

PROGRESS REPORT MARCH 2021

NATIONAL STRATEGIC PLAN 2020-2022

NOS PLAN,
NOS FUTURO®



GOBIERNO DI ARUBA



Department of Economic Affairs,
Commerce and Industry of Aruba

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NSP 2020-2022



Foreword

This Progress Report was written thanks to the collaborative effort from all of our partners and stakeholders. It has been compiled and edited by the National Planning section at the Department of Economic Affairs, Commerce and Industry (DEACI). We would like to express our warm appreciation to all involved for their valuable input and comments – in short, for making this report possible.



Mrs. Evelyn Wever-Croes

It has been a difficult year, however, technology kept us connected throughout the COVID-19 crisis and enabled us to continue on our path towards resilience. As we continue to operate in a context of radical uncertainty, it becomes important to not lose sight of our long-term goals and objectives presented within the National Strategic Plan (NSP). I would like to take a moment to address our NSP 2020-2022 and how we are monitoring its progress.

It is important to note that the Master Plan “Relocating our Sails” for economic recovery and innovation is aligned with the NSP and for which its initiatives will also be monitored in conjunction with the NSP. Further, aligning our short-term recovery responses with long-term economic, social and environmental objectives of the NSP becomes crucial. In addition, the NSP is aligned with the thematic areas covered in the “Landspakket Aruba” reform framework agreed between the Netherlands and Aruba.

Planning remains essential and it is vital to adapt to new circumstances and new working practices to stay the course. This includes monitoring and evaluating the implementation of our plan(s), as it gives us the opportunity to assess our activities and allows us to keep on improving our governmental processes and performances. The NSP serves as a guide to provide us with a common vision and a strategic direction for our way forward, serving as an antidote to the challenges we are facing. I invite everyone to reflect on our significant efforts and achievements for the progress of our island, as illustrated in the NSP Progress Report.

Prime Minister of Aruba

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



Mrs. Xiomara Maduro

Having a shared vision and being able to plan ahead are important for achieving one's goals and vision. The National Strategic Plan (NSP) provides us with a shared vision and a common strategy to achieve our 2030 vision.

Although having a plan is important it doesn't mean much if you are not monitoring and evaluating its implementation. This is a fundamental mistake we often make, as we produce comprehensive plans with extraordinary ambitions, but we struggle to implement these plans for many reasons; whether it's inefficient management; lack of structured planning, or a case of failed communications. Throughout these difficult times, the situation and/or circumstances remains unpredictable and can change rapidly in any given time, the COVID-19 pandemic has painfully showed us that we need to become more resilient, adapting rapidly and efficiently in an innovative manner is a must when planning for the future. Therefore, having a robust system for monitoring the implementation of our plans can contribute to overcoming such obstacles.

The NSP will be implemented, monitored and evaluated on a continuous basis. Monitoring and evaluating will keep us all alert and motivated to implement the needed actions to achieve the strategic objectives in timely manner. The NSP, “Nos Plan, Nos Futuro”, is a living document in which we all as individuals, as government, as public institutions, as private sector and as non-government organizations have an important role to play.

“One of the great mistakes is to judge policies and programs by their intentions rather than their results” (Milton Friedman)

Minister of Finance, Economic Affairs and Culture



Summary

Completed

Quality of life and well-being

- ✓ Provide training and certification to staff of Stichting Reclasseringen Kinderbescherming (DSZ-MINSOZAR)
- ✓ Execute training 'Kind In Krachtopleiding' for teaching personnel (2een3e cohort) (DEA-MINOWD)
- ✓ Sociaal Crisis Plan Project: Collaborative Partnership (DSZ-MINSOZAR)
- ✓ Sociaal Crisis Plan Project: SVGA project Gezinsvervangend thuis (DSZ-MINSOZAR)
- ✓ Develop a National Employment policy (Post-COVID-19) (DAO-MINSOZAR)
- ✓ Replace current network system of BLP (BLP-MINOWDO)

Youth empowerment

- ✓ Introduce policy and legislation pertaining for home-schooling (DEA-MINOWD)
- ✓ Sociaal Crisis Plan Project: Opvoedcommissie (DSZ-MINSOZAR)
- ✓ Expand sexual and reproductive health services and care through an online platform (Famia Planea)

Natural resource management

- ✓ Create and provide advise about sustainable incentivized programs
- ✓ Draft environmental legislation (DNM-MINROIM)
- ✓ Execute baseline study on reefs (snapshot) (DNM-MINROIM)
- ✓ Capex, Server level agreement (DIP-MINROIM)
- ✓ Establish a marine biodiversity map (DNM-MINROIM)

Entrepreneurship and enabled business environment

- ✓ Prepare a Promotion Plan 2020-2023 (DEZHI-MINFEC)
- ✓ Pass legislation on electronic signature (DWJZ-MINJVI)
- ✓ Create e-forms (DEZHI-MINFEC)
- ✓ Prepare MoU for the ATB (DEZHI-MINFEC)
- ✓ Prepare action Plan for ATB 2021 (DEZHI-MINFEC)
- ✓ Create special programs for mentally and physically challenged citizens to participate in the labor market (move to DSZ list)-Trampolin pa trabou (DSZ-MINSOZAR)

Energy efficiency and energy diversification

- ✓ Assessment of acceptable level of energy costs for households (MINAZIOIE)
- ✓ Define and attain an acceptable level of energy costs for Aruba (e.g. share-of wallet, cost of living, CPI) (MINAZIOIE)

- ✓ Set a target for the future share of renewable energy as part of national energy policy development and in consultation with WEB/ELMAR/ UTLITIES (MINAZIOIE)
- ✓ Set energy efficiency targets for households and businesses as part of national energy policy development and in consultation with WEB/ELMAR/UTLITIES (MINAZIOIE)
- ✓ Review EU, USA (state level) and regional regulatory frameworks (as base for adaptation for Aruba) (MINAZIOIE)
- ✓ Define metrics and KPI's for monitoring the energy transition (MINAZIOIE)

Strengthen institutional quality and capacity

- ✓ Implement the Monitoring system for NSP 2020-2022 (activity based monitoring) (DEZHI-MINFEC)
- ✓ Approval of the eGovernment roadmap (FUTURA)
- ✓ Secure funding for phase 1 (FUTURA)

National Statistical System

- ✓ Conduct an assessment on capacity building needs regarding policy coherence, project management, IT skills and statistical capacity (SDG Cie-MINAZIOIE)

Aruba as a model for sustainable development

- ✓ Identify monitoring, evaluation and learning frameworks available internationally (SDG Cie-MINAZIOIE)

Key progress

- Actions have been completed across different NSP programs
- About one fourth of the monitored actions are on schedule
- There is alignment between NSP actions and Landspakket and Master Plan focus areas

Challenges

- About a fourth of the monitored actions are experiencing delay; the majority are experiencing a major delay (more than 3 months)
- Actions are on hold due primarily due to COVID-19
- Some leading agencies were not able to report the progress of implementation of NSP actions

Next NSP monitoring period:

June 2021



Ministries, Departments, and Agencies (MDAs) responsible for implementing the NSP action per NSP Program

Leading agency	NSP Program
BUVO	Natural resource management
DRH	Strengthen institutional quality and capacity
BLP	Quality of life and well-being, Youth empowerment
CAD	Strengthen institutional quality and capacity
CBS	National Statistical System
DAO	Quality of life and well-being, Youth empowerment, Entrepreneurship and enabled business environment
DCA	Quality of life and well-being
DEA	Quality of life and well-being, Youth empowerment, Entrepreneurship and enabled business environment
DEZHI	Entrepreneurship and enabling business environment, Strengthen institutional quality and capacity
DF	Strengthen institutional quality and capacity
DIMAS	Entrepreneurship and enabling business environment
DIMP	Entrepreneurship and enabling business environment
DIO	Quality of life and well-being, Youth empowerment, Entrepreneurship and enabled business environment
DIP	Natural resource management
DNM	Natural resource management
DOW	Natural resource management, Energy efficiency and energy diversification
DSZ	Quality of life and well-being, Youth empowerment
DVG	Quality of life and well-being, Youth empowerment
DWJZ	Strengthen institutional quality and capacity
EPE	Entrepreneurship and enabling business environment
FUTURA	Entrepreneurship and enabling business environment, Strengthen institutional quality and capacity
KPA	Strengthen institutional quality and capacity
Landsrecherche	Strengthen institutional quality and capacity
NCTVI	Strengthen institutional quality and capacity
SDG Cie	Aruba as a model for sustainable development
MINAZIOIE	Energy efficiency and energy diversification, Strengthen institutional quality and capacity
MINFEC	Entrepreneurship and enabling business environment
MINJVI	Strengthen institutional quality and capacity
MINOWD	Youth empowerment
MINROIM	Natural resource management
MINSOZAR	Quality of life and well-being, Youth empowerment, Entrepreneurship and enabled business environment
MINTCP	Energy efficiency and energy diversification
MINTVS	Quality of life and well-being

Introduction

National Planning and monitoring the National Strategic Plan (NSP) 2020-2022

The COVID-19 has governments at all levels and all over the world operating in immense uncertainty. Like many others, we are also faced with difficult trade-offs given the economic, health and social challenges currently in play. The pandemic has changed our "normal" way of working: at the same time accelerating in particular the digitalisation trend, especially the digitalisation of public administration and service delivery.

While the implementation of Aruba's National Strategic Plan (NSP) with its long-term vision is already ongoing; national recovery strategy such as the Master Plan (MRP) has also come into realization, and it becomes crucial to align these short-term recovery responses (MRP) with the NSP and its more ambitious long-term policies. A robust coordination mechanism and the governments ability to align priorities, foster communication and information sharing, and implement joint responses will be crucial for successful implementation of short, medium and long term recovery responses and/or plans. It is important to not lose sight of one of the main purpose of the NSP, which is the implementation of the long term Sustainable Development Goals (SDG).

Governmental agencies are giving priority and are focusing at the moment to the needs of the thematic areas from the Landspakket (LP) compared to initiatives from other plans. For the necessary overview and alignment between the plans, the national planning section SDP at the DEACI, conducted in the fourth quarter of 2020 an alignment exercise on the level of objectives of the NSP and the MRP. There is significant overlap between the NSP and the MRP, see figure 1 and 2. Furthermore, an alignment exercise on the level of the NSP objectives and the 'Landspakket maatregelen' has also been conducted. A visualization of this exercise on the integration of NSP-MRP-LP can be seen in figure 3 and annex II. Moreover, a more detailed level of the alignment of the NSP-MRP-LP is currently being conducted, with the intention to streamline processes and plans, enabling improved collaboration, communication, effectiveness of initiatives, and efficiency in the use of our limited resources.

As we continue to monitor the implementation of the NSP, the monitoring work-plan provides a useful mechanism to assist leading agencies to check and determine the progress they are bringing through their efforts.



