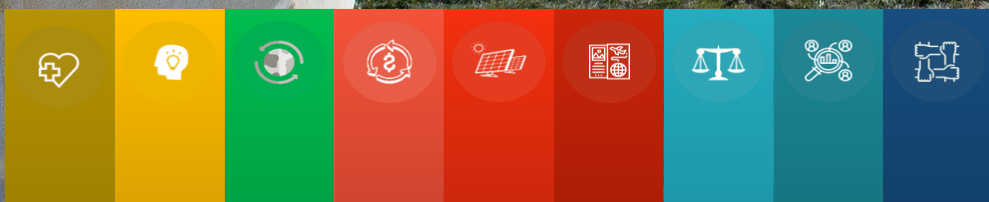


# NOS PLAN, NOS FUTURO

NATIONAL STRATEGIC PLAN 2020-2022

**UPDATE: ALIGNMENT NSP – MASTER RECOVERY PLAN**



NOS PLAN, NOS FUTURO®



## ALIGNMENT NSP – MASTER RECOVERY PLAN



### Introduction

The National Strategic Plan (NSP) is a long-term plan with a 2030 vision to implement the Sustainable Development Goals (SDGs) in Aruba. In order to focus on the strategies needed for the achievement of the SDGs in 2030; medium term plans for 2020-2022, 2023-2026 and 2027-2030 are or will be developed, with their own set of actions, budget, targets and indicators for each period. The process to produce the NSP takes place with the involvement of a broad range of stakeholders from the public and private sector, NGOs and academia.

The National Strategic Plan (NSP) 2020-2022, Nos Plan, Nos Futuro, including programs and action table, was presented to the Minister of Finance, Economic Affairs and Culture in January 2020 for approval.

The NSP 2020-2022 programs, each with their own vision for 2030, are as follows:

1. Quality of Life and Well-being;
2. Youth Empowerment;
3. Natural Resource Management;
4. Entrepreneurship and an Enabled 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

After the COVID-19 pandemic hit the island in March 2020, the NSP 2020-2022 was adapted to focus on a priority list that would accelerate the implementation of the most urgent actions of the NSP for the next three years. The NSP-COVID-19 was created in April 2020 and used criteria that is based on a three-track (ABC) approach of the UNDP Policy for Post-Conflict Employment Creation, Income Generation and Reintegration of 2009.

Due to the economic crisis following the COVID-19 pandemic, the government of Aruba decided to institute a Committee Economic Recovery, Innovation in April 2020 to prepare a Stimulus plan Economy,



Innovation 2020, and Fast-track trajectory. This committee consisted of a Steering Committee and a subcommittee Stabilization and Stimulus, a subcommittee Fast track and Reactivation, and a subcommittee Innovation and Resilience and involved several stakeholders from the public and the private sector. The Committee Economic Recovery and Innovation presented in July 2020 the Master plan Repositioning Our Sails: Aruba's Mission Driven Model for Economic Recovery & Resilience. The Master Recovery Plan (MRP) is a strategic policy framework that sets policy directions and priorities for economic recovery and resilience. In order to prepare Aruba's mission-driven model for economic recovery and growth 3 pillars, 8 missions and 18 solutions were identified over a 3-year planning horizon.

### Alignment NSP-MRP

As the NSP focuses on long-term planning, an exercise was done to align the MRP with the NSP to incorporate the key actions of each Mission in the nine programs of the NSP. Each mission and its corresponding key action (project and game plan) of the MRP was studied to look for similarities with strategic objectives, desired outcomes and actions in the NSP.

The following alignment could be done:

- Masterplan mission 1, **The Public Sector of Aruba is an agile, lean, trusted and value-added public service provider** aligns with NSP programs 3, 4, 5, 7 and 8;
- Masterplan mission 2, **Achieve island-wide systemic transition toward a circular model that is affordable and realizable** aligns with NSP programs 3, 5, 6 and 7;
- Masterplan mission 3, **Strengthen and safeguard the sustainability, security and quality of energy and food production** aligns with NSP programs 3, 4 and 5;
- Masterplan mission 4, **The Aruba citizens boast high standards of health(care) and social security** aligns with NSP programs 1, 4 and 8;
- Masterplan mission 5, **Aruba has a welcoming business environment, is environmentally responsible and enhances its competitive edge in the region** aligns with NSP programs 3, 4, 5 and 7;
- Masterplan mission 6, **Aruban citizens, visitors and local industries benefit from an enhancement of the shared value of tourism** aligns with NSP program 6;
- Masterplan 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** aligns with NSP programs 1, 2, 4 and 7;



- Masterplan mission 8, **The Aruban society achieves a transformative mindset-shift by means of embracing a life-long learning way of life through digitization** aligns with NSP programs 2, 7, 8 and 9;

However, some key actions of the missions of the Master plan were not addressed in the NSP. An exercise was done to determine whether an extra NSP Program (accelerator) was needed to include these key actions. After thorough examination, it was clear that all the key actions could be integrated in the existing NSP programs through the creation of additional strategic objectives or desired outcomes.

