 1.6% in 1972 to 9.6% in 2010, and nearly three-fold during the 1981-2010 period. The proportion of married people remained more or less, around one-third of the total population throughout the years under review (1972-2010).

Social development is directly or indirectly related to economic development and pertains to improvements in living conditions (improved health, better education, affordable housing, employment, and better wages and working conditions, improved wellbeing), and the standard of living in general. According to the available data, we cannot speak about absolute or structural poverty – namely chronic lack of essential food, clean water, health, and housing - in Aruba. Instead, the issues of relative poverty (considered poor because the rest of the society enjoy of or have access to superior amenities and services), situational or transitory poverty (indigent as result of natural disaster or personal crisis but could overcome it with timely assistance), and inequity, are addressed. By applying the OECD-countries' criteria of "poor" (those earning less than 60% of the (equivalized) median household income) and using the data of the 2010 Census, one out of every five households (20.7%) in Aruba was deemed poor.

Reducing Non-Communicable Diseases (NCD) is a prerequisite to addressing social and economic inequity and accelerating sustainable development for all countries. NCD is the leading cause of preventable and premature death and illness in the region, with the Caribbean having the highest NCD mortality rates in the Americas. There is an urgent need to tackle the burden of NCDs in Aruba and the resulting social, health, and economic impact on the population. NCDs are the leading cause of morbidity and mortality, with at least 58 percent of the total registered deaths from 2000 to 2010 in Aruba attributed to diseases of the circulatory system and neoplasms. Prevention and treatment reduce premature mortality, and this is the reason why the development and implementation of a national NCD plan are urgent.

Furthermore, the state of mental and emotional health is a determining factor in fostering well-being and social engagement under the adult population. Mental health management is still fragmented in Aruba. In this field, the government is not just a policymaker but also a care provider, for example, through the Department of Social Psychiatry (SPD), and the various organizations subsidized by the government treating addiction. These are additional services provided by the government and should be seen separate from the care that is being delivered according to the standards of the national health insurance (AZV) in the first line of medical care through the general medical practitioner and in the second line medical specialized care that is delivered by Respaldo.

Developments in the educational area illustrate the great transformation that is visual in the National Education Policy (PEN) of the Department of Education (DEA). According to the PEN, within the education sector, several developments are underway, focused on preschool education, primary education, secondary education, vocational education, and higher education. School participation is high. There is practically full participation at primary and secondary levels. Both at the primary and secondary level of education, there are continuous incidents of high repetition rate, besides implying wastage, which can be symptomatic of problems in the education system. As stated by the DEA in the PEN, Aruba is currently in the nation-building phase, where unity in diversity is expressed in national identity. Innovations in education, in areas such as Papiamentu, support this development and act as a unifying factor in our society. Education combines the Aruban identity – in terms of deep community roots, the local language, and culture – with an open attitude towards global developments. The role of education in terms of the preservation and development of Aruban culture is of great importance. In addition to culture-specific knowledge, culture also plays a role in the development of creativity and creative thinking, which are important skills for the future.

Furthermore, education should focus on the development of individual learning needs taking into account the multilingual context of Aruba. There is also a need for alignment within the education system, both locally and internationally. In addition, development in youth empowerment is necessary to empower young people, so they bloom into healthy social-emotional human beings with the necessary knowledge and skills to be able to reach their full potential. Schools should be accessible to all, also to students with physical and emotional limitations. There should be a safety net in place for those who are failing in the current system. Education should focus on what pupils can do, as opposed to what they are not. A professional attitude is expected from the teachers. Education must be able to reflect modern developments, both in terms of resources and infrastructure, as well as knowledge development and 21st-century skills.

For more elaboration on the social situation of Aruba, the reader is referred to the report by the Department of Social Affairs, 'Social development: A situational analysis of Aruba case.'

4.2 ENVIRONMENTAL CONSERVATION FOR SUSTAINABLE DEVELOPMENT

Aqua blue waters, white beaches, mangrove swamps, rock formations, hillsides with tropical bushes, and cacti, crossed by dry riverbeds, form the seascape and landscape of our island. These natural areas are no silent pictures, and the sounds of the ever-flowing sea waves, the wind blowing through a Frywood tree, crickets, Mocking birds, Bananaquit birds and Troupial birds to mention some. This pristine setting gives peace of mind, provides clean air, clean water, food to eat, and an ambiance to foster hospitality.

However, the development pressure exceeds the capacity of nature to regenerate or process the recovered resources (waste). Aruba's environmental challenge is solid waste management, species, and habitat protection, sewage water treatment, climate change mitigation and adaptation, sand, and gravel mining.

In order to be sustainable, it is necessary to find the right balance between the economy, people, nature and the environment. At this moment, locally, there is no proper balance between the natural environment and economic development². The dominant market mechanism has many positive effects on the economy, but it, unfortunately, also has unintended consequences. Climate change,

² Information from the Summary of the DEA National Education Policy Aruba 2030

waste management, mining, and the footprint of over-tourism has a direct impact on our natural environment.

One topic, which has the national social media's attention, is private jeep tours and utility vehicle tours ruining our most precious natural environment. We live in an era in which economic development cannot be at the expense of safeguarding the natural environment and habitat. Furthermore, the Nature and Environment Policy Report 2018-2021³, states that the contamination of the nature and the environment in Aruba will directly affect the tourism sector. The high flow of nutrient-rich wastewater to the sea and particularly on to coral reefs, stresses the coral reef ecosystem. We are also exacerbating the effects of dredging and dumping, (inexperienced or careless) diving and snorkeling, the lionfish invasion, fishing and suspended solids in the water column. With this in mind, we can conclude that it is not about one cause affecting the other, but that synergistic effects catalyze natural resource degradation in a stressed system.

Another environmental challenge we are facing is waste management. The waste management legal framework is in the process of development/implementation in 2019. At this moment, we use landfills as the primary form of waste management. We have limited companies, which reuse or recycle parts of the solid waste streams. According to the UNEP Green report 2011, this is the least preferred waste disposal method in the hierarchy (see Figure 4). Taking this in regard and considering bending the linear approach, can provide the means to establish standards and norms for a circular economy.



Figure 4: Waste management hierarchy

³ Natuur- en Milieubeleidsnota 2018-2022, Published in 2018 by the Ministry of Spatial Development, Infrastructure and Environment

On average, and as of 2019, small island development states (SIDS) produce 2.3Kg of waste per day, which is higher than the individual average set by the Organization for Economic Co-operation and Development (OECD). Insufficient human and financial resources, high population density, and increasing amounts of imported goods are some of the paramount challenges compounding the problem of waste management.

Climate change is another phenomenon that has a direct impact on nature and the environment in Aruba. Moreover, it needs attention now. Because of extended periods of drought, the rainwater reservoirs, locally called ‘dam,’ run dry. As a result of this, agriculturists primarily use expensive tap water for irrigation. Another example is the increase of coral reef bleaching events and erosion of sandy coastlines that have affected the whole Caribbean. Both coral reef bleaching and sandy shoreline erosion lead to millions of dollars of losses to the tourism industry.

The planning of actions to handle all the environmental challenges implies that there must be legal instruments in place. The focus on sustainable development in Aruba has increased in recent years, but the law has lagged. The legal instruments are currently limited. There are several international conventions for purposes of the protection of nature and the environment, some ratified by Aruba while other international conventions still need ratifying. Additionally, national legislation is necessary to enable the implementation of local environmental policies. In order to be able to execute local policies it is necessary to modernize legislation, supervise on compliance, and enforce agreements.

The cost of not taking timely actions or postpone natural and environmental measures will still come to the attention in the future, often with a higher price tag for the next generation. The time to take action based on a well-balanced sustainable and coherent policy planning is now.

4.3 A PLEDGE FOR SUSTAINABLE ECONOMIC GROWTH

The economy of Aruba has confronted several shocks in the last decades, due to both internal and external factors. Every time again, the economy succeeded in recovering being the tourism sector the continued factor that through increased tourism arrivals, and revenues contributed to the recoveries. The ability to recover every time again, shows that the resilience of the economy of Aruba to recover from shocks is ultimately a result of the strong tourism sector. Still, the dependence on one economic sector makes the economy of utmost vulnerable, and therefore diversification of the economy is indispensable.

The economic vision for 2019-2022 is *“To improve the investment climate in Aruba and to stimulate an innovative, competitive and diversified economy, which contributes to a higher quality of life for all citizens.”*⁴

In order to realize this vision, specific challenges need to be addressed while focusing on the strengths to safeguard sustainable economic development and to create more business activities. These have been extensively explained in the Economic Policy 2019-2022⁵.

⁴ A strong and resilient economy 2019-2020

⁵ idem

The challenges in the economic sector can be summarized as follows; dependence on the tourism sector, the financial situation of the government, low productivity, high cost of living, lack of access to affordable capital for investment in innovative businesses, lack of transparency and a level playing field for the private sector and ease of doing business. There is a need for new fiscal products to stimulate investment and innovation and flexibilization of the labor laws. Another critical challenge is to balance economic growth with the environment and nature. Furthermore, the lack of diversification in the economy is also a bottleneck. Nevertheless, the economy showed nominal and real growth in the period 2014-2017.

The National Accounts produced in March 2018 by the Central Bureau of Statistics presented for the year 2014-2017, nominal GDP growth of 2.4% in 2014, 5.6% in 2015, 1.6% in 2016, and 3.1% in 2017 (graph 1). The real GDP had a growth of 0.3% in 2014, 5.7% in 2015, 2.0% in 2016 and 2.0% in 2017. For 2018, the Central Bank estimates a real GDP growth of 0.9 percent, and for 2019 a real GDP decrease of 0.7 percent. This decrease results mainly from weaker investments, exports, and consumption (Economic Outlook, December 2019). For 2020, real GDP growth of 0.8 percent is projected. In nominal terms, an increase of 4.8% in 2018, 3.3% in 2019, and 2.4% in 2020 (Figure 5) is estimated, due to expected higher tourism exports and upturn in private investment. The upward inflation rate in 2019 resulted from higher prices of food, alcoholic beverages, and oil. Furthermore, the increase in the tax rate (BAVP) and the excises pushed up inflation. In 2020, a significantly lower inflation rate is estimated by the Central Bank (Economic Outlook, December 2019).

As is stated by the Centrale Bank of Aruba, maintaining and expanding the level of the real GDP will rely on private investment, a strong tourism performance, sustainable government finance, as well as increased efforts to innovate and to improve efficiency and productivity in public and private sectors.

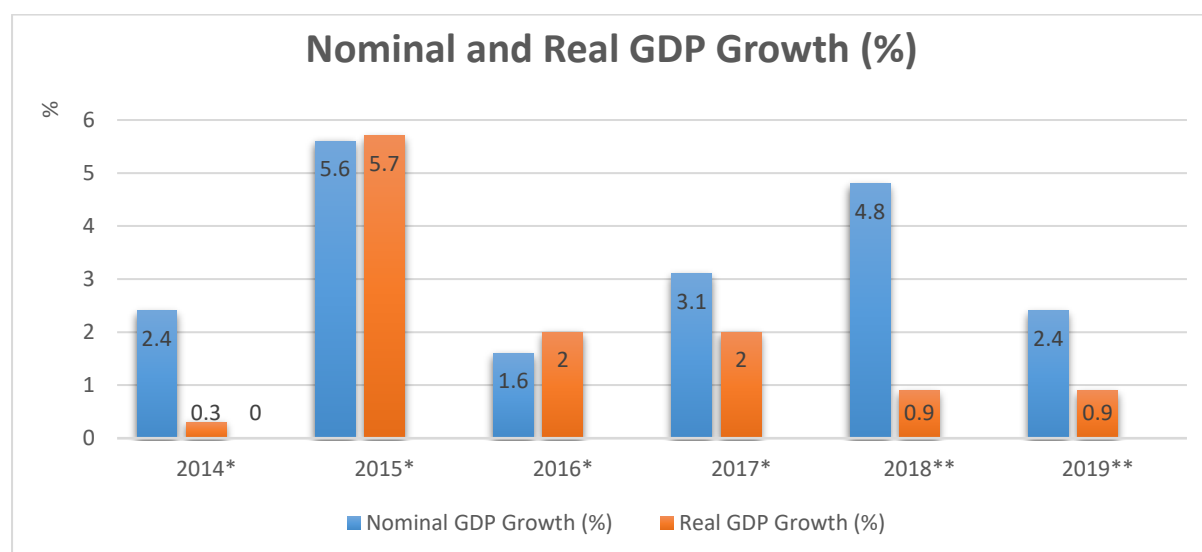


Figure 5: Percentages of nominal and real GDP growth, sources combined

*Source: CBS 2019

**Source: CBA, 2019

For the upcoming years, the main driver for Aruba's GDP growth will remain in the tourism sector (Economic Outlook, April 2019). During the period 2014-2017, stay-over visitor arrival grew with an average of 3% and excluding arrivals from the Venezuelan market, a growth of 9% in 2017 was seen (ATA, 2018) (Figure 6). For the year 2018, the tourism sector has grown by 2.7% in real terms. Figure 7 gives the number of stay-over visitor's arrivals during the period 2014-2018.