Figure 1: Areas of Master Recovery Plan addressed in National Strategic Plan

Master Recovery Plan (MRP)	National Strategic Plan (NSP)
Mission 1 •Key actions: 1-4, 6-9, 11, 13, 14 •Key action: 5 •Key action: 17	NSP Programs •SIQC •NSS •NRM, EEBE, EEED
Mission 2 •Key actions: 2, 7 •Key action: 3 •Key action: 6 •Key actions: 4, 9, 12-15, 17-20	NSP Programs •EEED •ST •SIQC •NRM
Mission 3 •Key actions: 1, 2 •Key actions: 4-6 •Key action: 7	NSP Programs •EEED •EEBE •NRM
Mission 4 •Key action: 4 •Key actions: 5-7 •Key action: 7	NSP Programs •QoLW, NSS •QoLW •EEBE
Mission 5 •Key actions: 1-7, 10, 12-14 •Key action: 3 •Key action: 5 •Key action: 13	NSP Programs •EEBE •SIQC •NRM •EEED
Mission 6 •Key action: 2	NSP Programs •ST
Mission 7 •Key action: 1 •Key actions: 2, 6 •Key actions: 5, 9 •Key action: 7 •Key action: 10	NSP Programs •QoLW •QoLW, YE •YE •EEBE •SIQC
Mission 8 •Key actions: 2, 5 •Key action: 6 •Key action: 9 •Key action: 10	NSP Programs •YE •AMSD •SIQC •SIQC, NSS

NSP Programs

QoLW: Quality of life and well-being

YE: Youth empowerment

NRM: Natural resource management

EEBE: Entrepreneurship and enabled business environment

EEED: Energy efficiency and energy diversification

ST: Sustainable Tourism

SIQC: Strengthen institutional quality and capacity

NSS: National Statistical System

AMSD: Aruba as a model for sustainable development

Figure 2: Incorporation in NSP of areas of Master Recovery Plan not addressed in NSP

Master Recovery Plan (MRP)	National Strategic Plan (NSP)
Mission 1 The Public sector of Aruba is an agile, lean, trusted and value-added public service provider	Include in Program 7 Strengthen Institutional Quality and Capacity
•Key action 10 Implement Corporate Governance Code	Additional Desired Outcome (DO) to Strategic Objective (SO) 4 Strengthen regulatory framework and compliance
•Key action 12 Political System and Mindset	Additional DO to SO 1 Ensure Integrity in all Public Institutions
•Key action 15 Decision making process	Additional DO to SO 2 Develop integrated planning and policy instruments and processes
•Key action 16 Inclusive Fiscal Governance	Additional SO regarding TAX
•Key action 18 Tax Compliance and Institutionalization	

Mission 2 Achieve island-wide systemic transition toward a circular model that is affordable and realizable	Include in Program 3 Natural Resource Management
•Key action 5 Ratify Escazu Agreement	Additional DO to SO 2 Enhance legal framework and enforcement
•Key action 10 Serlimar AG	
•Key action 1 Procurement guidelines	Additional DO to SO 3 Working towards Circular Economy
•Key action 8 Educational Program	
•Key action 11 RFP Termination	
•Key action 16 Single Use Materials	
•Key action 21 Wetland upgrades	
Mission 3 Strengthen and safeguard the sustainability, security and quality of energy and food production	Include in Program 3 Natural Resource Management
•Key action 3 Research Center	Additional DO to SO 5 Strengthen institutional capacity for ecological and environmental data, and secure focus on research (including policy support)
Mission 4 The Aruba citizens boast high standards of health(care) and social security	Include in Program 1 Quality of Life and Wellbeing
•Key action 1 Institutionalization of National Committee Integral Health	Additional SO regarding HEALTH
•Key action 2 National Health Survey	
•Key action 3 Integrated Governance	
•Key action 8 Pension Rights and LAP	Additional SO regarding SOCIAL SECURITY
•Key action 9 Cessantia and unemployment insurance	
•Key action 10 AOV/AWW sustainability	
•Key action 11 AZV screening	
•Key action 12 LAP compliance	
•Key action 13 ZV/OV Health Absence	
Mission 5 Aruba has a welcoming business environment, is environmentally responsible and enhances its competitive edge in the region	Include in Program 4 Entrepreneurship and Enabling Business Environment
•Key action 8 Investment Promotion Agency	Additional DO to SO 1 Stimulating New Economic Sectors
•Key action 9 FDI e-Platform	Additional DO to SO 2 Enabling a supporting Ecosystem for SMEs
•Key action 11 Fine and penalty collection	Additional DO to SO 3 Ease of doing business
•Key action 15 Economic Empowerment of Women	Additional SO regarding ECONOMIC EMPOWERMENT OF WOMEN
Mission 6 Aruban citizens, visitors and local industries benefit from an enhancement of the shared value of tourism	Include in Program 6 Sustainable Tourism
•Key action 1 Watchdog Platform	Additional SO regarding WATCHDOG PLATFORM

Mission 7 Aruba has a flexible labor market and adaptable local work force that have the tools and skills to maximize their earnings potential and to adapt with a moving market	Program 1 Quality of Life and Wellbeing
•Key action 3 Manpower planning	Additional DO to SO 4 Develop an active and skilled labor force warranting access to decent work
•Key action 4 Stimulus plan for lifelong learning	
•Key action 8 Job security	
Mission 8 The Aruban society achieves a transformative mindset-shift by means of embracing a life-long learning way of life through digitization	Include in Program 1 Quality of Life and Wellbeing
•Key action 1 Inclusive education governance	Additional DO to SO 6 Invest in an integrated approach on Life Long
•Key action 3 National Digital Agenda	
•Key action 4 Accessible and inclusive connectivity	
•Key action 7 Technical and legal infrastructure to support digital inclusion	
•Key action 8 Functional digital infrastructure and hardware/tools	
•Key action 11 National Cybersecurity Strategy	Program 7 Strengthen institutional Quality and Capacity as addition to DO 3 of SO 8 Ensure a safe and secure Aruba

Figure 3: Visualization* of integration/overlap National Strategic Plan - Master Recovery Plan - Landspakket



*This visualization will be updated upon finalization of the more detailed alignment exercise currently being conducted

LP: Landspakket

MP: Master Recovery Plan

Landspakket: A (Financieel beheer), B (Kosten en effectiviteit publieke sector), C (Belastingen), D (Financiële sector), E (Economische hervormingen), F (Zorg), G (Onderwijs), H (Versterken rechtstaat)

The implementation of the actions of the NSP 2020-2022 is being monitored through an activity-based (implementation monitoring) approach. The activity-based monitoring of the NSP 2020-2022 will take place three times a year during the months February, June, and October (see figure 4).

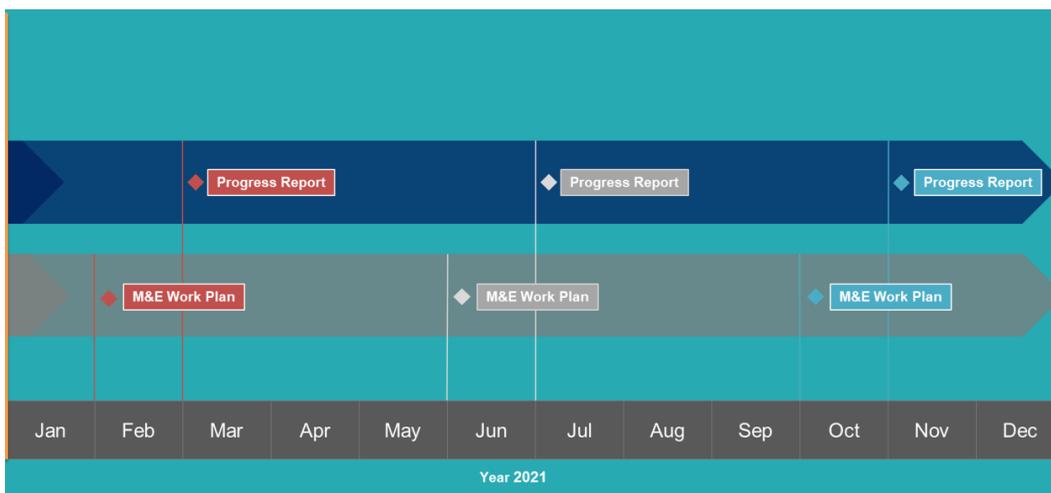


Figure 4: NSP Monitoring calendar

NSP 2020-2022 Progress

A selection was made of the actions to be monitored in February-March. The following types of actions were not monitored: actions that were previously on hold, actions that are continuous regular activities of the leading agency, actions that are dependent on the completion of other actions, and actions of which the implementation has not yet started. These actions will be monitored again in the following monitoring periods. An approach about the frequency and type of action to be monitored is being developed.

The set of NSP actions monitored during this period, show that despite the challenges encountered because of the ongoing crisis, actions are being implemented. Although with some delays, the implementation process is ongoing. Actions that are being implemented are either on schedule, are experiencing a delay, or have been completed. There are actions that are currently on hold, primarily because of COVID-19.

NSP Programs

The progress of the monitored actions per NSP Program is presented in the Progress Report Tables. The progress of the implementation of the NSP action consists of the following categories: completed, on schedule, minor delay (maximum of three months), mayor delay (more than three months), on hold, and other.

Each leading agency will find in the Progress Report Tables the status of the action(s)/project(s) for which they are responsible for implementation.



Moving Forward

As government agencies continue to tackle and juggle all of the uncertainties and the heavy economic, fiscal and social pressures of which the COVID-19 have highlighted and/or created, the national planning section SDP of the DEACI, in alignment and in close collaboration with our partners,—will continue with the planning, implementation, and monitoring of our long-term goals, and also the emerging short-term economic recovery responses.

The following monitoring period and progress report will take place in June 2021.

This report is published quarterly by the National Planning section at the Department of Economic Affairs, Commerce and Industry. Contact M.Figaroa@deaci.aw or M.Croes@deaci.aw with questions, or comments.



Progress Report Tables

The tables below show the progress of the monitored NSP actions per NSP Program.
A description is provided below about the components in the table.

Completed
On schedule
Minor delay
Mayor delay
On hold
Not reported

The action is fully realized
The action is to be completed as initially planned
The action is experiencing delay of maximum 3 months
The action is experiencing delay of more than 3 months
Action is currently on hold
Information of progress not provided by leading agency



	NSP action code	NSP action	Leading Agency	Ministry	Progress of implementation of NSP action March 2021	Update on progress of implementation of NSP action
S.O. 1. Addressing the needs of vulnerable groups in the society	0101A01	Institute a working group for the feasibility of longterm care insurance	DVG	MINTVS	Not reported	Major delay because of unavailability of financial and human resources.
	0101A02	Sociaal Crisis Plan Project: Fundacion pa Hende Muhe den Dificultad	DSZ	MINSOZAR	Major delay	The increase in shelter capacity has taken place with funds of the Netherlands. The financial report has not been provided by FHMD. In the second half of March 2021 the monitoring of the SCP by DSZ will take place and will update the progress of implementation of this project.
	0101A03	Sociaal Crisis Plan Project: Project Vertrouwenarts	DVG	MINTVS	Not reported	Major delay due to COVID-19 and unclarity in project management. There are currently interested solicitants for the function of Vertrouwenarts. The SCP reaches its end December 2021. The structural incorporation needs to be determined.
	0101A05	Execute training Kind In Kracht opleiding for teaching personnel (cohort 2 and 3)	DEA	MINOWD	Completed	
	0101A06	Sociaal Crisis Plan Project: Collaborative Partnership	DSZ	MINSOZAR	Completed	
	S.O. 2. Reduce the prevalence of NCDs	0102A01	Create and make an inventory of data base of information system	DVG	MINTVS	Major delay
0102A02		Create indicator list	DVG	MINTVS	Major delay	The COVID-19 crisis has put a huge burden on funding and on the working group resources and availability. Because of this, the working group concluded that more emphasis should be put on the easy wins and to make the current information available.
0102A03		Strengthen analysis and report on health data	DVG	MINTVS	On schedule	Not reported
0102A04		Develop a data protection regulation	DVG	MINTVS	On schedule	Not reported
0102A05		Prepare national inventory of existing programs and intervention of NCDs and identify gaps	DVG	MINTVS	On hold	Not reported
0102A06		Expand population studies	DVG	MINTVS	On hold	Not reported
0102A07		Expand integrative disease management	DVG	MINTVS	On hold	Not reported
S.O. 3. Strengthen and integration of mental health, social and emotional wellbeing at all levels	0103A02	Sociaal Crisis Plan Project: MGZ-Opleiding	DVG	MINTVS	Not reported	Not reported
	0103A04	Evaluate current provision of care on mental health	DVG	MINTVS	Not reported	Not reported
	0103A06	Sociaal Crisis Plan Project: JGZ Automation	DVG	MINTVS	Not reported	Not reported
	0103A07	Sociaal Crisis Plan Project: SVGA Project Gezinsvervangendtehuis	DSZ	MINSOZAR	Completed	
	0103A08	Sociaal Crisis Plan Project: St. Ambiente Feliz	DSZ	MINSOZAR	Major delay	Major delay due to the creation of conditions. Is currently in preparatory phase. Target date to receive clients is mid 2021.
	0103B04	Train the trainers on B-SMART and PAGA TINO	DVG	MINTVS	On hold	Action is on hold due to COVID-19. Perspective is to start in Q4 of 2021.
Develop an active and skilled labor force warranting access to decent work	0104A01	Revise policies for temporary employment on the labor market	DAO	MINSOZAR	On schedule	The policy for temporary employment is being revised according the Master Plan and the Landspakket 'maatregelen'. It must be indicated in mid-March 2021 what the policy approach will be in order to arrive at an action plan.
	0104B01	Revision of Labor Ordinance 2013	DAO	MINSOZAR	On schedule	The labor ordinance is being revised according the Master Plan and the Landspakket 'maatregelen'. It must be indicated in mid-March what the policy approach will be in order to arrive at an action plan.
	0104B03	Conduct survey on employability skills for the future of work of the 21st century skills	DAO	MINSOZAR	On hold	The draft questionnaire has been prepared. Action is on hold awaiting clarity about availability of resources.
	0104C02	Develop ARBO	MINSOZAR	MINSOZAR	Not reported	Not reported
	0104C03	Implement ARBO	MINSOZAR	MINSOZAR	Not reported	Not reported
	0104C04	Supervision on the labor laws and policies	DAO	MINSOZAR	On schedule	Supervision on the labor laws and policies have been taking place.
	0104C05	Enforcement on the labor laws and policies	DAO	MINSOZAR	Major delay	The enforcement on the labor laws and policies are still pending. At this moment the inspectors are pending/preparing of do the 'BOA opleiding'.
0104C06	Facilitate workshops and information session on workers rights and obligations (employers and employees)	DAO	MINSOZAR	Major delay	Timeline for action remains uncertain, workshops and information session needs to be organized for the amendments in the "Burgelijk Wetboek" (BW) in regards to labor rights and obligations.	

