



Aruba's Positive Core: A Discovery of Aruba at its Best

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Abo dicidi awe, Nos Aruba di mañan

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A Message From

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Strategic planning is an instrument to define strategies and actions to achieve one's goals. The most important aspect in the process of the National Integrated Strategic Plan for Aruba, is the acknowledgement of the need to have goals and that those goals have to be carefully considered, crafted, discussed and implemented by various stakeholders and the community in general.

Nos Aruba 2025 has been very inspiring, because many institutions and volunteers have participated in the Discovery phase of the project. The participants have given many hours of their time to seek and formulate the strengths of Aruba and most importantly to discuss opportunities for the future.

The members of the Project Management Team (PMT) are guiding the process of *Nos Aruba 2025*, which requires flexibility, dedication and constant availability for new ideas. In this process the PMT got support from the Think Tank and from the Design Teams who have successfully designed the different public events, besides the help from many volunteers who have been giving their time to *Nos Aruba 2025*.

With *Nos Aruba 2025* the PMT wants:

- To empower Aruba to achieve its full potential by integrating social, cultural, economic, technological and environmental developments;
- To stimulate sustainable development;
- A National Integrated Strategic Plan (NISP) finalized by July 2009;
- Institutionalization of the strategic & integral planning process for sustainable development;
- To stimulate coordination between all stakeholders in the private and public sector, the civil society and all citizens in Aruba to design the vision.

The people of Aruba can see that some actions are already taking place in Aruba to build towards sustainable development – actions at a national level and actions at an individual level. The process is currently in the Dream phase. This is the opportunity of everyone to explore the passions they share and to help define what they want to see in Aruba in 2025. Diving deeply into questions such as:

- How will you know that Aruba is really living the 'dream' you see?
- What will that 'dream' look and feel like - specifically ?
- What might have to happen to reach what you want?

This is a **critical time for your participation in the *Nos Aruba 2025* process**, to stretch the thinking as far as possible in exploring opportunities you see. After the explorations of the Dream Phase, the information will be pulled together and Commissions will be formed to select and confirm a number of key strategic areas at the Integration Event on October 30, 2008.

In *Nos Aruba 2025* you are planning for what YOU will do to make your vision(s) of the future a reality – including planning how to get permissions and resources.

It is not about giving the 'leaders' your opinions and ideas only, but it is in your hands to make it happen and to take action now.

So NOW is the time to deeply explore what matters most to you!

Executive Summary

The objective of this report is to give general information about the project and the approach that is being used for Nos Aruba 2025. It gives an overview of what happened during the discovery phase, what we discovered and the number of people engaged in this phase up to now.

The project Nos Aruba 2025 is about Sustainable Development in Aruba and the search for balance between the social, economic and ecological development of the island. The need for a strategic plan has been brought forward and experienced by all stakeholders. There are a lot of ideas to develop Aruba in a sustainable way, but the importance of protecting our nature, our culture and our identity has to be taken into account. Nos Aruba 2025 will institutionalize a National Integrated Strategic Planning process (NISP). In order for this to be a national process the participation and collaboration of the government, the private sector and the community is essential. This will lead to a vision for Aruba for 2025 and the strategies needed to achieve this. For this to actually happen each one of us has the responsibility to make the necessary changes.

There are two different mass communication methodologies: the traditional methodology and the Appreciative Inquiry (AI) methodology. Nos Aruba 2025 uses the AI methodology to effectively manage change in communication. The AI method is different from the traditional communication method.

Nos Aruba 2025 is using the AI methodology, because:

- AI offers an opportunity to inform, imagine and innovate instead of supporting a critical approach.
- According to the AI theory, organizations and communities that have a negative culture, focus too much on threats and weaknesses. This creates the perspective that identified problems are overwhelming leading to a state of negativism and desperation.
- AI is a process that inspires change and involvement by the community. It enhances connectivity and seeks to enact positive change through relationships, networks, broad knowledge and action.

The AI methodology consists of 4 phases:

- DISCOVERY: The main purpose of this phase is to identify what gives life (appreciating the best of something).
- DREAM: This phase focuses on what might be (envisioning impact: shared images for a preferred future).
- DESIGN: This stage is about: what does innovation look like (co-constructing the ideal).
- DESTINY: The main aim of this phase is how to empower (sustaining the vision through action).

The discovery phase took place from January 2008 until June 2008. An important aspect of the discovery phase is to achieve engagement opportunities from all levels of the population. The AI methodology uses AI interviews to look for strengths, causes of success and possible futures. In order to perceive these discoveries for Aruba people were trained as facilitators to make the interviews. Therefore the following workshops were organized:

- The Project Management Team (PMT) had alignment training and a workshop in project planning.
- An AI facilitation workshop was given to the PMT and to another group of 17 people from the public and the private sector. This was done to engage them as facilitators to make the AI interviews.
- An Appreciative Strategic scenario planning workshop was organized to train the PMT and individuals from the public and the private sector about issues that are relevant to planning and sustainable development. This workshop received a great attendance and the participants became more aware of the process of Nos Aruba 2025. Input was received from the participants about how to apply the AI method in Aruba.
- A Dream/Mass Participation Skills Training was done to prepare the PMT and other individuals from the public and private sector on different activities which could be organized to engage more people in the dream phase of the project.

The website of the project was launched on April 14, 2008, with the objective to create awareness and to receive feedback from the community. A Sustainable Development Symposium (SDS) was organized on April 26, 2008 to explain the concept of Sustainable Development and what the concept means for Aruba taking into consideration the current situation of the island. In line with the SDS a second event entitled “E Forza di e fundeshi di Aruba” (the Discovery Event) was held on June 14, 2008 for the community to integrate the strengths/assets and causes of success of the island. At the end of the discovery phase a primary schools poster competition was organized to find out how children see Aruba in 2025.

The main goals of this process are capacity building and institutionalization. Capacity building is an important aspect for the development of the people of Aruba in order to be able to execute the project. Therefore a lot of time has been invested in the training of the PMT and different facilitators in AI, Strategic Scenarios and Dream/Mass participation skills training.

During the Discovery Event the positive core surfaced, which is the essence of Aruba at its best. People’s collective wisdom about Aruba’s tangible (physical) and intangible (non-physical) assets.