The AHATA reports a 10.3% increase in total revenues for 2018 and an increased tourism credit by 8.2% in nominal terms. Figure 8 gives the total amount of tourism credits during the period 2014-2018. The tourist forecast is positive for 2019, with tourism export growing by 2.6% in real terms, mainly due to the U.S. market (Economic Outlook, April 2019).

The Aruba Tourism Authority has indicated that Aruba has reached its carrying capacity, overstretching its resources beyond sustainable levels. Therefore, they recommend implementing a new tourism growth model based on a High-Value, Low-Impact framework with benefits for the community, the visitors, and the environment. This new model will contribute to an increase in economic growth that is sustainable for the island and its inhabitants.

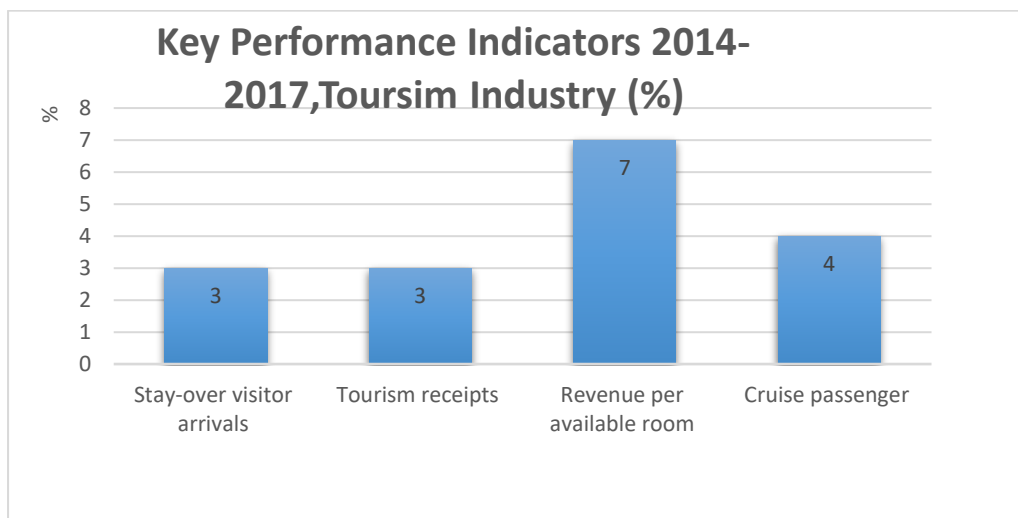


Figure 6: Key Performance Indicators 2014-2017 for the Tourism Industry

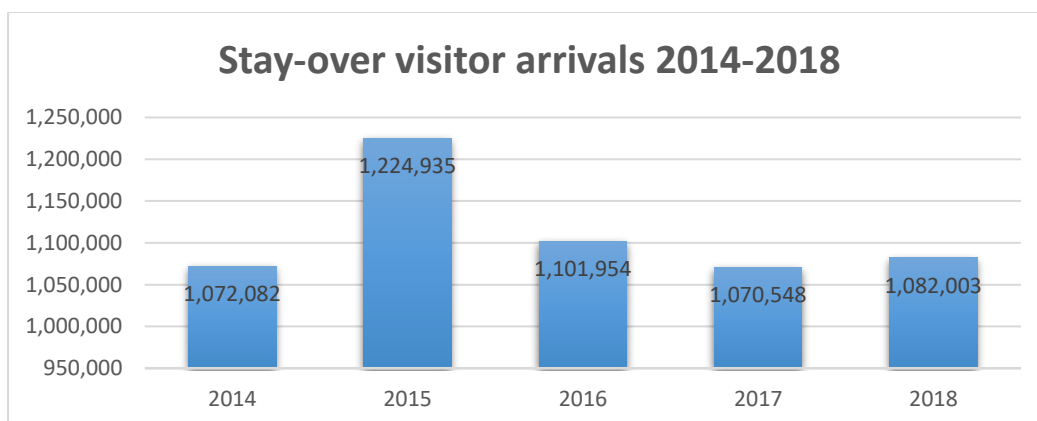


Figure 7: Stay-over visitor arrivals 2014-2018

Source: ATA, 2019

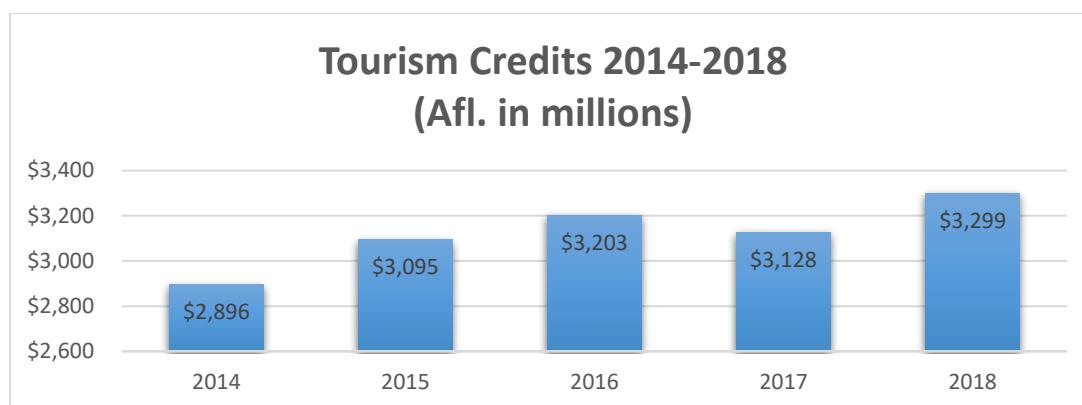
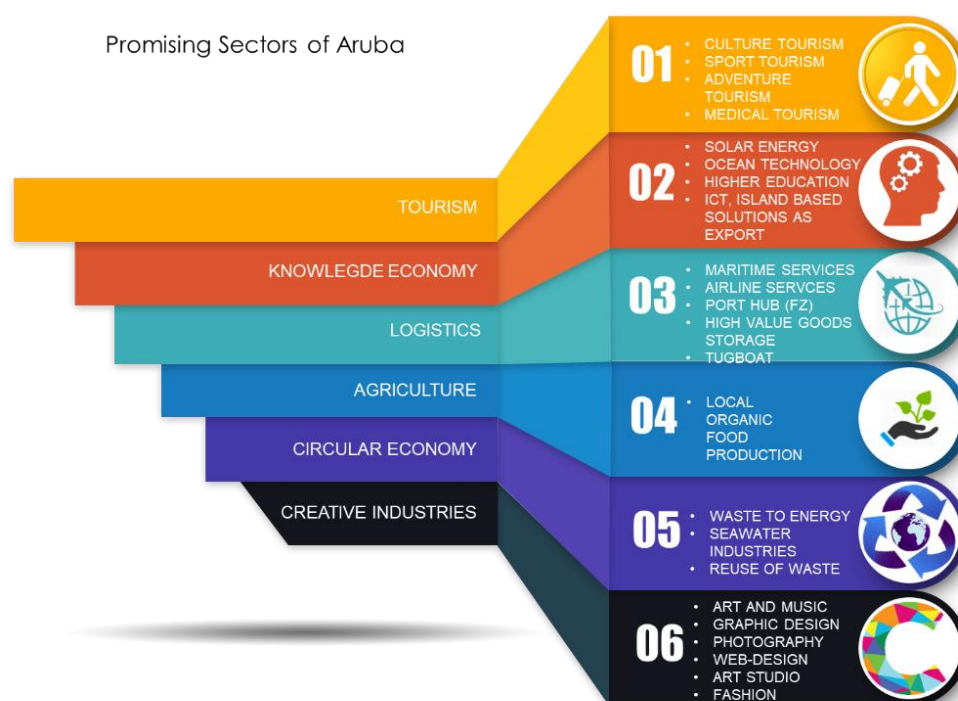


Figure 8: Tourism Credits in millions for the last 5 years

Source: CBA, 2019

Note: Tourism Credits includes time-share maintenance fee

The dependence on the tourism sector and the financial situation of the government are two critical challenges that need urgent attention from the government. In order to attend with the first challenge, the government has embarked on a diversification strategy, as indicated in the economic policy “A strong and Resilient Economy 2019-2022,” in which six promising sectors have been identified. This economic strategy aims to create more and inclusive jobs through an increase in business activities in promising sectors.



The main objectives of the policy will be to:

1. Contribute to a higher quality of life for all citizens
2. Create inclusive and decent jobs
3. Facilitate new innovative business opportunities
4. Stimulate local and foreign investment

The labor market situation in Aruba has been tense for the lower-paid jobs where foreign workers are imported, while for high valued jobs, young Arubans have been leaving the island because there is no significant improvement in the labor market (Figure 8 and 9).

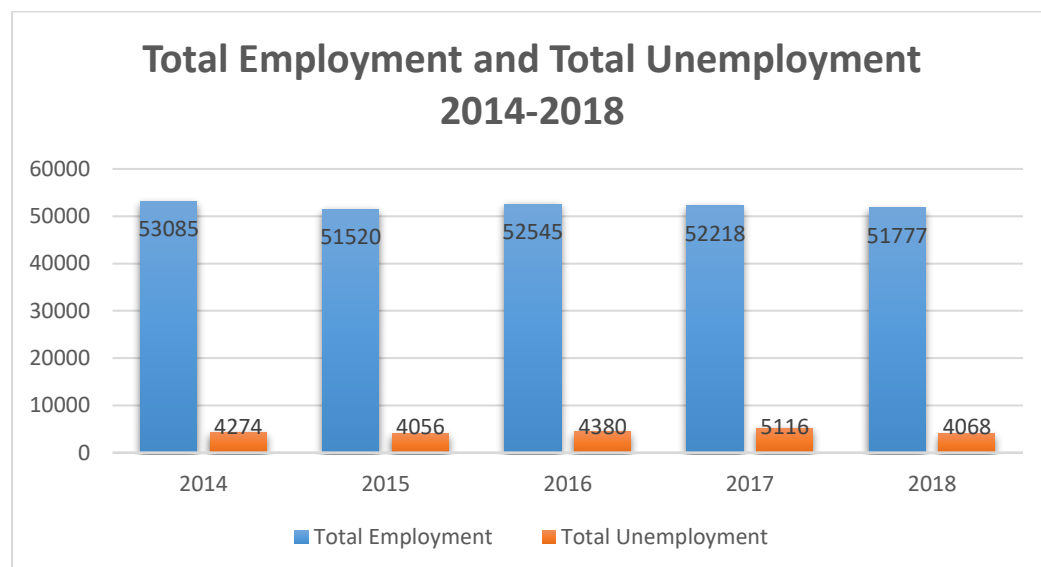


Figure 8: Total employment and unemployment for the last 5 years
Source: DAO, 2019

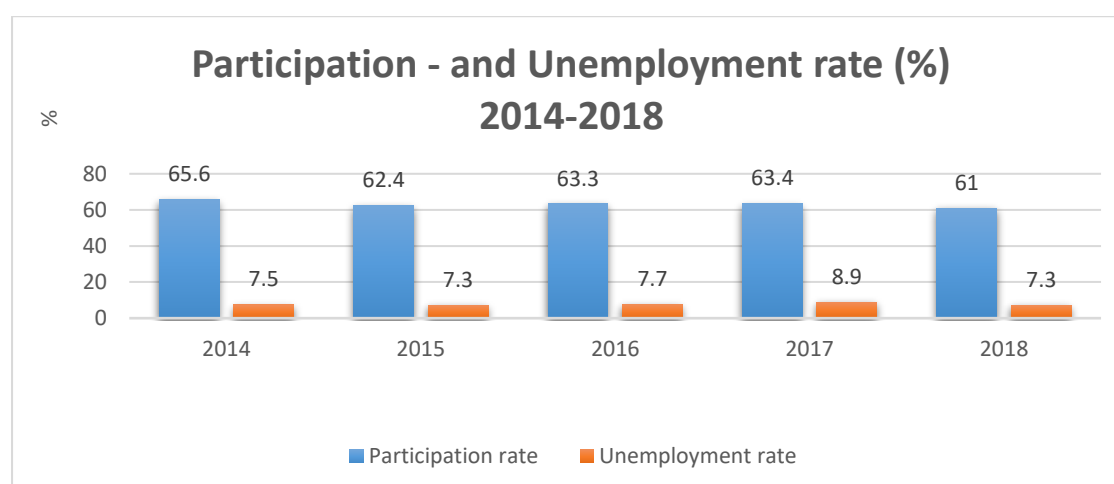


Figure 9: Percentages participation and unemployment rate
Source: DAO, 2019

The Labor Force Study (LFS) for the years 2017 and 2018 indicate that of the total employment in Aruba (15 years+), 45.0% and 42.8% respectively were foreign-born. Moreover, from the Labor force, 44.4% and 42.4% respectively were foreign-born. The LFS indicated the high dependency on foreign workers in Aruba.

Regarding the second challenge, the government's financial policy is aimed at bringing public finances on a more sustainable path soon. On November 22, 2018, a protocol was signed between Aruba and the Netherlands encompassing agreement on fiscal rules and norms. In 2020, a fiscal surplus of 0.5% of GDP must be achieved for the general government. From 2021 onwards, the goal is a yearly fiscal surplus of 1.0% of the GDP.

