REPOSITIONING OUR SAILS:
Aruba’s Mission Driven Model for Economic Recovery & Resilience
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SECTION 1: Introduction

Introduction
PREFACE

By the Prime Minister of Aruba

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

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

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

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

This Master Plan is our road map towards the future society we want, a resilient Aruba. To get where we need to be, we must remain focused. We must take decisive actions and we must do this together. The years ahead will not be easy for our island. We have to accept this and be realistic about timeframes and what we can do with our limited resources, while setting ambitious targets. That said, we should not lose sight of the fact that the implementation of this Master Plan is a shared responsibility of the public and private sectors and of our community at large.

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

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

Unity is Strength.

EVELYN WEVER-CROES

Prime Minister of Aruba

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

Reading this document

This Master Plan contains four main sections and four Annexes:
1. Introduction
2. Executive Summary
3. Approach
4. Economic Recovery and Resilience Model

Section 1: Introduction
This section outlines the purpose of this Master Plan.

Section 2: Executive Summary
This section contains a high-level summary of the main challenges identified in developing the plan, the key takeaways, including an overview of the way forward; Aruba’s mission-driven model for economic recovery and resilience, and the top five accelerator projects.

Section 3: Approach
This section introduces the basic framework used to develop the Master Plan, namely:
• Depiction of the coordination structure;
• Explanation of the mission-driven way of working; and
• Overview of the extensive participation process.

Section 4: Mission-driven Model for Economic Recovery & Resilience
This section presents our national vision and strategy to achieve Aruba’s main goal of economic recovery & resilience, including:
• Economic profile, key characteristics, facts and figures;
• The State of the Aruban economy, including strengths and key challenges;
• The National Aspiration as the overarching vision; and
• The National Missions that guide the Master Plan

Annex 1: Implementation Road Map
This annex describes the implementation strategy and includes a road map to execute the key actions and initiatives identified, which are in line with the National Missions. The road map reflects the priorities on the immediate term (Q3 2020) and the short term (Q4 2020 - Q2 2021). The implementation strategy is based on a long-term outlook and focuses on achieving the highest positive impact in the short run through highly realizable and impactful actions. Certain mid-term (Q3 2021-Q2 2023) actions and initiatives are included in the road map for completeness, however further planning is recommended upon completion of the immediate-term actions to re-assess mid to long term priorities. For reference purposes, the Implementation Road Map also indicates which sub-themes of the draft ‘Landspakket Aruba’ are covered in the implementation game plans.

Annex 2: Resilience & Innovation fund
This annex sets forth a high-level overview of the framework for establishing a Resilience & Innovation Fund (RIF) for Aruba. The RIF’s main purpose is to address the local investment capital needs and to fund and/or invest in the priority projects and innovations identified in the Implementation Road Map.

Annex 3: Innovation Framework UN – 3D Problem Solution-Space
This annex provides a 3D visual map of Aruba’s core problems and solutions identified through the Master Plan development process.

Annex 4: Aruba’s Promising Sectors
This annex includes a brief summary of the Promising Sectors framework referenced in this Master Plan.

Annex 5: Regulatory & Policy Framework
This annex includes an overview of the necessary (amendments or updates to) regulatory, legal and policy frameworks to support the actions and initiatives in the Implementation Road Map.

Annex 6: The National Strategic Plan
This annex provides a high-level overview of the National Strategic Plan 2020-2022 and its alignment with the Implementation Road Map.

Annex 7: References
Key reports, documents and studies reviewed and/or considered by the Task Forces as part of their analysis.

Annex 8: Clarifications
Clarifications based on stakeholder feedback received on draft Master Plan dated July 27, 2020.
**Purpose of this Master Plan**

A strategic policy framework

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

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

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

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

Repositioning our Sails is designed to be a dynamic action-oriented document that provides broad policy guidance and a decision-making framework. This is the first version of the Master Plan for Economic Recovery and Innovation. The adoption and execution of the Master Plan is dependent on broad political support, public support and citizen ownership. More importantly, the acceptance and ownership by citizens is fundamental to reinvigorating inclusive and sustainable economic development.

A first draft of the plan was issued in July 2020 to elicit feedback, approval, and confirm broad political commitment for the proposed vision and national priorities from the Prime Minister of Aruba and the Council of Ministers. The plan was further subject to a 3-month stakeholder and parliamentary committee feedback process prior to finalization.

**A plan for the long term, with benefits now**

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

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

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

High-Value, Low-Impact Tourism Model

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

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

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

As is evident based on the conducted carrying capacity study, a tourism sector with a lifespan of 60 years, does leave a significant mark behind, both positive and negative. Yes, Aruba has built and has a successful, and leading tourism industry. Yet, on the other hand, Aruba has overstretched several of its resources beyond sustainable levels.

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

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

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

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

Main Challenges and Key Takeaways

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

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

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

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

**Main Challenges and Key Takeaways (continued)**

**Main Challenges**

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

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

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

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

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

**Building Strong Foundations for Economic Recovery & Resilience**

(Community survey results, June 2020)

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

- Good governance and inclusive decision-making: Regulatory enforcement and stakeholder engagement
  - Importance: 84.2%

- New norms: Integrity, responsibility, accountability, ethics, and trust
  - Importance: 79.6%

- Evidence-based policy development: Use of data and information in policy formation and evaluation
  - Importance: 74.6%

- Shift in values and beliefs: Adoption of new mindset for creativity, curiosity, equality, and empathy
  - Importance: 67.3%

- Human capital: Labor force skills and reskilling, labor market flexibility, and workforce quality
  - Importance: 67.3%

- Digital technologies: New technologies for connectivity and intelligence
  - Importance: 66.2%

- Environmental sustainability: Nature conservation, environmental restoration, and regulation
  - Importance: 66.0%

- Capital and investment: Availability, affordability and accessibility to finance and credit
  - Importance: 63.8%
MAIN CHALLENGES by theme

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

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

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

4. Linear economic model
   - Lack of (corporate and national) social and environmental responsibility
   - Structural environmental encroachment and loss of biodiversity
   - Lack of integral waste management system
   - High dependency on fossil fuels
   - Limited (high quality) food production capacity
The Way Forward: Aruba’s National Aspiration

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

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

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

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

8 NATIONAL MISSIONS

<table>
<thead>
<tr>
<th>3 PILLARS</th>
<th>Strengthening institutional capabilities and governance</th>
<th>Stewarding efficiency, productivity, well-being of citizens and environmental responsibility</th>
<th>Stimulating an adaptive learning society and innovative business models</th>
</tr>
</thead>
<tbody>
<tr>
<td>The public sector of Aruba is an agile, lean, trusted and value-added public service provider.</td>
<td>Aruba has a welcoming business environment, is environmentally responsible and enhances its competitive edge in the region.</td>
<td>The Aruban society achieves a transformative mindset-shift by means of embracing a life-long learning way of life through digitalization.</td>
<td></td>
</tr>
<tr>
<td>Achieve island-wide systemic transition toward a circular model that is affordable and realizable.</td>
<td>Aruban citizens, visitors and local industries benefit from an enhancement of the shared value of tourism.</td>
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<td></td>
</tr>
<tr>
<td>Strengthen and safeguard the sustainability, security, and quality of energy and food production.</td>
<td>Aruba has a flexible labor market and adaptable local workforce that have the tools and skills to maximize their earnings potential and to adapt with a moving market.</td>
<td></td>
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<tr>
<td>The Aruban citizens boast high standards of health(care) and social security.</td>
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</tbody>
</table>
High Positive Impact Actions

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

In this regard, the following key high positive impact (i.e., accelerator) projects have been identified to be addressed as a first order of business (in no particular order):

Top 5 Accelerator Projects

1. **Labor market reform and modernization of Labor Laws**

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

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

   To realize sustained long-term benefits, any reform should be aligned with investments in the public sector to enhance the organization’s performance in its entirety. The draft of the state ordinance regulating the registration obligation of employees has in the meantime been approved. The approach should therefore also entail a new way of working (performance-driven), within the public sector, a lean and agile government apparatus, competitive compensation to retain talent and experience, redundancy schemes and (re)training programs, incentives for transition from public to private sector jobs, and temporary unemployment insurance a.o. A performance-driven way of working is also a key element of a reformed and productive (private and public) labor market.

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

   Further, it is imperative to invest in (continuous) education of Aruba’s (future) workforce to reduce income inequality. Significant investment is required in training and (re)skilling programs for youth to increase their employability.

   This plan covers both short-term and mid-term actions to support an integrated approach towards an adaptable and agile labor force.
ELIMINATION OF RED-TAPE AND IMPROVEMENT OF PROCESS EFFICIENCIES

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

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

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

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

ENHANCEMENT AND STRENGTHENING OF LEGISLATIVE CAPACITY AND REGULATORY INNOVATION

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

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

SYSTEMIC TAX REFORM

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

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

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

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

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

The plan further underscores the importance of having access to quality data and secure data sharing to achieve the desired results. In this context, the e-Government project as well as the implementation of the National Strategic Plan (NSP) for implementation of the U.N. 2030 Sustainable Development Goals (SDGs) should both be accelerated. The short- to mid-term actions included in the Master Plan emphasize the focus on the enhancement of Aruba’s national data capabilities and the development of the digital tools needed for better data quality, enhanced access to data for the community, and seamless & secure data sharing.
SECTION 3: Approach

The Development Framework

Scope

Coordination Structure Sub-Committee

Recovery & Innovation

Background

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

Development Framework

Committee Recovery & Innovation

A Nationally Coordinated Effort

Coordination Structure Sub-Committee

Recovery & Innovation

Sub-Committee Innovation & Resilience – Way of Working

Development Process

Development Process Master Plan, A participatory process
THE DEVELOPMENT FRAMEWORK

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

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

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

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

Further, post finalization of the development process described in this report, the Sub-Committee Innovation and Resilience observed the public debate on the Dutch Government’s proposed conditions and reforms to provide further financing (loans) to Aruba. This report does not consider the implications of the aforementioned circumstance, apart from a cross-reference of the themes in the draft Landspakket Aruba with the National Missions in the Implementation Road Map. The potential impact of the proposed financing conditions on the recommendations and actions in this report should be evaluated in consultation with the Government of The Netherlands, the Aruban Parliament and key stakeholders.

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

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

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

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

It is important to note that the Master Plan is aligned with the Nation Strategic Plan (NSP) for implementation of the U.N. 2030 Sustainable Development Goals and with the draft Landspakket Aruba at mission level. The Master Plan, NSP and Landspakket Aruba will be further aligned at project/action level in order to achieve policy coherence, enhance the implementation framework and support integral and effective monitoring and evaluation.
The Development Framework

A nationally coordinated effort

Coordination Structure Sub-Committee Recovery & Innovation

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

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

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

FACILITATE
The PROGRAM MANAGEMENT TEAM is the facilitator of the Steering group, the Sub Committees & Task Forces:
- Management support (process-based, quality assurance).
- Technical support (substantive review and reporting).

HANDBS-ON SUPPORT
The SUB COMMITTEE I&R and TASK FORCES will be supported by:
- A PROGRAM FACILITATOR for process-based substantive support.
- A SOUNDING BOARD for alignment with existing national policies and plans (e.g., The National Strategic Plan 2020-2022).
## THE DEVELOPMENT FRAMEWORK

### Sub-Committee Innovation & Resilience - Way of Working

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

<table>
<thead>
<tr>
<th>What do we want to achieve?</th>
<th>What is the Problem?</th>
<th>What are the Actions needed?</th>
<th>Which Collective “Mindset” is required?</th>
<th>By which Values will we be guided?</th>
</tr>
</thead>
</table>
| Aruba emerges stronger out of this crisis, through this coordinated national effort based on reciprocal solidarity within the Kingdom of the Netherlands. | • Aruba is in an acute socio-economic emergency due to the COVID-19 Crisis.  
• Aruba has the urgency to become financially, institutionally and socially resilient, and cannot endure this or any other future crisis without structural reforms.  
• Structural administrative and financial reforms have not gotten off the ground sufficiently over the past two decades. | • Immediately deploy emergency measures to limit negative economic and social consequences in the short term.  
• Facilitate the re-activation of the economy after lifting the health-related COVID-19 crisis-policy measures.  
• Adopt structural reinforcements and introduce sustainable and innovative reforms as pre-requisites for the sustainability of national economic recovery, inclusive growth and resiliency. | • Awareness of urgency: creating immediate employment and addressing ‘Basic Necessities’ for the population, based on effectiveness over efficiency.  
• Focus on results: agile approach with room for creativity, quick prioritization, phasing, and activating decisively.  
• Simplicity: learning from best practices in the Kingdom or abroad, improving on existing resources.  
• Integral: the result of the whole is greater than the sum of its parts. | • Trust: we act professionally and responsibly. We are open, honest and critical and work based on mutual trust.  
• Sustainable: we are fully focused on the needs of current and future generations of Aruba.  
• Cooperation: we are focused on a higher common purpose. We seek co-creation, help and question each other and learn from each other.  
• Transparent and Accountable: we commit to openness and accountability. We share information, give and accept feedback, among ourselves and towards the Aruban community. |
The Development Framework

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

- Structural reforms (administrative, financial, institutional), as pre-requisites for stability, inclusive economic growth and resiliency.
- Creating pathways to transition towards a circular economy and to enable environmentally- and socially-responsible sectors.
- Exploring and developing new economic sectors and creating the conditions for a welcoming business environment.

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

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

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

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

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

Framework
The Master Plan was prepared following the framework provided:

- 17 theme-based Task Forces of the special Sub-Committee Recovery & Innovation were assigned to urgently identify actionable and sustainable solutions for the main challenges and problems Aruba is facing.
- The Steering Committee set the strategic direction and focus by providing direction and evaluating the results at each step of the process.
- As a result from a thorough evaluation of the recommendations of the Task Forces, insights from the digital Town Halls and the digital survey, relevant input and high-level feedback from the Think-Tank, and other advisory boards, the Steering Committee consolidated the advice into a preliminary draft Master Plan for submission to the Minister of General Affairs and Council of Ministers: a vision, national missions and a prioritized project portfolio.
Section 3: Approach

THE DEVELOPMENT FRAMEWORK

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

17 Task Forces

500+ Participants

Digital Town Halls:

125+ Public-private participants

175+ Sessions

50+ Reports reviewed

Digital Survey:

450+ Participants
Aruba’s Mission-Driven Model for Economic Recovery & Resilience

- The Strategic Framework (incl. Key Assumptions)
- State of the Aruban Economy: Facts & Figures
- Main National Strengths & Challenges
- National Aspiration
- The Three (3) Pillars
- National Missions
- Projects
- Alignment National Strategic Plan (NSP)
ARUBA’S MISSION-DRIVEN MODEL FOR ECONOMIC RECOVERY & RESILIENCE

The current State of the Aruban Economy: Facts and Figures

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

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

The subdued growth was mainly due to weaker investment activity, exports and consumption. However, the halting of all tourist related activities for months contributed to projections implying a nominal decrease of around 28.5% for the year 2020 as prepared by the Macro-Economic Model Aruba (MARUBA model) lead by DEACI.

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

<table>
<thead>
<tr>
<th>Stylized economic indicators</th>
<th>Year-to-Date 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nominal GDP 2020 growth (projected)</td>
<td>-28.5%</td>
</tr>
<tr>
<td>Hotel industry revenue per available room</td>
<td>-61.9%</td>
</tr>
<tr>
<td>Tourism service exports</td>
<td>-48.7%</td>
</tr>
<tr>
<td>Imports of goods &amp; services</td>
<td>-21.1%</td>
</tr>
<tr>
<td>Consumer credit</td>
<td>-2.1%</td>
</tr>
<tr>
<td>Unemployment</td>
<td>+13.5%</td>
</tr>
<tr>
<td>Vulnerable work force</td>
<td>+38.1%</td>
</tr>
<tr>
<td>Inflation (End-of-Period)</td>
<td>+0.9%</td>
</tr>
<tr>
<td>Tax revenues</td>
<td>-30.9%</td>
</tr>
</tbody>
</table>

Sources: Directie Financiën, SVB, CBS, CBA, AHATA
National Mission-Driven Model at a glance

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

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

• The National Aspiration sets the direction and rate of economic recovery and resilience.

• The National Missions:
  - are targeted trans-disciplinary, inter-sectoral, and multi-actor action-driven recommendations for a new and sustainable economic model for Aruba clustered across three (3) pillars (overarching themes) that serve as an umbrella for the missions;
  - focus on both foundational and new strategic areas to activate economic resilience which is innovation-led, inclusive and sustainable;
  - make clear that through ambitious and bold action at both the local (grassroots) and national level, exciting opportunities will be created that will have a positive impact on people’s lives and socio-economic well-being;
  - will engage the Aruban public, spur cross-sectoral public-private collaboration and attract inter-sectoral investments.

• The Solutions provide a portfolio of actionable projects and initiatives that bring together different actors (public, private, third sector) with positive spillovers across many sectors.
ARUBA’S MISSION-DRIVEN MAP FOR ECONOMIC RECOVERY & RESILIENCE

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

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

SDG Accelerators
Prioritized areas for Aruba identified in the National Strategic Plan that directly incorporate multiple development priorities with multiplier effect on SDGs.

National Missions
Clear, targeted and achievable (cross-disciplinary, cross-sector and cross-actor) bold strategic aims in support of the National Aspiration and to address main challenges.

Each National Mission is linked to a pillar as overarching theme that serves an umbrella.