The positive core is the foundation of the best of Aruba (the strengths, resources and capacities that have created our successes). This was brought forward through collective expressions that give in essence a mixture of strengths and conditions needed to take into the framework *to further guide the visioning of Aruba 2025*. The expressions show the high degree of awareness and concern for the areas of the economy, environment, social and government. Topics such as Global warming and Alternative Energy, the need for Cooperation and Dialogue among institutions, the concern for aspects of Spirituality, Honesty and Respect and the desire for governance to take action as soon as possible to take into account sustainable development surfaced. Our strengths as people are our generous nature, sense of community, adaptability, education and connection to nature.

During the Discovery phase information was also gathered from the people of Aruba about images that they have of the future. The Dream Phase is the time when the people of Aruba, as individuals and through a range of organizations and umbrella organizations, will ‘Dream’ / visualize what they want for the future of Aruba and for themselves.

Also a summary is given in this report of the diversity of people that have been engaged up to now in this process through the AI interviews, the Think Tank, the SD Symposium, the Discovery Event, the AI training, the Design Teams, the Strategy workshop, the Graphic facilitation workshop and the Dream/Mass Participation skills training.

So far the PMT estimates that about a thousand people are aware of the project, but our aim is to engage as many people as possible by July 2009.

The next phase of the project is the Dream Phase. The purpose of the dream phase is to challenge the status quo and to imagine the future that the people of Aruba wants, to build on the powerful foundations of our “positive core”. The Dream Phase will focus on 3 aspects to gather information to select possible topics or themes to work out in the different commissions:

- Input from umbrella organizations
- Input from the Strategy Workshops
- Input from the Community



The Project and Approach

The Project

NOS ARUBA 2025: SUSTAINABLE DEVELOPMENT IN ARUBA

The Aruban community is becoming increasingly aware of the need for a balance between education, public health care, economic development, the environment and the general well-being. *Nos Aruba 2025*, a National Integrated Strategic Plan (NISP) for Aruba, gives each individual in Aruba the opportunity to voice their ideas about how Aruba should continue to be developed in a sustainable manner, resulting in a common vision for Aruba in 2025. The vision encompasses the changes the people of Aruba want to see within our communities over a selected time frame: Aruba from the present to 2025. The vision is then transformed into a manageable and feasible plan that the community can implement.

Aruba has experienced an enormous economic development since the Status Aparte. According to the Central Bureau of Statistics, Aruba's population presently consists of approximately 106,000 inhabitants of which approximately 35% are not born in Aruba. Due to the rapid economic growth in the early 90's, the local labor market could not provide sufficient workers which resulted into an influx of foreign labor. The economy of Aruba depends for 70% on the tourism industry and is therefore very dependent on the labor market. GDP per capita in 2007 reached US\$ 23,900. Still, like most small island economies in the Caribbean enjoying an accelerated economic growth Aruba also have to deal with several challenges. The most important is to balance this economic growth with the environment and to maintain a high quality of life for all citizens. In this respect the Government of Aruba has been preparing national development plans and several vision plans since the Status Aparte.

The idea for a NISP came from the same stakeholders that are participating today. The need for a vision became more and more relevant to both government institutions and private organizations. There are so many ideas to develop Aruba but still taking into account the importance of protecting our nature, our culture and identity. The discussion on carrying capacity brought forward by the Chamber of Commerce in 2005 was also a trigger to this process.

While policy making is the responsibility of the government, it is imperative that the government consults with the stakeholders in order to be able to make important decisions. Therefore, in several countries governments are using a participatory process through which the private sector, non-governmental organizations and civil societies play a role. And like many other islands in the Caribbean, Aruba started in January 2008 an eighteen month participatory process for a National Integrated Strategic Plan. This process is called *Nos Aruba 2025* which means "our Aruba 2025". The purpose of this process is in the first place to encourage the dialogue between the private and the public sector in defining policies to ensure sustainable development for the island and secondly to prepare a strategic plan that integrates all sectors to create a vision for the island for the year 2025 and to design the strategy to achieve the vision.

Although there are several methodologies to stimulate the participation and involvement of the broad community, in this case Aruba has chosen the AI approach. This methodology, which was developed in the 80's by David Cooperrider, has been used in multinational companies and in some cities in different parts of the world.

Aruba is the first small island using the AI methodology which uses the positive core of Aruba as the basic principle for the Plan. AI is based on the premise that organizations change in the directions in which they inquire. So instead of studying the problems in an organization, the focus is on the positive and strengths the organizations has. This process uses a 4 phase approach called the 4-D. Discovery: People talk about the times when the organization was at its best and they begin to define the positive core. This will encourage the people to appreciate themselves and their fellow colleagues. In this phase the strengths of the organizations and the people are identified. Dream: In this phase people are encouraged to visualize their future and the future of the organization. Design: Once the people have defined the vision, they have to design how they will achieve it. What are the elements that have to be in place in order to reach that point in the future and who will have the different roles. Destiny: The final phase is to deliver the dream and the new design. The important aspect of this methodology is that the people are the center of the process. From the first moment each individual is involved in the design of their future and therefore will feel committed for its implementation. This way people start transformations from the beginning of the process and feel connected to the vision.

Instead of the Government defining the vision, the government inquires with the stakeholders what the vision should be and request the stakeholders to define how this will be achieved. The whole population can participate in this process independently of social status, gender, age, nationality, political preferences etc.

During the first 6 months of this process in Aruba the focus has been in the awareness of the need for strategic planning with the emphasis on the need for sustainable development. Hundreds of people have been involved in events such as workshop trainings in the AI facilitation, workshop trainings in Appreciative Strategy, a Sustainable Development Symposium and the Integration Event for the discovery phase (Discovery Event). The aim is to get as many people as possible participating and involved in the process to define the vision but also to execute the actions that are needed to realize the vision. Different stakeholders representing all sectors are working together to integrate the different strengths identified to create a vision in which each one has a responsibility to make it happen. Finding the strengths of Aruba was the first step and in the coming months the participants will continue to build on those strengths to define the topics or areas that need to be discussed and developed. In addition, those participating in the process will be visualizing how Aruba will be in 2025 according to their wishes. At the end of the eighteen months the people of Aruba will have produced a strategy document in which they create their own future based on sustainable development of the island to ensure the quality of life of all citizens and to be prepared to participate in the changing global world.

This participatory planning effort is led by an international consulting company, Wikima Partners Aruba Limited (WPAL), from the United Kingdom, chosen through an international tendering process. WPAL together with the Project Management Team (PMT) consisting of ten policy advisors of the Department of Economic Affairs, Commerce and Industry (DEACI) and two of the Aruba Tourism Authority (ATA), guide the project under the supervision of DEACI, who is also the project coordinator.