The government's fiscal balance was -2.4 percent of GDP in 2018, from -9.1 percent in 2014 (see Figure 10). The aim is to continue to take action to keep the general government deficit on a declining path.

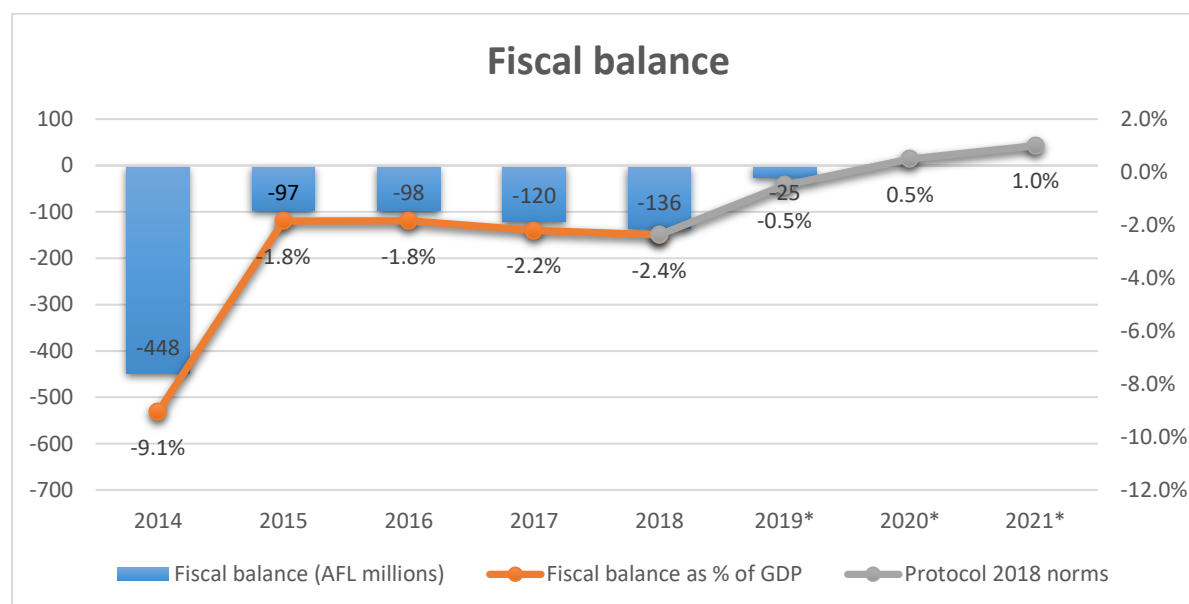


Figure 10: Fiscal balance
Source: Department of Finance

The protocol between Aruba and the Netherlands also stipulates a reduction of the debt-to-GDP ratio. By 2027, the debt-to-GDP ratio should not exceed 70.0 percent. Debt-to-GDP has remained at a stable level between 2014 and 2018 (see Figure 11).

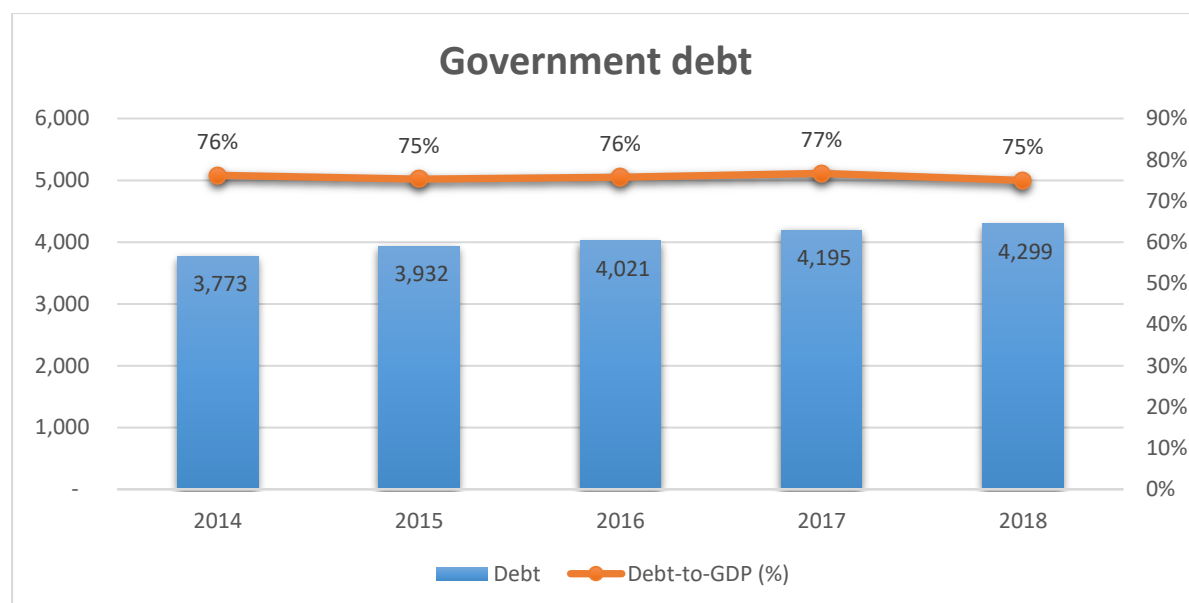


Figure 11: Government debt
Source: Department of Finance

The fiscal consolidation plan, under the supervision and recommendations of CAFT and IMF, will remain a challenge. It involves reducing spending and boosting tax revenues. The government is currently carrying out an extended tax reform through a phased plan and simultaneously optimizing

tax collection. For 2019, the central government's overall balance is projected at -0.8 percent, and for 2020 a -1.0 percent is projected by IMF (see Figure 12).

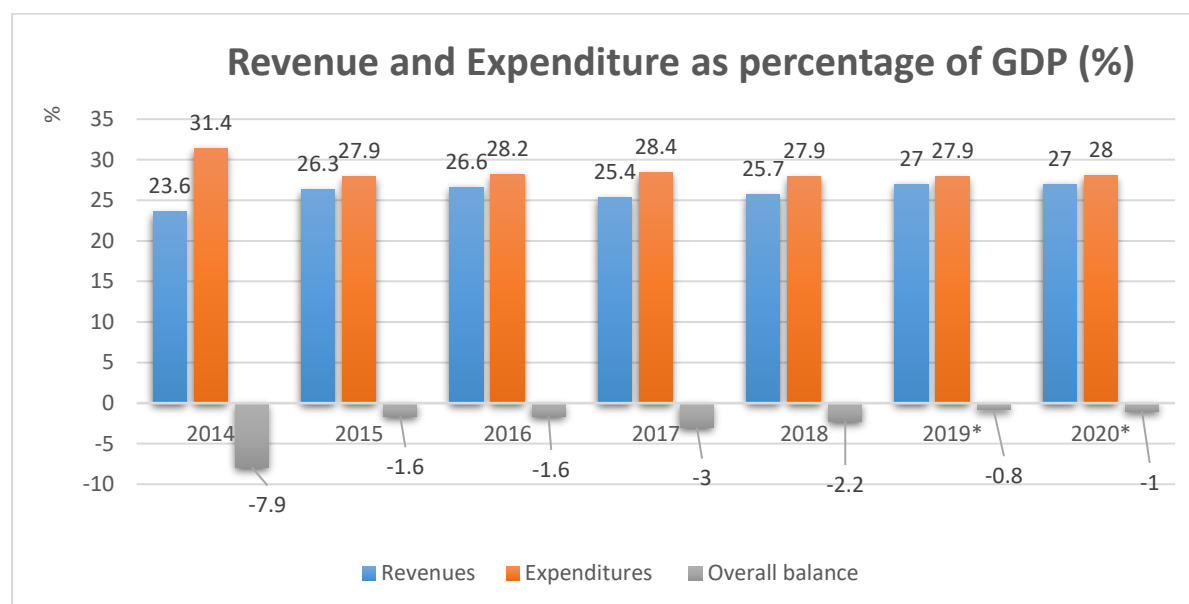


Figure 12: Revenue and expenditures as percentage of GDP

Source: IMF, 2019

Note: 2019 and 2020 are estimated projections

The IMF Article IV consultation report of June 5, 2019, was positive with the progress made by the government authorities in its implementation of the fiscal reform. Nevertheless, the IMF also recognizes that the crisis in Venezuela and the vulnerability to a cyclical downturn in the U.S. economy can have adverse effects on the economic growth of the Aruban economy. The IMF supports the government to continue with the efforts undertaken up to now, recommends the implementation of a mix of tax reform and expenditure rationalization and reiterates the advice to broaden the tax base and shift the base toward indirect taxation to safeguard fiscal balance.

Besides the implementation of the fiscal reform and the diversification strategy, the government committed in 2018 to achieve sustainable development by 2030 through the implementation of the SDGs.

The implementation of the National Strategic Plan 2020-2022 is an crucial step to achieve sustainability in which economic growth has to be achieved while minimizing the environmental deterioration and working towards increasing the quality of life for everyone. The actions proposed in this plan will contribute to a more sustainable economic growth but will need the cooperation of the private sector as an essential player. Most important, we need to initiate a change management process to change people's behavior toward sustainability. We need to stimulate and create economic activities that will promote sustainability and supports more social entrepreneurship and corporate responsibility in our businesses.

The focus of the economic growth for the coming years will be to achieve sustainable development, a higher quality of life for all citizens, decent and inclusive jobs through a diversified economy that protects the environment. The government of Aruba has committed to supporting the private sector in its efforts to diversify the economy of Aruba. Also, the government of Aruba has committed to maintaining sound finance management as agreed with the Netherlands and following the recommendations of the IMF and the CAFT as guidelines for balanced finance management.

5. THE STRATEGY

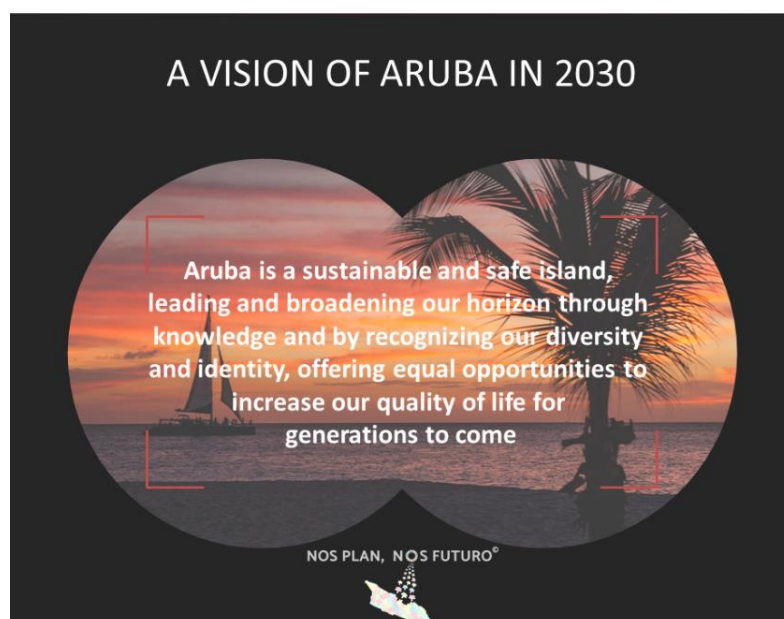
THE WORLD BEFORE US IS EVER CHANGING, WE MUST ADAPT AND PRESS FORWARD, THE CHOICES WE MAKE TODAY WILL DEFINE US FOR GENERATIONS TO COME.

We have a responsibility to cherish each moment on this beautiful home of us, and it is our turn to build new pathways and opportunities for the future. We must make bold, responsible, and ambitious choices that we can proudly pass on to the next generation.

This National Strategic Plan represents the commitment for the betterment of our community, for the vision of an island where everyone has the responsibility to do better. The possibilities for our island depends on a strong economy, a healthy environment, and an inclusive society for all. Nos Plan, Nos Futuro 2020-2022, is our blueprint for the sustainable development of Aruba. It is the first step towards a long-term vision and identifies priority actions that we must take in order to realize our vision.

Shaping and safeguarding a prosperous future for Aruba is not the sole responsibility of the government, but also that of the private sector, academia, and civil society. At the same time, cooperation with other countries in the region and globally are also essential. Local, regional, and global cooperation being essential, is the conclusion of the **NSP 2020-2022** process. Together a collective vision for 2030 was created with subsequent strategies and actions. To achieve this plan, we went through a participative process in which Parliament members, government representatives and public servants, stakeholders in the private sector, academia, civil society, and the community, in general, was consulted throughout 1 year, starting in September 2018. Nine priority programs were identified, and seven expert working groups produced nine reports based on the input received during those sessions. The NSP is an integrated national plan of coherent policies that compiles the nine aligned program strategies to realize consistent growth, create high-quality jobs, and improve the quality of life and wellbeing of Aruba's population.

It takes leadership and courage to create a longstanding, commonly accepted vision that creates commitment and direction for the future. Many individuals, companies, and institutions, in many ways, and over different periods have contributed to this **VISION OF ARUBA 2030**. A vision that has results beyond 2030, and that is for the benefit of our future generations.



ACHIEVING THE OBJECTIVES OUTLINED IN THE NSP, AND WORKING TOWARDS OUR 2030 VISION WILL REQUIRE THE CREATIVITY, COMMITMENT, AND PARTICIPATION OF ALL OF US. No single agency alone—not the government, nor a single person, can develop and transform Aruba into a more resilient and sustainable island. We can only do it together/in unity. There is a role for every resident, organization, and institution, whether public, private, or civil society, in making this vision for Aruba a reality.