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

PROJECTS

National Mission 1 - 3 Solutions - 18 Projects
National Mission 2 - 2 Solutions - 21 Projects
National Mission 3 - 2 Solutions - 7 Projects
National Mission 4 - 3 Solutions - 13 Projects
National Mission 5 - 3 Solutions - 15 Projects
National Mission 6 - 1 Solution - 2 Projects
National Mission 7 - 2 Solutions - 10 Projects
National Mission 8 - 2 Solutions - 11 Projects

NATIONAL ASPIRATION

PILLAR:
Strengthening institutional Capabilities and governance

PILLAR:
Stewarding efficiency, productivity, well-being of citizens and environmental responsibility

PILLAR:
Stimulating an adaptive learning society and innovative business models
The National Missions

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

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

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

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

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

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

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

The Aruban society achieves a transformative mindset-shift by means of embracing a life-long learning way of life through digitalization
An important first step toward that better future for Aruba is to create a shared vision of tomorrow and how to get there.

The National Aspiration is the overarching vision, which sets the direction and rate of Economic recovery and growth for Aruba.

Key assumptions

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

• The health, inclusiveness, and well-being of all Aruban residents.

• A healthy and responsible relationship with our natural environment.

• The strength to absorb future shocks and crisis, adapt to new opportunities, and accelerate innovation to bounce forward.

• A knowledgeable well-skilled labor force able to adapt to a changing environment.
ARUBA’S MISSION-DRIVEN MODEL FOR ECONOMIC GROWTH & RECOVERY

The ‘Repositioning our Sails’ Pillars for Aruba

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

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

The goals of this pillar are:

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

The goals of this pillar are:

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

The goals of this pillar are:

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

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

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

ARUBA’S MISSION-DRIVEN MODEL FOR ECONOMIC GROWTH & RECOVERY
The National Missions

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

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

<table>
<thead>
<tr>
<th>3 Pillars</th>
<th>8 National Missions</th>
<th>18 Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>I Strengthening institutional capabilities and governance</td>
<td>The public sector of Aruba is an agile, lean, trusted and value-added public service provider. Achieve island-wide systemic transition toward a circular model that is affordable and realizable. Strengthen and safeguard the sustainability, security, and quality of energy and food production. The Aruban citizens boast high standards of health(care) and social security.</td>
<td>1. Decisively &amp; immediately address the current under performance, lack of effectiveness, efficiency, and high administrative costs. 2. Update &amp; modernize laws and legislation. 3. Complete overhaul of tax system into a simplified and fair system that enables compliance, reduces economic leakage and supports the new economic model.</td>
</tr>
<tr>
<td>II Stewarding efficiency, productivity, well-being of citizens and environmental responsibility</td>
<td>Aruba has a welcoming business environment, is environmentally responsible and enhances its competitive edge in the region. Aruban citizens, visitors and local industries benefit from an enhancement of the shared value of tourism. Aruba has a flexible labor market and adaptable local work force that have the tools and skills to maximize their earnings potential and to adapt with a moving market.</td>
<td>1. Facilitating ease of doing business by cutting the red tape and having an optimal digital infrastructure. 2. Strategy to attract FDI: Develop market strategy, brand budget and FDI set incentives. 3. Reduce economic leakage and align taxes.</td>
</tr>
<tr>
<td>III Stimulating an adaptive learning society and innovative business models</td>
<td>The Aruban society achieves a transformative mindset-shift by means of embracing a life-long learning way of life through digitalization.</td>
<td>1. Mindshift to enable structural transformation of our education system and (societal) learning systems. 2. Private and public labor market reform to foster labor flexibility, mobility, equality and inclusion.</td>
</tr>
</tbody>
</table>
ARUBA’S MISSION-DRIVEN MODEL FOR ECONOMIC RECOVERY & RESILIENCE

The National Strategic Plan (NSP) and SDG Accelerators

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

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

The NSP consists of nine (9) programs ("SDG Accelerators") that are the prioritized development areas for Aruba with multiplier effect to achieve the United Nations 2030 Sustainable Development Goals (SDGs). The 9 SDG Accelerators (listed below) are embedded in the mission-driven development framework for recovery & innovation and are aligned with the actions and initiatives in the Implementation Road Map in Annex 1. Further, the national planning unit SDP-DEACI will lead the process of monitoring and reporting on the implementation of the NSP and of the Master Plan, while linking all priority projects/actions identified in the Master Plan to the NSP-SDG indicators for reporting purposes. This will ensure policy coherence and resource optimization at government agency level. Currently, SDP-DEACI is developing a monitoring and evaluation process and framework based on this integrated monitoring and reporting strategy.

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

The NSP consists of the following programs:

1. Quality of Life and Well-being
2. Youth Empowerment
3. Natural Resource Management
4. Entrepreneurship and Enabling Business Environment
5. Energy Efficiency and Energy Diversification
6. Sustainable Tourism
7. Strengthen Institutional Quality and Capacity
8. National Statistical System
9. Aruba as a Model for Sustainable Development
<table>
<thead>
<tr>
<th>Implementation Strategy</th>
<th>Implementation Governance</th>
<th>Implementation Road Map</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agile Approach</td>
<td>Coordination Structure</td>
<td>National Missions, Projects, Game Plan</td>
</tr>
<tr>
<td>Timeline</td>
<td>&amp; Governance</td>
<td></td>
</tr>
</tbody>
</table>
To achieve the smart, inclusive, and sustainable economic growth Aruba aspires, while achieving immediate short-term benefits, all National Missions need to be implemented. Specific goals are set to be achieved in the coming 3 years, starting from 2020. A phased-out approach is necessary in light of resources constraints.

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

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

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

Key stakeholders (including the private sector, academia and NGOs) will be consulted throughout the implementation trajectory and where relevant be requested to join the implementation teams that are responsible for execution of the day-to-day actions. It is crucial that all implementation team members commit time and resources to the projects they are assigned to, in order to enable successful implementation.
Agile Program Management and Pro-active Change-Management

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

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

The core teams per project will be small (recommended no more than 3-5 people). The stakeholder group however can be larger depending on the project. The core teams can meet/consult as needed with the broader group.

IMPLEMENTATION STRATEGY & ROAD MAP

Ownership, leadership, commitment and accountability are pre-requisites to success.

Implementation partners consist of those actors responsible for a specific project e.g. ministry, government departments, private sector, individual etc.

Each project will get a dedicated Program Manager assigned by Reform Agency and may manage multiple projects.
The Master Plan as outlined will bring about major changes to the modus operandi, policies and how the Government interfaces with the community. Change is inevitable and it can be unsettling for those who advocate it. It is therefore vital that all affected ministries, agencies and department heads be prepared to be the agents of change.

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

Key actions and considerations
- A plateau planning will be developed to cover the implementation stages, reflecting the order of priority, with first stage as fast-track for short term results. Actions will be further prioritized to achieve short term high impact milestones.
- Central coordination capacity for driving policy coherence will be strengthened and a monitoring interagency coordination will be established.
- A proposed independent body (which will become the “Reform Agency”) should appoint the program managers and allocate the projects in consultation with the ministries, departments and key stakeholders responsible for joint implementation.
- The program manager should get trained in agile or scrum and supported by an agile coach if needed.
- The program manager will be responsible for leading fixed periodic (e.g., bi-weekly) sprint planning with those jointly responsible for implementation and she or he will lead the execution of the assigned project(s).
- Investment in general capacity building of the public sector workforce and change-management skills of managers/leaders is a pre-requisite to successful implementation of the plan.
- KPIs will be set in consultation with implementation partners prior to kicking off a project.
- The Reform Agency will be responsible for measurement, performance (KPIs) monitoring and reporting in collaboration with DEZHL’s national planning unit.
- A digital dashboard will be developed to streamline the data across projects and to ensure maximum transparency. Implementation partners should have access to the dashboard as needed.
- Key insights and milestones will be updated periodically and posted to a community-focused digital board (i.e., website).
- A marketing and communication plan will be developed and implemented focused on wide community acceptance and ownership, while ensuring inclusion (i.e., mitigate language barriers).
IMPLEMENTATION ROAD MAP

Project portfolio

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

The National Missions and related projects are described in this section. This implementation plan consists of a prioritized portfolio of actions and initiatives that bring together different actors (public, private and civic sector) to achieve the National Missions.

READING GUIDE:

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

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

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

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

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

Landspakket Aruba

In addition, a cross-reference was made of the ‘Landspakket Aruba’ draft version September 2020, as prepared by the Dutch Government, with the National Missions. The ‘Landspakket Aruba’ is part of the ongoing negotiations with the Netherlands regarding the required reforms by the Dutch Government to further sustain Aruba with financing mechanisms. The cross-reference provides an overview of the alignment between the four defined themes by the Dutch Government and the corresponding National Missions in the Master Plan.

The defined themes in the ‘Landspakket Aruba’ and key corresponding National Missions are:

I. Government and Finance – National Missions 1 and 4
II. Economic Reforms – National Missions 1, 4, 5 and 7
III. Health Care and Education – National Missions 4 and 8
IV. Reinforcement of the Constitutional State – National Mission 1

The implementation teams will consider the specific actions advised and suggestions made in the ‘Landspakket Aruba’ where there is alignment with the objectives of a National Mission. For reference purposes, the Implementation Road Map indicates which sub-themes of the ‘Landspakket Aruba’ are covered in the Game Plans. As this is a dynamic road map, further updates to the Game Plans may be incorporated in a future version of this report, if needed.

LANDSPAKKETARUBA THEMES

September 2020 draft version:

I. Government and Finance
   A. Financial Management
   B. Cost and effectiveness public sector
   C. Taxes
   D. Financial Sector

II. Economic Reforms
   E. Economic Reforms

III. (Health) Care and Education
   F. (Health) Care
   G. Education

IV. Reinforcement of the Constitutional State
   H. Reinforcement Constitutional State
PILLAR 1: STRENGTHENING INSTITUTIONAL CAPABILITIES AND GOVERNANCE

NATIONAL MISSION 1:
The public sector of Aruba is an agile, lean, trusted and value-added public service provider.

SDG GOAL:

SOLUTIONS:

1. Decisively & immediately address the current under performance, lack of effectiveness, efficiency, and high administrative costs.
   - Projects #1-12

2. Update & modernize laws and legislation.
   - Projects #13-14

3. Complete overhaul of tax system into a simplified and fair system that enables compliance, reduces economic leakage and supports the new economic model.
   - Projects #15-18

STRATEGIC OBJECTIVES:

1. Realize a fair and well-functioning state and increase effectiveness of public sector services
   - Improve quality of life of citizens
   - Increase cost-efficiency (including personnel costs), efficiency in processes and productivity of government system
   - Foster citizen-centric inter-departmental collaboration
   - Introduce transparent, effective and efficient policy for state-owned companies

2. Safeguard integrity and transparency
   - Enable data-driven policy-making and open data platforms
   - Enable robust corporate governance and code of ethical conduct and effective management of state-owned enterprises
   - Enhance and strengthen legislative capacity
   - Increase the institutional capacity of core government departments, thereby enhancing checks and balances in Aruba (including AMU/CFT, anti-corruption and good governance practices)

3. Facilitate a sustainable public finance model
   - Establish sound and inclusive fiscal governance
   - Enhance tax compliance and strengthen an equitable tax system
   - Accelerate fiscal and tax reform
     1. Modernize and simplify the tax system and harmonize and broaden the tax base
     2. Complete overhaul of current tax legislation, completing the transition from direct taxation to indirect taxation
   - Sustainable debt reduction

4. Improve investment climate by providing fiscal stimulus to specific Promising Sector targets (including circular economy) and existing businesses
### Pillar I: Strengthening Institutional Capabilities and Governance

**National Mission 1:**
The public sector of Aruba is an agile, lean, trusted and value-added public service provider.

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

<table>
<thead>
<tr>
<th>#</th>
<th>Projects</th>
<th>Game Plan</th>
<th>Resources</th>
<th>Lead</th>
<th>Responsible</th>
<th>Timeframe</th>
</tr>
</thead>
</table>
| 1 | Business model review | Quick scan for major opportunities for improvement / revisit existing plans of the Government of Aruba. This is a pre-requisite for the next steps below  
Review which services are core to the government function and which ones can be merged, discontinued and/or outsourced – organisatie doelrichting and revisit kerktakenanalyse (including review business model of state-owned companies where needed/relevant)  
Organize public-private-citizen GovHack to re-imagine government’s role in society and re-design and rapid prototype 1 new human-centered service to pilot on short term | Technical skills/business capacity  
Financial resources or insource  
Financial resources to train the trainers  
Performance improvement champions  
Hackathon facilitator | Ministry of General Affairs | Directie Innovatie  
(in setup phase)  
Directie Financiën and third-party experts  
Private Sector, Innovation Labs  
SDG Committee  
DRH | Q3-Q4 2020  
2021 |
| 2 | e-Government Road Map | Finalize e-Government Road Map and accelerate the implementation of the digital transformation strategy  
Introduce national Digital ID based on a unique number  
Build Interoperability Framework for secure data sharing  
Accelerate development of legal framework for e-Government (digital I.D., digital signature, digital payments, data protection, cybersecurity etc.) and for consumer protection | Financial investment in hardware, software, technical support and capacity building public sector  
Legislative capacity  
Public Sector Champions | Ministry of General Affairs | Directie Innovatie  
e-Government program management team  
Private Sector  
Department Heads | Q3-Q4 2020  
2021  
2022  
2023 |
| 3 | Measurement and monitoring | Analyze and improve processes and services based on metrics  
Setup a measurement and monitoring system, including creating the citizen value proposition from the citizens’ point of view  
Train department heads how to look at their business/ understand their value streams (mindset/capacity building) | Technical skills/business capacity  
Financial resources or insource  
Financial resources to train the trainers (performance improvement champions) | Ministry of General Affairs | Directie Innovatie  
Directie Financiën and third-party experts  
DEZHI  
CBS  
SDG Committee | 2021  
2022 |
| 4 | Performance improvement management program for new business model | Develop structural improvement program and institutionalize through policy and platform and (international) certification programs (lean, six sigma, etc.)  
Increase value vs expense ratio based on a tailor-made efficiency/business model for the private sector  
Develop a change-management strategy aimed at realizing the needed productivity change and better human resource management | Technical skills/business capacity  
Financial resources or insource  
Financial resources to train the trainers (performance improvement champions)  
Project management and policy making capacity | Ministry of General Affairs | Directie Innovatie  
Directie Financiën  
DRH and third-party experts | 2021  
2022 |
| 5 | Data-driven policy-making | Enhance execution capacity of CBS through training and investment in tools  
Develop data-driven policy-making workshops for policy advisors, department heads and department managers  
Modemize national statistics legislation – Wet rijksstatistiek – Statistiekverordening (NSS)  
Enhance and integrate where possible public sector information systems through acceleration of the e-Government program | Technical skills/business capacity  
Financial resources or insource  
Project management | Ministry of Finance | Ministry of General Affairs  
Directie Innovatie  
CBS  
University of Aruba  
SDG Committee  
DEZHI | Q3-Q4 2020  
2021  
2022  
2023 |
6 Government debt and wage bill reduction
- Adopt Fiscal Responsibility law (national ordinance)
- Develop a legal framework for promoting fiscal responsibility, including numerical fiscal rules and an independent Fiscal Council – Begrotingskamer - with its operation and governance based on best practices
- Implement plan in stages to reduce wage bill (address sickness absenteeism issue and overtime - Normering) and consider including performance-based remuneration structure and related efficiency aspects to enhance productivity of public labor
- Revisit purchase policy (lean procurement) – Inkoopbeleid
- Finalize implementation framework and introduce procurement guidelines based on the recently adopted procurement law – Aanbestedingsverordening
- Introduce e-Procurement within the e-Government framework

7 Budget execution and legal framework
- Promote fiscal responsibility by allocating the authority to manage their budgets to the heads of government departments (including the personnel under them and all other departmental resources) and holding them accountable for the outcome hereof (transform into an enabling instrument)
- Review existing legislation and regulation related to budget authority of heads of government departments and make recommendations related to the best manner to assign budget authority to them based on best practices
- Adapt existing legislation and/or regulation to assign budget authority to heads of government departments
- Include a financial paragraph in each new law with expenditure or revenue implications by focusing on the medium-term (5 years) financial consequences
- Align legal framework with corporate governance code (tailor-made to the entire public sector system - Collectieve sector)

8 Performance-based budgeting framework
- Adopt a performance-based budgeting framework:
  • Introduce a basic framework in which the funding of the government departments/agencies is linked to the results they should deliver by making use of performance information
  • Develop (transition) training for department/ministry budget coordinators and department heads to achieve this new model and new mindset

PILLAR I: STRENGTHENING INSTITUTIONAL CAPABILITIES AND GOVERNANCE

National Mission 1:
The public sector of Aruba is an agile, lean, trusted and value-added public service provider.