S.O. 4. Dev	0104C07	Revise current labor policies	DAO	MINSOZAR	On schedule	The labor policies (dismissal policy, temporary employment policy, enforcement policy) are being revised according to the Master Plan and the Landspakket 'maatregelen'. Half of March there must be an indication what the approach will be for the policy to be pursued in order to arrive at an action plan.
	0104C08	Develop a National Employment policy (Post COVID-19 Mi kier traha)	DAO	MINSOZAR	Completed	
	0104C09	Implement a National Employment policy	DAO	MINSOZAR	On hold	The implementation of the policy is on hold awaiting approval by the Council of Ministers and pending availability of financial resources.
S.O. 5. Strengthen child protection and safety system	0105A01	Sociaal Crisis Plan Project: Centraal registratie hoogrisici jongeren	DSZ	MINSOZAR	Minor delay	Minor delay due to change in the process to be conducted (public tender). Currently awaiting approval of the Minister to start with the project.
	0105A02	UNICEF provide technical assistance	DSZ	MINSOZAR	Other	The assistance will be extended. The first phase of assistance was to assess what was needed to develop a system for child protection. The extension of the assistance will focus on evaluation of long term goals of the Sociaal Crisis Plan, and assistance in a.o. implementation the child protection system for continuous improvement of the system.
	0105A04	Replace current network system (including operational programs and anti-virus protection)	BLp	MINOWD	Completed	
	0105A05	Agreement protocol for integral inter-departmental operational collaboration	BLp	MINOWD	Major delay	BLP directs cooperation with partners at the civil servant level. The necessary alignment is still pending between MINOWD, MINAZIOIE, and MINJVI as this agreement involves cooperation between education, population, and immigration.
	0105A06	Training in open-EMIS	DIO	MINOWD	Major delay	BLP has made personnel available for training in open-EMIS.
	0105C04	Provide training and certification to staff of Stichting Reclaseren en kindbeschermering	DSZ	MINSOZAR	Completed	
S.O. 6. Invest in an integrated approach on Life Long Learning	0106A01	Increase awareness in learning in all aspects and contexts (self-directing learning/ active learner/ study skills)	DEA	MINOWD	On schedule	Not specifically a project, fits under PEN, and consists of continuous activities that will help increase awareness of learning in multiple aspects. The goal is to have connectivity of schools in place by 2023, to have a broad spectrum of digital learning programs available, to have teachers engaged in 21st century learning.
	0106A02	Expand learning trajectories for migrant students	MINOWD	MINOWD	Not reported	Not reported
	0106A03	Phase 1: Streamline adult education programs in existing programs	DEA	MINOWD	Major delay	Major delay due to change in leadership. There is currently no overview of new implementation process.
	0106A05	Phase 3: Evaluate pre-conditions for second and third chance online learning	DEA	MINOWD	Major delay	Major delay due to change in leadership. There is currently no overview of new implementation process.
	0106A06	Phase 4: Offer platform for online learning	DEA	MINOWD	Other	The educational website will eventually provide a space for students seeking info on e-learning programs and possibilities
	0106A10	Implement training programs (learning-working trajectories) in SVGA for students/learners with special needs	DEA	MINOWD	On schedule	Project expanded towards SPO en LWL, for students with special needs (mental and conduct special needs)
	0106A14	Development of new language policy across all school types	DEA	MINOWD	On schedule	Policy for PO is completed and is in law development phase and implementation of the new policy is taking place. Pending NSP investeringsmiddelen to continue with the BO. The VO language policy is in process according to curriculum development in the NL.
	0106A15	Implementation of new language policy across all school types	DEA	MINOWD	On schedule	Policy for PO is completed and is in law development phase and implementation of the new policy is taking place. Pending NSP investeringsmiddelen to continue with the BO. The VO language policy is in process according to curriculum development in the NL.
S.O. 7. Promote and develop universal values	0107A01	Reactivate MB (art and culture education)	DCA	MINFEC	Minor delay	Currently at the Ministry of culture.

	NSP action	Leading Agency	Ministry	Progress of implementation of NSP action March 2021	Update on progress of implementation of NSP action
S.O. 1. Innovating the education system & improving school output	Develop an agreement to further implement the leerplichtverordening regarding authority in giving sanctions	BLP	MINOWD	On schedule	BLP personnel have followed the BOA training. Currently awaiting finalizing the process of the BOA agents.
	Implement a more efficient data collecting system (EMIS)	DEA	MINOWD	On schedule	Done with the project dossier and TOR for the NSP investeringsmiddelen and already started with the execution. Pending funds NSP investeringsmidelen for training of school personnel in the use of the EMIS system.
	Introduce policy and legislation pertaining for home-schooling	DEA	MINOWD	Completed	
	Procurement of policy, legislation, materials (software and hardware) and teacher training	DEA	MINOWD	On schedule	There was a change in approach from providing software and hardware for classrooms towards preparing teachers to be able to use the digital means, hence moving towards a teaching training platform. Teachers training platform project - project finished (project 2 - investeringsmiddelen NSP project).
	Develop policies and curricula for flexible pathways	DEA	MINOWD	On schedule	This is a priority, and the process of legislation is ongoing.
	Implement platform for education and labor force markets PEL	DEA	MINOWD	Minor delay	Draft is completed, an MoU is formulated, in March 2021 this will be finished and start of implementation will follow.
S.O. 2. Expand sexual and reproductive health services and care	Expand sexual and reproductive health services and care through an online platform	Famia Planea Aruba (FPA)	MINTVS	Completed	
	Streamline services for sexual and reproductive health and care in order to stimulate healthy relationships and sexuality	DVG	MINTVS	Major delay	Planning postponed
	Streamline existing policies and programs on sexual and reproductive health	DVG	MINTVS	Not reported	Not reported
	Automation of WGK teenage mother program registration system	DVG	MINTVS	Not reported	Not reported
	Sociaal Crisis Plan Project: Stevig ouderschap WGK	DVG	MINTVS	Not reported	Not reported
	Provide information, guidance and support regarding sexual reproductive health and rights for young parents for Casa Cuna Progreso (Tienermoeder huis)	Famia Planea Aruba (FPA)	MINTVS	Minor delay	Scheduled for March 2021.
S.O. 3. Create job opportunities for youth	Conduct situation analysis on youth labor market by the National Technical Team (NTT) to identify the main problems and set priorities for the development of a plan of action to be implemented	DAO	MINSOZAR	Other	The situation analysis is almost done. Because of the COVID-19 situation and other high priorities, the completion of the situation analysis is delayed. During the COVID-19 period, the Government has been working on a new plan (Mi kier traha) which included all agegroups. The NTT will still complete the situation analysis report and identify main problems and priorities for this specific group (youth) before mid 2021.
	Sociaal Crisis Plan Project: Jongeren Loket	DSZ	MINSOZAR	On hold	Project has been put on hold due to COVID-19 . Currently pending approval to start with the project. The lead of the project is currently assisting FASE.
	Prepare an Apprenticeship Act to provide the regulatory framework for the National Apprenticeship Scheme	DAO	MINSOZAR	On hold	Due to other priorities this action is delayed for now.
S.O. 4. Build and strengthen resilience among the youth	Sociaal Crisis Plan Project: Centrum Opvoeding Jeugd en Gezin	DSZ	MINSOZAR	On schedule	The project Centrum Opvoeding Jeugd en Gezin has made positive advancements. The aim of the project is a more integrated and coordinated method of procedure of primary prevention of youth.
	Sociaal Crisis Plan Project: Opvoedcommissie	DSZ	MINSOZAR	Completed	



	NSP action	Leading Agency	Ministry	Progress of implementation of NSP action March 2021	Update on progress of implementation of NSP action
S.O. 1. Achieve a national environmental friendly behavior and mindset	Develop targeted awareness campaign to focus on social responsibility	DNM	MINROIM	On schedule	RESEMBID project. Meeting took place with project partners to receive their budget outlines. Project concept will be finalized this month. Upon approval of Expertise France, the project will start execution during 4th quarter of 2021.
	Capex, Server level agreement (share costs between the departments)	DOW	MINROIM	Completed	
	Arc-GIS data sharing	DOW	MINROIM	On schedule	The goal is that the whole system is in place by December 2023. The ROPV map is currently on the GIS portal.
	Create and provide advise about sustainable incentivized programs	DNM	MINROIM	Completed	
S.O. 2. Enhance legal framework and enforcement	Draft environmental legislation	DNM	MINROIM	Completed	
	Coordinate the exemption regulations with the relevant government departments (Artikel 8. LV Natuurbescherming)	DIP	MINROIM	Not reported	Not reported
	Implementation of ROPV (aankoop van particuliere terreinen, planschade)	DIP	MINROIM	Major delay	Minor changes requested by DWJZ, DIP incorporated these changes. The legislative process is underway. The deadline will be in September 2021 (for the law), but it is planned to finish before September 2021. The implementation of the ROPV will probably be completed after the originally planned deadline (Dec 2022).
	Provide the course Extraordinary Investigative Officer (BOA authority, authority to investigate suspicious acts and to file reports for investigation) to DMN and the Office of City Inspectors	KPA	MINJVI	On schedule	Departments which through the KPA (Divisie Politie Opleiding & Ontwikkeling) have followed the following relevant training courses in the year 2020: 02 persons from the Department of Nature and Environment (DNM) have followed the Bijzondere Opsporingsambtenaar / BOA.
	Create and design policies on voor het Milieu Schadelijke Producten:eco-friendly goods or products, and deter goods that are not environmental-friendly	DNM	MINROIM	Minor delay	Implementation nota draft (policy #1) was presented to the Prime Minister. Currently awaiting approval of the Council of Minister. Upon approval by the Council of Ministers, the nota will be published.
	Review existing import regulations	DWJZ	MINJVI	On hold	Action is on hold due to COVID-19
economy	Execute baseline study on reefs (snapshot)	DNM	MINROIM	Completed	
	Awareness campaign concerning marine protected areas and seasonal closures	BUVO	MINAZIOIE	Major delay	The partners still have to meet to determine the seasonal closings, since there are different species that have different periods during the year when they are vulnerable.
	Conduct baseline assessment on circular activities of businesses	DNM	MINROIM	Minor delay	To increase the response, the businesses were approached again and information material was developed. The response is still low. A letter will be sent to the businesses to increase the response.
	Design a closed-loop water system policy	DNM	MINROIM	Major delay	Pending draft landsverordening Afvalstoffen in order to be able to design the closed-loop water system policy.