A precondition for success is the approval of a multi-year planning and control cycle (MJPCC) that is being prepared by the Department of Finance. Numerous actions will be financed by the government budget through various department budgets, the European Development Fund. At the same time, some actions will be driven by the private sector and (co-)financed by the private sector.

The following pages give a synopsis of the reports with the highlights of the nine priority programs. More information can be found in the individual program and the action tables.

5.1 PROGRAMS

THE PATH FORWARD WILL CONSIST OF NINE PROGRAMS WITH 57 STRATEGIC OBJECTIVES WITH THEIR DEDICATED DESIRED OUTCOMES TO PREPARE US FOR THE ROAD AHEAD. Each objective represents a critical need in our society and provides several actions and services to address those needs. The programs will each have separate sections with their dedicated strategic objectives, desired outcomes, and actions outlined for the upcoming years (2020-2022).



QUALITY OF LIFE AND WELLBEING

By 2030, ARUBA WILL HAVE A GOOD QUALITY OF LIFE AND WELLBEING FOR ALL BY WARRANTING EQUITABLE AND DIRECT ACCESS TO BASIC SERVICES AND AMPLE OPPORTUNITIES TO DEVELOP ONE'S FULL POTENTIAL.

The concept Quality of Life (QoL) encapsulates many different aspects and attributes of our social, health, economic, and environmental conditions. Most people strive for a higher QoL and wellbeing in their personal life and in their community. In the social context, it can be the subjective wellbeing of an individual's life, one's happiness, and it reflects our goal to maximize our health status. Safety of all children is a priority; therefore, and developing our children physically, socially, mentally,

morally, and intellectually cannot be overestimated. Furthermore, the development and wellbeing of every member of our society and especially the most vulnerable will need to be maximized. We have the responsibility to provide everyone with opportunities and possibilities to maximize their full potential. Therefore, increasing the standard of living and educational attainment while improving our mental and physical health is crucial.

STRATEGIC OBJECTIVES:

- ADDRESSING THE NEEDS OF VULNERABLE GROUPS IN THE SOCIETY
- REDUCE THE PREVALENCE OF NON-COMMUNICABLE DISEASES (NDCS)
- STRENGTHEN AND INTEGRATION OF MENTAL HEALTH, SOCIAL AND EMOTIONAL WELLBEING AT ALL LEVELS
- DEVELOP AN ACTIVE AND SKILLED LABOR FORCE IN ORDER TO WARRANT ACCESS TO DECENT WORK
- STRENGTHEN CHILD PROTECTION AND SAFETY SYSTEM
- INVEST IN AN INTEGRATED APPROACH ON LIFE LONG LEARNING
- PROMOTE AND DEVELOP UNIVERSAL VALUES



YOUTH EMPOWERMENT

BY 2030, ARUBA WILL HAVE AN EMPOWERED YOUTH WHOSE INDIVIDUAL NEEDS, ASPIRATIONS AND TALENTS ARE MET, AND WHO WILL DEVELOP AND GROW AS RESPONSIBLE AND ENGAGED CITIZENS READY TO GUIDE AND LEAD ARUBA INTO THE FUTURE.

Attention for the empowerment of the youth has been limited, and more needs to be done considering the vital role they play in the development of the country. Our youth can serve as a change agent for our society, and their perspective will be the push needed for sustainable and inclusive development of our communities. A gradual increase in the role of young people for sustainable development has been highlighted recently. We are each day

more in need of new energy, imagination, and talent that young people can bring to bear down on our most pressing needs and barriers. We will increase the educational output by upgrading our schools and infrastructure, address the sexual and reproductive health needs of the youth and adolescents, and increase the employment rate so that all young people have equal opportunity and resiliency needed to succeed.

STRATEGIC OBJECTIVES:

- STRENGTHEN THE EDUCATIONAL SYSTEM THROUGH EDUCATION POLICIES TO IMPROVE QUALITY IN EDUCATION THROUGH INNOVATION
- EXPAND SEXUAL AND REPRODUCTIVE HEALTH SERVICES AND CARE FOR THE YOUTH AND ADOLESCENTS
- CREATE JOB OPPORTUNITIES FOR THE YOUTH
- BUILD AND STRENGTHEN RESILIENCE AMONG THE YOUTH



NATURAL RESOURCE MANAGEMENT

By 2030, ARUBA WILL ADOPT SUSTAINABLE NATURAL RESOURCE MANAGEMENT PRACTICES, WHERE THE ECOSYSTEM SERVICES, LOCAL SPECIES AND ENVIRONMENTAL STATE IS SECURED BY MITIGATING, PREVENTING AND MINIMIZING THE ANTHROPOGENIC IMPACTS.

Degradation of our natural resources has often come at the expense of economic development and growth. Our economic growth and achievements in the last decades have blinded us from the harmful practices and limitations that have come at the expense of the environment, and social development. We interfere with the natural systems at our own risk; our quality of life will ultimately depend on ecological sustainability, the integrity of our

biosphere, and the ecological processes occurring within it. To lead the turnaround and mitigate the adverse effects of harmful developmental activities on the environment, coordinated and integrated natural resource management policies and processes need to be put in place and reviewed, addressing areas of potential conflict/tradeoffs. We will work on fostering awareness and commitment of the public sector, private sector, and NGOs.

STRATEGIC OBJECTIVES:

- ACHIEVE A NATIONAL ENVIRONMENTAL FRIENDLY BEHAVIOR AND MINDSET
- ENHANCE LEGAL FRAMEWORK AND ENFORCEMENT
- WORKING TOWARDS CIRCULAR ECONOMY
- ESTABLISH AN ALIGNED MARINE AND LAND PROTECTED AREA SYSTEM
- STRENGTHEN INSTITUTIONAL CAPACITY FOR ECOLOGICAL AND ENVIRONMENTAL DATA, AND SECURE FOCUS ON RESEARCH (INCLUDING RESEARCH POLICY SUPPORT)
- STIMULATE USE OF OCEANS AND COASTAL NATURAL ASSETS



ENTREPRENEURSHIP AND ENABLING BUSINESS ENVIRONMENT

By 2030, ARUBA WILL HAVE A QUALITY DRIVEN SUSTAINABLE BUSINESS ECOSYSTEM, WHICH CREATES OPPORTUNITIES FOR INNOVATIVE ENTREPRENEURSHIP, SKILLED AND PRODUCTIVE WORKFORCE AND INCLUSIVE JOBS, SUPPORTED BY A LIFE-LONG LEARNING ENVIRONMENT AND FOSTERED BY PRIVATE PUBLIC PARTNERSHIP.

The Economy of Aruba has seen moderate growth in the last decade. Today Aruba has the potential to create a healthier economic future. The commitment to foster new business growth is reflected with the push towards supporting current businesses and entrepreneurs, helping them expand and by creating a more inclusive economy that generates new opportunities for all people to find jobs or launch businesses. The plan is to

help businesses and entrepreneurs take advantage of all the available and emerging opportunities and to innovate. With the promising sectors already identified, and the initiation of the digital transformation of critical economic services on the horizon, the sustainable economic development of Aruba has the potential to increase our quality of life and that of the future generation.

STRATEGIC OBJECTIVES:

- STIMULATING NEW ECONOMIC SECTORS
- ENABLING A SUPPORTING ECOSYSTEM FOR SMES
- EASE OF DOING BUSINESS
- INTEGRATING ENTREPRENEURSHIP PROGRAMS IN EDUCATION
- INVESTING IN RESEARCH AND INNOVATION
- FACILITATING A SUPPORTIVE ENVIRONMENT FOR THE LABOR MARKET



ENERGY EFFICIENCY AND ENERGY DIVERSIFICATION

By 2030, ARUBA WILL SUBSTANTIALLY REDUCE CARBON EMISSIONS AND SIMULTANEOUSLY STABILIZE OUR COST OF ENERGY AT AN ACCEPTABLE AND AFFORDABLE LEVEL THROUGH A SET OF MEASURES INCLUDING MAJOR ENERGY EFFICIENCY GAINS BY HOUSEHOLDS AND BUSINESSES AND ESTABLISHMENT OF A SMART ISLAND ENERGY SYSTEM WHICH SEAMLESSLY INTEGRATES LOCALLY GENERATED RENEWABLE ENERGY IN AN EFFICIENT MANNER. WE HAVE CREATED AN ENABLING ENVIRONMENT FOR OUR ENERGY TRANSITION BASED ON AN ADEQUATE REGULATORY FRAMEWORK. MOREOVER, WE ARE ACCELERATING OUR ENERGY TRANSITION THROUGH ACCESS TO AFFORDABLE FINANCING AND INCREASED RESEARCH INTO CLEAN ENERGY

Using energy more efficiently is one of the most cost-effective and fastest ways to save money. Energy efficiency will also lead to the reduction of greenhouse gas, create jobs, improve public health, lower energy costs, and improve the overall growing energy demand and reliability. The benefit of energy efficiency and energy diversification are many. Transitioning ourselves to a more sustainable energy future is critical, for it is central to sustainable development and quality of life. We have to determine the future we want; we have to make sure that how we generate, make use, and share our energy “meets the needs of the present without compromising the ability of future generations to meet their own needs” (Our Common Future, World Commission on Environment and Development, 1987).

STRATEGIC OBJECTIVES:

- REDUCE THE IMPACT OF CLIMATE CHANGE
- ENSURE AFFORDABLE ACCESS TO ENERGY AND WATER FOR ALL
- INCREASE RENEWABLE ENERGY PRODUCTION
- INCREASE ENERGY EFFICIENCY AMONG HOUSEHOLDS AND BUSINESSES
- MAKE MORE EFFICIENT USE OF FOSSIL FUELS FOR POWER PRODUCTION
- REDUCE TRANSPORTATION EMISSIONS
- INSTITUTE A FAVORABLE POLICY & REGULATORY FRAMEWORK
- ENSURE COHERENCE OF WIDER POLICY INSTRUMENTS
- CREATE AN ENABLING ENVIRONMENT BY ENSURING AFFORDABLE FINANCING AND FACILITATING CLEAN ENERGY RESEARCH



SUSTAINABLE TOURISM

BY 2030, ARUBA WILL HAVE A HIGH VALUE – LOW IMPACT TOURISM GROWTH MODEL

Tourism has been and is currently Aruba's largest industry and one of the fastest-growing. However, many forms of traditional touristic development have come at the expense of our environment, causing varying degrees of harm to our flora and fauna, and communities of cultural significance. On the one hand, because of its income and employment-generating potential and other economic multipliers, the tourism industry ought to encourage governments and communities to value and protect the resource base on which it depends. Hence, the

degradation and loss of our environmental and social assets will eliminate the very attractions that draw visitors and provide revenue to the industry. We will strive for balanced tourism development while maintaining our leading position in the market. The main aim is to achieve a more balanced portfolio in the next years to maintain sustainable growth by balancing the competing demands of the market with the global marketing strategy.

STRATEGIC OBJECTIVES:

- DRIVE CONSISTENT HIGH VALUE ARRIVALS
- GROW VISITOR SPENDING
- INCREASE ENGAGEMENT OF THE ARUBAN COMMUNITY WITH TOURISM
- ENSURE PREPAREDNESS FOR EFFECTIVE RESPONSE TO EMERGENCIES
- SAFEGUARD SUSTAINABLE TOURISM, BALANCING THE NEEDS OF COMMUNITY, VISITORS AND DESTINATION
- DRIVE PREFERENCE FOR ARUBA AS A SUSTAINABLE DESTINATION
- ENHANCE VISITOR ON-ISLAND EXPERIENCE AND ENGAGEMENT
- STIMULATE INNOVATION AND EFFICIENCIES IN THE TOURISM, INDUSTRY



STRENGTHEN INSTITUTIONAL QUALITY AND CAPACITY

BY 2030, ARUBA WILL HAVE DIGITALLY TRANSFORMED AND INNOVATIVE INSTITUTIONS CAPABLE TO LEAD THE SUSTAINABLE DEVELOPMENT OF A SAFE, JUST, AND INCLUSIVE ARUBA, BY BEING EFFICIENT, TRANSPARENT AND ACCOUNTABLE TO ITS CITIZENS.

Aruba is a vibrant democracy with active political participation, active civil society organizations, free media, and fundamental rights that are laid down in the constitution. For a vibrant democracy, it is crucial to maintain public trust in government institutions. Therefore, ensure integrity at all levels of government is high on the agenda. The digital transformation of government services, innovation, and the strengthening of the capacity and performance of government institutions will contribute to transparency and increase the ease of doing business and will contribute to combat corruption and increase accountability through awareness, prevention, and prosecution. Investing in our human

resources remains a top priority, and the roles of institutions will be clearly defined, making efficient management of the institution for enhanced operational effectiveness. Furthermore, a series of measures will be implemented to maximize the use of existing resources and achieve cost-savings across the management platform and improve our domestic resource mobilization through a more result-oriented budgeting process. The objective will also be to counter threats to peace and security, whether it is from within our borders, transnational or in the form of cybercrime, ensuring that institutions have the capabilities for maintaining peace and upholding the rule of law.