The Theory

Appreciative Inquiry (AI), developed by David Cooperrider in the 1980s, is based on the premise that *organizations change in the direction in which they inquire*. So an organization which inquires into problems will keep finding problems but an organization which attempts to appreciate what is best in itself will discover more and more that is good. It can then use these discoveries to build a new future where the best becomes the norm. The same applies to communities and countries consciously creating their future.

The 4-D Model

The Appreciative Inquiry approach has four phases of data collection, analysis and synthesis and planning, which is known as the 4-D model:



Discover

People talk to one another, usually via structured interviews, to discover the times when the organization is at its best. These stories are told as richly as possible and from them people start to discover the ‘positive core’ of the organization, what gives life to it when it is at its best. People start to appreciate themselves and their colleagues and some quite significant transformations start to occur.

Dream

The dream phase is often run as a large group conference where a cross-section of the organization is encouraged to imagine and co-create the future. They are encouraged to envision the organization as if the peak moments discovered in the ‘discover’ phase were the norm rather than the exception. “What would things be like if...?” Working in small groups, they try to put as much ‘flesh’ as possible on their visions as possible. These are then ‘creatively presented’ to the rest of the group and worked on further.

Design

The design phase is undertaken by as wide a group as possible. In this collaborative design approach the group first derives a design possibilities map, which contains, in three concentric circles, the dream for the organization, the key relationships which have an impact on the dream, and key organizational design elements which will be needed to deliver the dream. In small groups participants then ‘sign up’ to explore particular design elements which they have energy for and these groups craft ‘provocative propositions’ which challenge the organization to adopt a new and healthier future. These are shared with the large group and further refined.

Destiny

The final phase is to deliver the dream and the new design. This final phase is one of experimentation and improvisation, sometimes described as ‘organizational jazz’. Small implementation teams will be formed to follow up on the design elements and to continue the appreciative process. The deliver phase may itself contain more small-scale Appreciative Inquiries into specific aspects of organizational life.

The Approach

Appreciative Inquiry (AI)

There are 2 different mass communication methodologies: the traditional methodology and the Appreciative Inquiry (AI) methodology. As described before Nos Aruba 2025 uses the AI methodology as the mass communication methodology to effectively manage change in communication. The AI mass communication methodology is different than the traditional communication methodology. AI offers an opportunity to inform, imagine and innovate instead of supporting a critical approach. According to the AI theory, organizations and communities that have a negative culture focus too much on threats and weaknesses. This creates the perspective that identified problems are overwhelming leading to a state of negativism and desperation. AI is a process that inspires change and involvement by the community. It enhances connectivity and seeks to enact positive change through relationships, networks, broad knowledge and action.

AI the discovery of the positives that can be found in people and the community around them. It is an art and practice of asking unconditional, positive questions that strengthen a system's capacity to capture, anticipate and heighten positive potential. Instead of negativism, criticism and a downward spiraling diagnosis, there is discovery, dream, design and destiny. It works from accounts of the 'positive change core'. AI links the energy of the positive core directly to any change agenda and can make changes never thought possible and these changes are democratically mobilized. The positive core focuses on appreciative questions geared at increasing awareness on the benefits and strengths of the community and people. AI creates alignment of strengths whereby weaknesses become irrelevant.

AI consists of 4 stages:

DISCOVER: The main purpose of this phase is to identify what gives life (appreciating the best of something). During this phase Aruba's strengths are acknowledged to create awareness and involvement of the community. This took place from January 2008 until June 2008.

DREAM: This phase focuses on what might be (envisioning impact: shared images for a preferred future). In this case the main purpose is to look for images of the future based on our strengths and opportunities. The inquiry will be done by visiting umbrella organizations and approaching the community. This information will be collected and used in building plausible scenarios for the future. This phase runs from July 2008 until October 2008. At the end of this phase the commissions will be formed and they will start to work on the contents of the NISP.

DESIGN: This stage is about what does innovation look like (co-constructing the ideal). The multi-sectoral commissions will start designing possible scenarios into concrete strategies for each topic based on opportunities and Social, Technological, Economical, Ecological and Political (STEEP) agendas. These will also be evaluated by the sustainability criteria. This will take place from November 2008 until January 2009.

DESTINY: The main aim of this phase is how to empower (sustaining the vision through action). At this time the different commissions will be integrated into one NISP. This phase will take place from February until July 2009.

Strengths, Opportunities, Aspirations and Resources (SOAR)

In addition to the AI communication methodology, the Strengths, Opportunities, Aspirations and Resources (SOAR) framework is being used in this process. The AI as well as the SOAR framework contribute towards sustainable development. According to the book 'SOAR, a new approach to strategic planning' written by Jackie Stavros, David Cooperrider and D. Lynn Kelley, in chapter 38, the SOAR framework integrates the AI principles in the strategic planning which will also be the case in this project. The SOAR framework builds upon the positive core of Aruba, which focuses on the strengths and opportunities Aruba can obtain. These measurable results can be achieved by imagining the best roadmap to sustainable development and innovation to create the initiatives, strategies, structure systems and plans.

During the discovery phase different workshops have been organized about different subjects relevant to the mass communication methodology used in Nos Aruba 2025, appreciative inquiry. In addition, workshops have been organized which are relevant to planning and sustainable development, namely appreciative strategic scenario planning. Many of these workshops got a great attendance from different sectors and disciplines. During these workshops the attendees became more aware of the contents of Nos Aruba 2025 and input was received about how to apply AI in Aruba and the methodology for strategic scenario planning.