## Result

As mentioned above, the following overviews provide an outline of the Master plan key actions that were not addressed in the NSP and where they can be included.

## Next Steps

Both the implementation of the NSP and that of the MRP have started. With limited resources, human as well as financial, it is essential that the actions of each plan complement and support each other to foster policy coherence. In this regard, efforts need to be combined by all involved to achieve a successful and efficient implementation of both plans. The Department of Economic Affairs, Commerce and Industry (DEACI) has designed a Monitoring and Evaluation Activity based monitoring to track the implementation of the NSP actions of 2020-2022. It is the intention to prepare progress reports every four months with the first one due by the end of November 2020.

Recently the NSP (including alignment with the MRP) was presented to the Council of Ministers. Soon the Expert Working Groups (EXWGs), that developed the NSP, will be re-engaged in the process to generate indicators of progress toward the desired results, outcomes, and strategic objectives of the NSP 2020-2022. Baselines, targets, risks and assumptions will also be identified and established, as part of the process.

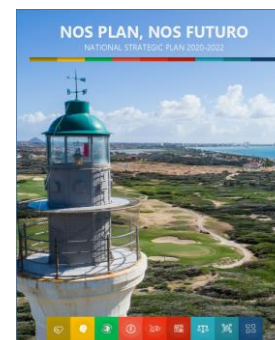


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NSP 2020-2022

# MRP Key Actions NOT addressed in NSP, include in:



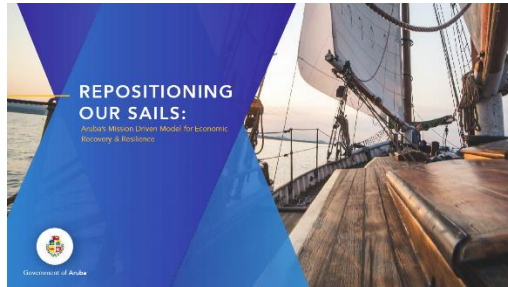
Master Recovery Plan (MRP)	National Strategic Plan (NSP)
Mission 1 The Public sector of Aruba is an agile, lean, trusted and value-added public service provider	Program 7 Strengthen Institutional Quality and Capacity
<ul style="list-style-type: none"> <li>Key action 10 Implement Corporate Governance Code</li> </ul>	Additional Desired Outcome (DO) to Strategic Objective (SO) 4 Strengthen regulatory framework and compliance
<ul style="list-style-type: none"> <li>Key action 12 Political System and Mindset</li> </ul>	Additional DO to SO 1 Ensure Integrity in all Public Institutions
<ul style="list-style-type: none"> <li>Key action 15 Decision making process</li> </ul>	Additional DO to SO 2 Develop integrated planning and policy instruments and processes
<ul style="list-style-type: none"> <li>Key action 16 Inclusive Fiscal Governance</li> </ul>	Additional SO regarding TAX
<ul style="list-style-type: none"> <li>Key action 18 Tax Compliance and Institutionalization</li> </ul>	

# MRP Key Actions NOT addressed in NSP, include in:



Master Recovery Plan (MRP)	National Strategic Plan (NSP)
Mission 2 Achieve island-wide systemic transition toward a circular model that is affordable and realizable	Program 3 Natural Resource Management
<ul style="list-style-type: none"> <li>• Key action 5 Ratify Escazu Agreement</li> </ul>	Additional DO to SO 2 Enhance legal framework and enforcement
<ul style="list-style-type: none"> <li>• Key action 10 Serlimar AG</li> </ul>	
<ul style="list-style-type: none"> <li>• Key action 1 Procurement guidelines</li> </ul>	Additional DO to SO 3 Working towards Circular Economy
<ul style="list-style-type: none"> <li>• Key action 8 Educational Program</li> </ul>	
<ul style="list-style-type: none"> <li>• Key action 11 RFP Termination</li> </ul>	
<ul style="list-style-type: none"> <li>• Key action 16 Single Use Materials</li> </ul>	
<ul style="list-style-type: none"> <li>• Key action 21 Wetland upgrades</li> </ul>	

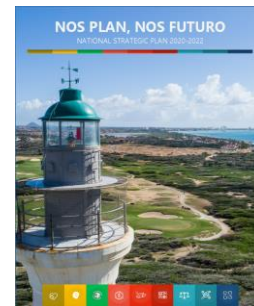
# MRP Key Actions NOT addressed in NSP, include in:



<b>Master Recovery Plan (MRP)</b>	<b>National Strategic Plan (NSP)</b>
Mission 3 Strengthen and safeguard the sustainability, security and quality of energy and food production	Program 3 Natural Resource Management
<ul style="list-style-type: none"><li>Key action 3 Research Center</li></ul>	Additional DO to SO 5 Strengthen institutional capacity for ecological and environmental data, and secure focus on research (including policy support)