S.O. 3. Working towards circular	Modernize and automate the Sewage Water Treatment Plant in Bubali	DOW	MINROIM	Minor delay	Minor delay due to finalization of design phase. The design and budget estimate will be presented to the Minister.
	Re-use the treated wastewater of the Sewage Water Treatment Plants (Zeewijk & Parkietenbos)	DOW	MINROIM	Not reported	Not reported
	Aeration tank Bubali because of preminent treath (fase 1 risico management)	DOW	MINROIM	Minor delay	Minor delay due to procedural aspects.
	Instal and construct new infrastructure to prevent untreated wastewater to flow into the sea	DOW	MINROIM	On schedule	Pos Chiquito and Balashidorp are on the planning for 2021. The planning of Sero Colorado depends on the availability of resources.
	Enhance infrastructure by excavating new dams to divert rainwater to dams and wetlands	DOW	MINROIM	On schedule	The implementation will take numerous years, given that the whole plan contains approximately 50 retention ponds. In the coming years the focus will be on installing the first 4: Noord, San Barbola, Alto Vista, and Tanki Leendert. The intention is to execute the retentions without additional cost (budget neutral). The sale of the excavated material will need to cover the costs.
S.O. 4. Establish an aligned marine and land protected area system	Implement Nature and Environment policy 2018-2021	DOW	MINROIM	Other	The Nature and Environment policy 2018-2021 MinROIM is being implemented. A percentage of 36.8% is completed.
	Voorlichtingscampain concerning marine protected areas and seasonal closures	BUVO	MINAZIOIE	Major delay	The partners still have to meet to determine the seasonal closings, since there are different species that have different periods during the year when they are vulnerable.
S.O. 5. Strengthen institutional capacity for ecological and environmental data, and secure focus on research (including policy support)	Establish a vegetation map and vegetation yearly activity or Normalized Difference Vegetation Index (NDVI)	DNM	MINROIM	Major delay	DNM will work with DLV to receive access to NIR map.
	Establish a marine biodiversity map (every 2 years needs to be budgeted for 3d mapping)	DNM	MINROIM	Completed	
S.O. 6. Stimulate sustainable use of oceans and coastal natural assets	Develop Climate Change strategies to restore, protect and maintain the diversity, productivity, resilience, core functions, and intrinsic value of marine ecosystems	DNM	MINROIM	Major delay	Lack of manpower.
	Develop an awareness campaign on sustainable use of oceans and coastal natural resources	DNM	MINROIM	On schedule	RESEMBID project. Meeting took place with project partners to receive their budget outlines. Project concept will be finalized this month. Upon approval of Expertise France, the project will start execution during 4th quarter 2021.
	Draft Integrated Ocean Policy	DNM	MINROIM	Other	Planning a multi-stakeholder meeting May 2021.
	Government part of implementation of an awareness campaign on sustainable use of oceans and coastal natural resources	DNM	MINROIM	Other	Stakeholders are working on policy aspects. The goal is to present a harmonised proposal. The Ministry of General Affairs has just recently picked up the topic spearfishing laws. Additionally, efforts will follow for Integrated Ocean Policy Development. Awareness Campaign will follow policy document.



	NSP action	Leading Agency	Ministry	Progress of implementation of NSP action March 2021	Update on progress of implementation of NSP action
S.O. 1. Stimulating New Economic Sectors	Prepare a Promotion Plan 2020-2023	ARINA	MINFEC	Completed	
	Implement a Promotion Plan (Website & CAIPA)	ARINA	MINFEC	On schedule	Implementation included the branding aspect and the promotional aspect. The branding is on schedule. Preparation for the branding will initiate in March 2021, and is planned to launch at the end of June 2021. The second phase (promotion) will start afterwards.
	Create internationally accepted investment incentives	DEZHI	MINFEC	Major delay	This depends on Fiscal reforms from DIMP. It has been included in the Master Plan for Economic Recovery.
	Prepare an Export Policy and Plan	DEZHI	MINFEC	Major delay	Delay due to SPSS licensing issues. Preparation planned to start March 2021
	Create an awareness program for entrepreneurs on trade and export opportunities and facilities	DEZHI	MINFEC	On schedule	There are projects (3 projects), platform in tech and creative industries and arts and craft platform.
	Implement an awareness program for entrepreneurs on trade and export opportunities and facilities	DEZHI	MINFEC	On schedule	There are projects (3 projects), platform in tech and creative industries and arts and craft platform.
	Trainings for entrepreneurs that want to export	DEZHI	MINFEC	On schedule	Webinar took place 31 October 2020, In 2021 a webinar will take place at the end of June, ("conquering new horizon" one week session)> Is a regular task of EXPRODESK.
S.O. 2. Enabling a supporting Ecosystem for SMEs	Organize trainings in new ways of working (mind-set) for SMEs	FUTURA	MINAZIOIE	On schedule	Different instructors were contacted to form part of the online learning community of FUTURA. The online learning platform has been created and is active. The courses to be provided have been defined and the content of the courses are being defined. The courses will start in April 2021. (startups and small businesses).
	Organize training in new technologies (trends) for SME with FUTURA	FUTURA	MINAZIOIE	On schedule	Different instructors were contacted to form part of the online learning community of FUTURA. The online learning platform has been created and is active. The courses to be provided have been defined and the content of the courses are being defined. The courses will start in April 2021. (startups and small businesses).
	Introduce a startup license	DIMAS	MINJVI	Major delay	Introduction of startup license is part of the policy (beleidsinstructie december 2020). Stakeholder engagement has been done. The original goal changed. Technical problems due to tax aspects and length of stay. Fiscal aspects must be taken into consideration. A pilot will be held in regards to the startups. The action has undergone a split: startups/workation/digital nomad en citizens on investment.
	Preparations for the introduction of the quality infrastructure	DEZHI	MINFEC	Major delay	Draft MB has been send to Minister, pending for approval of MINFEC to start commission.
	Institute the Fair Trade Authority	DEZHI first year only. Then AFTA	MINFEC	Major delay	The coming into force of the national decree (landsbesluit) was November 17, 2020. Implementation trajectory cannot start because needed staff was not appointed. Pending MINFEC for decision.
	Pass legislation on electronic signature	DWJZ	MINJVI	Completed	

S.O. 3. Ease of doing business	Assess and map processes at each public institution related to services for business	DVI	MINAZIOIE	On schedule	Preparatory work has started. The plan has been defined with project goals and outcomes for mapping of the processes. Alignment with activities regarding red tape and Landspakket has taken place. Different stakeholders are being engaged. Next steps: Determine implementation team structure and 3rd parties; Define process/service mapping framework, including; Setting performance indicators; Conducting citizen needs research.
	Standardize core processes	DVI	MINAZIOIE	Minor delay	Action standardize core processes pending completion of assessment and mapping of processes at each public institution related to services for business.
	Create website (e-window) (for services, excluding procurement)	DEZHI	MINFEC	Minor delay	Finished Dec 2020 with the website provider, the intention is to finish in March with the Papiamentu section for the website, the website will guide the entrepreneurs on all the relevant information.
	Create e-forms	DEZHI	MINFEC	Completed	
	Prepare MoU for the ATB	DEZHI	MINFEC	Completed	
	Prepare action Plan for ATB 2021	DEZHI	MINFEC	Completed	
	Prepare Fiscal Reform Phase 2	DIMP	MINFEC	Completed	The tax incentive analysis has been conducted, finalized and codified in the Fiscal Relief Plan of November 2020. Whereas various incentives are focused on supporting and stimulating our rising economy, startups and activities in our promising sectors. This Fiscal Relief Plan is completely aligned with the master plan vision. The revised tax reform action plan has been submitted on March 1, 2021 to the temporary work organization of the Caribbean body for reform and development (COHO) and has received a stamp of approval. Phase 2, 3 and 4 is projected to be implemented in 2023. However the implementation date and content of the package is subject to administrative decision making of the Government of Aruba.
	Implement Fiscal Reform Phase 2	DIMP	MINFEC	Other	The tax incentive analysis has been conducted, finalized and codified in the Fiscal Relief Plan of November 2020. Whereas various incentives are focused on supporting and stimulating our rising economy, startups and activities in our promising sectors. This Fiscal Relief Plan is completely aligned with the master plan vision. The revised tax reform action plan has been submitted on March 1, 2021 to the temporary work organization of the Caribbean body for reform and development (COHO) and has received a stamp of approval. Phase 2, 3 and 4 is projected to be implemented in 2023. However the implementation date and content of the package is subject to administrative decision making of the Government of Aruba.
	Create a entrepreneurship taskgroup	DEA	MINOWD	On hold	Not reported
	Develop entrepreneur's program/curriculum for all levels of secondary and tertiary education	DEA	MINOWD	On hold	Not reported

Integrating Entrepreneurship programs in Education

S.O. 4. II	Implement awareness programs for continuous training and the future of work	DEZHI	MINFEC	On hold	Action is on hold due to the priorities of the Landspakket.
S.O. 6. Facilitating a Supportive Environment for the Labor market	Create network for local professionals abroad to collaborate in local projects and businesses	DEZHI	MINFEC	Minor delay	The feasibility of creation of the network needs to become clear. Currently 297 is being used for this purpose. A link with 297 may be a possibility.
	Use existing Tri-partite platform (DTSL) to discuss relevant labour themes to provide advice for revising policies and legislations	MINSOZAR	MINSOZAR	Not reported	Not reported
	Create special programs for mentally and physically challenged citizens to participate in the labor market (move to DSZ list)-Trampoline pa trabou	DSZ	MINSOZAR	Completed	
	Develop registration system for labor market information	DAO	MINSOZAR	On schedule	In November 2020, the work for building a databank for the registration of the employers - and employees data has started. Also a new law (Draft Lv Registratieplicht Werkgevers en Zelfstandigen zonder Personeel) is in the making. The draft is approved by the council of Ministers and at this moment is going through the legal process.
	Adapt policies to support the inclusiveness of immigrant workers in the labor market	DAO	MINSOZAR	On schedule	A part of the revised policy to support the inclusiveness of immigrant workers in the labor market has been approved and implemented. Because of the Landspakket, the policy will be revised.
	Revision of labor admission policies	DAO	MINSOZAR	On schedule	Last year the labor admission policy has been revised according the Covid impact. But for the measures in the Landspakket, the policy will be revised again.