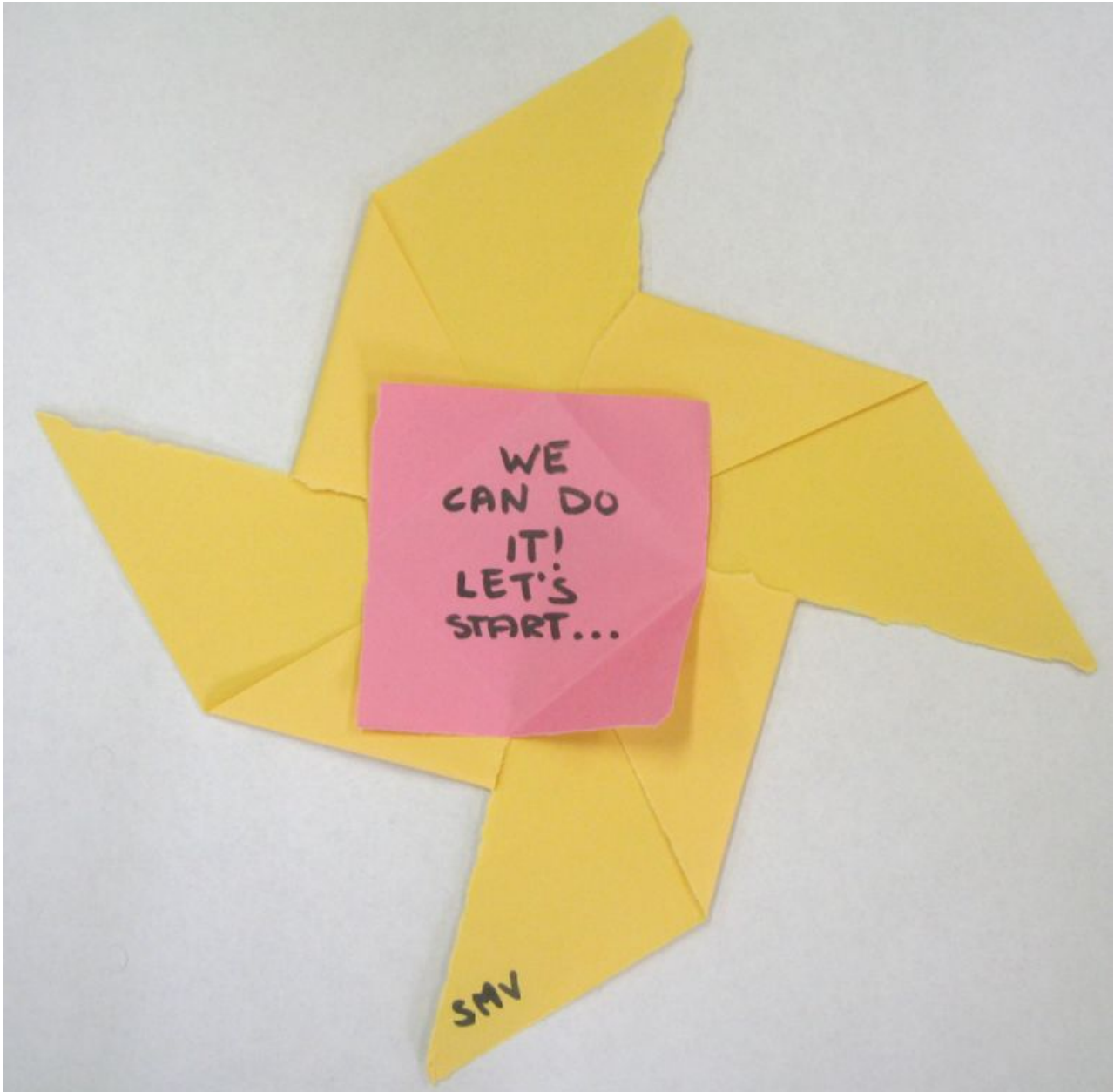
Currently, Nos Aruba 2025 is in the DREAM phase. The necessary trainings and preparations are taking place so the Aruban community can participate on sustainable developments subjects. What are the strengths that Aruba already possess? What is the potential that should be developed? What will the vision be for Nos Aruba 2025? What are the three wishes for Aruba for 2025?

Strategic scenarios

Within the AI process sits a powerful strategic planning process that has commenced during the Discovery phase with a Strategic Inquiry into the possible future scenarios within which Aruba will develop over the next seventeen years. So far this process has brought together over 60 people to stretch the thinking about what their world may look like in 2025 and using extreme but plausible scenarios resulting from an examination of internal and external forces and uncertainties. Powerful stories developed around the future on possible histories within which strategic opportunities for Aruba could be developed in the Dream Phase.

Over 3 days the participants heard some amazing stories told for 2025 about how Aruba had been successful since 2008 building on the strengths and successes identified in the discovery phase.

Discovery Phase Components



What happened?



Broad engagement opportunities

As this is a participative process it is of utmost importance that as many people as possible are involved. Therefore the process includes broad opportunities for the people of Aruba to be engaged. Since the start of Nos Aruba 2025 a series of activities have been designed and executed by different teams such as the Project Management Team (PMT), the Design Teams, facilitators and volunteers. This way everybody has a chance to participate no matter their age, profession or genre.

Since our aim is to achieve engagement opportunities from all levels of the population, the process started by doing Appreciative Inquiry (AI) Interviews in the community to look for the strengths, causes of success and possible futures for Aruba. Then the website of the project was launched, a Sustainable Development Symposium (SDS) and a Discovery Event, to integrate the discoveries about the strengths of the island, was organized. Also a primary schools poster competition was done to find out how children see Aruba in 2025.

AI interviews

In the beginning of March, 29 people were trained at the University of Aruba in AI as possible facilitators to execute the AI interviews. In May another group of 55 people were engaged during the Strategy Planning Workshop as possible facilitators to conduct more interviews.

The Project Management Team visited the different Centro di Bario's to engage and to inform the community about the project. From this group about 15 more people committed to make some interviews in their organizations, families or groups.

Two members of the PMT were also in Holland for a training session and made use of the opportunity to interview students of The Hague and surroundings and employees of the representative of Aruba in the Netherlands (Arubahuis). The total number of interviewers reached 100 and the number of interviewees about 300. Most interviews took place in Aruba at people's homes, the University of Aruba and at the Centro di Bario's and in Holland at the Arubahuis. The interviews were executed between March 3 and June 14 2008.

Before and during the Integration Event (IE) all the 300 interviews were synthesized by the PMT and some facilitators in order to pull out strengths and causes of success of Aruba. Remarkable is that during the synthesis the same topics, issues or key words surfaced, what gives the idea that a lot of people think alike in Aruba. Also images of the future were collected to envision what the interviewees would like for Aruba.

Website Launch

In order to create awareness about the process and the project and to engage a broader group of people the website www.nosaruba2025.aw was launched on April 14, 2008 at the Fort Zoutman. Different stakeholders from the private and the public sector and the press were invited to help spread the word about the process and the project.