STRATEGIC OBJECTIVES:

- ENSURE INTEGRITY IN ALL PUBLIC INSTITUTIONS
- DEVELOP INTEGRATED PLANNING AND POLICY INSTRUMENTS AND PROCESSES
- IMPLEMENT DIGITAL TRANSFORMATION AND E-GOVERNMENT
- STRENGTHEN REGULATORY FRAMEWORK AND COMPLIANCE
- FOSTER EFFECTIVE & EFFICIENT MULTI ANNUAL BUDGETING & POLICY PROCESSES
- CREATE EFFICIENT AND EFFECTIVE HUMAN RESOURCES MANAGEMENT
- EFFECTIVELY IMPLEMENT LEGAL, REGULATORY AND OPERATIONAL MEASURES TO COMBAT MONEY LAUNDRYING, TERRORIST FINANCING AND THE FINANCING OF PROLIFERATION OF WEAPONS OF MASS DESTRUCTION
- ENSURE INTEGRITY IN ALL PUBLIC INSTITUTIONS



NATIONAL STATISTICAL SYSTEM

By 2030, ARUBA WILL HAVE A FORMALIZED NATIONAL STATISTICAL SYSTEM (NSS) THAT WILL SUPPORT DATA-DRIVEN INNOVATION AND EVIDENCE-BASED DECISION-MAKING, AND THAT WILL INFORM POLICY MAKERS, ACADEMIA, AND THE GENERAL PUBLIC THROUGH THE PRODUCTION AND DISSEMINATION OF TIMELY, HIGH- QUALITY, TRANSPARENT AND ACCESSIBLE DATA.

The need for collaboration and cooperation between agencies when it comes to our data needs and priorities is more evident in this age where everyone is connected and where information is expected to be readily available. It becomes crucial to increase the production of official statistics, where decision-making and policymaking are guided by and are aligned with timely and high-quality data. To establish an effective functioning NSS, it is of utmost importance to issue a modern legislative framework for the statistical work, thus requiring all public sector institutions to

develop their statistical records in line with the Central Bureau of Statistics (CBS) international standards and requirements. There will also be a need to develop the technical competencies of the data-producing and disseminating staff in all institutions while fostering a data culture at all levels of society. The driving factor for establishing an NSS will be the improvement of the partnerships between government institutions, private sector, academia, and civil society organizations in the field of statistical production and use of data at the local, regional, and international levels.

STRATEGIC OBJECTIVES:

- HARMONIZATION AND STANDARDIZATION OF DATA SYSTEMS AND STATISTICS
- STRENGTHENING STATISTICAL LEGISLATION
- EDUCATION AND COMPETENCE BUILDING
- STRENGTHEN PARTNERSHIP FOR DATA



ARUBA AS A MODEL FOR SUSTAINABLE DEVELOPMENT

By 2030, ARUBA WILL BE A MODEL FOR SUSTAINABLE DEVELOPMENT WITH A LONG-TERM HUMAN-CENTERED APPROACH SUPPORTED BY ADAPTIVE POLICY-MAKING AND AIMS TO SHARE ITS EXPERTISE AND EXPERIENCE THROUGH THE CREATION OF A KNOWLEDGE MANAGEMENT ECOSYSTEM.

In order to reach our 2030 vision, cooperation on the national, regional, and global levels can accelerate progress towards our alignment and achievements of the SDGs. We will strive to capture Aruba's best practices towards sustainable development, but also share our challenges towards reaching sustainability. Reporting on our practices will aid and guide

stakeholders and decision-makers towards better governance. Enhancing the Global Partnership for Sustainable Development is a crucial dimension to the 2030 Agenda. Multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology, and financial resources, to support the achievement of the SDGs are imperative.

STRATEGIC OBJECTIVES:

- COMMUNICATION STRATEGY TO MAINSTREAM SDGS ACROSS INSTITUTIONS AND THE COMMUNITY
- ENHANCE PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT
- IMPROVE NATIONAL MECHANISM FOR REPORTING ON THE SDGS (NATIONAL/REGIONAL/GLOBAL LEVEL/KINGDOM OF THE NETHERLANDS)
- KNOWLEDGE MANAGEMENT ECOSYSTEM

TO TRACK PROGRESS ACROSS THE STRATEGIC OBJECTIVES AND DESIRED OUTCOMES, NUMEROUS MEASURABLE TARGETS AND INDICATORS HAVE BEEN ESTABLISHED. The progress of the indicators will be available in the “progress reports” that will be published every year.

5.2 ALIGNING WITH THE GOVERNMENT

The NSP ensures integration with existing national and sectoral policy plans, strategies, budget allocation, and is aligned with the government program “Hunto pa Aruba.” Policy coherence was a top priority when preparing the NSP. What this strategic plan will strive for, is to create the highest possible alignment between all sectors of society, including government, private sector, and NGOs agenda, with the intent to complement our national agenda and direct all our efforts towards the implementation of the NSP and its vision. Hence, everyone is working towards the same goals, eliminating duplicity of efforts and allowing us to use our limited resources in a more strategic, efficient, and effective manner.

Central to Aruba’s endeavors for development is the Government’s vision to achieve socio-economic resilience by accelerating the innovation capacity of the island through a Human-Centered Approach, putting the Aruban people at the heart of all policies.

This principle provides direction on how the NSP and the SDGs are to be implemented in Aruba. The “Human-Centered Approach” hinges on the premise that socio-economic development can include all members of society, and that present generations, do not endanger that of future generations, whether environmentally or in terms of respecting historical achievements and values.

We all benefit from resilient communities and thriving societies. The more innovative opportunities we provide to our citizens and our communities, the more sustainable we can become. With broadened opportunities, Aruba can become an island where everyone can benefit from a high quality of life, in balance with the three dimensions of sustainability.

5.3 ALIGNMENT AND LINK WITH THE SDGS



Aligning with the Sustainable Development Goals

The Sustainable Development Goals (SDGs) are the global blueprint adopted by all countries at the United Nations to achieve a better and more sustainable future for all. The SDGs form a cohesive and integrated package of global aspirations the world commits to achieving by 2030. The ambitious vision is a universal call to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. The NSP identifies targets and indicators, which serves as concrete measures to track Aruba's progress towards each of these goals.

In Nos Plan, Nos Futuro 2020-2022, SDG symbols appear in each program to demonstrate how Aruba's initiatives align with and advance our progress towards achieving the goals. These goals are outlined at right.

Learn more about the SDGs online at:

SDGAruba.com

Sustainabledevelopment.un.org/sdgs



The SDG Indicator Working Group (SDG-IWG), as a working body within the National SDG Institutional Framework of Aruba, conducted an assessment for the development of the first phase of the national SDG indicator framework: the SDG Comprehensive Indicator Framework Aruba (SDG CIFRA). The SDG CIFRA has to reflect the local applicability of the SDG indicators and their relevance for national policy. In the first phase of SDG CIFRA, the NSP was taken as a starting point to assess the national relevance for SDG indicators. Other sectoral policies not reflected in the NSP will be taken into account in the next phase of SDG CIFRA.

For the development of the SDG CIFRA, the SDG-IWG, in collaboration with the CBS, DEACI, and the EXWGs, conducted an assessment on the SDG targets addressed in each NSP program and subsequently assessed the needed SDG indicators for the targets. The assessment used the UNDP Accelerator and Bottleneck Assessment (ABA) tool, specifically the "SDG target matrix", as a guideline, although adapted to the national context and needs. This assessment allowed us to determine the

SDG indicators and the potential localized indicators corresponding to the SDG targets addressed by our national strategic objectives, and the expected contribution to impact (long-term).

The localization approach for the SDG indicators consisted of the use of international proxy indicators or self-formulated indicators. The self-formulated indicators are potential localized indicators. Further assessment of their feasibility is necessary as, in the majority of cases, the potential local indicators still lack concrete formulation, data availability assessment, and a sound methodology.

By identifying the SDG targets and SDG indicators, a prioritization was made for the first phase of SDG CIFRA, and the vital indicators for monitoring the implementation of the NSP and its' strategic objectives were identified. Numerous SDG targets are recurrent and are being addressed in the different NSP Programs. The fact that the SDG targets are recurrent illustrate the interconnectivity between the different NSP Programs. For some of the targets addressed by the NSP, the related indicator is not available. In cases where the SDG target was localized, a unique code (AUA) was used as identification. Of the 169 SDG targets, 75 were addressed by the NSP Programs (44%).

Aruba has committed towards the use of evidence in policy formulation and decision-making, resulting in a public sector that is more responsive, accountable, transparent, and efficient. The Evidence-based policymaking (EBP) term, which originated in the early 1990s in the UK, clearly noted that government must 'produce policies that can effectively deal with problems; that are forward-looking and shaped by the evidence rather than a response to short-term pressures; that tackle causes not symptoms' (Cabinet Office, Modernizing Government, 1999). Available baselines and trends will assist the commitment and process by analyzing and benchmarking concrete target(s). For some targets, the baseline is pending.

As a result of the NSP-SDG linkage, 55 Global indicators have been identified as needed for the NSP. Of the 55 SDG indicators needed for monitoring of the impact of the NSP programs, 27 are available. Figure 13 shows the distribution of availability of the SDG indicators necessary for the NSP programs (according to the feasibility study conducted in 2018 with AMIGA). See boxes 1 and 2 for the definition of categories).

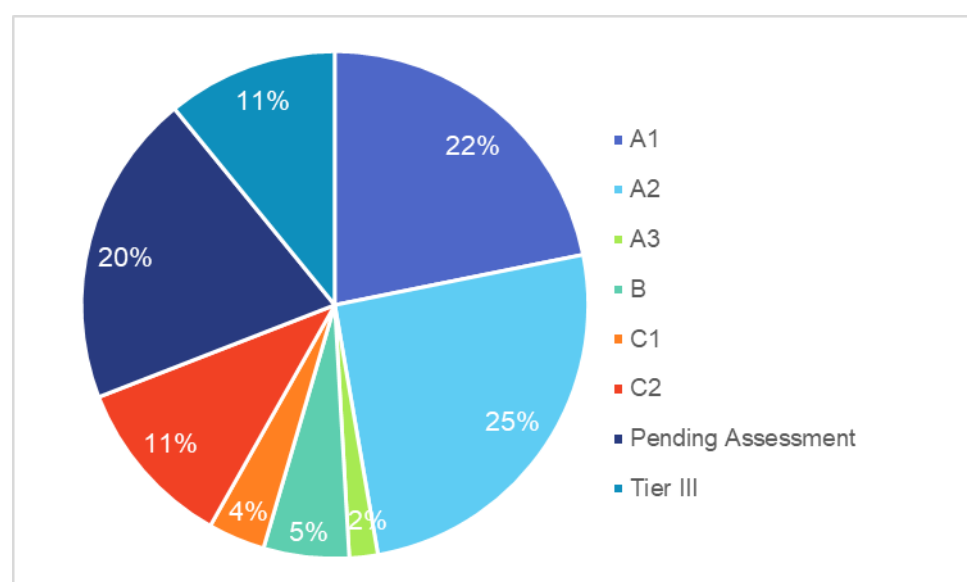


Figure 13. Distribution of availability of Global SDG indicators necessary for NSP according to UN ECLAC methodology

Box 1. Indicator availability ECLAC and UNECE

A1: The exact SDG indicator is produced according to the UN prescribed methodology with all levels of required disaggregation published or available in databases of the members of the National Statistical System.

A2: The SDG indicator is produced according to the UN prescribed methodology, however not all levels of disaggregation are available or one or more data component(s) is not available.

A3: Proxy indicator. Proxy indicators are indicators measuring a similar concept using a different methodology.

B: The indicator is not produced but it could be produced using existing data sources

C1: Some data is available but further refinement and complementary information is required to produce the indicator

C2: Data are not available to produce the indicator

Box 2. Tier classification





Tier I: Indicator is conceptually clear, has an internationally established methodology and standards are available, and data are regularly produced by countries for at least 50 per cent of countries and of the population in every region where the indicator is relevant.































Tier II: Indicator is conceptually clear, has an internationally established methodology and standards are available, but data are not regularly produced by countries.

Tier III: No internationally established methodology or standards are yet available for the indicator, but methodology/standards are being (or will be) developed or tested.

The NSP will focus on the currently available indicators to monitor the strategic objectives of the NSP Programs. For the SDG indicators not currently available, a plan needs to be made for the production of these indicators. The potential localized indicators need further assessment to determine their incorporation in the NSP-SDG indicator set. Therefore, the establishment of the NSS is imperative for the production of policy-relevant indicators. The NSP has identified indicator needs and gaps. The development of a national strategy for the development of statistics will support the improvement of necessary data collection identified by the NSS.