NSP Monitoring Report March 2021 - Progress Report Table NSP Program: Energy efficiency and energy diversification

	NSP action	Leading Agency	Ministry	Progress of implementation of NSP action March 2021	Update on progress of implementation of NSP action
S.O. 2. Ensure affordable access to energy and water for all	Assessment of acceptable level of energy costs for households	MINAZIOIE	MINAZIOIE	Completed	
	Define and attain an acceptable level of energy costs for Aruba (e.g. share-of wallet, cost of living, CPI)	MINAZIOIE	MINAZIOIE	Completed	
S.O. 3. Increase renewable energy production	Set a target for the future share of renewable energy as part of national energy policy development and in consultation with WEB/ELMAR/ UTILITIES	MINAZIOIE	MINAZIOIE	Completed	
S.O. 4. Increase energy efficiency among households and businesses	Set energy efficiency targets for households and businesses as part of national energy policy development and in consultation with WEB/ELMAR/UTILITIES	MINAZIOIE	MINAZIOIE	Completed	
S.O. 7. Institute a favorable a policy and regulatory framework	Review EU, USA (state level) and regional regulatory frameworks (as base for adaptation for Aruba)	MINAZIOIE	MINAZIOIE	Completed	
	Define metrics and KPI's for monitoring the energy transition	MINAZIOIE	MINAZIOIE	Completed	
S.O. 8. Ensuring coherence of wider policy instruments	Review list of approved sustainable building materials	DOW	MINROIM	Not reported	Not reported

Information for the NSP Program Energy efficiency and energy diversification derived from EXACT session December 2020



	NSP action	Leading Agency	Ministry	Progress of implementation of NSP action March 2021	Update on progress of implementation of NSP action
S.O. 1. Drive consistent high value arrivals	A continued strong positioning as a premier destination	ATA	MINTVS	On schedule	This is an integral component of A.T.A.'s international marketing strategies. Strategies are outlined in A.T.A.'s Corporate Plan 2021/ Tourism Recovery Marketing Plan.
	A continued strong relationships with trade, air, and cruise partners to secure demand, air connectivity, seat capacity, and cruise calls.	ATA	MINTVS	On schedule	This is an integral component of A.T.A.'s international marketing strategies. Strategies are outlined in A.T.A.'s Corporate Plan 2021/ Tourism Recovery Marketing Plan.
	Realization of expansion of airport capacity (Beatrix 2030)	AAA		On hold	Due to COVID-19 investment is on hold
	Development and enforcement of legislation and policies concerning amongst other beach policy, balanced accommodation mix, zoning laws, labor policies, and others, hospitality education, quality assurance, safety and security, innovation and entrepreneurship on products, programming, and services	Government		Major delay	Refer to the Draft Master Plan-Repositioning our Sails - Committee Economic Recovery and Innovation Aruba. One of the identified solutions (Solution 2 of Mission 1) is: Update and modernize laws and legislation.
S.O. 2. Grow visitor's spending	Drive demand for the desired high spending visitor	ATA	MINTVS	On schedule	This is an integral component of A.T.A.'s international marketing strategies. Strategies are outlined in A.T.A.'s Corporate Plan 2021/ Tourism Recovery Marketing Plan.
	Execution of the Niche Roadmap	ATA	MINTVS	On hold	Partially on hold due to COVID-19. However this is included in the Draft Master Plan - Repositioning our Sails / Pillar II: Stewarding Efficiency, Productivity and Environmental Responsibility / Project 2 - Implement road map towards High-Value, Low-Impact Tourism Model (shared value model).
	Research, advisory, and advocacy on carrying capacity	ATA	MINTVS	Other	Ongoing, however to a lesser extent due to COVID-19. Conducted an environmental impact study on Mountain bikes.
	Digital payment system	MINAZIOIE	MINAZIOIE	Other	Refer to the Draft Master Plan-Repositioning our Sails - National Mission 8: The Aruban society achieves a transformative mindset-shift by means of embracing a life-long learning way of life through digitalization.
	Adoption of a national innovation policy	MINAZIOIE	MINAZIOIE	Other	Refer to the Draft Master Plan-Repositioning our Sails
	Development and enforcement of legislation and policies concerning amongst other beach policy, balanced accommodation mix, spatial zoning laws (with terrestrial and maritime regulations), labor policies and others, hospitality education, quality assurance, safety and security, innovation and entrepreneurship on products, programming, and services	Government		Major delay	Refer to the Draft Master Plan-Repositioning our Sails - Committee Economic Recovery and Innovation Aruba. One of the identified solutions (Solution 2 of Mission 1) is: Update and modernize laws and legislation.
S.O. 3. Increase engagement of Aruban community with tourism	Through outreach programs, inform and educate the community at large on the importance of sustainable tourism industry, promote the unique and authentic aspects of the Aruban culture, community and natural resources.	ATA	MINTVS	On schedule	Despite COVID-19, various webinars related to this subject were conducted. Development of Health and Happiness Code, continuation of Ban Serio.
	Residents as ambassadors (including socialization between visitors and residents)	ATA	MINTVS	Other	Organic socialization taking place through social media due to COVID-19.
	Cultivate a collaborative and learning culture	Government		Other	Refer to the Draft Master Plan-Repositioning our Sails - Committee Economic Recovery and Innovation Aruba / Pillar 3 - Stimulating an adaptive learning society and innovative business models.
	Develop and equip human capital	Government		Other	Ongoing. Integrated in the master plan - Repositional our Sails.
	Incorporate tourism in the education curriculum of primary and secondary schools	Department of Education	MINOWD	Major delay	Refer to the Draft Master Plan-Repositioning our Sails - Committee Economic Recovery and Innovation Aruba/ Pillar 2 / Project 6.
	Maintenance and growth of the Aruba Certification Program	Aruba Excellence Foundation (A.E.F.)		On schedule	Not reported
	Education on and communication with stakeholders on product development	A.T.A.	MINTVS	On schedule	Ongoing, through various means and despite COVID-19, various webinars related to this subject were conducted.
S.O. 4. Ensure preparedness for effective response to emergencies	Diversification of primary source markets	A.T.A.	MINTVS	On schedule	This is an integral component of A.T.A.'s international marketing strategies. Strategies are outlined in A.T.A.'s Corporate Plan 2021/ Tourism Recovery Marketing Plan.

S.O. 5. Safeguard sustainable tourism, balancing the needs of community, visitors and destination	Implementation of the High-Value, Low-Impact Tourism model	A.T.A.	MINTVS	On schedule	This is outlined in A.T.A.'s Corporate Plan 2021 and also integrated in the Master Plan - Repositioning our Sails.
	Economic diversification agenda	MINAZIOIE	MINAZIOIE	Other	Refer to the Draft Master Plan-Repositioning our Sails - Committee Economic Recovery and Innovation Aruba.
	Actions resulting from Destination Development Plan 'Cu Mira Pa Futuro' as well as from the Tourism Carrying Capacity study, commitment from different stakeholders	A.T.A.	MINTVS	Other	Partially on hold due to COVID-19. However various actions are included in A.T.A.'s Corporate Plan 2021 as well as in the Draft Master Plan - Repositioning our Sails.
	Development and enforcement of legislation and policies concerning amongst other beach policy, balanced accommodation mix, zoning laws, labor policies, and others, hospitality education, quality assurance, safety and security, innovation and entrepreneurship on products, programming, and services	Government		Other	Refer to the Draft Master Plan-Repositioning our Sails - Committee Economic Recovery and Innovation Aruba. One of the identified solutions (Solution 2 of Mission 1) is: Update and modernize laws and legislation.
S.O. 6. Drive preference for Aruba as a sustainable destination	Ensure the implementation of A.T.A.'s marketing and communications strategies throughout the customer journey.	A.T.A.	MINTVS	On schedule	This is an integral component of A.T.A.'s international marketing strategy. Strategies are outlined in A.T.A.'s Corporate Plan 2021/ Tourism Recovery Marketing Plan.
	Embrace the changing tourism landscape through intelligence and promote a leadership position	A.T.A.	MINTVS	On schedule	Refer to A.T.A.'s Corporate Plan 2021/ Tourism Recovery Marketing Plan Conducted COVID-19 research for all markets to keep track of the changing consumer sentiment.
	Growth potential within the US, EU, and LATAM high-value markets	A.T.A.	MINTVS	On schedule	Actions derived from the Tourism Recovery Marketing Plan/ ATA Corporate Plan 2020/2021.
	Engage in pre, during and after trip direct marketing initiatives	A.T.A.	MINTVS	On schedule	Actions derived from the Tourism Recovery Marketing Plan/ ATA Corporate Plan 2020/2021.
	Digitization of marketing funnel (increased touchpoints and exposure)	A.T.A.	MINTVS	On schedule	Actions derived from the Tourism Recovery Marketing Plan/ ATA Corporate Plan 2020/2021.
S.O.7 Enhance visitor on-island experience and engagement	Implementation of a Visitor Flow Management Plan for Aruba	A.T.A.	MINTVS	Major delay	Partially on hold due to COVID-19. However this is included in the Draft Master Plan - Repositioning our Sails / Pillar II: Stewarding Efficiency, Productivity and Environmental Responsibility / Project 2 - Implement road map towards High-Value, Low-Impact Tourism Model (shared value model).
	Implementation of Aruba Quality Seal	A.T.A.	MINTVS	On schedule	Based on the principals of Aruba Quality Seal (AQS) the Happiness Health Code (HHC) was developed.
	Growing sharing economy offers with potential for more varied product offering and market diversification	A.T.A.	MINTVS	Other	The primary focus is to secure airlift and to support marketing investment in Aruba's largest source market, North America. The recently introduced Workation Program which was introduced in Q3 2020 does provide opportunities for the Sharing Economy sector.
	Synergy between sectors	A.T.A.	MINTVS	Other	Collaboration between public and private is a key component of Aruba's tourism industry and Aruba's success as a tourism destination. This is ongoing.
	Increase on demand economy (new platforms and technologies) to increase entrepreneurship and the on-island experience	Government		Other	Integrated in the master plan - Repositioning our Sails.
	Digital transformation to amongst other enhance visitor intelligence	A.T.A.	MINTVS	On schedule	Introduction of online ED-card
	Digitization of marketing funnel (increased touch points and exposure)	A.T.A.	MINTVS	Other	Actions derived from the Tourism Recovery Marketing Plan/ ATA Corporate Plan 2020/2021.
	Healthy lifestyle trend with potential for niche offering	A.T.A.	MINTVS	Major delay	Due to COVID-19 actions are on hold
	Creation of opportunities for a higher spend (new niche markets: including cultural, sports, adventure and medical tourism)	A.T.A.	MINTVS	Major delay	Due to COVID-19 actions are on hold
S.O.8 Stimulate innovation and efficiencies in the tourism industry	Access to transformative technologies and platforms plus data intelligence capabilities to be able to tap into the vast opportunities these offer	A.T.A.	MINTVS	Other	As a result COVID-19 actions were on hold (Engine)
	Stimulation of innovative product development	Government		Other	Refer to the Draft Master Plan-Repositioning our Sails - Committee Economic Recovery and Innovation Aruba.
	Digital transformation to amongst other enhance visitor intelligence	A.T.A.	MINTVS	On schedule	Introduction of online ED-card
	Increase on demand economy (new platforms and technologies) to increase entrepreneurship and the on-island experience	Government/ Private Sector		Other	Refer to the draft Master Plan - Repositioning our Sails. Fast tracked integration of touchless technology as result of COVID-19.
	Digitization of marketing funnel (increased touch points and exposure)	A.T.A.	MINTVS	Other	Actions derived from the Tourism Recovery Marketing Plan/ ATA Corporate Plan 2020/2021.