The website not only contains information about the project and about the different events, it also includes a forum, where everybody can give feedback on how they think Aruba should look like in the future or what needs to be preserved.

Sustainable Development Symposium

On April 26, 2008 a Sustainable Development Symposium (SDS) was held at De Palm Island to take supporting actions to create a better Aruba.

Building a Sustainable Future

As Sustainable Development (SD) is the goal of this planning process, it is important to understand what the concept means in the context of Aruba. The Brundtland Commission Report, 1987 defines sustainable development as

“Development which meets the needs of the present, without compromising the ability of future generations to meet their own needs.”

The time to seriously incorporate sustainable development as a planning goal is now more critical than ever. There is no need to reach a point of no return as warned by the Cree Natives that *“only when the last fish is caught, the last buffalo killed, the last river polluted, only then will mankind realize that money cannot be eaten.”* Therefore, the NISP planning process is designed as one to incorporate the participation of all to build a future that is sustainable.

Sustainable Development is a process. In the context of Aruba, it is about the balance between present and future; integrating development between the 3 pillars: social, economy and ecology and quality of Life issues, including culture, education and spiritual life.

The Road-map, from 2009 – 2025, will start Aruba off on the journey. In Aruba there are quite a number of people who have already been thinking about and working on SD issues, so the participants heard from a few of them. The day started with an absolutely inspirational presentation from Jean-Dihno Trappenberg and Jairus Barry (Youth Parliament) who asked the participants to think about diversifying the economy beyond tourism, to give something for young people to come back to Aruba for, and to take radical action such as “no harmful materials allowed on Aruba”.



Then other presentations were given by Gisbert Boekhoudt (Inspectorate of Health and Environment), Robbie Croes (WEB), Edwin Roos (Chamber of Commerce), Herbert Diaz (University of Aruba), Byron Boekhoudt (Coastal Zone Management) and Stephanie Croes (Aruba Marine Mammal Foundation).

Some of the points that were particularly well received were:

- Aruba is making progress on SD in various ways eg. monitoring waste, sewage, water, air
- Aruba needs to balance development & conservation – what might the people of Aruba want to see preserved if they imagine a photo album of Aruba in 2025?

Decision makers should not use economic figures alone to judge the nation’s welfare. These figures tell nothing about the social wellbeing of the people in our highly populated beautiful island. The people of Aruba should be aware of how to manage the resources & capabilities of the island and how to take care of landscapes when they urbanize. Some of the fine lines Aruba is walking may need big decisions. The people of Aruba need to learn about SD because “you can only understand what you know; you can only love what you understand; you can only protect what you love”.

With this food for thought the participants had conversations in their groups about what they heard, what their reactions were, whether they had any questions and what other examples they had of what’s happening in Aruba on SD.



Some points people made were:

- Aruba first, then the visitors (Aruba prome, despues e bishitante)
- The voices are there for a better Aruba, but the people of Aruba need the ear to listen (E bos tey pa mehoracion, pero pueblo di Aruba falta e orea cu ta scucha)
- The people of Aruba needs a balance between what they wish and what they can (E balansa entre loke pueblo di Aruba ta desea y loke e por)

Examples of other sustainable projects going on in Aruba included:

- Our Aruba Aloe is a great success
- Aruba is introducing more sustainable tourism
- Our volunteer clean-ups happen regularly

During the SDS people were asked to bring something in the invitation box that represents their vision for a collective art piece of ‘Nos Aruba 2025’.

Most of the items people brought relate to the environment and reflect what they want to preserve for the future. They brought white beach sand, sea coral, local native plants, shells, glass and pictures/images of our island that people want to preserve and even pictures of their beloved ones.

Discovery Event

In line with the symposium on SD Nos Aruba 2025 organized a second event entitled “E forza di e fundeshi di Aruba”. This was also the final activity of the Discovery phase. On June 14, 2008, from 8 am till 4 pm time was set to integrate the “discovery” from the previous months – pulling out the Strengths/successes of Aruba that will be the foundation on which Aruba builds its future; a powerful image of that “Positive Core”, some Images of the future the people of Aruba wants to see as an island; some actions that the people of Aruba is taking/ could take right now to begin moving towards that future.

150 persons gathered at the Renaissance Convention Center to reflect on our success to create an Aruba 2025 based on our strength. The desired outcomes of the day were mapped out in a Roadmap.

AI interviews were done to give some persons the chance to experience a Nos Aruba 2025 interview for the first time. Then each group collected stories and themes of strengths and causes of success and wrote them on a flipchart. Synthesis was done from the different flipcharts to take out the strengths, successes and images of the future. After this an exercise was done named Treasure Hunt and this resulted in the collection of surprising themes (see chapter Treasure Hunt).

All the different themes, strengths and causes of success were pictured on a Positive core image captured through graphic facilitation. This was done by local and English artists.

Primary Schools poster competition

The PMT visited all the primary schools in Aruba and invited children between the ages of 6 to 12 years to participate in the poster competition of Nos Aruba 2025. The children were asked to visualize how they want Aruba to be when they are older and they had to draw this. The purpose of the competition was to bring awareness to the schools, the children and the parents about the Project Nos Aruba 2025. Special schools were also approached and students of Emma School presented beautiful hand crafts instead of paintings. A jury selected three paintings to be used for the posters and 12 other paintings (2 from every grade) were chosen for a calendar for 2009.



Core Capacity Building Opportunities

Capacity building is an important aspect for the development of the people of Aruba in order to be able to execute this project.

Therefore this section gives a description of capacity building that has taken place during the first 6 months of the project.

The AI Workshop

At the AI workshop 17 facilitators and 12 PMT members were trained during a 4-day workshop at the beginning of March 2008 at the University of Aruba.

Topics covered by the workshop were:

- Doing interviews;
- Identification of roles of the facilitators and of WPAL;
- Explanation of the AI process and the AI principles;
- Interviewing guidelines;
- How to make better use of body language;
- Enhancing interview skills;

Problem solving (deficit based change) vs. Appreciative Inquiry (strength based innovation) were two subjects that were also covered during the workshop and the emphasis was on:

- The positive core which is about high point stories, continuity themes and images of the future;
- Creating the topics for the interview;
- Discussion on the definition of SD related to the topics;
- Shared expectations based on purpose, roles, process and agreement;

Strategy Workshop

About 55 people were trained on May 12-14, 2008 at the University of Aruba in Appreciative Strategy. During this Workshop the definition of confidence and overconfidence were introduced and the workshop included exercises regarding the confidence range. Only a few persons were able to guess the answers right. Most people were wrong and that showed how overconfident most of us are.