Solution:
Decisively & immediately address the current under performance, lack of effectiveness, efficiency and high administrative costs.
<table>
<thead>
<tr>
<th>#</th>
<th>PROJECTS</th>
<th>GAME PLAN</th>
<th>RESOURCES</th>
<th>LEAD</th>
<th>RESPONSIBLE</th>
<th>TIMEFRAME</th>
</tr>
</thead>
</table>
| 9 | Anti-corruption and integrity framework | Finalize and implement the Aruba anti-corruption and integrity legal framework and the Aruba Corporate Governance Code  
Medegelding anti-corruption treaty  
Finalize and implement legislation Integrity Bureau (Bureau integriteit Aruba)  
Assign Bureau Integriteit with the implementation of integrity and anti-corruption measures in the public organization  
Establish Integriteit Kamer (Chamber of Integrity) to take its role in the oversight of major financial (tenders) decisions by the government  
Introduce legislation in connection with Commissie Versterking Democratisch Bestel  
Bring anti-money laundering and terrorism financing legislation in compliance with the international FATF standards | Legislative capacity  
Capacity in Bureau Integrity  
Identify the members of the chamber of integrity  
Training for public and private sector  
Political will  
Financial resources  
AML/CFT | Ministry of General Affairs | DWJZ  
BIA  
CBA | Q3-Q4 2020  
2021  
2022 |
| 10 | Implement corporate governance code | Finalize the Aruba Corporate Governance Code law implementation steps  
Establish a monitoring entity | Legislative capacity  
Training for public and private sector  
Political will  
Existing Corporate Governance Code  
Draft Corporate Governance Benchmark of the GOA | Ministry of General Affairs | Committee Corporate Governance Code  
CBA | Q3-Q4 2020  
2021 |
| 11 | Political accountability | Hold the political decision-makers and – controllers and the public employees accountable for their legal duties  
Set up a team of experts to define responsibilities of Ministers and of Department Heads based on best practices  
Develop and implement an accountability framework | Political and administrative knowledge and expertise  
Political will | Ministry of General Affairs | Project Team  
Former Politicians  
SER  
CAD  
ARA | Q3-Q4 2020  
2021 |
| 12 | Political system and mindset | Invite all political parties and civil society to present a plan to innovate the political system and as such ultimately complying with SDG 16  
Launch intensive campaign directed on improving consciousness on the negative consequences of political patronage | Marketing & public relations specialist  
Video-specialist | NGOs | Ministry of General Affairs  
Political Parties  
Private Sector  
Labor Sector  
NGO’s and Citizens | 2021 |
<table>
<thead>
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<th>TIMEFRAME</th>
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</thead>
<tbody>
<tr>
<td>13</td>
<td>Comprehensive and executable road map</td>
<td>• Develop a road map to map and prioritize all the specific legislation to</td>
<td>• Project team consisting of experienced members</td>
<td>Project Team</td>
<td>Ministry of General Affairs</td>
<td>Q3-Q4 2020</td>
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<tr>
<td></td>
<td></td>
<td>effectively address the complex and outdated public organization by updating</td>
<td>• Financial resources – analysis required of total costs/FTEs</td>
<td></td>
<td>DRH</td>
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<td></td>
<td></td>
<td>and modernizing laws and legislation and enhance legislative capacity (this road</td>
<td></td>
<td></td>
<td>Ministry of Justice</td>
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<td></td>
<td></td>
<td>map should be developed in parallel with the Business Model Review)</td>
<td></td>
<td></td>
<td>DWJZ</td>
<td></td>
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<td></td>
<td></td>
<td>• Create plan of action to execute road map</td>
<td></td>
<td></td>
<td>Ministry of Finance</td>
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<tr>
<td></td>
<td></td>
<td>• Re-organize and prioritize pending legislation based on the National</td>
<td></td>
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<td>Department of Finance</td>
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<td></td>
<td></td>
<td>Missions</td>
<td></td>
<td></td>
<td>External experts and Partners</td>
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<td></td>
<td></td>
<td>• Focus on and cluster specific legislation in different work teams, per</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• Subject</td>
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<td></td>
<td></td>
<td>• Priority</td>
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<td></td>
<td></td>
<td>• Timeframe (short-, mid- and long term)</td>
<td></td>
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<td></td>
<td></td>
<td>• Revisit existing policies and plans with input from stakeholders to</td>
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<td></td>
<td></td>
<td>address regulatory compliance</td>
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</tr>
<tr>
<td>14</td>
<td>Execution of plan of action</td>
<td>• Draft/Re-draft all the above-mentioned specific legislation to be ready</td>
<td>• Project teams</td>
<td>Project Team</td>
<td>Ministry of General Affairs</td>
<td>Q3-Q4 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td>to go through the official decision-making process</td>
<td>• Legislative capacity</td>
<td></td>
<td>DRH</td>
<td>2021</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Initiate official decision-making process for final approval (mid to long</td>
<td>• Technical support from Dutch Government</td>
<td></td>
<td>Ministry of Justice</td>
<td>2022</td>
</tr>
<tr>
<td></td>
<td></td>
<td>term action)</td>
<td>• Political commitment</td>
<td></td>
<td>DWJZ</td>
<td>2023</td>
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<tr>
<td></td>
<td></td>
<td>• Insource legal personnel and appoint to specific priority projects</td>
<td>• Insourced legal staff from within government/public sector departments/agency</td>
<td></td>
<td>Ministry of Finance</td>
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<td></td>
<td></td>
<td>• Outsource specific pieces of legislation to experts in the field</td>
<td></td>
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<td>Department of Finance</td>
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<tr>
<td></td>
<td></td>
<td>• Develop and implement educational - and training programs</td>
<td></td>
<td></td>
<td>External experts and Partners</td>
<td></td>
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<td></td>
<td></td>
<td>• Develop new and innovative secure and reliable digital system and</td>
<td></td>
<td></td>
<td>Parliament</td>
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<td></td>
<td></td>
<td>database to support/automate (parts of) the legislative process – link</td>
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<td></td>
<td>with e-Government road map</td>
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<tr>
<td>15</td>
<td>Decision making process</td>
<td>Ensure political &amp; top management commitment to create understanding,</td>
<td>• Political and institutional commitment</td>
<td>Council of Ministers</td>
<td>Parliament</td>
<td>Q3-Q4 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td>support and feasible space to ensure success</td>
<td></td>
<td></td>
<td>Management of government departments and institutions</td>
<td></td>
</tr>
</tbody>
</table>
### PILLAR I: STRENGTHENING INSTITUTIONAL CAPABILITIES AND GOVERNANCE

#### National Mission 1:
The public sector of Aruba is an agile, lean, trusted and value-added public service provider.

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

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<tbody>
<tr>
<td>16</td>
<td>Inclusive Fiscal Governance</td>
<td>• Institutionalize consultation with stakeholders through setup of a National Tax Consultation Board consisting of public and private sector stakeholders and chaired by a neutral/independent party. The Board will provide an open and participatory platform for advisory and data sharing</td>
<td>• Human resources</td>
<td>DIMP</td>
<td>Department Heads, DWJZ, CBS, CBA</td>
<td>Q3-Q4 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Consider maintaining the IPC-regime</td>
<td>• MB to be approved by Council of Ministers</td>
<td></td>
<td>Parliament</td>
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<tr>
<td></td>
<td></td>
<td>• Introduce tax incentives or subsidies analysis to support new economic model to an independent third party</td>
<td>• Fiscal space</td>
<td></td>
<td>Private Sector Organizations and NGOs</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Introduce tax incentives (tariff reduction) or tax credits and/or introduce a simple subsidy system for companies that import environmentally sustainable construction products/materials and stimulus for life-long learning</td>
<td>• Tax reform consultations with broad stakeholder base led by National Tax Consultation Board</td>
<td></td>
<td>The Aruba Institute for Good Governance &amp; Leadership (University of Aruba)</td>
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<td></td>
<td></td>
<td>• Continued on next page</td>
<td>• Technical assistance international organizations</td>
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<td></td>
<td></td>
<td></td>
<td>• Automated checks and balances</td>
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<td></td>
<td></td>
<td></td>
<td>• Legislative capacity</td>
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<td></td>
<td></td>
<td></td>
<td>• IMF tax reform recommendations</td>
<td></td>
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<tr>
<td>17</td>
<td>Tax alignment and reform</td>
<td>• Transition from a direct tax system to an indirect tax system (first step)</td>
<td>• Outsource integral tax incentives or subsidies analysis to support new economic model to an independent third party</td>
<td>Ministry of Finance</td>
<td>Q3-Q4 2020 2021 2022 2023</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• Simplify and harmonize existing legislation</td>
<td>• Human resources</td>
<td></td>
<td>National Tax Consultation Board</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• Consider the introduction of tax incentives, or tax credits and/or introduce a simple subsidy system to support the transitioning of public sector employees to the private sector vs an early retirement plan (VUT-regeling)</td>
<td>• Fiscal space</td>
<td></td>
<td>Department Heads</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Introduce tax incentives or tax credits and/or introduce a simple subsidy system for Promising Sectors, to attract FDI and stimulate circular economic models, and to stimulate existing businesses to innovate, invest in and adopt circular models. Consider the following, please note: this list is not meant to be exhaustive and an integrated analysis on the new tax model is required:</td>
<td>• Tax reform consultations with broad stakeholder base led by National Tax Consultation Board</td>
<td></td>
<td>Douane</td>
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<tr>
<td></td>
<td></td>
<td>• Consider maintaining the IPC-regime</td>
<td>• Technical assistance international organizations</td>
<td></td>
<td>DWJZ</td>
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<tr>
<td></td>
<td></td>
<td>• Introduce tax incentives (tariff reduction) or tax credits and/or introduce a simple subsidy system for companies that import environmentally sustainable construction products/materials and stimulus for life-long learning</td>
<td>• Automated checks and balances</td>
<td></td>
<td>Parliament</td>
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<td></td>
<td></td>
<td>• Continued on next page</td>
<td>• Legislative capacity</td>
<td></td>
<td>Private Sector Organizations and NGOs</td>
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<td></td>
<td>• IMF tax reform recommendations</td>
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<td>IMF, CARTAC</td>
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<td></td>
<td></td>
<td></td>
<td>DEZhi</td>
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</table>
**PILLAR I: STRENGTHENING INSTITUTIONAL CAPABILITIES AND GOVERNANCE**

**National Mission 1:**
The public sector of Aruba is an agile, lean, trusted and value-added public service provider.

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

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<th>TIMEFRAME</th>
</tr>
</thead>
</table>
| 17 | Tax alignment and reform (continued) | * Introduce tax incentives or tax credits and/or introduce a simple subsidy system for Promising Sectors to attract FDI and stimulate circular economic models and to stimulate existing businesses to innovate, invest in and adopt circular models. Consider the following, please note this list is not meant to be exhaustive and an integrated analysis on the new tax model is required:  
  - Conduct analysis to introduce tax incentives a.o. based on SEAA framework (integrating economic and environmental data to provide a more comprehensive and multipurpose view of the interrelationships and where tax incentives can be beneficial (especially for circular and environmentally-responsible opportunities)  
  - Consider converting Motorrijtuigenbelasting into an excise duty on gasoline  
  - Introduce incentives for electric vehicle (EV) adoption or transition  
  - Adopt import duty structure for vehicles and machinery based on energy use and/or carbon emissions, and restrict importation of vehicles and/or machinery that do not meet certain minimum emission standards  
  - Consider aligning tax reform including imports duties with circular economy best practices  
  - Realize for all beneficiaries of the Aruban economy (businesses, employees and residency holders) to pay their fair share in taxes  
  - Consider alignment of profit tax rate for hotels with that for other local businesses in consultation with key stakeholders and after an independent assessment of estimated capital leakage in the hotel industry vs. other local businesses  
  - Ensure tourism levy collection with regard to ‘other’ accommodations  
  - Consider allocating environmental levy solely for conservation and restoration | * Outsource tax incentives analysis to support new economic model to an independent third party  
  - Human resources  
  - Fiscal space  
  - Tax reform consultations with broad stakeholder base led by National Tax Consultation Board  
  - Technical assistance international organizations  
  - Automated checks and balances  
  - Legislative capacity | Ministry of Finance | DIMP | Q3-Q4 2020 |
|   |   |   |   |   |   | 2021 |
| 18 | Tax Compliance & Institutionalization | * Revisit tax compliance strategy to identify new opportunities to increase compliance and make necessary adjustments to support tax reform and new economic model  
  - Increase compliance through increased standard field audits, G-rekening’ for construction sector and by investing in innovation (e.g., APIs, secure digital payments, artificial intelligence pattern recognition models to support a proactive client communication approach by Tax Authorities and behavioral science (e.g., gentle nudging programs/campaigns) and develop action plan with support of National Tax Consultation Board  
  - Conduct a business model review for organizational re-design of DIMP and Douane  
  - Develop road map for a transition towards an independent tax authority (or partially independent focused on certain core functions) with a ‘sui generis’ (or similar) governance model (medium to long term action) | * Financial investment  
  - Human resources  
  - Innovate and streamline tax compliance processes  
  - Tax auditors to be recruited from existing civil servants  
  - Behavioral scientist/economist  
  - Technical assistance international organizations  
  - Private sector consultations  
  - Inclusive fiscal governance structure  
  - Local digital payment ecosystem | Ministry of Finance  
  - National Tax Consultation Board  
  - Private Sector Consultations | DIMP  
  - DWJZ  
  - Parliament  
  - Private Sector Organizations and NGOs (e.g., KvK, SNBA, ATIA, AHATA, ATA, APBA, APA, SER, ABA, AVBA etc.)  
  - IMF, CARTAC  
  - DEZHI | Q3-Q4 2020  
  - 2021  
  - 2022 |
# PILLAR I: STRENGTHENING INSTITUTIONAL CAPABILITIES AND GOVERNANCE

## NATIONAL MISSION 2:
Achieve island-wide systemic transition toward a circular model that is affordable and realizable.

<table>
<thead>
<tr>
<th>STRATEGIC OBJECTIVES</th>
<th>SOLUTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop technical capacity for sustainable development considering the UN 2030 Agenda for Sustainable Development Goals (The National Strategic Plan 2020 - 2022)</td>
<td><strong>1.</strong> Catalysts for transition towards a Circular Economy.</td>
</tr>
<tr>
<td>2. Ensure an orderly, sustainable and high-quality physical living environment</td>
<td><strong>2.</strong> Collaborative Management of Waste Streams as Resources.</td>
</tr>
<tr>
<td>3. Encourage and increase local ownership and strengthen local supply and value chains</td>
<td>- Projects #1-9</td>
</tr>
<tr>
<td>4. Diversify of tourism sector through niche and sustainable tourism</td>
<td>- Projects #10-21</td>
</tr>
<tr>
<td></td>
<td>- Enhance environmentally responsible tourism</td>
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<td></td>
<td>- Adopt circular tourism business models for energy, water, food, waste management</td>
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<td></td>
<td>- Find a balance between the needs of the community, visitors and the island</td>
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<tr>
<td></td>
<td>1. Accept the High-Value, Low-Impact Tourism Growth model (public and private sector)</td>
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<tr>
<td></td>
<td>2. Strengthen the shared value of economic contribution of tourism</td>
</tr>
<tr>
<td>5. Achieve climate resilience and climate adaptation</td>
<td>- Establish a national agenda for climate action and resilience (including a national policy and risk measurement)</td>
</tr>
<tr>
<td></td>
<td>- Conserve and restore environmental resources and (marine) ecologies</td>
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<td></td>
<td>- Establish and enforce climate resilient building codes and infrastructure directives</td>
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<td>6. Reduce waste production and transition toward a low-impact lifestyle</td>
<td>- Thrive towards a ‘zero-waste’ society</td>
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<td>- Enhance and extend (distributed) capacity for recycling and refurbishing consumer products</td>
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<td>- Transition towards a sustainable waste management system (for energy and exports)</td>
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<td></td>
<td>- Reduce hinderance to environment and community</td>
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**Catalysts for transition towards a Circular Economy.**