Table x: NSP-SDG indicator set

SDG Target	SDG Indicator	NSP Program
1 NO POVERTY Goal 1. End poverty in all its forms everywhere AUA1.2 By 2030, improve the current level of wealth of men, women and children of all ages according to national definitions	1.2.1 Proportion of population living below the national poverty line, by sex and age 1.2.2 Proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions	 
3 GOOD HEALTH AND WELL-BEING Goal 3. Ensure healthy lives and promote well-being for all at all ages AUA3.1 By 2030, maintain the current local maternal mortality ratio per 100,000. AUA3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, aiming to maintain the current neonatal mortality rate and under-5 mortality. AUA3.4 A relative reduction in the overall mortality from cardiovascular diseases, cancer, diabetes or chronic respiratory diseases 3.7 By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programs	3.1.1 Maternal mortality ratio 3.2.1 Under-5 mortality rate 3.2.2 Neonatal mortality rate 3.4.1 Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease 3.7.2 Adolescent birth rate (aged 10–14 years; aged 15–19 years) per 1,000 women in that age group 3.9.3 Mortality rate attributed to unintentional poisoning	      
4 QUALITY EDUCATION Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all 4.2 By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education 4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university 4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship 4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, and children in vulnerable situations 4.6 By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy 4.c By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States	4.2.2 Participation rate in organized learning (one year before the official primary entry age), by sex 4.3.1 Participation rate of youth and adults in formal and non-formal education and training in the previous 12 months, by sex 4.4.1 Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill 4.5.1 Parity indices (female/male, rural/urban, bottom/top wealth quintile and others such as disability status, indigenous peoples and conflict-affected, as data become available) for all education indicators on this list that can be disaggregated Proxy 4.6.1.a Proportion of youth and adults not attending school, by highest level of educational attainment by sex. Proxy 4.6.1.b Literacy rate by age category and sex 4.c.1 Proportion of teachers in: (a) pre-primary; (b) primary; (c) lower secondary; and (d) upper secondary education who have received at least the minimum organized teacher training (e.g. pedagogical training) pre-service or in-service required for teaching at the relevant level in a given country	            
6 CLEAN WATER AND SANITATION Goal 6. Ensure availability and sustainable management of water and sanitation for all AUA6.1 By 2030, maintain universal access to safe drinking water for all	6.1.1 Proportion of population using safely managed drinking water services	

SDG Target	SDG Indicator	NSP Program
7 <small>AFORDABLE AND CLEAN ENERGY</small> 	Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all	
AUA7.1 By 2030, maintain a high percentage of grid penetration	7.1.1 Proportion of population with access to electricity 7.1.2 Proportion of population with primary reliance on clean fuels and technology	 
8 <small>DECENT WORK AND ECONOMIC GROWTH</small> 	Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	
AUA8.1 Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 2 per cent gross domestic product growth per annum	8.1.1 Annual growth rate of real GDP per capita	 
8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors	8.2.1 Annual growth rate of real GDP per employed person	
8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services	8.3.1 Proportion of informal employment in non-agriculture employment, by sex	
8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value	8.5.1 Average hourly earnings of female and male employees, by occupation, age and persons with disabilities 8.5.2 Unemployment rate, by sex, age and persons with disabilities	       
AUA8.6 By 2030, substantially reduce the proportion of youth not in employment, education or training	8.6.1 Proportion of youth (aged 15–24 years) not in education, employment or training	 
14 <small>LIFE BELOW WATER</small> 	Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development	
14.5 By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information	14.5.1 Coverage of protected areas in relation to marine areas	 
15 <small>LIFE ON LAND</small> 	Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	
15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements	15.1.2 Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type	 
16 <small>PEACE, JUSTICE AND STRONG INSTITUTIONS</small> 	Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	
16.1 Significantly reduce all forms of violence and related death rates everywhere AUA16.1 Reduction of all forms of violence against children	16.1.1 Number of victims of intentional homicide per 100,000 population, by sex and age	 
17 <small>PARTNERSHIPS FOR THE GOALS</small> 	Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	
AUA17.8 Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism and enhance the use of enabling technology, in particular information and communications technology	17.8.1 Proportion of individuals using the Internet	 

5.4 INVESTMENTS IN INFRASTRUCTURE

The Government will allocate yearly approximately AWG 20 million for investments at different ministries. The projects encompass innovation, digitalization & automation systems, social housing, environmental protection, maintenance and renovation of roads and government buildings, and public transport. These investments in infrastructure will give an additional impulse to the economy.

The Ministry of Spatial Development, Infrastructure, and Environment identified the following infrastructural priorities: housing, repairing 50% of road-infrastructure, and establishing an integral waste-management system. In general, the projects of this ministry are centered on consistent implementation of existing policy and adhering to rules and regulations as well as increasing efficiency.

The focus of this ministry is on the underlying mechanisms that need to be in place to meet the objectives. All the investments will be following the Spatial Development Plan (ROP) and will comply with several conditions such as ensuring responsible use of natural resources, adoption of modern and sustainable technologies, and methods. Land use will need to comply with the Spatial Development Plan regulations (ROPV). It should be noted that the ministry will also evaluate infrastructural projects based on their expediency. Besides, the ministry is also focusing on achieving the Sustainable Development Goals, putting more attention on SDGs, 7, 8, 9, 10, 11.

Housing

The construction of 1000 houses (of which a minimum of 200 are social houses) every year in the coming four years will support the social and economic plan. The construction of the social houses will fall under the responsibility of the Aruba Housing Foundation (FCCA), and innovation and sustainability will be highly motivated. New land parcels will be available for the construction of houses and commercial buildings following the ROP with strict regulations (including the implementation of the 'Build with Nature' concept). The processes of issuing lease land and construction permits will be streamlined and modernized as part of the e-government roadmap.

Tourism infrastructure (TPEF)

The Ministry of Tourism and the ATA will invest in the maintenance of tourist attractions on the island and on enhancement of the tourism product in general. For the coming four years, AWG 1.7 million will be invested yearly in the tourism infrastructure, totaling AWG 5.1 million for the period of this plan.

Reina Beatrix Airport (AAA)

The Aruba Airport Authority is expanding the terminal and parking apron, "Gateway 2030", an investment of AWG 500 million to improve passenger experience and operational effectiveness. Besides the Gateway 2030 project, during 2017- 2022, AAA will also invest over AWG 226.1 million in capital expenditures for regular maintenance and expansion.

Aruba Port Authority (APA)

The APA (masterplan 2030) includes a combination of its own investment and private investment of approximately AWG 800 million in the period 2019-2030. The masterplan for the development of the port area includes the expansion and modernization of the cruise terminal, construction of a recreational/green area along the seaside, beautification of the ex-Bushiri public beach, construction of a retail and office area in combination with condominiums and two boutique hotels.

Fast Ferry

Plans for the Fast Ferry are developing, and the intention is that the ferry will dock in San Nicolas, stimulating this way investments and economic activities in the area of San Nicolas. The new port facilities in San Nicolas are also planned for the coming years.

Hotel Development

The government has introduced as of December 1, 2018, a moratorium on the construction of hotels in the northern region of the island. Only hotel and condominium projects that have already been committed by the government will be permitted to take place. In the center of Oranjestad and San Nicolas, small boutique hotels of 15 rooms or less will be permitted while in the rest of the island based on specific requirements, smaller boutique hotels can be approved. In the Oranjestad port area, the construction of two boutique hotels with a maximum of 100 rooms will be approved. In order to stimulate new business activities in San Nicolas, a hotel of 600 rooms will be constructed near Baby Beach. All these hotel projects must comply with regulations to safeguard the environment and must use sustainable building materials and technologies.

Efficient Energy and Water generation

The utility companies embarked on an ambitious plan to reduce the usage of Heavy Fuel Oil (HFO) to power generation into more sustainable generation technologies. To further stimulate sustainable energy, the Expansion of Vader Piet, a second Wind Park named 'Rincon,' is in its initiation phase. This project is expected to take two years and an estimated investment of AWG 100 million. The construction of the "Sunrise Solar Park" in San Nicolas is in its execution phase, with an investment of AWG 20 million by WEB N.V. In an attempt to reduce our dependence on fossil fuels and move towards energy independence, Utilities N.V. is investing in the conversion of Heavy Fuel Oil to Liquid Natural Gas with an expected implementation period of 2 years and an estimated AWG 300 million investment. This investment is expected to contribute to a further reduction of the 850 Barrels of HFO per day (Bbl/day). There is also a terminal and storage expansion project in the pipeline for the import and transport of Liquid Natural Gas. This project is planned for the upcoming two years, with an estimated investment of AWG 100 million.

European Development Fund (11th EDF)

Territorial 11th EDF is earmarked for the SISSTEM faculty at the University of Aruba. A total of EUR 13.05 million will be invested in the new STEM faculty at the University of Aruba in the coming three years. EUR 5.55, - will be for developing the curriculum with the Catholic University of Leuven and EUR 7.5, - will be for the restoration of the Maria Convent to allocate the labs. The UNDP is in charge of the renovation and construction of the building adjacent to the UA building (Maria Convent).

The 11th EDF Regional funds are earmarked for resilience, marine bio-diversity and energy efficiency. A total of EUR 40 million is allocated to the 12 Caribbean OCT-islands for cooperation in the abovementioned areas. The 40 million will be allocated as follow: EUR 3.5 million for energy-efficiency standards, EUR 16.5 million for protection and restoration of marine biodiversity, and EUR 16.7 million to increase resilience and enhanced capacity for disaster risk preparedness and response.

Even though the funding has not yet been decided upon, it is estimated that around EUR 3 million will be allocated to Aruba during the period of this plan, which will be used for consulting, capacity building, tools/ materials, and part-infrastructure.

The 11th EDF Thematic funds are reserved for Climate change, Disaster Risk Reduction (DRR), and Sustainable Energy. A total of EUR 17.8 million is allocated to the 12 Caribbean OCT-islands for cooperation in the abovementioned areas. The amount will be used to increase awareness, strengthen

capacities, and design and implement Climate Change and DRR strategies, actions, and work plans. For Sustainable Energy, the amount will be targeting the promotion of the development of enabling regulatory frameworks, improve knowledge on financing and bankable project proposals, and increase knowledge and adoption of technologies to improve energy management, including grid and storage.

6. PRECONDITIONS FOR SUCCESS

This chapter identifies the conditions necessary to succeed in our route for a successful implementation of the identified national programs, and the SDGs. In meeting these conditions, we can turn potential risks and threats into opportunities and success. The necessary conditions to guarantee the successful implementation of the NSP is:

- Good Governance,
- Data for Evidence-based Policy formulation,

6.1 GOOD GOVERNANCE

A vibrant democracy needs to promote good governance. Political commitment is crucial, and a precondition to achieve sustainable development. Albeit, more important is that all relevant partners, whether from the public sector, private sector, academia, or NGO, are practicing sound governance principles and transparency.

We define governance as the traditions and institutions by which authority in a country is exercised for the common good. Governance includes 1. The process by which those in authority are selected, monitored, and replaced; 2. The capacity of the government to effectively manage its resources and implement sound policies; 3. The respect of citizens and the state for the institutions that govern economic and social interactions among them. The government has been, along the centuries, the primary mechanism to manage a country's affairs. A democratic government operates on the principle of representation, whereby people delegate the responsibility for decision-making to their elected representatives and the State organs.

Once this responsibility is passed, people somehow become disconnected from the decision-making process until the next opportunity to either renew or withdraw the decision-making mandate at election time.

Stimulating sound governance principles within our institutions begins by building our capacity within our institution to be more effective, accountable, and inclusive. Having a weak institution can halt the progress and sustainable development of one's country. Therefore, it is imperative to have strong institutions, providing all citizens with opportunities to participate in and shape public policy.

As reported by the United Nations ESCAP (UNSCAP)⁶, good governance has eight major characteristics. These are (1) participatory, (2) consensus-oriented, (3) accountable, (4) transparent, (5) responsive, (6) effective and efficient, (7) equitable and inclusive, and (8) follows the rule of law. Furthermore, good governance assures that corruption is minimized; the views of minorities are taken into account

⁶ <https://www.unescap.org/sites/default/files/good-governance.pdf>

and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

Participatory

Participatory refers primarily to respect, freedom, and equal opportunities. Respect for and freedom of alliance/union and expression and organized civil society, as well participation by everyone, regardless of sex, age, origin, race, religion, beliefs, political preferences and/or social class/status. Participation is a crucial cornerstone of good governance. Hence, not improving the mechanism of consultation and interactions with all interest groups in the community is a critical component for the successful implementation of the NSP.

Consensus oriented

Mediation of the different interests in society to reach a broad consensus in society on what is in the best interest of the whole community and how to achieve it, are according to UNSCAP, requirements for good government. Other requirements are a broad and long-term perspective on the importance of sustainable human development and how to achieve the goals of such development. Not complying with this characteristic of good governance, will weaken the foundation of the national plan.

Accountable

In general, an organization or an institution is accountable to those who will be affected by its decisions or actions. Therefore, governmental institutions, the private sector, and CSOs must be accountable to the public and their institutional stakeholders. Accountability is a crucial requirement of good governance. Institutions without accountability can become a threat not only for the NSP, but can also be a threat to democracy.

The identified strategic objectives 'Digital transformation and eGovernment', 'Integrity in all public institution' and 'Effective, accountable and transparent institutions,' which are part of the NSP program Strengthen Institutional Quality and Capacity, includes numerous actions addressing accountability in public institutions.

Transparent

According to UNSCAP, transparency and the rule of law are a vital requirement of accountability. Besides following rules and regulations it is important to be transparent in order to be trustworthy. Providing information free of charge that is directly accessible to those who will be affected by a particular decision and/or enforcement, ensures transparency.