Learning about building scenarios was a true enlightenment, the importance of trends, uncertainties and multiple types of forces, like social, technological, economical, ecological and political were emphasized. The workshop stretched the thinking and forced all the participants to think outside of the box keeping in focus the luring uncertainties in the future.

Design Teams (DT)

Almost all of the system approaches to community change, are characterized by a big investment in the planning work with a 'planning' or 'design' team. This planning work can typically take longer than the time which will be spent by the participants in any individual events. This is an important investment because it is better to spend time in learning what will and will not work with a smaller representative community¹ rather than risk the significant investment in people's time and energy in the events/programs themselves.

The DT acts as a critical reality check, giving the best possible opportunity of creating a highly effective program. The great added value of working with DTs is the input of the different background, the mix of perspectives or opinions about purpose or desired outcomes for a certain event. The contacts of each person or its skills are also an asset for the preparation of the logistics.

For both events of the discovery phase the SDS and the Discovery Event DTs were installed. In each DT there was good cooperation and respect between the multi-disciplinarily members. The engagement of different stakeholders in the process and the event itself were successful, because of the commitment of each member of the DT. The expertise of each member was valued and contributed to an effective organization of both events.

Dream/Mass Participation Skills Training

The Dream/Mass Participation Skills Training was held at the University of Aruba on June 19 and 20, 2008 and about 25 people attended this training. The training focused on the participants' dreams for Nos Aruba 2025 and the various forms they can engage other people in this phase. It is important for the majority of the people to visualize their future realistically and to go beyond "Motherhood and Apple Pie". This means they can dream, but it has to be plausible. It is all about getting beyond "what do they do after that". So the people of Aruba has to realize that they need to have self-responsibility and take the first steps.

¹ Different sectors of the community represented in a Design Team



The experience of engagement in Nos Aruba 2025

During the Discovery Event the participants were asked what their experiences were about doing interviews. Some gave general comments about the interviews as an interviewer or as an interviewee and some gave specific comments about the questionnaire.

General comments included:

- Got to know the people better
- Positive transaction during interviews (from skepticism to excitement)
- Similar themes came forward (unexpected)
- Positive feedback on the method used (to interview each other)
- Interviewees open up completely
- Learning experience for interviewer
- People living abroad (e.g. in Holland) appreciated the opportunity to contribute

Specific comments on the questionnaire were:

- Many questions/concerns on the method (for the NISP)
- Questions were vague
- Time for interview was too long
- Uncertain if results are representative

The participants at the SDS were asked to fill in an evaluation form. 92% of the participants said they were really committed to taking the messages of the day out to others & engaging them in Nos Aruba 2025; 89% of the participants felt clear about what the kinds of things they'll need to consider for the SD of Aruba. Many spoke their appreciation of a sense of community, respect, open dialogue & listening. 45% of the participants specifically talked of taking action, & keeping up the momentum.

The evaluation forms of the Discovery Event indicated that 70% of the participants felt very inspired by the strengths that were discovered during this event. 85% of the participants said they were extremely committed to this project and wanted to be involved.

The power of One (you can make a difference)

Participants at the various events were asked about how they can make a difference and these are some of their inspiring quotes:

“This training made a difference in me, because it was not only about learning a new approach or methodology for projects, but also be able to apply this in your life and continuously use the Appreciative way to focus more on the positive side of things than on the negative ones.”

“Mi ta hopi contento y nos lo sigui papia cu otro pa wak si nos por contribui na e pensamiento cu nos tin comun cu otro”

“It is important to have as much people involved as possible, as we have to do it together with a common commitment.

“Mientras mi ta expresa mi pensamiento e otro persona ta pensa di otro forma na final tabata un sorpresa di sa cu nos tabata papia di e mesun topico”.

*The
Foundational
Strengths/
Successes &
Causes
of Success of
Aruba*



What have we discovered?

Our Positive Core

The positive core is the essence of Aruba at its best. People's collective wisdom about Aruba's tangible (physical) and intangible (non-physical) assets. Every part represents the power and potential of Aruba. Based on our thoughts and feelings and what matters most to us, the positive core is what the people of Aruba sees as the foundation of the best of Aruba (the strengths, resources and capacities that have created our successes). It was created in the form of a giant collective image. The images the people of Aruba holds of the future are socially created and, once expressed, **serve to guide** individual and collective actions.

The collective expressions brought forward during the Discovery Event give in essence a mixture of strengths and conditions needed to take into the framework **to further guide the visioning of Aruba 2025**. The expressions show the high degree of awareness and concern for the topics of Environment, Global warming and Alternative Energy, the need for Cooperation and Dialogue among institutions, the concern for aspects of Spirituality, Honesty and Respect and the desire for governance to take action soonest for a sustainable development.

The **positive core** was build based on the AI method. As mentioned before AI is the study and exploration of what gives life to human systems when they are at their best. It is an organization development methodology based on the assumption that inquire into and dialogue about strengths, successes, values, hopes and dreams is in itself transformational. It is founded on the following set of beliefs about human nature and human organizing:

- People individually and collectively have unique gifts, skills and contributions to bring to life.
- Organizations are human social systems, sources of unlimited relational capacity, created and lived in language.



Our strengths & successes – Our Positive Core – a summary

Each of the strengths summarized in the following pages is now or has been present in some form in Aruba, and so it is something the people of Aruba can build on for our future.

Not everything mentioned here is highly visible at the moment; some may be things Aruba has demonstrated more strongly in the past and are now wanting to re-emphasize as the people of Aruba creates Aruba's future e.g. "the people of Aruba keeps their surroundings and environment clean and tidy".

A summary of Aruba's strengths as seen by our people. The foundation on which Aruba will build its future.