1. Projects #1-9

**Collaborative Management of Waste Streams as Resources.**

1. Projects #10-21
<table>
<thead>
<tr>
<th>#</th>
<th>PROJECTS</th>
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<th>RESOURCES</th>
<th>LEAD</th>
<th>RESPONSIBLE</th>
<th>TIMEFRAME</th>
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</thead>
</table>
| 1   | Procurement guidelines | • Develop circular economy guidelines and criteria for public procurement. Use European Commission published ‘Public Procurement for a Circular Economy 2017’ as a best practice guideline  
• Include circular economy guidelines in procurement processes. Circularity preference in government procurement policy to favor circular distributors, producers and service providers, boosting new environmentally-responsible markets | • Political will  
• New public procurement ordinance - Landsbesluit openbare aanbesteding | Ministry of Finance | Department of Finance  
2021  
2022  
2023 |
| 2   | Building guidelines | • Develop/revisit policies to apply building guidelines for energy efficiency, climate adaptation with adherence to environmental regulations and responsibilities (build with nature)  
• Amend the Bouw en Woning verordening to promote energy efficiency, green coverage and better material re-use, refurbishing, and remanufacturing in construction, including the use of innovative and biocomposite building materials and guidelines | • Political will  
• Climate appropriate standards  
• New building code act and directives | Ministry of Infrastructure | Ministry of Energy  
Committee of experts  
2021  
2022  
2023 |
| 3   | Products and services mapping | • Apply for grants to identify and map circular economy products and services in Aruba  
• Create roadmap and facilitate public sector tenders to fill critical / high priority gaps  
• Explore and stimulate the adoption of circular tourism business by earmarking funds for niche-based circular tourism sector and services | • Grant writers or funds  
• Access to information: government data and private sector data  
• Political will  
• Access to finance | Grant writing:  
DEZHI/ SDG  
Aruba Committee Tenders:  
Ministry of Finance  
2021  
2022  
2023 |
| 4   | National awareness | • Launch national awareness campaign to highlight CE businesses and CE opportunities, local/micro-farming, promote climate action, energy saving & cooling efficiency; explain the value and benefits of ecosystem services (incl. value and purpose ROPV)  
• Engage social entrepreneurs and tourism innovators in fostering CE pilots and practices  
• Foster awareness and learning on the value of sustainable tourism amongst the youth and community at large (incl. through the education system) | • Government PR team, BUVO  
• Digital media  
• Pop ups  
• News  
• Implement across Government Departments | Ministry of General Affairs | Private Sector  
AHATA, ATIA, ATA  
2021  
IDEA  
NGOs  
External Consultants  
Innovation Labs  
CBA  
DNM |
| 5   | Escazú Agreement | • Consider ratification of Escazú Agreement: a new treaty that deepens the link between environmental protection and human rights in Latin America and the Caribbean. Escazú sets standards for informed participation in environmental decisions and access to environmental justice  
• Conduct quick assessment on the impact and feasibility of implementing the agreement | • Political will | D8B  
2021  
2022  
2023 |
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</table>
| 6  | Public access to information     | • Introduce or revisit policy that facilitates public access to government information  
• Revisit if expansion *Landsverordening openbaarheid van bestuur* is required | • Political will  
• Public pressure | Parliament | NGOs | Q3-Q4 2020 - 2021 |
| 7  | Climate resilience and adaptation | • Instate a National Climate Resilience Council  
• Define national climate change goals and include these in CAFT reporting to support (holistic) sustainable financial management  
• Submit climate action agenda petition to Parliament  
• Institutionalize national taskforce for addressing opportunities and pathways for a climate-resilient tourism, commercial, and residential infrastructures, including regulation, supervision and compliance with new building codes, transportation, and residential construction (especially in coastal and flood-risk zones)  
• Develop roadmap to pursue alternative methods of financing, e.g., Green Bonds, Blue Bonds, Debt-Conversion etc. | • Political will  
• National ordinance for Climate Resilience Council  
• Climate awareness  
• Ministerial decree instating climate council  
• Alignment with department of finance  
• Policy writers  
• Parliamentary resolution (motie) | Ministry of General Affairs | Ministry of Finance  
• Council of Ministers  
• DNM  
• Private Sector champions and NGOs | Q3-Q4 2020 - 2021 |
| 8  | Educational program              | Educational program to promote circular economy:  
• Apply for grants to implement pilot in after school programs  
• Combine with STEM subjects & align with Plan Education Nacional (PEN), also focus on food, energy, climate, nature and environment  
• Introduce circular economy modules in science curriculum and educational programs to develop and strengthen circular skillsets (including national science fairs, school hackathons and adult education) | • Grant writers  
• Political will  
• Collaborative spirit  
• Plan Education Nacional (PEN)  
• Natuur en Milieu Educatie program of the FPNA | Ministry of Education | Ministry of General Affairs  
• Bureau Traimerdia  
• BNA  
• Innovation Labs  
• Department of Education  
• Fundacion Parke Nacional Arikok (FPNA)  
• Santa Rosa  
• DNM  
• University of Aruba  
• SISSTEM  
• Private Sector champions  
• DEZHI | 2021 - 2022 |
| 9  | Land usage and space             | • Design a human-centered plan for inclusive real estate ownership (both commercial and housing), with a focus on locals, young professionals and future generation needs, to address the growing lack of affordable options and lack of space issue (e.g. stimulate going vertical, repurpose abandoned/unused properties etc.)  
• Consider an "empty building" levy or penalty and encourage the repurposing of empty buildings instead of constructing new ones (i.e., causing more deforestation and taking up limited space) | • Urban designers and planners  
• Investment appetite / capital for non-traditional and corporate social responsibility models  
• Mapping of portfolio of potential assets to be repurposed  
• Technical support from international circular design organizations | Ministry of Infrastructure | DOW, DIP  
• SBCO  
• APA  
• Private Sector champions  
• Real-estate developers and investors  
• Architects Association  
• Urban planners  
• NGOs | 2021 - 2022 |
# PILLAR I: STRENGTHENING INSTITUTIONAL CAPABILITIES AND GOVERNANCE

National Mission 2: Achieve island-wide systemic transition toward a circular economy that is affordable and realizable.

**Solution:** Collaborative Management of Waste Streams as Resources.

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</table>
| 10 | Serlimar AG | • Convene stakeholders to obtain their feedback on draft transition plans for Serlimar and on the draft legislation (AB 2005 no. 5)  
• Introduce and implement the revised Serlimar Legislation (AB 2005 no. 5) to make Serlimar financially independent from the government  
• Develop and introduce a sustainable financial mechanism and operations management  
• Develop Business- and Feasibility Plan to support the above transition | • Political & public support  
• Awareness Campaign  
• Collaborative Spirit  
• Data | Ministry of Infrastructure | Bankruptcy Legal Administrator  
Serlimar  
Parliament  
Gremios  
General public | Q3-Q4 2020  
2021 |
| 11 | RFP Termination | • Terminate RFP's related to:  
• Solid Waste Treatment Facility  
• Remediation of Landfill Parkietenbos  
• Sanitary Landfill & Hazardous Waste | • Legal Support | Ministry of Infrastructure | Legal advisor | Q3-Q4 2020 |
| 12 | Landfill Parkietenbos Landfill Seroe Teishi | • Reduce unsustainable landfill practices (e.g., illegal landfill)  
• Implement strategic waste operations (Waste Diversion & Reduction)  
• Transition towards sustainable landfill operations and develop required policy framework | • Policy  
• Practical training  
• Awareness Campaign | Ministry of Infrastructure | Serlimar  
DTI, DNM, DVG  
NGOs  
FPNA | Q3-Q4 2020  
2021 |
| 13 | Wastewater treatment | • Build new wastewater treatment facility at RWZI Bubali  
• Expand & upgrade effluent treatment for reuse  
• Improve effluent quality (reuse landscaping, agriculture, golf courses)  
• Introduce levy (e.g., rioolheffing or fee) to cover maintenance of sewage line  
• Develop policy for wastewater treatment | • Technical knowledge  
• Circular economy  
• Environmental Policy  
• Data | Ministry of Infrastructure | DVG, DOW, DNM, DTI, FPNA  
NGO’s  
Private Sector, AHATA, ATA | Q3-Q4 2020  
2021 |
| 14 | Medical waste | • Eliminate open air burning (emissions)  
• Introduce sustainable waste practices (medical waste)  
• Finalize and implement process for safely discarding of COVID-19 related waste | • Public- & Private Sector support  
• Data  
• Knowledge Sharing & Education  
• Campaign | Ministry of Infrastructure | DVG, DNM  
Serlimar  
Private Sector  
HOH, INSAM | Q3-Q4 2020  
2021 |
# PROJECTS | GAME PLAN | RESOURCES | LEAD | RESPONSIBLE | TIMEFRAME
--- | --- | --- | --- | --- | ---
15 Waste management approach | • Redesign waste management approach in collaboration with key stakeholders  
• Review different existing substantive research on waste management in Aruba with collaboration of local PhD students  
• Explore the possibility and assess the feasibility of a zero-waste tourism industry on long-term  
• Consider ratifying the Basel convention, which has the overarching objective to protect human health and the environment against the adverse effects of hazardous waste | • Policy  
• Strategy (Circular/Diversion) | Ministry of Infrastructure | • UA, DNM, DVG, Inspectie Volksgezondheid,  
Private Sector, Serlimar, DTI, Parliament, NGO's, SISTEM  
DBB | Q3-Q4 2020  
2021
16 Single use materials | • Reduce the volume of Single Use materials to Landfill  
• Develop awareness campaign to stimulate a low-impact lifestyle | • Policy  
• Campaign  
• Knowledge Sharing & Education | Ministry of Infrastructure | • Ministry of Justice, Douane, DNM, BCI, KvK, DEACI  
DBB | Q3-Q4 2020  
2021  
2022  
2023
17 Waste reduction programs | • Develop and set up support platforms (website, technical guidance, training and community awareness campaign) for SME businesses that repair and resell electronics, food waste, textile and furniture and more, and connect local businesses to stimulate maximizing use of resources (e.g. organic waste, waste, half products, etc.) through collaboration models  
• Design and introduce zero food waste policy  
• Develop and launch awareness campaign to reduce food waste | • Community engagement  
• Technical knowledge  
• Circular economy policy | Ministry of Infrastructure | • Setar  
TeleAruba  
Serlimar  
AHATA, AFBA, KvK  
Private Sector, NGOs  
DEZHi | 2021  
2022  
2023
18 Neighborhood waste hubs | • Conduct analysis on the feasibility/impact of the establishment of neighborhood hubs and/or key waste collection hubs with bins for decentralized waste sorting  
• Develop implementation plan and community awareness campaign to support the hubs | • Community spaces  
• Communication  
• Collector partnerships | Ministry of Infrastructure | • Centros di Bario  
Aruba DOET  
Local waste collectors  
NGOs  
Private Sector  
SBCO | 2021  
2022  
2023
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<tr>
<td>19</td>
<td>Import tariffs reform</td>
<td>• Assign tariffs to reflect externalized costs and product impacts, encouraging responsible and local consumption</td>
<td>• Political &amp; Public support</td>
<td>Ministry of Finance</td>
<td>• Douane</td>
<td>2021</td>
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<td></td>
<td></td>
<td></td>
<td>• Data openness</td>
<td></td>
<td>• Parliament</td>
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<td></td>
<td>• Legal expertise</td>
<td></td>
<td>• DIMP</td>
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<td></td>
<td>• Private Sector</td>
<td></td>
<td>• National Tax Consultation Board</td>
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<tr>
<td>20</td>
<td>Integrated environmental</td>
<td>• Align ROP, ROPV, building and living requirements with environmental policy, as well as with the development of an integral and sustainable</td>
<td>• Political &amp; Public support</td>
<td>Ministry of Infrastructure</td>
<td>• DNM</td>
<td>Q3-Q4 2020 - 2021</td>
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<tr>
<td></td>
<td>policy framework and legislation</td>
<td>waste management and waste processing model</td>
<td>• Environmental expertise</td>
<td></td>
<td>• Parliament</td>
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<td></td>
<td>• Approval of crucial environmental policies that are pending (including ROP, Nature Ordinance, environmental laws, and ratifying relevant international treaties to establish (legal) basis for executing national policies)</td>
<td>• and Environment legislation</td>
<td></td>
<td>• DNM</td>
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<td></td>
<td></td>
<td>• Establish and enforce legal framework for environmental conservation and restoration (including environmental impact assessment)</td>
<td>• Establish legal framework for environmental supervision and compliance and strengthen existing environmental compliance education and skillset</td>
<td></td>
<td>• DWJZ</td>
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<tr>
<td></td>
<td></td>
<td>• Establish legal framework for environmental supervision and compliance and strengthen existing environmental compliance education and skillset</td>
<td>• Introduce and implement environmental law - Milieu verordening (governs the permitting system, rules and regulations) and Afvalstoffenverordening</td>
<td></td>
<td>• Private Sector</td>
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<td></td>
<td></td>
<td>• Introduce and implement environmental law - Milieu verordening (governs the permitting system, rules and regulations) and Afvalstoffenverordening</td>
<td>• Include and/or expand administrative enforcement tools (e.g., restorative and punitive sanctions such as last onder dwangsom or other sorts of penalties/fines) in existing/new environmental, nature, waste and construction and housing legislation etc.</td>
<td></td>
<td>• NGOs</td>
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<td></td>
<td></td>
<td>• Include and/or expand administrative enforcement tools (e.g., restorative and punitive sanctions such as last onder dwangsom or other sorts of penalties/fines) in existing/new environmental, nature, waste and construction and housing legislation etc.</td>
<td>• Develop effective framework for enforcement of environmental policies</td>
<td></td>
<td>• FPNA</td>
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<tr>
<td>21</td>
<td>Wetland upgrades</td>
<td>• Consider expanding wetland for wastewater treatment &amp; floating farms</td>
<td>• Political &amp; Public support</td>
<td>Fundacion Parke Arikok</td>
<td>• Ministry of Infrastructure</td>
<td>Q3-Q4 2020 - 2021</td>
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<td></td>
<td></td>
<td>• Explore other business models to manage the (Bubali) wetlands area (e.g., privatization of the operation and maintenance of the wastewater treatment plant)</td>
<td>• and Environmental expertise</td>
<td></td>
<td>• DOW</td>
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<td>• Seek alignment between government waste management objectives and nature conservation (organization) objectives to create a holistic approach and plan for remediating the RWZI issue</td>
<td>• Ministry of Infrastructure</td>
<td></td>
<td>• DNM</td>
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PILLAR I: STRENGTHENING INSTITUTIONAL CAPABILITIES AND GOVERNANCE

NATIONAL MISSION 3:
Strengthen and safeguard the sustainability, security and quality of energy and food production.

SDG GOAL:

SOLUTIONS:

1. Transition towards renewable energy and energy security.

   • Projects #1-2

STRATEGIC OBJECTIVES:

1. Food security and access to sufficient and healthy/high quality food
   • Reduce import-dependency by increasing local food production capacity (which will also improve Aruba’s Balance of Payments)
   • Increase local production capacities and available (financial) resources for agriculture and fisheries adhering to a sustainable nature conservation framework
   • Safeguard quality standards for local food production and international food imports

2. Energy security
   • Prevent short-term fuel- and energy supply disruptions
   • Adopt regulatory framework for (renewable) energy sector
   • Accelerate the transition to (a portfolio of) renewable energies (40%-50% by 2022/2024) for energy security, efficiency and consumption (in accordance with affordability and reliability requirements)
   • Reduce dependence on fossil fuels (which will also improve Aruba’s Balance of Payments)
   • Strengthen the grid reliability and connectivity and standardize risk management cycle to mitigate risks of energy disruptions


   • Projects #3-7
## Implementation Strategy & Road Map - Recovery & Innovation Aruba

### PILLAR I: STRENGTHENING INSTITUTIONAL CAPABILITIES AND GOVERNANCE

**National Mission 3:**
Strengthen and safeguard the sustainability, security and quality of energy and food production.

**Solution:**
Transition towards renewable energy and energy security.

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<th>TIMEFRAME</th>
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</table>
| 1 | Regulatory framework for energy sector | • Formalize national energy policy  
• Initiate process of enhancing (renewable) energy legislation & regulation  
• Increase short-term energy security:  
  ▪ Address technical reliability issues in energy supply chain  
  ▪ Ensure that FMSA & ARUGAS fuel imports are on CBA’s list of critical external payments  
  ▪ Embed a standardized risk management cycle for energy security among energy stakeholders and perform a national energy security risk management analysis  
  ▪ Implement legislation regarding energy security | • Political will  
• Expertise  
• Stakeholder engagement/cooperation  
• Technical assistance (NL or regional) | Ministry of General Affairs | VDA  
Utility companies  
Client/sector groups  
DWJZ  
Private Sector  
NGOs  
National Climate Resilience Council | Q3-Q4 2020  
2021 |
| 2 | Renewable energy transition | • Continue increasing renewable energy, reduce fuel imports, reduce emissions and seek nature balance (in accordance with energy affordability and reliability requirements)  
• Strive for socially and environmentally harmonized solutions that enable expansion of cost-effective wind and solar energy capacity on short to mid term  
• Explore other environmentally-responsible possibilities that can reduce spatial pressures when transitioning towards renewable energy sources on long term  
• Introduce awareness campaign and consider tax incentives to engage private sector and households in renewable energy transition  
• Focus on initiatives related to energy efficiency and conservation (e.g., reduce (cooling) electricity consumption in commercial and residential settings to offset carbon footprint)  
• Introduce sustainable transport solutions in order to reduce transport fuels imports and emissions  
• Pursue tariff structure reform for electricity & water as a catalyst for accelerating the energy transition | • Expertise  
• Stakeholder engagement  
• Initiate Environmental Impact Assessment (EIA) and Socio-Economic Impact Assessment (SEIA) for wind and solar energy capacity expansion (short to mid term – 2023 time frame), and ocean energy (long term) | WEB/Utilities | Ministry of Energy  
Elmar  
DIP  
Private Sector  
NGOs  
SDG Committee | Q3-Q4 2020  
2021  
2022  
2023 |
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<td>3</td>
<td>Research Center</td>
<td>• Green light start Research Center by hygienic department (DVG)</td>
<td>• Cooperation of the ministry of Health</td>
<td>Ministry of Health</td>
<td>Department of Health</td>
<td>Q3-Q4 2020 2021</td>
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<td></td>
<td></td>
<td>• Control the safety of food production</td>
<td>• Manpower</td>
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<td>4</td>
<td>National food security and safety platform</td>
<td>• Establish National Food Security Platform</td>
<td>• Political will</td>
<td>Private Sector</td>
<td>Local Farmers</td>
<td>Q3-Q4 2020 2021 2022</td>
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<tr>
<td></td>
<td></td>
<td>• Stimulate entrepreneurship and (new) skillsets for cultivation and production</td>
<td>• Cooperation financial institutions</td>
<td></td>
<td>NGOs</td>
<td>2023</td>
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<td></td>
<td></td>
<td>• Develop and launch awareness campaigns to promote micro-farming</td>
<td>• Interest private sector</td>
<td></td>
<td>Ministry of Primary Sector</td>
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<td></td>
<td>• Identify funding opportunities (for Agr/tech)</td>
<td>• New food safety ordinance</td>
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<td>Ministry of Infrastructure</td>
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<td></td>
<td></td>
<td>• Work with business and financial consultants to transition towards agri-innovation business models</td>
<td>• Collaboration with educational institutions for innovative agricultural certification</td>
<td></td>
<td>University of Aruba / SISTEM</td>
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<td></td>
<td>• Introduce quality standards and control to safeguard food quality (and improve health)</td>
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<td>Financial Sector</td>
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<td>Local Farmers</td>
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<td></td>
<td></td>
<td>DEZHI</td>
<td></td>
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<tr>
<td>5</td>
<td>Entrepreneurship and modern agriculture</td>
<td>• Support entrepreneurs and encourage modern agriculture</td>
<td>• Cooperation of the ministry National Food Security Platform</td>
<td>Ministry of Primary Sector (co-lead)</td>
<td>DEZHI / IDEA</td>
<td>Q3-Q4 2020 2021</td>
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<td>• Fast Track modern agriculture ideas and help entrepreneurs with setting up their business, financial management training, getting land etc., and facilitate/support where needed. Not only modern agriculture technology but also water/ electricity etc.</td>
<td>• DEZHI / IDEA</td>
<td>AHATA</td>
<td>DVG</td>
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<td>• Facilitate and create market.Supply (digital) platforms for strengthening domestic food production and delivery to the tourism industry</td>
<td>• AHATA / DLVV</td>
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<td>Santa Rosa</td>
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<td></td>
<td>DEZHI</td>
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<td>6</td>
<td>Certification &amp; Quality Seal</td>
<td>• Introduce Certification &amp; Quality Seal to guarantee safe and high-quality local products</td>
<td>• Manpower</td>
<td>National Food Security Platform</td>
<td>DVG</td>
<td>2021 2022</td>
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<td>• Ensure the certification processes and entry mechanism adopted does not create unnecessary barriers for small businesses and start-up entrepreneurs (maintain level playing field)</td>
<td>• Consultancy with knowledge</td>
<td></td>
<td>Santa Rosa</td>
<td>2023</td>
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<td></td>
<td></td>
<td>• Create a sustainable food security and nature conservation framework</td>
<td>• Local Farmers cooperation</td>
<td></td>
<td>Local Farmers</td>
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<td>DWJZ</td>
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<td></td>
<td>DEZHI</td>
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<tr>
<td>7</td>
<td>Water quality law and regulations</td>
<td>• Retrieve, review, finalize and approve draft water law</td>
<td>• Legislative capacity</td>
<td>Ministry of Primary Sector</td>
<td>Ministry of Infrastructure</td>
<td>Q3-Q4 2020 2021</td>
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<td></td>
<td></td>
<td>• Implement ground water and wastewater treatment quality regulations and inspection</td>
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<td></td>
<td>Ministry of General Affairs</td>
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<td>DNM, DVG</td>
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<td>DWJZ</td>
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PILLAR I: STRENGTHENING INSTITUTIONAL CAPABILITIES AND GOVERNANCE

NATIONAL MISSION 4:
The Aruba citizens boast high standards of health(care) and social security.