	NSP action	Leading Agency	Ministry	Progress of implementation of NSP action March 2021	Update on progress of implementation of NSP action
S.O. 1. - Ensure integrity in all public institutions	Develop reporting procedures for integrity violations	BIA	MINAZIOIE	On schedule	The process is ongoing. International examples are being studied. A meeting will be held with the Netherlands about the topic of whistleblowers.
	Promote reporting procedures for integrity violations	BIA	MINAZIOIE	Other	Implementation of the action has not yet started. The aim is to start when the procedures have been developed.
	Set up and introduce an Ombudsman (including legislation)	Parliament		Major delay	Major delay due to the change in the constitution that had to be discussed in the Parliament. This will be discussed end of February in the Parliament. After approval of the change in the constitution, the profile Ombudsman will be determined and the national ordinance (Landsverordening) will enter into force. The recruitment process for an Ombudsman will start after enforcement of the national ordinance. A draft budget 2020 has been submitted.
	Baseline measurement controllability annual accounts Land Aruba. The emphasis is on the financially important annual account items and central financial processes (to comply with MinFEC's policy towards CAFT).	CAD	MINFEC	Major delay	Major delay due to qualitative understaffing. The regular investigations will resume and the baseline investigations will be incorporated in the regular investigations this year. The challenge of shortage in manpower remains in order to be able to effect the necessary improvements resulting from the baseline investigations. Qualitative competent and sufficient financial executives is lacking government-wide.
	Introduce audit management software	CAD	MINFEC	Major delay	The CAD has now a budget post in order to execute the project plan.
	Create and operationalize an independent Integrity Office with regulation powers, in charge of the examination, research, evaluation of integrity concerns and issues at all levels of the government	MINAZIOIE	MINAZIOIE	Major delay	The constituent instrument (instellingsbesluit) is completed. The building and equipment are ready for use. The recruitment process of the remaining personnel is ongoing. The draft national ordinance BIA is in the last phase before being presented to DWJZ.
	Expand personnel capacity (RA/AA) of the CAD in order to plan and frequently execute internal audits in all government institutions	CAD	MINFEC	Major delay	Major delay due to the limited attractiveness for accountants to work in the government (decline in salary). The procedure for personnel recruitment will continue.
	Coordinate audits/financial statements by SOAB	DF	MINFEC	Major delay	Major delay due to major capacity constraints. DF has to deliver annual accounts 2019-2020. The plan is to deliver annual account 2019 in June/July, and 2020 in September. The audit can start afterwards.
	Prepare audits/financial statements	DF	MINFEC	Major delay	Major delay due to major capacity constraints. DF has to deliver annual accounts 2019-2020. The plan is to deliver annual account 2019 in June/July, and 2020 in September. The audit can start afterwards.
	Implement (existing) UN convention against corruption	BIA	MINAZIOIE	Other	The UN convention is a component of the national ordinance BIA. This is a continuous process that will increasingly take shape through the existence of BIA.
	Adopt tools and mechanisms for alignment of planning and policy efforts	DEZHI	MINFEC	Other	This is done on a continuous basis. An activity based monitoring is being used for monitoring the implementation of the NSP 2020-2022, the logical framework is being used in the process of applying for the NSP investment resources and in assisting stakeholder's project planning. A capacity building is currently taking place which will enrich the tools used.
	Formalize interdepartmental expert working groups for policy coherence development (Expert Working Groups (EXWG))	DEZHI	MINFEC	Minor delay	Minor delay due to other priorities at the moment. New timeline: start May 2021.
	Implement the Monitoring system for NSP 2020-2022	DEZHI	MINFEC	Completed	
	Train personnel on use of Monitoring system for NSP 2020-2022	DEZHI	MINFEC	Completed	
S.O. 2. Develop integrated planning and policy instruments and processes	Secure funding for phase 1	FUTURA		Completed	
	Secure funding for the road-map, and discuss long term funding	DVI	MINAZIOIE	On schedule	Funding for 2021 has been secured. This process is an ongoing process.
	Set up DVI	MINAZIOIE	MINAZIOIE	Minor delay	The legal process has been finalized. The operational part will initiate.
	Approval of the eGovernment roadmap	FUTURA	MINAZIOIE	Completed	
	Digitalization of key/prioritized Government processes and services of the eGovernment roadmap	DVI	MINAZIOIE	On schedule	Steps taken: Two parallel trajectories are taking place. Different stand-alone projects have been implemented. After mapping of the processes and standardizing these processes, the digitalization phase will start.

S.O. 3. Implement Digital Transformation and eGovernment	Preparations for introduction of digital ID (Strategy plan)	DVI	MINAZIOIE	On schedule	Steps taken: Commission has prepared a recommendation for format of new ID. This was presented to the prime minister and council of minister. This is awaiting approval of the council of ministers. The population registry office will give a presentation to the council of ministers to address the necessary questions.
	Develop awareness campaigns and incentives to access government services online are part of the roadmap, and will be implemented	DVI	MINAZIOIE	On hold	Action is on hold awaiting the results of the pilot and the learnings.
	Conduct a legal assessment and advice on legal roadmap/framework for digital government and public digital services	DVI	MINAZIOIE	Minor delay	DWJZ conducted a preliminary assessment. A more in-depth assessment is needed.
	Develop a legal framework for digital government and public digital services	DVI	MINAZIOIE	On hold	The development of the legal framework is pending completion of the assessment and advice of the legal framework.
	Institutionalization of legislation for digital government and public digital services	DVI	MINAZIOIE	Other	The digital signature has taken place. The overall institutionalization of the legislation for digital government and public digital services is pending completion. see previous steps: (conduct legal assessment and advice on legal framework, develop legal framework).
	Develop eGovernment infrastructure/model compatible with most existing software in use, and ensure interoperability (phase 1)	DVI	MINAZIOIE	On schedule	Steps taken: Technological requirements for the pilot are in place, an IT scan of the participating departments has been conducted, data exchange covenant is in development.. Next steps: development of technical standards.
	Development of a digital registration and identification system for Law Enforcement Agents	DWJZ	MINJVI	On hold	Action is on hold. Priority shift due to COVID-19. Available budget is uncertain. Action remains important. Project needs to be formalized (ToR needs to be developed to start the procurement process). Timeline pending.
	Purchase of an ID card system at the Department of Legislation and Legal Affairs	DWJZ	MINJVI	On hold	Action is on hold. Priority shift due to COVID-19. Available budget is uncertain. Action remains important. Project needs to be formalized (ToR needs to be developed to start the procurement process). Timeline pending.
S.O. 4. Strengthen regulatory framework and compliance	Implement the capacity building plan	DWJZ	MINJVI	Other	There is not an overall capacity building plan, but the capacity is being built by following available courses/trainings. The course for legislative lawyer is ongoing. The other courses about policy lawyers and government attorneys (landsadvocaten) are pending.
	Procure or renovate IT system	DWJZ	MINJVI	Other	Action is a high priority action. A start has to be made in execution of the action. (ToR, advise on the needed IT system has been sent for approval to Council of Ministers).
	Expand personnel capacity of Landsrecherche	LR	MINJVI	Major delay	Shortage in personnel remains. In 2021, the Landsrecherche will be holding three vacancies/job openings to recruit 3 landsrecherche agent officers to handle/meet the high workload of the service.
	Training for personnel of Landsrecherche	LR	MINJVI	On hold	On hold due to COVID-19. Planned trainingen/business trips could not take place. The perspective for continuation of the action is not clear. Will have to adopt a creative approach and will have to budget the action again.
	Purchase special equipment (Including IT-apparatus) of Landsrecherche	LR	MINJVI	On schedule	The proces for purchasing of special equipment is taking place.
S.O. 5. Foster effective and efficient multi annual budgeting and policy processes	Create blue print for the MJPCC	DirFin	MINFEC	Other	The planning and control cycle will take another approach. The IMF report will form the basis. The timeline will vary according to budget cycle.
e efficient & effective Human Resource Management	HRM system in which a dashboard is implemented (management self service)	DRH	MINAZIOIE	Major delay	Shift in priority due to Landspakket. Preparatory work for the implementation of the dashboard is being conducted.
	HRM system in which a dashboard is implemented (management self service)	DRH	MINAZIOIE	Major delay	Shift in priority due to Landspakket. Preparatory work for the implementation of the dashboard is being conducted.
	Develop a training centrum	DRH	MINAZIOIE	On hold	The development of the training centrum was to be financed through funds from TPEF, and therefore it is unknown when the development will take place.
	Create an online/offline skills based learning platform (for government employees) with different knowledge based courses and tests on all levels, which will promote personal growth and create opportunities for development	FUTURA	MINAZIOIE	Minor delay	The technical part is completed. The eGov pilot will indicate the needed skills for the government employees learning platform. Then the definition of the content to be instructed will take place.

S.O. 6. Create	Implement the restructuring of government functions framework (functiehuis)	DRH	MINAZIOIE	On schedule	Due to insufficient capacity, opted for a different approach. Currently addressing the departments with no organisational structure and/ or job descriptions, and also prioritization from the Ministers, followed by the integral description per function families/ categories, etc.
	Conduct assessment on the roles, core functions and responsibilities of each government department	DRH	MINAZIOIE	On schedule	In the short term, a Vision for the government must be formulated with the Ministers.
S.O. 7. Effectively implement legal, regulatory and operational measures for combating money laundering, terrorist financing and the financing	Review legislations to comply with international standards on money laundering ML, TF, PF	DWJZ	MINJVI	Other	In order to comply with the FATF standards on Anti-Money Laundering & Combating Financing of Terrorism (AML/CFT), different laws are being adapted and introduced, a.o.: adaptation and update of "Landsverordening voorkoming en bestrijding witwassen en terrorismefinanciering (Lwtf)", "introduction of "Boek 2" of "Burgerlijk Wetboek van Aruba" (personenrecht), adaptation of "Handelsregisterverordening (introduccion di un Ultimate Beneficial Ownership (UBO) register)", "introduction of a Targeted Financial Sanctions regime pa combati Financing of Proliferation of weapons of mass destruction, review and update of Targeted Financial Sanctions regime pa combati Terrorism Financing, review and update of "Landsverordening meldplicht in- en uitvoer contant geld," introduction of a supervision for the non-profit sector regarding prevention of Terrorism Financing.
S.O. 8 Ensure a safe and secure Aruba	Develop Policy on Integrity to combat corruption/fraud in the whole public sector	BIA	MINAZIOIE	Minor delay	The action has not yet started due to dependency of other preparatory work for this action. Human resource has yet to be hired.
	Create new laws for cyber crimes	DWJZ	MINJVI	On schedule	DWJZ in cooperation with NCTVI are working on a draft.

	NSP action	Leading Agency	Ministry	Progress of implementation of NSP action March 2021	Update on progress of implementation of NSP action
S.O. 1. Harmonization and Standardization of Data Systems and Statistics	Install a NSS Commission by Ministerial Decree	CBS	MINFEC	Minor delay	Delay of start of post-enumeration of the Census. The installation of an NSS Commission has been discussed with the Minister. The Minister approves the installation of an NSS Commission.
	Develop a monitoring system to continuously monitor data quality	CBS	MINFEC	On hold	This will be done in collaboration with the Dutch Caribbean Statistical System (DCSS). More clarity needed to continue the process for the development of a monitoring system on data quality.
	Hold a periodic national audit of data quality	CBS	MINFEC	Not reported	Not reported
	Hold a periodic international audit of data quality	CBS	MINFEC	On schedule	The Audit of CPI has taken place. The CARTAC working groups are pending. The audit of National Accounts will take place in April 2021
S.O. 2. Strengthen Statistical legislation	Modernize the Statistical act to lay down and regulate the functioning of the NSS	CBS	MINFEC	Major delay	Meeting with the Parliament has taken place in last quarter of 2020. The process is ongoing, it will take time and the completion period will likely be moved.
S.O. 3. Education and Competence Building	Conduct an assessment on capacity building needs regarding policy coherence, projectmanagement, IT skills and statistical capacity	SDG Cie	MINAZIOIE	Completed	
	Develop strategies directed at fostering data culture	CBS	MINFEC	Minor delay	Will receive a presentation in regards to the strategy from CBS Netherlands and a publication is planned for March 2021.
S.O. 4. Strengthen partnership for data	Develop MoUs with public sector, NGOs, and academia	CBS	MINFEC	On schedule	Concept MoU with the CBA is ongoing, and will be used as a sample for others.
	Prioritize data needs	CBS	MINFEC	Major delay	Questionnaire for NGOs was originally planned, but delayed due to covid, planned for later in the year.
	Create an interactive and user-friendly data dashboard	CBS	MINFEC	On schedule	National Accounts Dashboard is live since January 2021. Offer is received for training of CBS personnel in the use of Arc-GIS.
	Conduct activities to foster cooperation with custodian agencies on data and data flows	CBS	MINFEC	Other	Due to COVID-19 planning for this action has yet to take place, still pending/uncertain.
	Conduct activities to foster regional and international cooperation between data producers	CBS	MINFEC	Other	CBS will chair the DCSS in 2021.
	Conduct activities to foster cooperation between data producers and policymakers (to foster evidence based policy making) within the Kingdom	CBS	MINFEC	Other	Due to COVID-19 planning for this action has yet to take place, still pending/uncertain.

NSP Monitoring Report March 2021 - Progress Report Table NSP Program: Aruba as a model for sustainable development

	NSP action	Leading Agency	Ministry	Progress of implementation of NSP action March 2021	Update on progress of implementation of NSP action
S.O. 1. Communications strategy to mainstream SDGs across institutions and the community	Implement National Awareness and communication program on the SDGs	SDG Cie	MINAZIOIE	Major delay	Delay due to human resource challenges. Request for tender was made. Currently busy with script for remaining videos. New ToR is being developed for tendering to take place.
S.O. 2. Enhance partnership for sustainable development	Develop national and international resource mobilization strategy and plan	SDG Cie	MINAZIOIE	Minor delay	Minor delay due to lack of clarity of financing possibilities.
	Develop a Kingdom relationship strategy on VNR reporting	SDG Cie	MINAZIOIE	On schedule	There is close collaboration with the partners. Presentations are taking place in the 'Intereilandelijk overleg,' and there is direct contact with the Netherlands. The theme and the approach for VNR has yet to become clear.
S.O. 3. Improve national mechanism for reporting (on the SDGs)	Set up Train-the-trainer program provided ICON	SDG Cie	MINAZIOIE	Major delay	Delay due to COVID-19. Curriculum discussions between ICON and UA in last phase.
	Execute Capacity building training provided by ICON	SDG Cie	MINAZIOIE	Major delay	Due to COVID-19 it was not possible to start the capacity building September 2020. The capacity building started January 2021. Given the current circumstances, the capacity building is given online.
	Identify monitoring, evaluation and learning frameworks available internationally	SDG Cie	MINAZIOIE	Completed	
	Convene national consultation sessions for a.o. VNR reporting	SDG Cie	MINAZIOIE	On schedule	The process for VNR reporting is currently being developed within the Kingdom, after which national consultations will take place.