Numerous proposed actions within the program Strengthen Institutional Quality and Capacity will play a crucial role in fostering transparency within all levels of decision-making, failure to do so will prolong our road towards good governance and sustainable development.

Responsive

Being responsive in the sense of good governance implies that institutions' processes should serve within a reasonable timeframe. Institutions should strive to increase and improve its responsiveness and delivery of services to citizens. Working towards digital transformation and e-government will be a huge leap forward, creating more excellent responsiveness and improved service delivery. Increasing and improving responsiveness and delivery of services to citizens, is another step towards good governance.

Effective and efficient

By being effective, we are successful in producing a decided, decisive, desired, and intended result. Being efficient means increasing our capability of producing desired effects with minimum wasted effort or expense.

The NSP aims to address the effective and efficient characteristic of good governance through the implementation of several actions with intended desired outcomes such as; ‘Digital transformation and/or eGovernment,’ ‘Integrated planning & policy instruments and processes’ and ‘Effective, accountable and transparent institutions.’

Equitable and inclusive

Imagine an Aruba where everyone feels like they belong and have a stake in the wellbeing of the society, where even the most vulnerable have opportunities to move forward in life, regardless of health status, social ladder, race, religion, beliefs, or political preferences. In order to achieve this, it will require that all groups, but particularly the most vulnerable, have the opportunities to improve or maintain their wellbeing within our society.

Follow the rule of law

Impartially established and enforced legal framework including full protection of human rights, independent judiciary, and incorruptible police force are all requirements for good governance. It is the principle that everyone and all institutions are subject to and accountable to law that is fairly applied and enforced. With a strict rule of law, people will abide and uphold the law not out of fear, but because they have a stake in its effectiveness. All in all, It is within our national interest to uphold the rule of law.

6.2 DATA FOR EVIDENCE-BASED POLICY FORMULATION

The NSP is the joint product of committed stakeholders from different sectors, driven with the common goal of achieving progress for Aruba. Moreover, progress can only be achieved when the right policies have been formulated in all sectors, and when those policies are effective and aligned, which will lead to consistent decisions. Therefore, having data for evidence-based policy formulation is a crucial precondition for the success of the implementation of the NSP and SDGs. A precondition for the aforementioned success means that the production, availability, and use of data is imperative for evidence-based policy. Data is needed for tracking the progress of the proposed national strategic objectives; moreover, it is crucial to measure the results of policy decisions and activities, and when used to measure effectiveness, they can be instrumental in adapting policies. Using data to track progress will increase the effectiveness in the use of public funds and therefore benefiting the citizens of Aruba.

Data supporting evidence-based policy need to be of high quality, timely, and accessible. Therefore, the establishment of a National Statistical System is critical in order to support the process of evidence-based policy formulation. The availability of data is necessary for monitoring the implementation and impact of policies and, therefore, the NSP. Communication between the National Statistical Office, national data producers, and data users, is imperative for addressing local data needs and gaps. Close collaboration between policymakers and statisticians is necessary for communication of data needs in order to make the necessary plans for the allocation of the necessary resources for data production. A National Strategy for the Development of Statistics needs to be developed to provide targeted support for strengthening the NSS and improve data collection in areas identified by the government in a phased approach.

7. MONITORING AND EVALUATION

Advancement on the nine programs requires more than just a commitment to act; it requires a commitment to be held accountable. Tracking our progress and monitoring our ability to advance our strategic objectives are essential responsibilities of this strategic plan.

- ❖ **Progress Reports:** Every year, the SDP section of DEACI and the EXWGs will produce an annual report. The reports will evaluate what has been implemented and how well it has been implemented. The reports will evaluate the efforts and effectiveness of the proposed actions. We will also make use of new and relevant indicators that will help us track progress across and between programs. The annual review will be an opportunity to celebrate our successes together and to learn what is missing and where more effort is needed.
- ❖ **Periodic Update:** At least every two years, the SDP section and the EXWGs will use the progress reports to update actions, set new milestones, and identify new or refined measurement of success. The periodic update allows the plan to adapt and stay relevant to the most pressing issues of the Aruban community.

Effective planning, monitoring, and evaluation are needed in order to be able to assess if work is going as planned, whether progress and success can be claimed, how the resources are being used, and how future efforts might be improved. For monitoring the implementation and progress of the National Strategic Plan, a Monitoring and Evaluation Framework will be developed.

Having an M&E framework is a critical component for the successful implementation of government policies and the NSP. An M&E framework will serve as an overview and guide of the implementation process, as it will provide information on the levels of input (financial/human resources), process (activities and outputs), and results in the long term (outcome and impact).

Monitoring is the routine process of data collection and measurement of progress towards program objectives. It involves tracking what is being done and routinely looking at the types and levels of resources used, the activities conducted, the products and services generated by these activities, including the quality of services; and the outcomes of these services and products. Evaluation is the process that attempts to determine as systematically as possible the relevance, effectiveness, and expected impact of activities in light of their objectives.

There are different levels to be monitored in the program implementation, and there are various stakeholders involved. Alignment and integration of M&E systems will assist the process of implementation and monitoring of the NSP from the level of input of resources, through the process and the results (impact). M&E frameworks are being explored in order to develop an M&E, which reflects our current context and enables us to effectively and efficiently track progress at all levels of policy implementation.

The expected impacts of the NSP programs' strategic objectives have the primary year 2030 as target and are aligned with the implementation of the SDGs. In order to analyze the effectiveness of the strategic objectives in the long term, trends will be monitored based on time series of indicators. These will need to be produced for the monitoring process using the M&E framework. In the short term, the implementation of the actions and milestones agreed in the NSP will be yearly monitored ensuring the flexibility of the program in case it is needed.

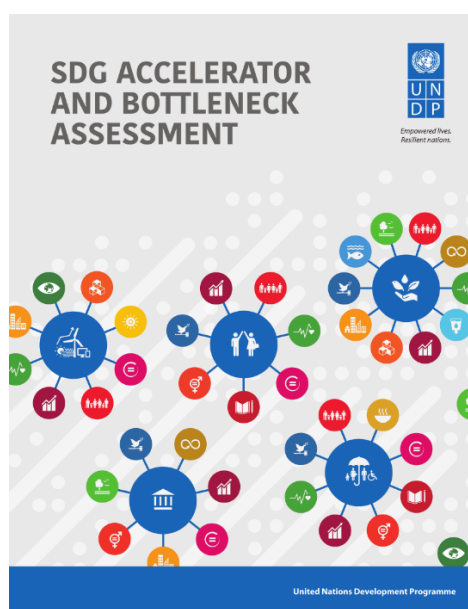
Close collaboration with stakeholders is necessary for the development of an aligned and integrated M&E framework and process, where roles and responsibilities are clearly described, and accountability is assured. The structural availability of the stakeholders can pose a risk in the

development of an M&E framework and process. It is necessary that the information needed for the monitoring and evaluation be delivered within a specific and specified time frame, in order to guarantee the timeliness of the monitoring process. The available M&E information will allow us to make the necessary changes throughout the planning cycle.

8. METHODOLOGIES

8.1 NSP METHODOLOGY

The SDG Accelerator and Bottleneck Assessment (ABA)⁷ was used as a guideline for the EXWGs, at the beginning of the process to prepare the NSP. The tool is used to identify programs and/or policies that have a positive crosscutting effect across the SDGs, and it also helps in identifying possible bottlenecks with their dedicated solutions, providing more optimal performance of the proposed policies and programs.



SDG Accelerator and Bottleneck Assessment, undp.org

The following steps of the ABA were applied in the preparation phase of the NSP:

Step 1. Programs and strategic objectives were crosschecked for multiplier effects across the SDGs targets through direct contribution to the economic, social, and environmental dimensions of sustainable development

Step 2. Desired outcomes had to be identified, evaluated, and prioritized based on their potential impact and enabling environment criteria.

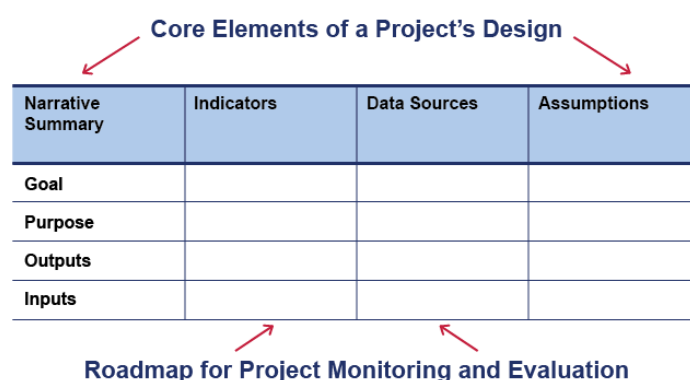
During the meetings, the EXWGs rearranged and adapted the Programs by prioritizing and reformulating the proposed strategic objectives and intended desired outcomes. The re-clustering and renaming were necessary for simplification purposes. The EXWGs worked in close collaboration with their respective departments to make sure that proposed policies and activities are aligned with their

⁷ SDG Accelerator and Bottleneck Assessment (ABA), UNDP, December 2017

policy plans. The EXWGs also fostered alignment on policies through important discussions by gathering information on programs/activities that were already implemented or in the process of being implemented by the different government departments. Furthermore, the vision for each Program was formulated by the EXWGs.

During this step, the goal of the EXWGs was to prioritize the intended outcomes for each program. The EXWGs seek to achieve this goal by measuring the desired outcomes through different sets of criteria: (1) evaluation criteria for impact; and (2) evaluation criteria for enabling environment. This step necessitated that the desired outcomes be reformulated in a more specific manner, addressing the strategic objectives of each program. Formulating the strategic objectives and the desired outcomes too broad would make the process more complicated and harder to prioritize. This step within the ABA tool also required that the EXWGs have close collaboration and cooperation within their respective departments, and consultations with other relevant stakeholders from other sectors, academia, NGO, and the private sector. This allowed for a more participatory process to identify various development challenges, solutions, policies, and activities that have worked and/or had been implemented in the past.

ADAPTING THE METHODOLOGY - The ABA tool proved to be more technically intensive and time-consuming than what was primarily envisioned. For efficiency purposes, surveys were prepared for the EXWGs, reducing the frequency of face-to-face meetings, to accelerate and complete the process within the intended time-frame. However, the surveys also eliminated the necessary feedback loop and crucial interactions between the EXWGs and their relevant stakeholder. Interactions between the EXWGs and their relevant stakeholder were more evident in step 2 of the ABA tool, where the evaluation of desired outcomes through impact and enabling environment criteria required a more intensive and time-consuming approach from the EXWGs. The intensive and time-consuming approach resulted in adapting certain steps and processes of the ABA methodology and moving towards an approach that was used in previous national plans, the Logical Framework Approach (LFA). Similar to the ABA, the LFA is used to improve the quality, relevance, feasibility and durability of development projects and actions.



Logical Framework, usaid.gov

To foster cooperation between relevant partners, increase responsibility between development partners, and create the necessary ownership for each program, a public event/workshop, where the private sector, NGOs and other government departments were invited, was organized to consult a broader public on the nine programs as well as the visions for each program. Promoting local “ownership” of actions and programs is recognized as a critical aspect for sustainable development cooperation. The workshop provided us with crucial input from multiple stakeholders with different backgrounds, which was used to define the content of the NSP programs.

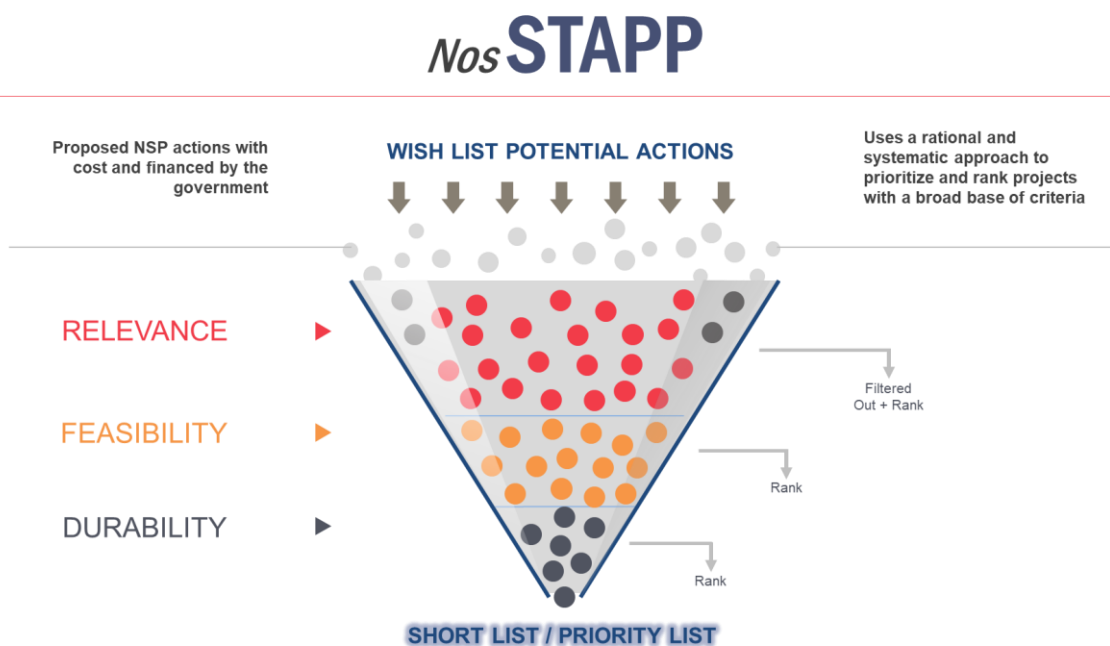
After the workshops, the EXWGs continued to brainstorm on the implementation scheme of the programs by creating the relevant action tables for each program. The goal was for the EXWGs to propose actions that will accelerate progress in the implementation of the SDGs and benefit the Aruban citizens.