SDG GOAL:

SOLUTIONS:

1. Implement Integrated Health Information System (& Management Model).
   • Projects #1-4

2. Life Course Approach (LCA).
   • Projects #5-6

3. Ensure long-term sustainability of the social security system with actions; promoting fairness, with the initial focus (short-term) to safeguard the most vulnerable funds (AOV).
   • Projects #7-13

STRATEGIC OBJECTIVES:

1. Stimulate a healthy and productive population
   • Increase health awareness among citizens
   • Develop and maintain complete and real-time insight into the health-related needs of the population
   • Incentivize healthy living and life-style changes (disincentivize unhealthy lifestyle habits)

2. Develop a sustainable and affordable care system with long-term sustainability of care level / care quality
   • Enhance management of the costs of care and social security and curb overconsumption
   • Reduce of premium burden on employers
   • Develop integral patient-centric health information system and data governance

3. Improve control and management of healthcare system

4. Increase transparency about processes and user costs and enhance access to information for the client
### PILLAR I: STRENGTHENING INSTITUTIONAL CAPABILITIES AND GOVERNANCE

**National Mission 4:**
The Aruba citizens boast high standards of health(care) and social security.

**Solution:**
Implement Integrated Health Information System (& Management Model).

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</table>
| 1 | Institutionalization of institutional committee integral health | Institutionalize a national committee to design the roadmap and (oversee the) implementation of an integral health information system | Steering committee:  
- Minister of Health, CIO AZV,  
- Representation of Care Professionals and providers  
- National ordinance for Integral Health Information System (longer term action) | Ministry of Health | DVG, AZV, Health Care providers (incl. HOH, IMSAN), CBS | Q3-Q4 2020 |
| 2 | National Health Survey | Launch National Health Survey (on an annual basis): this is a periodic survey in which self reported risks, diseases and wellbeing is assessed in a representative sample of the population. | Public Health Department (DVG):  
- Epidemiology / Research (execution)  
- PAHO / CARPHA (support)  
- CBS capacity  
- Ministry of Social Affairs | DVG | PAHO, Social Affairs, CBS | Q3-Q4 2020 |
| 3 | Integrated Governance | Introduce an Integrated Governance/management model & body (incl. data governance):  
- Steering committee and taskforce with representation of most relevant stakeholders  
- Separation between supervision / execution  
- Consideration of environmental model/matters | Establish governance structure:  
- Health Policy and Law  
- Wetgevingsjurist (changes in legislation)  
- Steering committee and Taskforce(s):  
- Representation of most relevant stakeholders (SP’s: Patients, Public, Policy, Providers, Payers) | Ministry of Health | AZV, Health Care Providers (incl. HOH, IMSAN), Social Partners | Q3-Q4 2020 |
| 4 | Integrated Health Information System | Finalize roadmap for Integrated Health Information System  
- Introduce Master Data Management (MDM) / Integrated Data Governance  
- Develop & implement Information System for Health (IS4H) strategy (compatible with e-Government roadmap)  
- Introduce a monthly updated benefits/usage report and related costs that a client can access digitally at any time to increase awareness of cost of consumption/usage and enhance transparency of the system | Required specialists MDM / DataGov:  
- (Health) data science / Epidemiology  
- Health Policy and Law (privacy, meaningful use, Regulations)  
- Population Health Management (PHM) / Public Health  
- Payers and providers: process analyses  
- e-Government team/alignment  
- Sounding board Health Information Consultants | National Committee Integral Health | Ministry of Health (co-lead), Council of Ministers, Ministry of Innovation, Directie Innovatie, AZV, DVG, Health Care providers (incl. HOH, IMSAN), CBS | Q3-Q4 2020 |
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<tr>
<th>#</th>
<th>PROJECTS</th>
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<tr>
<td>5</td>
<td>Life Course Approach</td>
<td>Introduce a Life Course Approach:</td>
<td>Quarter Master:</td>
<td>Ministry of Health</td>
<td>DVG/AZV (co Lead)</td>
<td>2021</td>
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<td></td>
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<td>Regular checks health and wellness of risk groups: Social Determinants of Health (SDOH), age and gender specific risk factors, problem list, care consumption. The screening and case-finding for NCDs (CVR, DM, cervical cancer, colon cancer screening, etc.) are part of this</td>
<td>• Public Health / Youth Health/PHM</td>
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<td>Health Care Providers (incl. HOH, IMSAN)</td>
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<td></td>
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<td>• Curb overconsumption of unhealthy foods and encourage healthy lifestyles - consider a health levy on, e.g., sugars, sodium and trans fats, and enhanced enforcement health safety controls of F&amp;B establishments</td>
<td>• GP Association</td>
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<td>Establish Integral Care Programs for relevant high-risk groups (e.g. diabetes and other NCDs): Establish/execute structural integral care in delivery system and embed in health financing and reimbursement at AZV</td>
<td>• AZV Implementation:</td>
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<td></td>
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<td>• Change managers</td>
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<td>• Health Informatics / IS4H</td>
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<td>Execution:</td>
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<td>• Youth Health / Baby Clinic</td>
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<td>• GP practices / medical specialists</td>
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<td>• White Yellow Cross</td>
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<td>• Paramedical professionals</td>
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<td>Technical support PAHO/WHO</td>
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<td>other intl. technical consultants</td>
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<tr>
<td>6</td>
<td>Alternative Payment Models</td>
<td>Introduce Alternative Payment Models for providers (e.g. payment model should promote quality and commitment to prevention, integral patient centered care and wellness)</td>
<td>Health Financing &amp; reimbursement:</td>
<td>Ministry of Health</td>
<td>AZV</td>
<td>2022</td>
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<td></td>
<td></td>
<td></td>
<td>• Health economics</td>
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<td>• Health financing/reimbursement Execution:</td>
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<td>• AZV care procurement</td>
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<td>• AZV claims processing</td>
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<td>• SVB</td>
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<td>• Care providers</td>
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<td>• Legislation changes</td>
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### PILLAR I: STRENGTHENING INSTITUTIONAL CAPABILITIES AND GOVERNANCE

#### National Mission 4:
The Aruba citizens boast high standards of health(care) and social security.

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

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</table>
| 7  | Tripartite        | • Organize tripartite discussions for the sustainability of the social security system and related funds  
• Discuss flexibilization labor laws and other social security reforms in general | • Experienced chairperson (facilitator)  
• Small representation of both employers and employees (max. 6 total including unions)  
• Scenario calculations | Ministry of Labor | Ministry of Finance (co-lead)  
Ministry of General Affairs (co-lead)  
Private sector representatives  
Department of Finance  
Union representatives  
CBS  
SVB | Q3-Q4 2020  
2021 |
| 8  | Pension rights and LAP | • Review pension age to guarantee a sustainable pension fund  
• Consider (partially) finance potential impact on income via Tax Brackets or deductibility of premiums (align with Tax Reform – mid term action)  
• Set up follow up tripartite to design a new pension system applicable to both private and public sector pensions. The new system should be financially sustainable – mid to long term action  
• Reduce payments on top off pensions that are taking place from the ‘algemene middelen’ for public sector pensions | • Technical experts  
• Legislative capacity | Ministry of Finance | Ministry of General Affairs  
Private sector representatives  
DIMP  
Department of Finance  
APFA  
SVB  
OPA  
CBS | Q3-Q4 2020  
2021 |
| 9  | Cessantia and unemployment insurance | Short term actions – consider converting cessantia (+ bijstand where applicable) as safety net and consider gradually abolish cessantia:  
• Limit the cessantia to cases of non-attributable loss of work before pension age (exclude pension as possible moment for cessantia)  
• Convert cessantia into temporary unemployment fund, which provides a monthly payment to those who became unemployed (maximum period)  
Long term actions:  
• Evaluate financial possibilities to supplement pension + AOV to for example minimum wage (after this crisis has ended – long term action)  
• Evaluate austere short-term/limited unemployment insurance | • Scenario calculations | Ministry of Labor | Ministry of Finance  
Private Sector representatives  
Department of Finance  
APFA  
SVB  
OPA  
Private pension insurance companies  
Union representatives | Q3-Q4 2020  
2021  
2022 |
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</table>
| 10  | AOV/AWW sustainability  | **Short term actions - adjustments to raise the level of fairness of the system:**  
• Revisit list and qualification of those insured to reduce the gap of those living on island and insured but not paying premiums  
• Apply mean test for funeral cost locally and eliminate it for those living abroad  
• Lower pension and Christmas bonus for those living abroad  
• Limit right to payment if participated in fund for x-number of years, or exclude short-term expats insurance  
**Medium term action:**  
• Revisit social security system in its entirety to ensure long-term sustainability of the system | • Scenario calculations  
• Technical experts | Ministry of Finance  
|     |                         |                                                                          |                                     | Ministry of Health  
|     |                         |                                                                          |                                     | Ministry of Labor  
|     |                         |                                                                          |                                     | Department of Finance  
|     |                         |                                                                          |                                     | SVB  
|     |                         |                                                                          |                                     | Private pension insurance companies  
|     |                         |                                                                          |                                     | Private sector  
|     |                         |                                                                          |                                     | CBS  | Q3-Q4 2020  
|     |                         |                                                                          |                                     | 2021  |
| 11  | AZV screening          | • Screen insured group to close loopholes  
• Revisit list and qualification of those insured to reduce the gap of those living on island and insured but not paying premiums | • Human resources  
|     |                         |                                                                          |                                     | Ministry of Health  
|     |                         |                                                                          |                                     | AZV (co-lead)  
|     |                         |                                                                          |                                     | Censo  
|     |                         |                                                                          |                                     | DIMAS  
|     |                         |                                                                          |                                     | DIMP  
|     |                         |                                                                          |                                     | SVB  | Q3-Q4 2020  |
| 12  | LAP compliance         | • Appoint supervising body for improved LAP compliance and clarity in legislation  
• Set out a realistic route to institutionalize cost-effective control, including consideration of which agency is best positioned to execute this function  
• Evaluate and make changes in the LAP law | • Legislative capacity  
• Scenario calculations | Ministry of Finance  
|     |                         |                                                                          |                                     | APFA  
|     |                         |                                                                          |                                     | SVB  | Q3-Q4 2020  |
| 13  | ZV/OV Health Absence   | • Investigate underlying factors and address high short health absence among employees in the public sector in comparison with private sector  
• Introduce incentives for managers in the public sector to bring health absence down and introduce the same policy as applicable in the private sector  
• Analyze effect of lowering payments to employee in case of health absence (e.g., no 100% pay) and/or introduce financial incentives for not reporting sick  
• Analyze the impact of potential privatization of ZV | • Technical expertise / outsource  
• Behavioral scientist  
• Scenario calculations | Ministry of Health  
|     |                         |                                                                          |                                     | Ministry of Labor  
|     |                         |                                                                          |                                     | Ministry of Finance  
|     |                         |                                                                          |                                     | Department of Finance  
|     |                         |                                                                          |                                     | SVB  
|     |                         |                                                                          |                                     | Private sector  
|     |                         |                                                                          |                                     | CBS  | Q3-Q4 2020  
|     |                         |                                                                          |                                     | 2021  
|     |                         |                                                                          |                                     | 2022  |
### Pillar II: Stewarding Efficiency, Well-being of Citizens, Productivity and Environmental Responsibility

**National Mission 5:**
Aruba has a welcoming business environment, is environmentally responsible and enhances its competitive edge in the region.

### Solutions:

1. **Facilitating ease of doing business by cutting the red tape and having an optimal digital infrastructure.**
   - **Projects #1-5**

2. **Strategy to attract FDI: Develop market strategy, brand budget and FDI set incentives.**
   - **Projects #6-9**

3. **Reduce economic leakage and align taxes.**
   - **Projects #10-15**

### Strategic Objectives:

1. **Improve investment and business climate**
   - Eliminate red-tape, facilitate ease of doing business and reduce the cost of doing business
   - Ensure fair competition and a level playing field
   - Stimulate economic empowerment of women
   - Increase productivity
   - Simplify and streamline tax model, including tax incentives for Promising Sectors, niche tourism, encourage circular models (responsible companies) and attract FDI
   - Enhance compliance with environmental standards (related to air, water and soil quality)

2. **Develop new sectors and diversify the economy**
   - Improve the innovation capacity of the island and increase the adaptability of society
   - Maintain a healthy and stable financial sector
   - Diversify sources of foreign exchange earnings
   - Establish a fixed exchange rate between the US Dollar and Aruban Florin
   - Increase the resilience, depth and diversity of the financial sector (including new opportunities for funding and financing as well as financial intermediation and digital payments)
   - Increase the influx of Foreign Direct Investment (FDI) in areas that create social and economic added value
   - Enable inclusive growth of the Promising Sectors
   - Stimulate the adoption of environmentally-responsible practices in the public and private sector
   - Transition from the traditional ‘brick and mortar’ business environment to a more innovative business environment with an emphasis on stimulating the Promising Sectors
     1. Transition the traditional banking system towards a model that enables risk-based investment, startups and SME growth in the Promising Sectors and safeguards new investments in line with ESG principles and standards
     2. Enable and strengthen financial inclusion by expanding basic financial services and safeguarding consumer rights
     3. Access to (seed)capital (equity and debt) for startups and SMEs (diversification and deepening of financial system)
     4. Accelerate and diversify the development and adoption of digital payment platforms
     5. Accelerate the onboarding process for banking in general
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<th>Resources</th>
<th>Lead</th>
<th>Responsible</th>
<th>Timeframe</th>
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| 1   | Doing Business Information           | • Streamline and simplify information/communication on doing business in Aruba to increase transparency and efficiency in tax and business environment (e.g., from starting a business to filing taxes and applying for a tax stimulus plan)  
• Develop streamlined communication on doing business in Aruba to be used/referred to by all stakeholders (e.g., communicate these in different formats: social media, videos, website etc.)  
• Simplify messaging on taxes (e.g., "Let's talk about tax" campaign)  
• Develop business start-up guidance program (including where to go for what and expected timeframes for each step)  
• Develop entrepreneurship opportunities guidance on which tourism (shared value model) niches to invest in (niches on unique and authentic experiences, wellness, weddings, kitesurfing)  
• Raise awareness for the changing consumer patterns (incl. Covid 19 lessons learned) | • Financial investment  
• Human resources  
• Copywriters  
• Communication manager | DEACI       | IDEA  
DIMP  
KVV  
AHATA  
ATIA  
ATA  
CBA  
Private Sector  
Notaries | Q3-Q4 2020  
2021 |
| 2   | Seamless Public Sector Experience    | • Simplify and streamline core public sector services, namely the licensing processes:  
• Update mapping of licensing processes now vs envisioned processes going forward (infographics)  
• Accelerate eGovernment implementation for licenses chain (CBA responsible stakeholder in case of foreign exchange license)  
• Digitize and accelerate the licensing processes and property registration (in development)  
• Consider the introduction of "lex silencio positivo"  
• Develop e-Portal for doing business in Aruba  
• Set up multi-disciplinary public-private task force to execute short-term Task Force Red Tape recommendations (refer to Report "From Red Tape to Red Carpet")  
• Design joint public-private action agenda (short-term) to streamline KYC compliance/client onboarding and organize regulatory technology hackathon | • Expansion eGovernment Program Management Team (insource or outsourcer)  
• Legislative capacity  
• Financial investment  
• Training for public sector employees  
• IT-infrastructure  
• Policy and mechanisms to balance potential undue effects of "lex silencio positivo" (e.g., stimulation and incentive policies to drive demand for Promising Sectors, enhanced compliance etc.) | DEACI       | Directie Innovatie  
Ministry of Finance  
Ministry of General Affairs and Innovation  
DOW, DIMAS, DIP, DAO, DIMP, DWJZ, CBS, CBA  
Private Sector (user experience / implementation)  
ATIA, AHATA, KVV | Q3-Q4 2020  
2021 |
Aruba has a welcoming business environment, is environmentally responsible and enhances its competitive edge in the region.