Annex I: COMPLETED (NSP Progress Report November 2020 & March 2021)

Quality of life and well-being

- ✔ Execute training Conscious Discipline for teaching personnel (DEA-MINOWD)
- ✔ Sociaal Crisis Plan Project: St. Ambiente Nobo (DSZ-MINSOZAR)
- ✔ Make an inventory of current network system (MINOWDO)
- ✔ Develop training programs (learning-working trajectories) in SVGA for students/learners with special needs (DEA-MINOWD)
- ✔ Create policies to develop 21st century skills (DEA-MINOWD)
- ✔ Provide training and certification to staff of Stichting Reclassering en Kinderbescherming (DSZ-MINSOZAR)
- ✔ Execute training 'Kind In Kracht opleiding' for teaching personnel (2e en 3e cohort) (DEA-MINOWD)
- ✔ Sociaal Crisis Plan Project: Collaborative Partnership (DSZ-MINSOZAR)
- ✔ Sociaal Crisis Plan Project: SVGA project Gezinsvervangendehuis (DSZ-MINSOZAR)
- ✔ Develop a National Employment policy (Post-COVID-19) (DAO-MINSOZAR)
- ✔ Replace current network system of BLP (BLP-MINOWDO)

Youth empowerment

- ✔ Develop a more efficient data collecting system (EMIS) (DEA-MINOWD)
- ✔ Implement a national policy on vocational training and second chance education and training (DEA-MINOWD)
- ✔ Conduct first (2019) School-to-Work transition survey (SWTS) to have a more detailed picture of the youth's transition from education to the labor market (DAO-MINSOZAR)
- ✔ Introduce policy and legislation pertaining for home-schooling (DEA-MINOWD)
- ✔ Sociaal Crisis Plan Project: Opvoedcommissie (DSZ-MINSOZAR)
- ✔ Expand sexual and reproductive health services and care through an online platform (Famia Planea)

Natural resource management

- ✔ Assessment of requests on basis of the relevant articles of the ROPV to appointed policy advisors responsible for enforcing applicable articles of administrative law (DIP-MINROIM)
- ✔ Create and provide advise about sustainable incentivized programs
- ✔ Draft environmental legislation (DNM-MINROIM)
- ✔ Execute baseline study on reefs (snapshot) (DNM-MINROIM)
- ✔ Capex, Server level agreement (DIP-MINROIM)
- ✔ Establish a marine biodiversity map (DNM-MINROIM)

Entrepreneurship and enabled business environment

- ✔ Prepare an Investment Strategy (DEZHI-MINFEC)
- ✔ Approval of parliament of competition law (DEZHI-MINFEC)
- ✔ Implement Fiscal Reform Phase 1 (DIMP-MINFEC)
- ✔ Prepare a Promotion Plan 2020-2023 (DEZHI-MINFEC)
- ✔ Pass legislation on electronic signature (DWJZ-MINJVI)
- ✔ Create e-forms (DEZHI-MINFEC)
- ✔ Prepare MoU for the ATB (DEZHI-MINFEC)
- ✔ Prepare action Plan for ATB 2021 (DEZHI-MINFEC)
- ✔ Prepare Fiscal Reform Phase 2 (DIMP-MINFEC)
- ✔ Create special programs for mentally and physically challenged citizens to participate in the labor market (move to DSZ list)-Trampolin pa trabou (DSZ-MINSOZAR)

Sustainable Tourism

- ✔ Deployment of Economic Contribution Model (Tourism Satellite Account) (CBS-MINFEC)
- ✔ Up to date Tourism Recovery Marketing Plan (TRMP) (A.T.A.-MINTVS)
- ✔ Up to date International Tourism Crisis Communication Plan and the on-island tourism response plan for crisis and disaster (A.T.A.-MINTVS)
- ✔ Education, training, and alignment of the tourism sector and other relevant stakeholders for readiness (A.T.A.-MINTVS)
- ✔ Safeguard a sound Tourism Business Model (A.T.A.-MINTVS)

Strengthen institutional quality and capacity

- ✔ Prepare the Monitoring system for NSP 2020-2022 (DEZHI-MINFEC)
- ✔ Implement the Monitoring system for NSP 2020-2022 (DEZHI-MINFEC)
- ✔ Approval of the eGovernment roadmap (FUTURA)
- ✔ Secure funding for phase 1 (FUTURA)

National Statistical System

- ✔ Conduct an assessment on capacity building needs regarding policy coherence, project management, IT skills and statistical capacity (SDG Cie-MINAZIOIE)

Aruba as a model for sustainable development

- ✔ Design adaptive and modern awareness raising and communications strategy (local) (SDG Cie-MINAZIOIE)
- ✔ Identify monitoring, evaluation and learning frameworks available internationally (SDG Cie-MINAZIOIE)

Annex II: Integration of Master Plan and Landspakket in National Strategic Plan

LP: E, F, G							
NSP Program: Quality of life and well-being (MP Missions 4, 7, 8)							
Strategic objective		Desired outcome					
F	S.O. 1. Addressing the needs of vulnerable groups in the society	1.a Identification and empowerment of vulnerable groups in the Aruban society through integral and coordinated approach.					
	S.O. 2. Reduce the prevalence of NCDs	2.a Development, implementation, monitoring and evaluation of National Strategic plan on NCDs					
E	S.O. 3. Strengthen and integration of mental health, social and emotional wellbeing at all levels	3.a Improved physical and mental health system through strengthening institutional capacity					
		3.b Developed and reviewed integrated policies and activities that promote mental health and social emotional well-being					
	S.O. 4. Develop an active and skilled labor force warranting access to decent work	4.a Improved access to the labor market based on their assessed level of self-sufficiency across different life-domains					
		4.b Necessary conditions are in place for a healthy work-life balance					
G	S.O. 4. Develop an active and skilled labor force warranting access to decent work	4.c Strengthened labour policies and labor legislations' scheme					
		MP DO: Manpower planning (Mission 7: Key action 3) MP DO: Stimulus plan for lifelong learning (Mission 7: Key action 4) MP DO: Job security (Mission 7: Key action 8)					
	S.O. 5. Strengthen child protection and safety system	5.a Strengthened networking between stakeholders across domain and sectors					
		5.b Strengthened primary prevention, early Intervention, and early detection of risk situation and conditions					
		5.c Strengthened secondary and tertiary prevention					
S.O. 6. Invest in an integrated approach on Life Long Learning	6.a A learning community providing opportunities for all ages to develop on a professional and personal level MP DO: Inclusive education governance (Mission 8: Key action 1) MP DO: National digital agenda (Mission 8: Key action 3) MP DO: Accessible and inclusive connectivity (Mission 8: Key action 4) MP DO: Technical and legal infrastructure to support digital inclusion (Mission 8: Key action 7) MP DO: Functional digital infrastructure and hardware/tools (Mission 8: Key action 8)						
	S.O. 7. Promote and develop universal values	7.a Reviewed, aligned and coordinated policies and programs promoting both primary (with specific attention to media literacy) and secondary socialization					
F	MP SO: Health (Mission 4)	MP DO: Institutionalization of National Committee Integral Health (Mission 4: Key action 1) MP DO: National Health Survey (Mission 4: Key action 2) MP DO: Integrated governance (Mission 4: Key action 3) MP DO: Pensions rights and LAP (Mission 4: Key action 8) MP DO: Cessantia and unemployment insurance (Mission 4: Key action 9) MP DO: AOV/AWW sustainability (Mission 4: Key action 10)					
E	MP SO: Social security (Mission 4)	MP DO: AZV screening (Mission 4: Key action 11) MP DO: LAP compliance (Mission 4: Key action 12) MP DO: ZV/OV Health absence (Mission 4: Key action 13)					
LP: G, E							
NSP Program: Youth empowerment (MP Missions 7, 8)							
Strategic objective		Desired outcome					
G	S.O. 1. Innovating the Education system & improving school output	1.a Improved school performance through innovation of the education system					
		1.b Reading under the general population is promoted 1.c Diversified pathways for education 1.d Match labor market needs with education and training					
E	S.O. 2. Expand sexual and reproductive health services and care	2.a Increased access to integrated sexual reproductive health services and education 2.b Developed support system for young parents.					
		3.a Develop and implement a National Action Plan on youth employment 3.b Internships and apprenticeships programs available, developed, and increased to the Aruban youth					
E	S.O. 3. Create job opportunities for youth	3.a Develop and implement a National Action Plan on youth employment 3.b Internships and apprenticeships programs available, developed, and increased to the Aruban youth					
		4.a Targeted and coordinated support and guidance to foster necessary life skills under the youth population and enhance personal development and social integration					
S.O. 4. Build and strengthen resilience among the youth							
LP: E							
NSP Program: Natural resource management (MP Missions 1, 2, 3, 5)							
Strategic objective		Desired outcome					
S.O. 1. Achieve a national environmental friendly behavior and mindset	1.a The relevant departments have the necessary resources to run (consumer focused) awareness campaigns on the adopted policies and environmentally conscious behavior is fostered						
	1.b Sustainable incentivized programs are developed, targeting suppliers (all businesses) and consumers						
	2.a A holistic approach addressing the environmental challenges through tailored environmental management legislation						
	2.b The spatial plan (ROPV) is established and systematically enforced 2.c The enforcement ability, including the judicial system and prosecution, is strengthened						