Our National Assets – Nos Patrimonio Nacional

Economic – Economía

International orientation/ strategic position Manageable Small-Scale Economy (open and international-oriented) Stable currency Logistics (airport/harbour) well-developed private sector Synchronisation between public and private sector (ATA-AHATA) Tourism industry and gained know-how and experience Green Globe Hotels Aloe Oil industry	Orientacion internacional/posicion estrategico Economia scala chikito manehabel (habri y cu orientacion internacional) Moneda stabiel Logistica (aeropuerto/waf) Sector priva bon desaroya Bon sincronisacion entre sector publico y priva (ATA-AHATA) Industria turistico y e conocimiento y experiencia adkeri di turismo Hotel Green Globe Aloe Industria Petrolero
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Environment (Protection) – Proteccion Ambiental

Preservation laws are enforced (Parke Arikok, Coastal Zones) Management of beach clean-up Santa Rosa: conservation of local plants and animals Beautiful, unique, exotic and diverse nature Weather Beach/Sea Natural heritage Dam/ water reservoir Growing Environmental Awareness Good use of natural resources	Leynan di preservacion ta wordo enforza (Parke Arikok, Coastal zones) Maneho di limpiamento di beach Santa Rosa: conservacion di mata y bestia local Bunita naturaleza, unico, exotico y diverso Tempo Beach/lama Herencia natural Dam/reservoir di awa Tin un conscientisacion ambiental creciendo Bon uso di recursonan natural
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Social

Social system: education, healthcare, social benefits Social network: taking care of each other NGO's and foundations focused on SD (volunteers) No great differences in social strata Safety and security Stimulation and integration of the foreign youth in to the Aruban community Unity in diversity Humanism & optimism	Sistema social: educacion, salubridad, beneficinan social Red social: nos ta cuida otro Organisacionnan no-gubernamental y fundacionnan cu ta enfoca riba desaroyo sostenibel (DS) (voluntarionan) No tin hopi diferencia den nivelnan social Seguridad Stimulacion y integracion di hubentud di afo den nos comunidad Arubiano Union den diversidad Humanismo & optimismo
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“Como Arubiano mi tawata sintimí insigur cu personanan Latino. Mi tawata pensa cu nan ta floho y biba riba custia di otro. Experiencia di bida den relacion cu e stranhero a siña mi compronde cu nan ta mesun hende cumi y tin mesun necesidadnan y derechonan”

“Un homber a haya un cartera benta abow cu AWG 3000,= aden y ela bai hib’e warda di polis. Un hende jong di 16 a hasi algo bon, mi a sinti mi mes bon. E doñonan di e cartera a duna e homber awg 200,=”

“Den mi barío un bisiña Dominicano tawata trece cachapa pa mi mama. Antes famia ta hasi hopi cuminda paso nunca bo no sa ken por cana drenta y nan por sinta come of pasa pa fia un tiki sucu of un copi harinja. E interaccion tawata basa riba give and take (risibi y duna). Bisiñanan tawata intercambia regalo di naturalesa of hiba coi come pa otro. Nos tawata hiba cos di cas manera fruta y berdura pa e juffrouw of pa e doctor”

“Ora bo ta parti di un organisacion cu ta organizando eventonan pa representa Aruba den exterior bo ta sinti bo mes orguyoso, special of bo ta sinti cu Aruba tin bon nomber. Plan pa San Nicolas: crea un ciudad cultural cu yudansa di Rietveld Academie. Establece na Sero Colorado un Marine Biological Research Center pa investiga suelo y awa. Cuminsa cu un proyecto piloto pa pesca, un cultivacion. Esaki lo resulta den diversificacion di economia, un industria di exportación chikito y pesca”.

“E decision y oportunidad cu mi mayornan a ofrece mi door di manda mi den exterior pa busca un profesion y a logr’e cu éxito, a habri caminda pa mi a haya placa y sinti mi mes mas mihor, haciendo algo pa comunidad. Ami ta considera mi mes pionero den ramo di microbiologia aki na Aruba”.

“E habilidad di dominio di diferente idioma a yudami hopi den mi trabou den casino. Door di comunicacion ami por a anda cu diferente hende di nacionalidad y idioma diverso”.

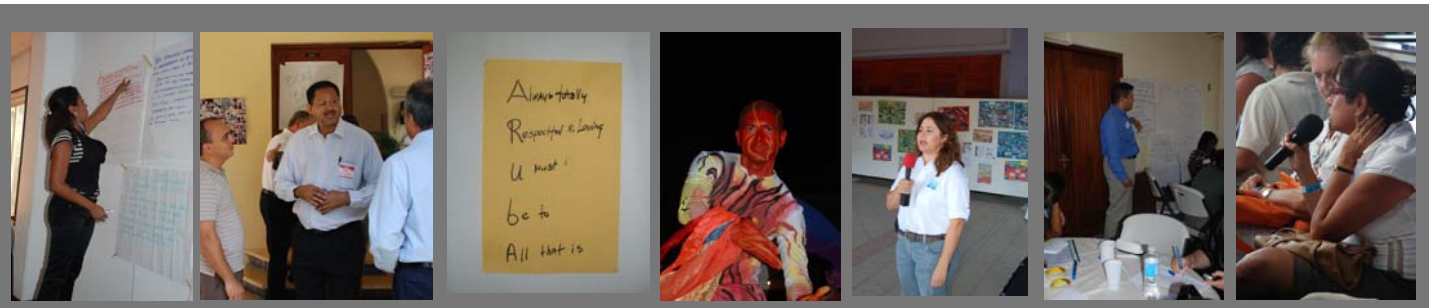
“No mucho tempo pasa, despues di a regresa Aruba (± 4 año den exterior) ami cu mi casa a dicidi di wak solo sali mainta riba e tanki di Alto Vista. E tawata un bunita bista, yena cu paz, canto di parhanan, rondona di nos flora y fauna. Mi a sinti contento di ta na Aruba bek”.

“Aruba a adapta su mes pa ricibi bishitantenan di otro pais manera turistanan, comerciantenan, trahadornan y aventureronan. Nos a siña diferente idioma manera Ingles y Spaño. Aunke bo no ta traha den sector di turismo bo por comunica cu bishitantenan y yudanan. Tambe pone e bishitante sinti na cas.”

“Tempo cu mi tabata tin 12 año, nos tabata planta cunucu y ora cu maishi ta tira tapushi, bonchinan ta na flor, pampuna y patianan ta rama o tira fruta, nos tabata hunga polis cu ladron den cunucu. Goza di e aire fresco y holo dushi di naturalesa cu tabata florece den e cunucu. Ora nochi cera nos tabata coi tapushi di maishi grandi pone den wea cu awa ariba candela den cunucu y sinta rond conta chasco y come “corn on the cob” fresco di cunucu. Nos a pasa dushi mes y nunca lo mi lubida e temponan ey di mi hubentud”.