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

### PILLAR II: STEWARDING EFFICIENCY, WELL-BEING OF CITIZENS, PRODUCTIVITY AND ENVIRONMENTAL RESPONSIBILITY

#### National Mission 5:

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

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</table>
| 3 | Seamless private sector experience | - Finalize and introduce e-commerce and digital signatures legislation – Landsverordening inzake elektronische communicatie (LEC)  
- Introduce the revised Civil Code - Burgerlijk Wetboek (all books regarding businesses)  
- Innovate private sector business models:  
- Develop joint road map to encourage transition towards seamless (and paperless) way of doing business with concrete actions per sector (e.g., financial/banking sector, tourism sector, etc.)  
- Modernize legal framework covering intellectual property  
- Accelerate the implementation of the Aruba Happy Flow 2.0 project to enhance the visitor experience  
- Educate and guide entrepreneurs through incubator programs (legally incorporate and operationalize ABIA)  
- Develop road map to guide Notaries on their transition toward a seamless and paperless service offering and link with the e-Government Interoperability Framework (in development) | - Open data (government to share key data)  
- Human resources  
- Incubator program for entrepreneurs  
- Digital Agenda (to be developed)  
- Happy Flow 2.0: Financial investment, software development kit, contactless biometric identification systems (already at the airport), cameras required at hotels and other establishments | Ministry of Economic Affairs | Private Sector  
- ATIA, AHATA, SBCO, AFBA, ATSA, KvK, ATA, AAA, Hotels, Car Rentals  
- CBS, IDEA, DEACI, CBA  
- ABIA  
- Directie Innovatie  
- Happy Flow 2.0 Team  
- University of Aruba  
- Notaries | Q3-Q4 2020  
2021  
2022 |
| 4 | Digital payment ecosystem and inclusion | - Develop public-private digital payments ecosystem action agenda (as part of the national Digital Agenda to be developed)  
- Diversify and deepen the digital payment ecosystem with the introduction and adoption of new (local, regional and/or international) payment platforms for electronic commerce and international business (including Aruba’s export of services and products)  
- Accelerate I-Pago implementation plan  
- Establish a financial and regulatory technology (Fintech/Regtech) incubator to foster new AI-driven financial and supervisory services  
- Ensure inclusion of all citizens in the banking system and tackle unlawful practices by financial institutions/ ban discrimination (especially of vulnerable groups who are currently unbanked) and accelerate implementation of CBA Financial Inclusion road map | - Legislative capacity  
- Financial investment  
- Qualified financial technology developers  
- Adoption of ordinance for consumer rights and protections  
- Adoption of Payment System national ordinance  
- Adoption of national ordinance to legislate digital IDs and digital signatures | Ministry of Finance  
- Ministry of General Affairs, Directie Innovatie  
- Private Sector  
- ABA  
- CBA and I-Pago partners  
- Local software developer groups/circles and IT experts  
- DWJZ  
- DEZHI  
- Directie Financiën | Q3-Q4 2020  
2021  
2022 |
| 5 | Legislative and policy framework | - Introduce competition law (mededingingswet) and policy, and set up competent authority to create a level playing field  
- Simplify and modernize licensing legal framework (vergunningsverordening)  
- Introduce spatial planning law (ROPv)  
- Develop policy framework for assessing whether a new business fits within the Promising Sectors taking into account the aspired transition towards a resilient circular economy – toetsingskader  
- Develop policy framework for Corporate Environmental and Socially Responsible companies and introduce incentive scheme for companies meeting and adhering to the criteria | - Legislative capacity  
- Financial investment  
- Technical support from Dutch Government  
- Private sector support for technical review of draft legislative frameworks  
- Legislative capacity  
- Financial investment  
- Technical support from Dutch Government  
- Private sector support for technical review of draft legislative frameworks | Ministry of Justice  
- Ministry of Finance  
- Ministry of General Affairs, Directie Innovatie  
- Private Sector  
- CBA  
- DWJZ  
- Lawyers Association  
- Innovation Labs  
- DEZHI | Q3-Q4 2020  
2021 |

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### Implementation Strategy & Road Map:

**Recovery & Innovation Aruba**

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<td>5</td>
<td>Legislative and policy framework (continued from previous page)</td>
<td>Finalize and introduce regulatory framework for medical cannabis - Landsverordening Verdovende middelen (AB 1990 GT 7), Landsverordening tot wijziging van de Landsverordening op de geneesmiddelen (AB 1990 no GT 9) and address objection of correspondent banks with respect to account opening</td>
<td>Legislative capacity, Financial investment, Technical support from Dutch Government, Private sector support for technical review of draft legislative frameworks</td>
<td>Ministry of Justice</td>
<td>Ministry of Finance, Ministry of General Affairs, Directie Innovatie, Private Sector, Lawyers Association, CBA, DWJZ, DEACI, Innovation Labs</td>
<td>Q3-Q4 2020 - 2021</td>
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<td>6</td>
<td>Aruba Trade Board</td>
<td>Formalize Aruba Trade Board with advisory role in relation to FDI strategies, Develop market intelligence and information exchange system to support FDI strategies (Aruba Trade Board to lead this project), Collaborate with key local institutions to gather intelligence to inform strategies and to execute the plan</td>
<td>Legal input (DWJZ), Public and private human resources, Project manager for strategy development</td>
<td>Ministry of Economic Affairs</td>
<td>Aruba Trade Board: DWJZ, KvK, ATIA, Private Sector, FZA, DEACI, DBB, ATA</td>
<td>Q3-Q4 2020</td>
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<tr>
<td>7</td>
<td>FDI products</td>
<td>Improve fiscal products targeted at specific industries (Promising Sectors) as part of tax reform, Adopt recommendations FZA for further modernization of free zone legislation, Develop evaluation criteria for FDI investments to qualify for an accelerated license process based on the need for job security and mobility, Promising Sectors policy and envisioned resilient and circular economy</td>
<td>Tax reform, Legislative capacity</td>
<td>Ministry of Finance</td>
<td>Aruba Trade Board, DEACI, AVVB, DIMP, FZA, Civic Sector and NGOs</td>
<td>Q3-Q4 2020 - 2021</td>
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<td>8</td>
<td>Investment Promotion Agency</td>
<td>Establish Investment Promotion Agency (IPA) with public sector, private sector and civic sector in the management team and board (incl. Aruba Trade Board), Set up project to develop brand identity (establish key characteristics, target markets/industries, positioning and marketing strategies) to attract FDI, Develop brand positioning, including messaging, content marketing strategy and website, road show strategy, Develop lead tracking system and comprehensive follow-up methods, Establish public-private promotion fund</td>
<td>Private sector collaboration, Dedicated project manager, Branding know-how (external consultant), Marketing know-how (external consultant), Marketing funds, Kingdom Embassy platform, Arubahuis</td>
<td>DEACI</td>
<td>Aruba Trade Board, private sector partners, Civic sector, NGOs representatives, ATA, APA, AAA</td>
<td>Q3-Q4 2020 - 2021</td>
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<td>9</td>
<td>FDI e-Platform</td>
<td>Develop/resume e-platform project to promote FDI, Consider/leverage Aruba’s ‘tourism network and knowledge’ as a platform to source international business opportunities and investments</td>
<td>e-Government expertise, Human resources, Local tourism institutions</td>
<td>Investment Promotion Agency</td>
<td>DEZHI (lead on behalf of public sector), Aruba Trade Board (co-lead), Ministry of Economic Affairs, Ministry of Innovation, Directie Innovatie, ATA, AHATA</td>
<td>Q3-Q4 2020 - 2021</td>
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**PILLAR II: STEWARDING EFFICIENCY, WELL-BEING OF CITIZENS, PRODUCTIVITY AND ENVIRONMENTAL RESPONSIBILITY**

**National Mission 5:**

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

**Solution:**

Strategy to attract FDI: Develop market strategy, brand budget and FDI set incentives.
### PILLAR II: STEWARDING EFFICIENCY, WELL-BEING OF CITIZENS, PRODUCTIVITY AND ENVIRONMENTAL RESPONSIBILITY

**National Mission 5:**
Aruba has a welcoming business environment, is environmentally responsible and enhances its competitive edge in the region.

**Solution:**
Reduce economic leakage and align taxes.

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</table>
| 10 | Capital leakage mitigation   | • Establish an investment fund with local principals (in line with Promising Sectors and the tourism niche road map and shared value tourism model) to actively pursue the purchase of strategic economic opportunities to keep these local (refer also to Annex 2 on the Resilience & Innovation Fund)  
  • Promote and stimulate local ownership of strategic economic activities through SME fund  
  • Create additional affordable capital and equity capital for local SME entrepreneurs  
  • Revisit capital markets regulatory framework to diversify Aruba’s financial system and to create pathways and remove barriers for (seed) angel investment and venture capital investment | Establishment of SME fund or include in RIF platform  
  • Capital  
  • Entrepreneurship incubator programs | DEACI         | Ministry of General Affairs  
  Ministry of Economic Affairs  
  ATA, AHATA  
  Institutional Investors  
  Local Pension Funds  
  High-net worth individuals and family offices  
  Qredits  
  AIB  
  CBA | Q3-Q4 2020  
  2021  
  2022 |
| 11 | Fine and penalty collection | • Improve fine and penalty collection process by investing in capacity and capability building, enforcement and streamlining collection  
  • Link value-chain to e-Government framework  
  • Re-design existing processes during a human-centered design thinking hackathon (use data collected through a national survey and stakeholder interviews) and present policy changes recommendations to government | Human resources  
  Hackathon facilitator  
  Capacity building program/training  
  Interoperability Framework and Digital I.D. (unique number) | Ministry of Justice | KPA  
  BCI  
  DVG  
  OM  
  e-Government team  
  DWJZ | Q3-Q4 2020  
  2021 |
### PILLAR II: STEWARDSING EFFICIENCY, WELL-BEING OF CITIZENS, PRODUCTIVITY AND ENVIRONMENTAL RESPONSIBILITY

#### National Mission 5:
Aruba has a welcoming business environment, is environmentally responsible and enhances its competitive edge in the region.

**Solution:**
Reduce economic leakage and align taxes.

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</table>
| 12 | Digital Nomads                   | • Develop and launch clear/attractive value offering for digital nomad workers - expat (incentive policy)  
• Evaluate start-up and "working form home in Aruba" visa  
• Modify expat policy and directive of the LTU | • Accommodation arrangements – long term rental (longer stays)  
• Digital infrastructure (connectivity & affordability, access)  
• Affordable health insurance | Ministry of Justice | DIMP  
DEZHI  
DIMAS  
AHATA  
ATA  
University of Aruba  
Setar/ Digicel | Q3-Q4 2020 |
| 13 | Foreign exchange leakage mitigation | • Incentivize local SME’s and established businesses to keep the revenues onshore by stimulating a shift from import to local production, where feasible, through awareness and training  
• Reduce the import of (fuel) energy needs through sustainable/ green incentives. Include incentives for the use of solar/wind power and apply energy saving building codes and technologies and/or circular models (that also prevent foreign leakage)  
• Ensure short-term energy security- establish a Utilities fund for addressing technical reliability issues to prevent economic losses from short-term fuel-and energy supply disruptions and explore new industry revenue models for energy conservation to mitigate energy capital leakage  
• Introduce incentives for sustainable transport program: EV adoption (low or zero taxes) for establishment of infrastructure and business models for EV charging stations, electrification of government car fleet and car rental fleet and introduction of emission standards for newly imported and existing gasoline/diesel cars, stimulation of public transport and sustainable transport behaviors | • Tax incentives for local production and import substitution  
• Awareness campaign  
• Training for local SMEs  
• Cooperation energy companies for standardizing risk management approach  
• Cooperation key stakeholders | Ministry of Finance | Ministry of Transportation  
Ministry of Infrastructure  
DEZHI  
DIMP  
DWJZ  
Utilities, WEB, ELMAR  
Private Sector, Car Rentals , Car Dealers  
DNM, DTI | Q3-Q4 2020  
2021  
2023 |
| 14 | Human capital leakage management | • Collaborate with District297 diaspora project  
• Recruit international mentors for the transfer of knowledge to local talent  
• Create interesting job opportunities for local talent to avoid brain drain  
• Attract businesses of the future to allow growth opportunities for local talent (e.g., by leveraging and coordinating existing national and international platforms including visitors, expats and diaspora networks) | • Tax and import incentives  
• Recruitment campaign | Ministry of Finance | Ministry of Education  
Private Sector  
ATIA  
AHATA | 2021  
2022  
2023 |
### PILLAR II: STEWARDSING EFFICIENCY, WELL-BEING OF CITIZENS, PRODUCTIVITY AND ENVIRONMENTAL RESPONSIBILITY

National Mission 5:
Aruba has a welcoming business environment, is environmentally responsible and enhances its competitive edge in the region.

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Reduce economic leakage and align taxes.

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</table>
| 15 | Economic Empowerment of Women    | - Support economic empowerment of women to counteract their vulnerable position due to COVID-19 and encourage and facilitate their full participation and contribution in Aruba’s economic recovery:  
  - Foster women entrepreneurship innovation:  
    - Create policy and programs for female entrepreneurship  
    - Micro loans for women: Dedicate funding and micro loans to support entrepreneurship and the economic empowerment of women through special programs in this area (i.e. minimum or no collateral required)  
  - Develop women in IT as a niche market:  
    - Develop project to foster innovation and facilitate IT literacy and competencies to stimulate women in IT as a niche enterprise (and to support working from home)  
    - Develop a comprehensive curriculum and training for different levels and low threshold to develop women’s IT skills  
    - Create support mechanism through coaching and childcare options  
    - Create awareness and stimulate more women in STEM studies  
  - Quantify unpaid work: Define and quantify the economic value of unpaid work performed by women and make recommendations for recognizing women’s contribution to the economy | - Project team consisting of experienced members  
- Financial resources  
- Human Resources  
- IT equipment  
- Internet connection  
- Courses  
- Entrepreneurship facilitator  
- Flexibilization of Labor Laws to facilitate caregiving and working from home | Project Team CEDEHM | Ministry of General Affairs  
2021  
Ministry of Education  
Ministry of Social Affairs and Family Affairs  
Volkskrediet bank  
Qredits  
AIB  
Labor Department  
SVB  
CBS  
DEACI  
Department of Social Affairs  
Private sector partners  
DIMP  
BNA, DEA, Enseñansa pa Empleo  
DPS  
SKOA and SPCOA  
SISSTEM | Q3-Q4 2020  
2021  
2022 |
**PILLAR II:** STEWARDING EFFICIENCY, WELL-BEING OF CITIZENS, PRODUCTIVITY AND ENVIRONMENTAL RESPONSIBILITY

**NATIONAL MISSION 6:**
Aruban citizens, visitors and local industries benefit from an enhancement of the shared value of tourism.

**SDG GOAL:**

**SOLUTIONS:**

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

**STRATEGIC OBJECTIVES:**

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

### National Mission 6:
Aruban citizens, visitors and local industries benefit from an enhancement of the shared value of tourism.

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

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<tbody>
<tr>
<td>1</td>
<td>Watchdog platform</td>
<td>Create independent watchdog platform:</td>
<td>Commitment, Manpower</td>
<td>ATA</td>
<td>Representatives from destination and site managers</td>
<td>2021</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• A body for monitoring, implementation and awareness of the various action plans (Destination Development Plan, Carrying Capacity, High-Value, Low-Impact Tourism Model/Niche Roadmap)</td>
<td></td>
<td></td>
<td>Monuments Bureau, Arikok National Park Foundation</td>
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<td></td>
<td></td>
<td>• Continuous monitoring of the Carrying Capacity Indicators</td>
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<td></td>
<td>Representatives from the private sector (hotels and tour operators) and of the civil society (one for each district)</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>High-Value, Low-Impact Tourism Model</td>
<td>Implement road map towards High-Value, Low-Impact Tourism Model (shared value model) including but not limited to:</td>
<td>Highly integrated and synerized partnership among the many stakeholders, Commitment, Manpower</td>
<td>ATA</td>
<td>Ministry of Tourism, Government entities, DIP, Department of Transport, CBS, APA, Private sector, KvK, AHATA, Aruba Monuments Bureau, Community groups, Arikok National Park Foundation</td>
<td>Q3-Q4 2020 - 2023</td>
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<td></td>
<td></td>
<td>• Mitigate and curb the environmental risks and social costs of large-scale accommodation development in line with directives of ROPV, carrying capacity, and climate-resilient tourism infrastructures</td>
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<tr>
<td></td>
<td></td>
<td>• Update, implement, and monitor the Carrying Capacity Indicators</td>
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<td></td>
<td></td>
<td>• Solidify ROPV mechanism that links new hotel development licensing approval to strategic hotel development plan and ensure any new/pipeline developments meet sustainability requirements (e.g., LEED building standards)</td>
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<td>• Develop a capacity building framework for stakeholders and the community at large (such as amongst other tourism awareness activities)</td>
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<td></td>
<td></td>
<td>• Invest in tourism and travel innovation, research and development and establish a travel &amp; hospitality incubator framework or guidance model</td>
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<td></td>
<td>• Reskill tourism labor force with 21st century expertise and experiential design</td>
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<td></td>
<td></td>
<td>• Earmark niche tourism funds for incentivizing and financing environmentally responsible and inclusive tourism in line with Promising Sectors</td>
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Continued on next page
## Implementation Strategy & Road Map

### National Mission 6:
Aruban citizens, visitors and local industries benefit from an enhancement of the shared value of tourism.