E	S.O. 2. Enhance legal framework and enforcement	2.d Accountability system, strict and extended import regulations on eco-friendly and hazardous goods and products are in place 2.e The EIA legislation is accordingly formalized and consistently applied and enforced MP DO: Ratify Escazu agreement (Mission 2: Key action 5) MP DO: Serlimar AG (Mission 2: Key action 10)
	S.O. 3. Working towards circular economy	3.a Sustainable solid waste management introduced and implemented 3.b Community Based recycling (going circular) introduced and implemented 3.c Sustainable water-cycle management is implemented MP DO: Procurement guidelines (Mission 2: Key action 1) MP DO: Educational Program (Mission 2: Key action 8) MP DO: RFP termination (Mission 2: Key action 11) MP DO: Single use materials (Mission 2: Key action 16) MP DO: Wetland upgrades (Mission 2: Key action 21)
	S.O. 4. Establish an aligned marine and land protected area system	4.a Additional marine & land-protected areas based on biodiversity are established, using local knowledge from artisanal fishermen in the designation and management of marine protected areas (MPAs) 4.b Financial sustainability of marine & land protected areas ensured
	S.O. 5. Strengthen institutional capacity for ecological and environmental data, and secure focus on research (including policy support)	5.a Establish a well-equipped environmental laboratory with the capacity to analyze and process soil, sediment, water quality, biological samples 5.b Proportion of important sites for terrestrial and marine biodiversity are measured, zoned and geographically registered 5.c State of the environment baseline (water quality, air quality, soil quality, light pollution and noise emission) is in place DO: Research center (Mission 3: Key action 3)
	S.O. 6. Stimulate sustainable use of oceans and coastal natural assets	6.a The Blue economy vision is stimulated 6.b The long term sustainability and acceptability of a Blue Economy Policy is developed, incentivized and established
	LP: C, D, E	NSP Program: Entrepreneurship and enabled business environment (MP Missions 1, 3, 4, 5, 7)
	<i>Strategic objective</i>	<i>Desired outcome</i>
E, C	S.O. 1. Stimulating New Economic Sectors	1.a Investment Policy and Plan for diversification implemented 1.b Awareness and knowledge on international opportunities for trade and export identified and available for entrepreneurs MP DO: Investment Promotion Agency (Mission 5: Key action 8)
	S.O. 2. Enabling a supporting Ecosystem for SMEs	2.a Technological innovation in all sectors including Promising Sectors, stimulated and created 2.b Innovation labs, business incubators and a center to stimulate Social Entrepreneurship is established 2.c A peer-to-peer or entrepreneur-to-entrepreneur platform is in place for young or established entrepreneurs 2.d Fair competition law, policies and supervision enforced MP DO: FDI e-Platform (Mission 5: Key action 9)
	S.O. 3. Ease of doing business	3.a Administrative and legislative reforms for e-business are in place 3.b Public support services to enterprises through a single access e-window for services and procurement is in place 3.c An action driven Public – Private Platform (Aruba Trade Board) created 3.d Tax procedures simplified to improve the Business environment and Fiscal climate MP DO: Fine and penalty collection (Mission 5: Key action 11)
	S.O. 4. Integrating Entrepreneurship programs in Education	4.a Entrepreneurship programs and awareness institutionalized for adult education 4.b An environment for employers to facilitate continuous education of their employees, including for the future of work, is created
	S.O. 5. Investing in Research and Innovation	5.a Improved access to diverse streams (sources) of finance for entrepreneurs 5.b Multi-annual national research programs funded by public and private sector with international possibilities and in collaboration with the University of Aruba and other universities is in place
	S.O. 6. Facilitating a Supportive Environment for the Labor market	6.a Incentives developed to attract local professionals from abroad 6.b Productivity, responsibility, and a positive attitude towards work is improved 6.c Opportunities for a decent and inclusive labor force is offered 6.d Effective labor market information systems and employment services is available 6.e Effective policies to support the inclusiveness of immigrant workers in the labor market is in place
	MP SO: Economic empowerment of women (Mission 5: Key action 15)	
	NSP Program: Energy efficiency and energy diversification (MP Missions 1, 2, 3, 5)	
	<i>Strategic objective</i>	<i>Desired outcome</i>
	S.O. 1. Reduce the impacts of climate change	1.a Established Climate Change legislation in Aruba for implementation of international climate treaties 1.b Reduced national carbon emissions in accordance with the Paris Agreement and the UN target for limiting Global Warming to 1.5 °C 1.c Increased climate resilience through climate change adaptation measures (including ecosystem-based protection & conservation)

		1.d Increased awareness of Aruba's vulnerability to climate change (NOTE: i.c.w. EXWG 'Natural Resources Management')
		1.e Increased climate resilience in the power sector
	S.O. 2. Ensure affordable access to energy and water for all	2.a An acceptable level of energy costs attained 2.b Access to energy and water ensured in social classes
		2.c A high percentage of grid penetration maintained
	S.O. 3. Increase renewable energy production	3.a More utility-scale renewable energy resources introduced in a controlled manner 3.b Distributed Generation (e.g. residential/commercial solar or wind energy) increased in a controlled manner 3.c Utility-scale energy storage and automation solutions implemented
		3.d Community-based participation in Renewable Energy projects realized
	S.O. 4. Increase energy efficiency among households & businesses	4.a Energy conscious behaviors attained through awareness and education (mindset change) 4.b Energy audits performed among households and business
		4.e Incentives for water savings introduced 4.f Adoption of sustainable water heaters increased
	S.O. 5. Make more efficient use of fossil fuels for power generation	5.a More efficient power generation assets introduced 5.b Use of gas as transition fuel for power generation studied/analyzed 5.c Use of dispatchable fuels such as hydrogen or syngas for power generation studied/analyzed
		5.d Energy efficiency in utility drinking water production increased
	S.O. 6. Reduce transportation emission	6.a Electric Vehicle (EV) adoption and usage increased 6.b Policies on emission levels of existing gasoline/diesel cars introduced
		6.c Policies on emission levels of new gasoline/diesel cars introduced 6.d Emission conscious transport behaviors such as cycling, walking and carpooling increased 6.e Emission reduction in public transportation attained
	S.O. 7. Institute a favorable a policy and regulatory framework	7.a An adequate policy and regulatory framework and an independent regulatory authority instituted 7.b Key Performance Indicators (KPI's) for monitoring the energy transition defined and implemented
	S.O. 8. Ensuring coherence of wider policy instruments	8.a Import regime for energy efficient appliances revised 8.b Energy efficiency and sustainable building measures embedded in the building code 8.c Grid code revised to reflect more fairness regarding actual access capacity 8.d Distributed Generation (DG) policy reviewed and enhanced 8.e Dynamic tariffing and Demand Response mechanisms introduced
	S.O. 9. Create enabling environment by ensuring affordable financing and facilitating clean energy research	9.a Alternative ownership and leasing models implemented for sustainable solutions / appliances 9.b Guarantee fund for affordable deployments of sustainable solutions implemented 9.c Increased research activity on clean energy in Aruba (with emphasis on Aruba's climatological conditions and social adoption with the local cultural environment)
LP: B	NSP Program: Sustainable Tourism (MP Missions 2, 6)	   
B	<i>Strategic objective</i>	<i>Desired outcome</i>
	S.O. 1. Drive consistent high value arrivals	1.a Ensured tourism's (substantial) economic benefits through the growth of the visitor economy at a faster pace than volume
	S.O. 2. Grow visitor's spending	2.a Ensured tourism's (substantial) economic benefits through increased visitor spending
	S.O. 3. Increase engagement of Aruban community with tourism	3.a Awareness and understanding of the value of sustainable tourism and product are increased
	S.O. 4. Ensure preparedness for effective response to emergencies	4.a Preparedness for an effective response to emergencies
	S.O. 5. Safeguard sustainable tourism, balancing the needs of community, visitors and destination	5.a Sustainable tourism is safeguarded, and needs are in balance
	S.O. 6. Drive preference for Aruba as a sustainable destination	6.a Position Aruba as a desirable and sustainable destination
	S.O. 7. Enhance visitor on-island experience and engagement	7.a Enhanced visitor on-island experience and engagement
	S.O. 8. Stimulate innovation and efficiencies in the tourism industry	8.a Position Aruba as a desirable and innovative destination
	MP SO: Watchdog Platform (Mission 6: Key action 1)	
LP: A, B, C, D, E, H	NSP Program: Strengthen institutional quality and capacity (MP missions 1, 2, 5, 7, 8)	  
A, B	<i>Strategic objective</i>	<i>Desired outcome</i>
	S.O. 1. Ensure integrity in all public institutions	1.a Integrity fostered in all public institutions 1.b Conditions of the legal framework for integrity in place MP DO: Political system and mindset (Mission 1: Key action 12) 2.a Integrated horizontal and vertical policy coherence developed and promoted

A, B	S.O. 2. Develop integrated planning & policy instruments and processes	<p>2.b Participation of the public and private sector, NGOs and academia in the planning & policy process stimulated</p> <p>2.c A national monitoring and evaluation framework for the planning & policy process developed and implemented</p> <p>2.d Prioritization tool for strategic national planning implemented</p> <p>MP DO: Decision making process (Mission 1: Key action 15)</p>
B, H	S.O. 3. Implement Digital Transformation and eGovernment	<p>3.a Digital transformation and eGovernment structure institutionalized and operational</p> <p>3.b Legal framework to support a digital government and public digital services is developed and implemented</p> <p>3.c An IT interoperability framework is created and implemented</p> <p>3.d A registration and identification system for Law Enforcement Agents</p>
	S.O. 4. Strengthen regulatory framework and compliance	<p>4.a Public registries are established</p> <p>4.b. Legislation is reviewed, updated, effectively implemented and enforced</p> <p>4.c Strengthen the National Bureau of Public Investigation to handle all administrative cases</p> <p>MP DO: Implement corporate governance code (Mission 1: Key action 10)</p>
A, B	S.O. 5. Foster effective & efficient multi annual budgeting & policy processes	<p>5.a Resource mobilization is assessed</p> <p>5.b The budget and policy process in the MJPC is aligned</p> <p>5.c Budgetary process on all levels: strategic, tactic, operational is assessed</p> <p>5.d Capacity of the Department of Finance is strengthened</p>
B	S.O. 6. Create efficient & effective Human Resource Management	<p>6.a A HR-related data transparency and accessibility dashboard is created and implemented</p> <p>6.b Recruitment and job transfers on all levels are based on talent and competencies requirements</p> <p>6.c Attractive multi-dimensional Human Resources policies developed, reviewed and in place</p> <p>6.d Accountability by implementing performance management and revising government roles based on core business of government are increased</p>
	S.O. 7. Effectively implement legal, regulatory and operational measures for combating money laundering, terrorist financing and the financing of proliferation of weapons of mass destruction	<p>7.a Aruba has reviewed, updated current laws and regulation and prepared the necessary new legislation to comply with the current FATF Recommendations</p> <p>7.b Aruba has implemented the necessary legislation and procedures in order to comply with the FATF Recommendations. Aruba effectively combats money laundering, terrorism financing and proliferation financing through policies, strategy and measures that are in place</p> <p>7.c Aruba has implement the recommended actions resulting from the CFATF evaluation of 2020</p>
H	S.O. 8. Ensure a safe and secure Aruba	<p>8.a Effective border protection is in place</p> <p>8.b Crime rate is minimized for a safe Aruba</p> <p>8.c National Cyber Security Governance is introduced and implemented</p> <p>8.d Capacity building implemented to have knowledgeable and skillful law enforcement personnel</p> <p>MP DO: National cyber security strategy (Mission 8: Key action 11)</p>
C, D, E	MP SO: Inclusive fiscal governance & Tax compliance and institutionalization (Mission 1: Key action 16 and 18)	
LP: A, H	NSP Program: National Statistical System (MP Missions 1, 4, 8)	
	<i>Strategic objective</i>	<i>Desired outcome</i>
A	S.O. 1. Harmonization and Standardization of Data Systems and Statistics	<p>1.a Implementation scheme developed</p> <p>1.b Data quality assessment procedures developed</p> <p>1.c Integrated statistical data management established</p>
H	S.O. 2. Strengthen Statistical legislation	2.a Legislation promoting and facilitating the sharing of data while upholding strict data protection regulation is modernized/adapted
A	S.O. 3. Education and Competence Building	<p>3.a Institutional Statistical capacity to produce quality data strengthened at all levels</p> <p>3.b Data culture fostered</p>
	S.O. 4. Strengthen partnership for data	<p>4.a Partnership with public sector, academia, civil society, private sector and other stakeholders involved in the production and use of data is established</p> <p>4.b International partnerships developed and strengthened</p> <p>4.c Partnerships at Kingdom level developed and strengthened</p>
	NSP Program: Aruba as a model for sustainable development (MP Mission 8)	
	<i>Strategic objective</i>	<i>Desired outcome</i>
	S.O. 1. Communications strategy to mainstream SDGs across institutions and the community	<p>1.a Marketing communications strategy (local) showcasing the Aruba SDG implementation as a good practice established</p> <p>2.a National and international resource mobilization enhanced</p>
	S.O. 2. Enhance partnership for sustainable development	<p>2.b Collaboration with SIDS intensified</p> <p>2.c Mutually beneficial Kingdom relations promoted</p>
	S.O. 3. Improve national mechanism for reporting (on the SDGs)	<p>3.a Continuous capacity building on monitoring, evaluation and reporting institutionalized</p> <p>3.b Monitoring & Evaluation and Learning framework is developed</p> <p>3.c National reporting mechanism institutionalized</p>
	S.O. 4. Knowledge management ecosystem	<p>4.a A digital repository for policies and reports created</p> <p>4.b. A knowledge exchange strategy for international stakeholder partnerships, including showcasing the Aruba SDG implementation as a good practice, is developed</p>

Landspakket (LP): A (Financieel beheer), B (Kosten en effectiviteit publieke sector), C (Belastingen), D (Financiële sector), E (Economische hervormingen), F (Zorg), G (Onderwijs), H (Versterken rechtstaat)