8.2 STRATEGY TOOL FOR ACTION PRIORITIZATION AND PLANNING (STAPP)

The principal focus of this process is on delivering the most urgent programs and actions and ensuring that the provided services are reflecting and aligned with the citizen's most pressing needs. Determining how to prioritize and separate the high priority actions and services from low priority actions and services can be cumbersome. Creating a structured, objective and straightforward approach can be useful in creating a shortlist of actions and balancing the needs of the numerous agencies and other stakeholders.

The STAPP is a simple tool that provides a way to classify several actions, services, and programs into an order of importance. It also identifies their relative importance by deriving a numerical value for the priority of each item. The STAPP enables us to see precisely which actions and services are the most important to focus on first (NSP 2010-2022), and which, if any, could be put on hold or discontinued.

The SDP section of DEACI, in conjunction with the Department of Finance and the CBS, determines its own unique criteria and weights those criteria based on legislative mandates, desired outcomes, available resources, and so on. Actions and services are prioritized based on the criteria. Once they are prioritized, and those priorities are evaluated and addressed, assessment can be made to determine resource allocation for the higher priority actions and services. A closing step includes assessing how and if to continue the lower priority actions and services in the future.



Strategy Tool for Action Prioritization and Planning

8.3 AMIGA

The SDG Indicator Working Group (SDG-IWG), as a working body within the National SDG Institutional Framework of Aruba, conducted during the last quarter of 2018, a feasibility study to assess the needs and requirements for the production of all the Global SDG indicators.

A customized model, the Aruban Model for Indicator Generation Assessment (AMIGA), was developed using primarily United Nations tools and methodologies, such as the United Nations Statistics Division (UNSD) Statistical Capacity Assessment methodology, the United Nations Economic Commission for Latin America and the Caribbean (ECLAC) self-assessment questionnaire on SDG indicator availability and the United Nations Economic Commission for Europe (UNECE) Conference of European Statisticians (CES) self-assessment questionnaire on SDG indicator availability.

The AMIGA provides a detailed overview of indicator applicability and availability according to the UN prescribed methodology and allows for distinction between full methodology match and proxy indicators. The ECLAC classification on indicator availability used for the Aruba SDG Baseline measurement 2018 has also been used and further elaborated.

The model also provides insights into feasibility of indicator production on short term (within 2-3 years), dependency on funding and technical assistance, data sources, periodicity of data collection, institution in charge, projected institutions involved, international agencies to which the indicator is reported, and the availability of the required levels of disaggregation.

Another section of the model addresses the bottlenecks and needs for indicator generation in terms of financial, technical, and human resources.

Finally, the model also offers a calculation formula for assessing Aruba's Statistical Capacity to produce the SDG indicators. The formula is derived from the UNSD statistical capacity assessment methodology. According to the methodology, if all applicable indicators are assessed, both current and potential statistical capacity can be calculated as (i) the percent of the sum of the currently available and easily feasible indicators of the total applicable indicators and (ii) the percent of the indicators feasible with a strong effort of the total applicable indicators, respectively. The current and potential statistical capacity, together with the existing institutional arrangements, can be used for an overall assessment of the statistical capacity to compile the SDG indicators in the short/medium term in terms of three levels - Low, Medium and High - or the terms of transitional stages as Low/Medium, Medium/High, etc.

From methodological requirements to the actual capacity for producing the indicators, the feasibility study provides interesting insights into the challenges and opportunities for the production of the SDG indicators in Aruba. Awaiting the final update of the Global SDG indicator framework in 2020, where an agreed-upon methodology for all indicators will be finalized, the current availability of indicators and the feasibility to produce indicators in the short term, indicates that we already have a substantial amount of data that we can use. According to the ECLAC methodology, 61.1% of the applicable and assessed indicators are being produced or could be produced using existing data sources. See figure 14 and box 1. According to UNSD, which has a more strict methodology requiring all levels of disaggregation and short term production of indicators within 2-3 years, the total of the currently available indicators and the easily feasible indicators is 47.7%. See figure 15. Administrative sources are the primary source used to produce 53.7% of the indicators. The sources to produce indicators is as follows: statistical sources (surveys and censuses) for 32.8% of indicators, mixed sources for 6.0%, and other sources for 7.5%.

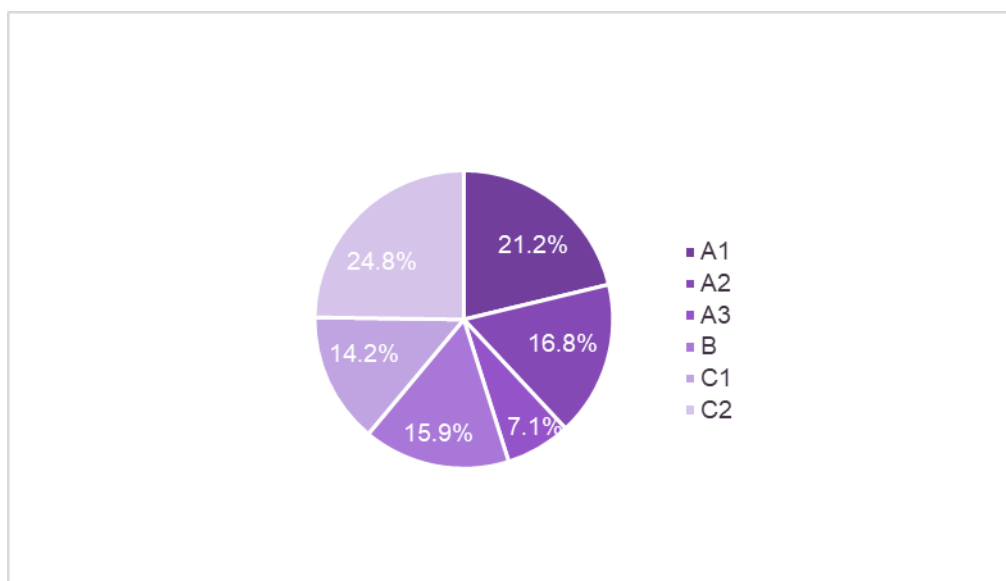


Figure 14: Distribution of indicator availability according to the ECLAC methodology

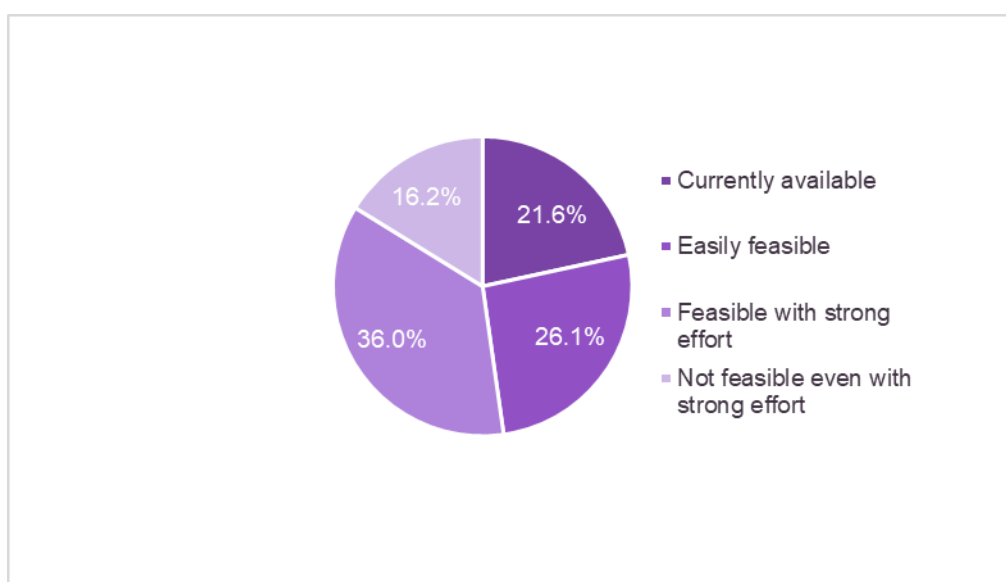


Figure 15: Distribution of indicator availability and feasibility according to UNSD methodology

From the results of the feasibility study, it can be concluded that the feasibility of producing the SDG indicators varies per Pillar. Indicator production is highly dependent upon budget allocations for maintaining the current statistical capacity and on investments in specialized human and technical resources for the collection of data. Pillar Planet, being a domain in development in terms of data collection, has the most challenges.

Pillar People and Prosperity are the most developed domains in which there is already a tradition of collecting data. Pillar Partnership is a pillar with a different character, as it has primarily indicators for which compilation of the data is done by external agencies using external sources. The assessment of Pillar Peace remains a challenge due to the lack of available standardized data and also due to the unavailability of the necessary specialized human resources.

Overall, the current availability of SDG indicators and the feasibility of producing SDG indicators in the short term, depict a relatively positive scenario. However, the legislative aspect and the necessary institutional arrangements pose the most significant challenge for the production of SDG indicators in Aruba. Using the assessments conducted with the UNSD methodology at the level of individual indicators, it was possible to define and calculate measures of Aruba's statistical capacity to produce the global SDG indicators. Based on the above mentioned, it can be concluded that Aruba can be regarded as being in a transitional stage from Low to Medium (Low/Medium) statistical capacity to compile the SDG indicators in short/medium term.

By working in close collaboration with stakeholders in a structured manner, where roles, responsibilities, and processes are clearly described, and the undertaken efforts are evaluated, Aruba will be able to use its financial and human resources more efficiently.

ARUBA 2030 ASPIRATIONS



Source: NOS PLAN, NOS FUTURO survey



Source: NOS PLAN, NOS FUTURO survey

APPENDIX

GLOSSARY

ACRONYM	NAME
A	
AAA	Aruba Airport Authority
ABA	Accelerator and Bottleneck Assessment
AHATA	Aruba Hotel and Toursim Association
AI	Appreciative Inquiry
AMIGA	Aruban Model for Indicator Generation Assessment
ARA	Court of Audit
ATA	Aruba Toursim Authority
AUA	Aruba
AWG	Aruban florin
AZV	National Health Insurance
B	
Bbl/day	Barrels per Day
BIA	Integrity Bureau
C	
CAFT	Council for Financial Supervision
CBA	Central Bank of Aruba
CBS	Central Bureau of Statistics
CES	Conference of European Statisticians
CMO	Crisis Management Office
COE	Centre of Excellence
D	
DAO	Department of Labor and Research
DBB	Department of Foreign Affairs
DEA	Department of Education Aruba
DEACI	Department of Economic Affairs, Commerce and Industry of Aruba
DF	Department of Finance
DIMAS	Department of Integration and Management of Foreigners
DIO	Inspectorate of Education
DIP	Department of Infrastructure Management and Planning
DNM	Department Nature and Environment
DSA	Department of Social Affairs
DVG	Department of Public Health
E	

EBP	Evidence-based policy
EDF	European Development Fund
ELMAR Aruba	Electricity Company Aruba
EXWGs	Expert Working Groups
F	
FCCA	Aruba Housing Foundation
FDA	Fondo Desaroyo Aruba
GDP	Gross Domestic Product
H	
HFO	Heavy fuel oil
I	
IMF	International Monetary Fund
K	
KPA	Aruba Police Force
KvK	Chamber of Commerce
L	
LFS	Labor Force Survey
M	
M&E	Monitoring & Evaluation
MJPCC	Multi-year Planning and Control Cycle
N	
NCD	Non-Communicable Diseases
NGO	Non-Governmental Organizations
NISP	National Integrated Strategic Plan
NSP	National Strategic Plan
NSS	National Statistical System
O	
OCT	Overseas Countries and Territories
OECD	Organisation for Economic Co-operation and Development
P	
PEN	National Education Plan
R	
RdA	Refineria di Aruba

S	
SDG	Sustainable Development Goals-Comprehensive Indicator Framework Aruba
SDG CIFRA	Sustainable Development Goals-Indicator Working Group
SDG-IWG	Sustainable Development Goals
SDP	Sustainable Development Planning
SIDS	Small Island Developing States
SISSTEM	Sustainable Island Solutions through Science, Technology, Engineering and Mathematics
SPD	Department of Social Psychiatry
STAPP	Strategy Tool for Action Prioritization and Planning
STEM	Science, Technology, Engineering and Mathematics
U	
U.S.	United States of America
UN	United Nations
UN ECLAC	United Nations Economic Commission for Latin America and the Caribbean
UNDP	United Nations Development Programme
UNECE	United Nations Economic Commission for Europe
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNSCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNSD	United Nations Statistics Division
W	
WEB N.V	Water and Energy Company

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L e a v e a m a r k

ARUBA DEPENDS ON YOU