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

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</table>
| 2 | High-Value, Low-Impact Tourism Model (continued from previous page) | Implement road map towards High-Value, Low-Impact Tourism Model (shared value model) including but not limited to:  
- Research, fortify, guide and further develop tourism niches (and niche products), implement less mass- more niche  
- Create conceptualized destination hubs that showcase the authentic Aruban flare  
- Introduce authenticity guidelines for hotel and other main developments  
- Beautify physical surroundings and aesthetic placemaking  
- Leverage art, culture and creativity to transform underutilized spaces and inspire positive change  
- Strengthen the retained and shared value of tourism (foreign exchange earnings) by mitigating economic leakages and cultivating domestic (local) value chains  
- Implement new strategy for cruise development and management to reduce the pressure of cruise arrival impact through scheduling, incentives and product offering, and a higher focus on providing value added experiences, the attraction of smaller affluent lines with high-spending visitors, as well as strengthening the collaboration with the cruise brands to better reach and cater to high spending passengers  
- Implement site and visitor flow management  
- Enhance safety of the destination  
- Enable and promote a safe destination focused on preventive health and health care for visitors and residents  
- Curb over-development | Highly integrated and synergized partnership among the many stakeholders  
- Commitment  
- Manpower | ATA | Ministry of Tourism  
- Government entities, DIP, Department of Transport, CBS  
- APA  
- Private sector, KvK, AHATA  
- Aruba Monuments Bureau  
- Community groups  
- Arikok National Park Foundation  
- DNM | Q3-Q4 2020  
- 2021  
- 2022  
- 2023 |
PILLAR II: STEWARDING EFFICIENCY, WELL-BEING OF CITIZENS, PRODUCTIVITY AND ENVIRONMENTAL RESPONSIBILITY

NATIONAL MISSION 7:
Aruba has a flexible labor market and adaptable local work force that have the tools and skills to maximize their earnings potential and to adapt with a moving market.

SDG GOAL:

1. Increased flexibility to meet market needs
   - Strengthen social inclusion by improving income equality, labor force participation and mobilization
   - Increase flexibility in types of employment contracts; e.g. seasonal work, fixed-term employment contracts, part-time employment, automatic end of contract upon reaching retirement age
   - Create and diversify jobs that support (inter-generational) equity and in line with the Promising Sectors (and circular economy transition)
   - Increase income security to ensure an adequate balance between flexibility and security

2. Reduce youth unemployment
   - Create and stimulate new and flexible job opportunities for youth and young professionals (see also strengthening of financial inclusion)

3. Structural investment in Human Capital
   - Address the growing gap between education output and private sector needs, aligning the future of work with the current education system
   - Embrace life-long learning and develop 21st century skillsets
   - Increase employability of current and future work force, including empowering youth with the right skills to meet market needs
   - Adapt towards a learning society

 projects #1-6

 projects #7-10

SOLUTIONS:

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

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

projects #7-10
**Implementation Strategy & Road Map**

### Project 1: Accreditation System
- **Implement (EVC) accreditation of prior (on the job) learning**
- **Introduce training to support transitioning into a new role/job:**
  - Focus the training on employability/21st century skills that are not specific to any sector and are transferable skills that are useful in any job. The top employability skills include: complex problem solving, critical thinking, creativity, communication, emotional intelligence, and collaboration.
- **Financial investment**
- **Analysis of job transition training requirements/needs of the private sector on a sectorial basis**
- **Department of Education**
- **Ministry of Education**
- **Private Sector**
- **DAO**
- **DPL**
- **Q3-Q4 2020**
- **2021**

### Project 2: Employability and 21st Century Skills Tracking
- **Set up a monitoring and evaluation system to monitor employability and 21st century skills development of the labor market**
- **Develop Employability Skills Data Dashboard**
- **Create platform link between labor market and education system**
- **Human resources**
- **Financial investment**
- **International collaboration for technical review (e.g., UNDP, World Bank, ILO)**
- **Ministry of Labor**
- **ATIA / Private Sector (co-lead)**
- **DAO**
- **CBS**
- **University of Aruba**
- **DEA**
- **Q3-Q4 2020**
- **2021**

### Project 3: Manpower Planning
- **Instruct DAO to set up and execute the monitoring and evaluation system**
- **Introduce platform/committee to work on alignment between labor and education (including establishment of KPIs to measure progress of alignment)**
- **Human resources for enforcement**
- **Ministry of Labor**
- **DAO**
- **Private sector**
- **Q3-Q4 2020**
- **2021**

### Project 4: Stimulus Plan for Lifelong Learning
- **Introduce tax incentives for private sector to offer lifelong learning opportunities and to invest in digital capacity building of work force (e.g., tax cut or credit)**
- **Privatize Enseñansa pa Empleo**
- **Evaluate fiscal incentive options for workforce (e.g., tax cut or credit)**
- **Develop lifelong learning platform consisting of different stakeholders (public and private). The desired tangible output is an educated workforce following continuous training.**
  - **Employees follow at least one training/workshop per year.**
  - **How many companies use the incentive (e.g., tax cut) to facilitate training to their employees?**
  - **What is the percentage of employees per company that have successfully completed a training in the (past) year?**
- **Financial investment**
- **Fiscal space**
- **Private sector investment**
- **Tax reform**
- **International collaboration for technical review (e.g., UNDP, World Bank, ILO)**
- **Ministry of Labor**
- **Enseñansa pa Empleo**
- **Private sector**
- **Ministry of Finance**
- **DIMP**
- **DEA**
- **Q3-Q4 2020**
- **2021**
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</table>
| 5  | Agogy Model | • Formalize decision to adopt an actualized agogy model in education focused on mindset shift and 21st century skills development (both "soft" and "hard" skills)  
• Develop tools and training to change the rigid/inflexible mindset in education  
• Raise awareness for the agogy model within the community  
• Introduce a personalized, flexible and experiential learning system, including personalized independent digital learning systems | • Human resources  
• Financial investment                                                                                                           | Department of Education  
• Ministry of Education  
• IPA  
• School Boards | Q3-Q4 2020  
2021  
2022  
2023 |
| 6  | Education curriculum regeneration | • Review and reform current education curriculum to embed 21st Century Skills and environmental and social responsibility, as well as integrity (including SDGs)  
• Implement 21st Century Skills/Digitaliseringsagenda  
• Re-design training for teachers  
• Re-design type/format of assessments  
• Agree on definition/description (new) role of educators  
• Include Project Based Learning in curriculum and design/implement in cooperation with local community, NGOs and private sector  
• Align the nature and environment - Natuur en Milieu Educatie (NME) - program of the Fundacion Parke National Arikok (FPNA) with the national education curriculum | • Human resources  
• Financial investment                                                                                                           | Department of Education  
• Ministry of Education  
• Ministry of Innovation and Integrity  
• IPA  
• School Boards  
• Teachers  
• Private Sector and NGOs  
• FPNA | Q3-Q4 2020  
2021  
2022  
2023 |
**PILLAR II: STEWARDING EFFICIENCY, WELL-BEING OF CITIZENS, PRODUCTIVITY AND ENVIRONMENTAL RESPONSIBILITY**

### National Mission 7:
Aruba has a flexible labor market and adaptable local workforce that have the tools and skills to maximize their earnings potential and to adapt with a moving market.

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

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<tr>
<td>7</td>
<td>Modernization and actualization Labor Laws</td>
<td>Create support through Tripartite dialogue to accomplish changes in labor laws to foster a dynamic and mobile/agile workforce through actualization and modernization of the labor agreements and regulations, a.o. with respect to flexible working hours and types of agreement, and to quickly adapt to market needs</td>
<td>Stakeholder buy-in</td>
<td>Ministry of Labor</td>
<td>Ministry of General Affairs, Ministry of Finance and Economic Affairs, Dialogue Tripartite Social Laboral, Private Sector - all gremios, DWJZ, Parliament, DEZHI</td>
<td>Q3-Q4 2020</td>
</tr>
<tr>
<td>8</td>
<td>Talent Hub</td>
<td>Develop framework for creating a digital/physical Talent Hub focused on providing information to job seekers on relevant skills development and available vocational training, and connecting them with potential job opportunities</td>
<td>Human resources, Private sector collaboration, Assessment of Labor Market Needs, FDI stimulation platform, and policies, Tax reform to support new Economic model</td>
<td>Ministry of Labor</td>
<td>Ministry of Finance and Economic Affairs, Ministry of Education, DAO, DPL, Directie Innovatie, Private Sector - all gremios, Sociaal veld</td>
<td>Q3-Q4 2020</td>
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<tr>
<td>9</td>
<td>Start qualification and (youth) employment</td>
<td>Restart the discussion on possible introduction of a start qualification ('Kwalificatieplicht') for a better prepared labor force to fit market needs</td>
<td>Assessment of Labor Market Needs, Human resources, Develop implementation plan</td>
<td>DAO</td>
<td>Ministry of Labor, Department of Education, Private Sector, ATIA, AHATA, KvK, Members of youth organization related to NAP</td>
<td>Q3-Q4 2020</td>
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<tr>
<td>10</td>
<td>Performance based public sector model</td>
<td>Transition to a performance-based evaluation and compensation structure for Public Sector</td>
<td>Financial investment, Human resources, Legislative capacity</td>
<td>Ministry of General Affairs</td>
<td>Ministry of Finance, DRH, DWJZ, Parliament, Public sector labor unions</td>
<td>Q3-Q4 2020</td>
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**PILLAR III: STIMULATING AN ADAPTIVE LEARNING SOCIETY AND INNOVATIVE BUSINESS MODELS**

**NATIONAL MISSION 8:**
The Aruban society achieves a transformative mindset-shift by means of embracing a life-long learning way of life through digitalization.

**SDG GOAL:**

**SOLUTIONS:**

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

2. Design and execute a national cyber resiliency strategy.

**STRATEGIC OBJECTIVES:**

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

#### National Mission 8:
The Aruban society achieves a transformative mindset-shift by means of embracing a life-long learning way of life through digitalization.

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

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<tbody>
<tr>
<td>1</td>
<td>Inclusive education governance</td>
<td>Institutionalize consultation with stakeholders through setup of a National Education Consultation Board consisting of public and private sector, and academia stakeholders and chaired by a neutral/independent party. The Board will provide an open and participatory platform for advisory and data sharing</td>
<td>Human resources • MB to be approved by Council of Ministers • DWJZ support with drafting /review • Support from The Aruba Institute for Good Governance &amp; Leadership (University of Aruba) and international platforms for best practice guidance</td>
<td>Ministry of Education</td>
<td>Ministry of General Affairs • Ministry of Economic Affairs • Department of Education • IPA • School Boards • Private Sector • NGOs • Parliament</td>
<td>Q3-Q4 2020</td>
</tr>
<tr>
<td>2</td>
<td>Community access to learning</td>
<td>Provide free basic IT/digital skills training and beginner level courses and workshops on functional use of internet and digital footprint (skills such as online banking, connectivity, e-commerce, etc.) • Develop digital Library for the world of internet - information (guides and trainings) accessible to all • Launch nation-wide awareness campaigns • Work with BNA to facilitate access to devices (on-site)</td>
<td>Connectivity • Budget for equipment on location at educational institutions • Student and community access to devices • Trainers/teachers/facilitators to teach, and enable our community in becoming ‘e-literate‘ as well to create the ‘e-guides’</td>
<td>Ministry of General Affairs and Innovation</td>
<td>Ministry of Education, National Library (BNA), Department of Education • Private Sector (lead value-add trainings), NGOs • SISSTEM</td>
<td>Q3-Q4 2020 2021</td>
</tr>
<tr>
<td>3</td>
<td>National Digital Agenda</td>
<td>Develop a national road map for a Digital Aruba together with key stakeholders and community • Streamline public, private and academic sector and citizens needs into a national digital strategy</td>
<td>Human resources to lead the policy development • Survey/analysis of stakeholder needs to gather data to inform the digital agenda • International and Kingdom collaboration for technical review</td>
<td>Ministry of General Affairs and Innovation</td>
<td>Directie Innovatie • Private Sector, Local community and NGOs, Central Bank of Aruba, University of Aruba / SISSTEM • DEZHI</td>
<td>Q3-Q4 2020 2021</td>
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### Accessible and Inclusive Connectivity

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<th>Resources</th>
<th>Lead</th>
<th>Responsible</th>
<th>Timeframe</th>
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</thead>
</table>
| 4 | Accessible and inclusive connectivity | • Declare internet as utility/citizen right (start legislative process) to make connectivity accessible to all  
• Introduce public/private co-sponsored program to make devices accessible to all (affordable personal devices and/or shared community devices) and/or design and implement initiative for households to qualify for a subsidized device to stimulate nation-wide digital inclusion | • Technical expertise  
• Funding to sponsor equipment  
• Infrastructural adaptations where needed  
• Access to or sponsored energy/electricity to power up tech infrastructure  
• Legislative capacity  
• Financial investment | Ministry of Innovation | Ministry of Communication, Ministry of Finance, Ministry of Education  
DWJZ, DOW  
Private Sector  
Local connectivity / internet providers  
SDG Aruba Committee  
Private Sector | 2021  
2022 |

### Updated Education Curriculum

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<th>Lead</th>
<th>Responsible</th>
<th>Timeframe</th>
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</table>
| 5 | Updated education curriculum | • Revisit existing education curriculum (all levels) and adjust accordingly to stimulate digital inclusion in and through education  
• Design a national data-driven progress monitoring and performance measurement system (and dashboard) to facilitate a self-correcting/self-learning process over time by incorporating AI | • Budget for equipment on location at educational institutions  
• Student and community access to devices  
• Technical development capacity (data scientist and AI developers) | Department of Education | Minister of Education  
Ministry of General Affairs  
Private Sector | Q3-Q4 2020  
2021  
2022  
2023 |

### Coordinated Resources Mobilization

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<th>#</th>
<th>Projects</th>
<th>Game Plan</th>
<th>Resources</th>
<th>Lead</th>
<th>Responsible</th>
<th>Timeframe</th>
</tr>
</thead>
</table>
| 6 | Coordinated resources mobilization | • Set up dedicated national board to streamline funding requests and apply/manage international funding for devices/hardware for education purposes (the next step of acquiring funding is a mid to long term action) | • International funding  
• Application writers and expert review  
• Collaboration with international organizations | SDG Aruba Committee | Education focused NGOs  
Private Sector  
Ministry of Education  
Ministry of Innovation  
Department of Education | 2021 |
### PILLAR III: STIMULATING AN ADAPTIVE LEARNING SOCIETY AND INNOVATIVE BUSINESS MODELS

#### National Mission 8:
The Aruban society achieves a transformative mindset-shift by means of embracing a life-long learning way of life through digitalization.

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

<table>
<thead>
<tr>
<th>#</th>
<th>PROJECTS</th>
<th>GAME PLAN</th>
<th>RESOURCES</th>
<th>LEAD</th>
<th>RESPONSIBLE</th>
<th>TIMEFRAME</th>
</tr>
</thead>
</table>
| 7 | Technical and legal infrastructure to support digital inclusion | • Improve transaction base in Aruba through collaboration between public and private sector for the accelerated development of a local digital payment ecosystem and local digital payment methods/mobile apps (including Florin-to-Florin) in addition to the regional and international payment platforms  
• Modernize legislative framework for payments  
• Invest in technical & digital infrastructure, tools & devices for communities (e.g. at MFAs and libraries) | • Legislative capacity  
• Technical knowledge for payment apps development and maintenance of the local digital payment system  
• Business model  
• Venture/seed capital investment  
• Financial investment  
• Alignment of implementation plan with CBA Financial Inclusion Roadmap 2018  
• Digital infrastructure, tools and devices for communities | Ministry of General Affairs | Ministry of Justice  
• Private sector  
• Central Bank of Aruba  
• (and L-Pago partners)  
• DWJZ  
• Local software developer groups/circles (and IT/tech experts) | 2021 |

| 8 | Functional digital infrastructure and hardware/tools | • Ensure education hubs, schools, teachers and student homes are well connected to support (increased) digital demand in education  
• Appoint a dedicated technical engineer / back up support for education system | • Reliable connection (24/7)  
• Stable digital infrastructure  
• Financial investment | Ministry of Communication | Ministry of Education  
• Department of Education  
• DTI  
• ELMAR  
• SETAR  
• Digicel  
• Private sector | Q3-Q4 2020  
2021 |
9 National Cybersecurity Council & Task Force (Lead Project Authority)

- Instate a dedicated National Cybersecurity Council: A decision making body to provide direction, to coordinate action, and to monitor the implementation of the Strategy.
- The Task Force (Lead project authority) under guidance and quality assurance of the National Cybersecurity Council will lead the cybersecurity strategy development and the implementation process carried out by the tactical task forces.
- The Task Force will coordinate national training and capacity building needs in accordance with the National Cybersecurity Council.
- The Task Force will integrate Cybersecurity into national education and vocational training plan to create the Cybersecurity workforce for the future.