# MRP Key Actions NOT addressed in NSP, include in:



Master Recovery Plan (MRP)	National Strategic Plan (NSP)
Mission 4 The Aruba citizens boast high standards of health(care) and social security	Program 1 Quality of Life and Wellbeing
<ul style="list-style-type: none"> <li>• Key action 1 Institutionalization of National Committee Integral Health</li> </ul>	Additional SO regarding HEALTH
<ul style="list-style-type: none"> <li>• Key action 2 National Health Survey</li> </ul>	
<ul style="list-style-type: none"> <li>• Key action 3 Integrated Governance</li> </ul>	
<ul style="list-style-type: none"> <li>• Key action 8 Pension Rights and LAP</li> </ul>	
<ul style="list-style-type: none"> <li>• Key action 9 Cessantia and unemployment insurance</li> </ul>	Additional SO regarding SOCIAL SECURITY
<ul style="list-style-type: none"> <li>• Key action 10 AOV/AWW sustainability</li> </ul>	
<ul style="list-style-type: none"> <li>• Key action 11 AZV screening</li> </ul>	
<ul style="list-style-type: none"> <li>• Key action 12 LAP compliance</li> </ul>	
<ul style="list-style-type: none"> <li>• Key action 13 ZV/OV Health Absence</li> </ul>	

# MRP Key Actions NOT addressed in NSP, include in:



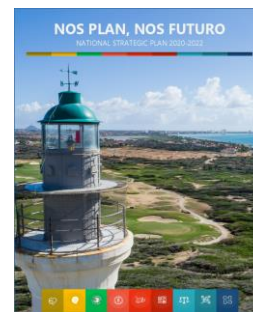
Master Recovery Plan (MRP)	National Strategic Plan (NSP)
<p>Mission 5 Aruba has a welcoming business environment, is environmentally responsible and enhances its competitive edge in the region</p>	<p>Program 4 Entrepreneurship and Enabling Business Environment</p>
<ul style="list-style-type: none"> <li>• Key action 8 Investment Promotion Agency</li> </ul>	<p>Additional DO to SO 1 Stimulating New Economic Sectors</p>
<ul style="list-style-type: none"> <li>• Key action 9 FDI e-Platform</li> </ul>	<p>Additional DO to SO 2 Enabling a supporting Ecosystem for SMEs</p>
<ul style="list-style-type: none"> <li>• Key action 11 Fine and penalty collection</li> </ul>	<p>Additional DO to SO 3 Ease of doing business</p>
<ul style="list-style-type: none"> <li>• Key action 15 Economic Empowerment of Women</li> </ul>	<p>Additional SO regarding ECONOMIC EMPOWERMENT OF WOMEN</p>

# MRP Key Actions NOT addressed in NSP, include in:



Master Recovery Plan (MRP)	National Strategic Plan (NSP)
<p>Mission 6 Aruban citizens, visitors and local industries benefit from an enhancement of the shared value of tourism</p>	<p>Program 6 Sustainable Tourism</p>
<ul style="list-style-type: none"> <li>Key action 1 Watchdog Platform</li> </ul>	<p>Additional SO regarding WATCHDOG PLATFORM</p>
<p>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</p>	<p>Program 1 Quality of Life and Wellbeing</p>
<ul style="list-style-type: none"> <li>Key action 3 Manpower planning</li> </ul>	<p>Additional DO to SO 4 Develop an active and skilled labor force warranting access to decent work</p>
<ul style="list-style-type: none"> <li>Key action 4 Stimulus plan for lifelong learning</li> </ul>	
<ul style="list-style-type: none"> <li>Key action 8 Job security</li> </ul>	

# MRP Key Actions NOT addressed in NSP, include in:



Master Recovery Plan (MRP)	National Strategic Plan (NSP)
<p>Mission 8 The Aruban society achieves a transformative mindset-shift by means of embracing a life-long learning way of life through digitization</p>	<p>Program 1 Quality of Life and Wellbeing</p>
<ul style="list-style-type: none"> <li>• Key action 1 Inclusive education governance</li> </ul>	<p>Additional DO to SO 6 Invest in an integrated approach on Life Long</p>
<ul style="list-style-type: none"> <li>• Key action 3 National Digital Agenda</li> </ul>	
<ul style="list-style-type: none"> <li>• Key action 4 Accessible and inclusive connectivity</li> </ul>	
<ul style="list-style-type: none"> <li>• Key action 7 Technical and legal infrastructure to support digital inclusion</li> </ul>	
<ul style="list-style-type: none"> <li>• Key action 8 Functional digital infrastructure and hardware/tools</li> </ul>	
<ul style="list-style-type: none"> <li>• Key action 11 National Cybersecurity Strategy</li> </ul>	<p>Program 7 Strengthen institutional Quality and Capacity as addition to DO 3 of SO 8 Ensure a safe and secure Aruba</p>