- Funding
- Human Resources

Ministry of General Affairs

Cybersecurity Council:
- Ministry of General Affairs (Co-Lead)
- Ministry of Justice (Co-Lead)
- Head of VDA, Director of NCTVI
- Chief Commissioner KPA, National CERT/CSIRT, Critical Information Infrastructure, Data protection officer
- Academia

Cybersecurity Task Force:
- VDA, NCTVI, KPA
- Centrale Bank van Aruba
- Critical Information Infrastructure
- Directie Innovatie (in setup phase)

Q3-Q4 2020

10 Legislative framework and protocols for Cyber Resiliency

- Create and update legislation relevant for cyber resilient Aruba
- Accelerate the introduction of consumer protection and personal data privacy/data protection legislation (in development)
- Network and information security legislation
- Review implications of draft electronic signature legislation in connection with introduction Digital I.D. /trust provider
- Implement government cybersecurity protocols in collaboration with e-Government team

- Human resources
- Legislative capacity
- Technical cybersecurity expertise

Ministry of Justice

Cybersecurity Council (Co-Lead)
- Ministry of General Affairs
- VDA, NCTVI, DWJZ
- Directie Innovatie (in setup phase)
- Ministry of Economic Affairs (e.g. dienst huur-en consumentenzenaken)

Q3-Q4 2020

11 National Cybersecurity Strategy

- Design and implement a national cybersecurity strategy, policy and crisis management, including design a national cyber contingency plan to facilitate rapid detection and incident response
- Conduct National Cybersecurity Baseline Assessment - data collected will form a basis for effective coordination of a national strategy
- Integrate cybersecurity and crisis response in national crisis management structure

- Human resources
- Financial investment
- Technical cybersecurity expertise

Cybersecurity Task Force

Cybersecurity Council
- Private Sector and Public Sector – critical infrastructure partners

Q3-Q4 2020
ANNEX 2: Resilience & Innovation Fund

Resilience & Innovation Aruba

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

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

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

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

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

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

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

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

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

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

PRIVATE SECTOR

Public Sector Reforms
Productivity and efficiency enhancing.

Private Sector
Investments
SME and Innovations

Social Projects
Circular, Inclusive and Environmentally-Responsible Initiatives
ANNEX 2: Resilience & Innovation Fund

RESILIENCE & INNOVATION FUND

Source of Funds:
- Netherlands Government
- International Development Funds
- Local Institutional Investments and private investments

Board members:
- Aruba Government Representative
- Netherlands Government Representative
- Independent Individual

Fund Manager appointed by the Board

Funding Instruments:
- Project Funding
- SME loans
- Guarantees
- Equity Funding
- Social Grants

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

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

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

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

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

RESILIENCE & INNOVATION FUND

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

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

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

Fund Manager
A professional organization working under a well-established regulation and framework should be appointed by the government and charged with the management of the RIF. The management fees may be structured based on a combination of a fixed base fee and a results-driven fee that is paid out if certain (predefined) KPIs are achieved.
Governance, Transparency and Accountability
Robust corporate governance and control mechanisms are key to the RIF’s success. The governance structure should include decision-making frameworks and templates that are based on predefined criteria set by the fund investors and/or the independent implementation body (i.e., Reform Agency) where the source of funds is public. The evaluation of compliance with the set criteria should be done via an objective scoring system.

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

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

Key actions
- Approval by Government of Aruba for the setup of the RIF based on the proposed model and establishment of the timeline to launch.
- Appointment of the Board
- Appointment of the RIF Fund Manager and agreement on scope of work.
- Review lessons learned from the FDA experience that should be considered in the set-up of the RIF, including review of the assessments of the FDA.
- Detailed design of the RIF and definition of the programs envisioned, taking into account any objectives, criteria and/or limits set by a.o. the Repositioning Our Sails Master Plan for recovery and innovation, the Government of Aruba’s existing Strategic Economic Plan (including Promising Sectors Policy and Investment Policy), draft e-Government Road Map, A.T.A.’s High-Value, Low-Impact Tourism Model as well as Tourism Recovery Marketing Plan (2020), ROP 2019, Central Bank’s Isla Innovativo 2018, Circular Economy Vision 2050, and the National Strategic Plan 2020-2022. Note, this list is not meant to be exhaustive.
- Agreement on the RIF framework between the representatives of the government of Aruba and representatives of the government of the Netherlands and/or any additional fund contributor such as special purpose international funds or local investment groups.
- Agreement between the Government of Aruba and the Government of the Netherlands on the definition of the Financial Contribution to the RIF and related conditions.
ANNEX 3: Innovation Framework United Nations

Problem-Solution Space
**PROBLEM SOLUTION SPACE**

3D Map*

*Based on UNDP 3D Problem Space methodology using task force and survey data on problems, priorities, and policies.
ANNEX 4: Aruba’s Promising Sectors
Promising Sectors Framework


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

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

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

However, the achievement of this diversification will require significant engagement from all actors on the island in a concerted effort to develop the economy over the next 10 years. The aim is for these sectors to grow to represent at least 15 percent of Aruba’s GDP.
This Annex provides a summary of priority regulatory, legal and policy frameworks that need to be in place, amended and/or updated, to carry out the necessary urgent reforms, and to both facilitate and/or execute the recommended projects and actions in the Implementation Road Map. The overview focuses on immediate and short-term actions and is not meant to be exhaustive. Additional actions are included in the Implementation Road Map.

The regulatory, legal and policy actions are linked to the corresponding ‘National Mission’, ‘Solution’, and specific ‘Project’.
**Regulatory and Policy Frameworks**

<table>
<thead>
<tr>
<th>National Mission</th>
<th>Solution</th>
<th>Project</th>
<th>Regulatory and Legal Frameworks / Policy Actions</th>
<th>Responsible/Lead</th>
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<td>1</td>
<td>1</td>
<td>8.</td>
<td>Performance-based budgeting framework</td>
<td>Ministry of Finance</td>
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<td>1</td>
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<td>9.</td>
<td>Anti-corruption and integrity framework</td>
<td>Ministry of General Affairs</td>
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<tr>
<td>1</td>
<td>1</td>
<td>10.</td>
<td>Implement corporate governance code</td>
<td>Ministry of General Affairs</td>
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<tr>
<td>1</td>
<td>2</td>
<td>13.</td>
<td>Comprehensive and executable road map</td>
<td>Legal Project Team</td>
</tr>
<tr>
<td>1</td>
<td>3</td>
<td>15.</td>
<td>Execution of plan of action</td>
<td>Legal Project Team</td>
</tr>
<tr>
<td>1</td>
<td>1</td>
<td>2.</td>
<td>e-Government Road Map</td>
<td>Ministry of General Affairs</td>
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<tr>
<td>1</td>
<td>1</td>
<td>5.</td>
<td>Data-driven policy-making</td>
<td>Ministry of Finance</td>
</tr>
<tr>
<td>1</td>
<td>1</td>
<td>6.</td>
<td>Government debt and wage bill reduction</td>
<td>Ministry of Finance</td>
</tr>
</tbody>
</table>

- **8. Performance-based budgeting framework**: Adopt a performance-based budgeting framework
- **9. Anti-corruption and integrity framework**:
  - Finalize and implement the Aruba anti-corruption and integrity legal framework and the Aruba Corporate Governance Code
  - Submit Bureau Integriteit draft legislation to Raad van Advies and Parliament
  - Assign Bureau Integriteit, with the implementation of integrity and anti-corruption measures in the public organization
  - Introduce legislation in connection with Commissie Versterking Democratisch Bestel
  - Medegelding of Anti-Corruption Treaty
- **10. Implement corporate governance code**:
  - Finalize the Aruba Corporate Governance Code law implementation steps
- **13. Comprehensive and executable road map**:
  - Develop a road map to map and prioritize all the specific legislation to effectively address the complex and outdated public organization by updating and modernizing laws and legislation and enhance legislative capacity (this road map should be developed in parallel with the Business Model Review)
- **15. Execution of plan of action**:
  - Draft/Re-draft all the above-mentioned specific legislation to be ready to go through the official decision-making process
  - Insourcing legal personnel and appoint to specific priority projects
  - Outsource specific pieces of legislation to experts in the field
- **5. Data-driven policy-making**:
  - Develop data-driven policy-making work shops for policy advisors, department heads and department managers
  - Modernize national statistics legislation – statistiekverordening (NSS)
- **6. Government debt and wage bill reduction**:
  - Adopt Fiscal Responsibility law (national ordinance)
  - Develop a legal framework for promoting fiscal responsibility, including numerical fiscal rules and an independent Fiscal Council – begrotingskamer – with its operation and governance based on best practices
  - Implement plan in stages to reduce wage bill (address sickness absenteeism issue and overtime - normering) and consider including performance-based remuneration structure and related efficiency aspects to enhance productivity of public labor
  - Revisit purchase policy (lean procurement) – inkopbeleid
  - Finalize implementation framework and introduce procurement guidelines based on the recently adopted procurement law –aanbestedingsverordening
<table>
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<tr>
<th>National Mission</th>
<th>Solution</th>
<th>Project</th>
<th>Regulatory and Legal Frameworks / Policy Actions</th>
<th>Responsible/Lead</th>
</tr>
</thead>
</table>
| 1                | 3        | 17. Tax alignment and reform | • Transition from a direct tax system to an indirect tax system (first step)  
• Simplify and harmonize existing legislation | Ministry of Finance |
| 2                | 1        | 5. Escazú Agreement | Consider ratification Escazú Agreement | DBB |
| 2                | 1        | 7. Climate resilience and adaptation | • Institute a National Climate Resilience Council | Ministry of General Affairs |
| 2                | 2        | 13. Wastewater treatment | • Introduce levy (e.g., rioolheffing or fee) to cover maintenance of sewage line  
• Develop policy for wastewater treatment | Ministry of Infrastructure |
| 2                |          | 20. Integrated environmental policy framework and legislation | • Align ROP, ROPV, building and living requirements with environmental policy, as well as with the development of an integral and sustainable waste management and waste processing model  
• Introduce and implement environmental law - Milieuverordening (governs the permitting system, rules and regulations) | Ministry of Infrastructure |
| 3                | 1        | 1. Regulatory framework for energy sector | • Formalize national energy policy  
• Initiate process of enhancing (renewable) energy legislation & regulation | Ministry of General Affairs |
| 4                | 3        | 7. Tripartite | • Organize tripartite discussions for the sustainability of the social security system and related funds  
• Discuss flexibilization labor laws and other social security reforms in general | Ministry of Labor |
| 4                | 3        | 8. Pension rights and LAP | • Review pension age to guarantee a sustainable pension fund  
• Reduce payments on top off pensions that are taking place from the ‘algemene middelen’ for public sector pensions | Ministry of Finance |
| 5                | 1        | 2. Seamless public sector experience | • Simplify and streamline core public sector services, namely the licensing processes:  
• Digitize and accelerate the licensing processes and property registration (in development)  
• Consider introducing “lex silencio positivo” | DEACI |
| 5                | 1        | 3. Seamless private sector experience | • Finalize and introduce e-commerce and digital signatures legislation – Landsverordening inzake elektronische communicatie (LEC)  
• Introduce the revised Civil Code - Burgerlijk Wetboek (all books related to businesses)  
• Modernize legal framework covering intellectual property | Ministry of Economic Affairs |
<table>
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<tr>
<th>National Mission</th>
<th>Solution</th>
<th>Project</th>
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<th>Responsible/Lead</th>
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</thead>
</table>
| 5                | 1        | 4. Digital payment ecosystem and inclusion | • Develop public-private digital payments ecosystem action agenda (as part of the national Digital Agenda to be developed)  
• Ensure inclusion of all citizens in the banking system and tackle unlawful practices by financial institutions/ ban discrimination (especially of vulnerable groups who are currently unbanked) and accelerate implementation of CBA Financial Inclusion roadmap | Ministry of Finance |
| 5                | 1        | 5. Legislative and policy framework | • Implement competition law (mededingingswet) and policy, and set up competent authority to create a level playing field  
• Simplify and modernize licensing legal framework (vergunningsverordening)  
• Introduce spatial planning law (ROPv)  
• Develop policy framework for assessing whether a new business fits within the Promising Sectors taking into account the aspired transition towards a resilient circular economy – toetsingskader  
• Finalize and introduce regulatory framework for medical cannabis - Landsverordening Verdovende middelen (AB 1990 GT 7), Landsverordening tot wijziging van de Landsverordening op de geneesmiddelen (AB 1990 no GT 9) | Ministry of Justice |
| 5                | 3        | 12. Digital Nomads | • Develop and launch clear/attractive value offering for digital nomad workers - expat (incentive) policy  
• Evaluate start-up and “working form home in Aruba” visa  
• Modify expat policy and directive of the LTU | Ministry of Justice |
| 7                | 2        | 7. Modernization and actualization Labor Laws | • Create support through Tripartite dialogue to accomplish changes in labor laws to foster a dynamic and mobile/agile workforce through actualization and modernization of the labor agreements and regulations, a.o. with respect to flexible working hours and types of agreement, and to quickly adapt to market needs | Ministry of Labor |
| 7                | 2        | 10. Performance based public sector model | • Transition to a performance-based evaluation and compensation structure for Public Sector  
• Reform LMA / revisit legal position public sector employees to align with private sector (gelijkstelling), including revisiting Lv. Vakantiedagen en vrijstelling van dienst to make it comparable to and in line with Private Sector | Ministry of General Affairs |
| 8                | 1        | 7. Technical and legal infrastructure to support digital inclusion | • Modernize legislative framework for payments (draft state ordinance is being prepared for payment transactions) | Ministry of General Affairs |
| 8                | 2        | 11. National Cybersecurity Strategy | • Design a national cybersecurity strategy, policy and crisis management, including design a national cyber contingency plan to facilitate rapid detection and incident response  
• Integrate cybersecurity and crisis response in national crisis management structure | Cybersecurity Task Force |
ANNEX 6: The National Strategic Plan

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

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

Each NSP program is aligned with the SDGs and has its NSP-SDG set of indicators. The NSP Monitoring and Evaluation System is currently being developed to monitor the implementation and progress of the NSP. The national planning unit SDP-DEACI will guide the process of monitoring the implementation of the NSP and of the Master Plan, while linking all priority projects/actions to the NSP-SDG indicators for reporting purposes. This will ensure policy coherence and resource optimization at government agency level. Currently, SDP-DEACI is developing a monitoring and evaluation process and framework based on this joint monitoring and reporting strategy.

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

The NSP “Nos Plan, Nos Futuro” builds on partnership to achieve Sustainable Development for Aruba.
ANNEX 7: References

References
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## CLARIFICATIONS

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<th>Term</th>
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<tr>
<td>Effectiveness vs efficiency</td>
<td>19</td>
<td>Efficiency refers to doing things right, while effectiveness refers to doing the right thing. Efficiency focuses on the means, while effectiveness focuses on the end result.</td>
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<tr>
<td>Benchmark of high cost of doing business</td>
<td>24</td>
<td>Based on input received from stakeholders (incl. gremios) and analysis prepared by Task Force Red-Tape and Task Force Stimulus, as well as input from Task Force New Business Development.</td>
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<td>Economic empowerment of women vs national mission vs economic leakage</td>
<td>66</td>
<td>Increasing the role of women in the economy can lead to reduced leakage due to tackling of otherwise potential missed opportunities.</td>
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<td>Economic leakage</td>
<td>7, 15</td>
<td>Correlation between tourism exports and outflows of remittances, implying that more tourism also increases economic leakages through workers remittances (IMF Country Report No. 19/148).</td>
</tr>
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<td>Income inequality</td>
<td>14</td>
<td>The Gini coefficient illustrates inequality. A Gini coefficient of ‘0’ would be perfect equality (all households would have the same income) and a Gini coefficient of ‘1’ would be perfect inequality (1 household has all the income). The Gini coefficient in 2016 was calculated at 0.42, which is about the same as in 2006 (0.40) (source CBS report - Income and Expenditure Survey 2016).</td>
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| Youth unemployment                                                    | 11, 69| • Youth Unemployment rate (October 2019): 16.0%: source Department of Labor and Investigation (DAO)  
• Youth Unemployment rate (November 2018): 16.2%: source Department of Labor and Investigation (DAO) |
| Promising sector                                                      | 90   | Defined in the Promising Sectors Policy and a ‘toetsingskader’ is being prepared by DEACI |
| Environmentally responsible                                           | 60   | To be further defined by DNM and generally based on ISO14001 standards |
| Environmental policy framework and legislation                        | 59, 61| The list of environmental laws covered in this master plan is not meant to be exhaustive and will be expanded in the implementation phase |
| Resilience                                                           | General | Resilience is defined in the context of the SDG targets identified for Aruba based on the National Strategic Plan 2020-2023 and with reference to the operational definition of economic resilience in ICBA’s 2019 report ‘Fostering Economic Resilience: From Roots to Routes’ |
| Tax Reform                                                           | General | Tax Reform is defined in the context of Aruba and is based on the recommendations in the IMF report ‘The Kingdom of the Netherlands-Aruba technical assistance report—towards a sustainable tax system, IMF Country Report No. 18/363’ |
Repositioning Our Sails: Aruba’s Mission Driven Model for Economic Recovery & Resilience

Committee Recovery and Innovation Aruba