Governance

<p>Freedom Stable democracy Political stability, based on a democratic rule of law. This provides the basis for law and order and political stability, which in turn provides a secure climate for foreign investment. Our partnership in the Dutch Kingdom. The presence of Dutch Kingdom security forces (marines). The organizational effectiveness of our institutions responsible for maintaining public law and order, public healthcare and security in Aruba.</p>	<p>Libertad Democracia stabiel Stabilidad politico, basa riba un orden huridico democratico. Esaki ta e base pa ley y orden y estabilidad politico, cu na su turno ta crea un clima sigur pa inversion di afo. Nos partnership den reino Hulandes. Presencia di mariniers. E efectividad organisatorio di nos institucionan responsabel pa mantene ley publico y orden, salubridad y seguridad na Aruba.</p>
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Our Strengths as a People

The best of who the people of Aruba is when they are most alive, effective and constructively capable. (E miho di ken nos ta ora nos ta mas bibo, efectivo y capabel den un manera constructivo).

Our Generous Nature

<p>We are friendly in nature: We are welcoming and ready to be of service We are ready to lend a helping hand</p> <p>We have a big heart: Generosity and small acts of kindness are part of the relations with our neighbors We are like the sea, strong yet soft</p> <p>We are peace loving: We are law abiding citizens and value law and order We are tolerant of a diversity of religions, cultures, nationalities, foods and customs We have traditionally integrated newcomers into the Aruban way</p>	<p>Nos ta amabel di naturaleza: Nos ta cordial y servicial Nos ta cla pa duna un man</p> <p>Nos ta hende cu curason grandi: Generosidad y actonan chiquito di amabilidad ta parti di con nos ta anda cu bisiaña. Nos ta manera e lama grandi, fuerte pero suave a la vez</p> <p>Nos ta pacifico: Nos ta tene nos mes na ley y ta valora ley y orden Nos ta tolerante di diferente religion, cultura, nacionalidad, cuminda y custumber Tradicionalmente nos a sa di integra hende nobo den nos custumber Arubiano</p>
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Our Sense of Community

<p>We value family unity: We support all members of the nuclear and extended family to progress Helping each other is part of who we are We believe in the family as the foundation of society</p> <p>We care about our fellow human being: Volunteerism is strong and many of us serve in foundations There is a strong willingness to help The strong sense of serving our fellow man comes from Christian values through the church and school</p>	<p>Nos ta valora union familiar: Nos ta yuda tur miembro di nos famia nuclear y tambe mas grandi pa progreso Nos ta yuda otro Nos ta kere den famia como base di sociedad</p> <p>Nos ta care pa nos prohimo: Sirbi como voluntario ta parti di nos y hopi di nos ta duna tempo den fundacion Nos ta willing pa yuda Nos deseo pa sirbi nos prohimo ta bin di nos balornan cristian cu nos ta haya di misa y di scol</p>
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Our Adaptability

<p>We are able to adapt to changing circumstances: We take action and persevere We are resilient and resourceful</p> <p>We are creative: In times of crisis we are able to persevere and survive Carnival is our creative expression of fun and community</p>	<p>Nos tin e habilidad pa adapta na circunstancianan cu ta cambia: Nos ta tuma accion y persevera Nos tin e habilidad pa lanta bek y sa di usa nos recursonan</p> <p>Nos ta creativo: Den tempo di crisis nos ta persevera y sobrevivi carnaval ta un expresion di nos creatividad y alegria y sentido di comunidad</p>
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Our Education

We are multi-cultural and multi-lingual:

We speak 4 languages
 We live peacefully with many languages, many nationalities, and different cultures
 We are respectful of others
 We are globally oriented

We are an educated people:

We have a good level of educational attainment

Nos ta multi-cultural y multi-lingual:

Nos ta papia 4 idioma
 Nos ta biba den paz entre diferente idioma, nacionalidad y cultura
 Nos ta respeta otro

Nos ta hendenan educa:

Nos tin hendenan cu bon nivel di estudio

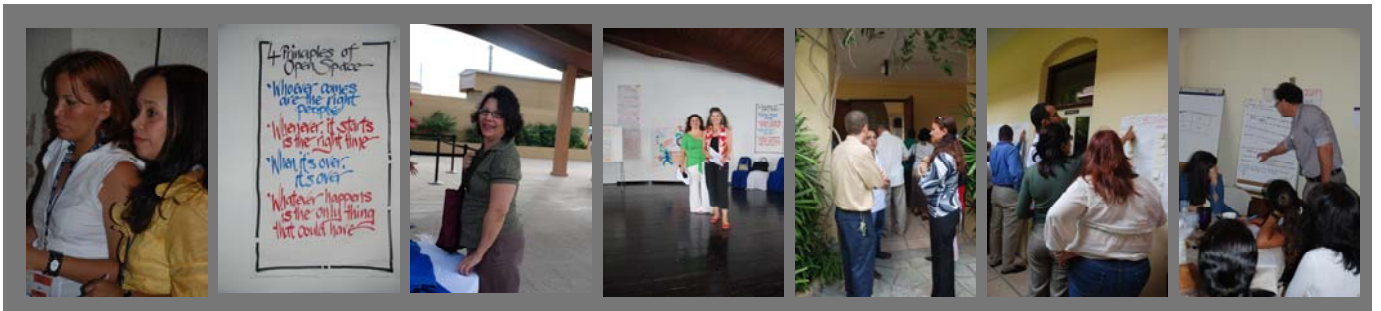
Our Connection to Nature

We feel connected to nature:

We know and respect the power of the sea
 We love our natural environment
 We keep our surroundings and environment clean and tidy

Nos ta sinti nos mes conecta cu naturaleza:

Nos conoce y ta respeta e poder di lama
 Nos ta stima nos naturaleza
 Nos ta cuida nos medio ambiente y tene nos vecindario limpi y nechi



“Den mi team di basketball tin diferente nacionalidad y tambe hende di diferente clase social. Deporte ta uni nan tur y ta kita tur diferencia social”.

“Mi a biba den un bario unda cu bisñanan ta take care pa otro y biba y comparti cu otro. Ora tin fiesta, bisñanan di otro pais ta bin cu nan disconan di nan lugar y asina cada un tin e oportunidad di trece nan musica. Tawata hopi dushi”.

“Un dia cu nos a sali for di misa anto nos a duna un turista un lift pa hotel. Con e ta gaba Aruba su tranquilidad y e cordialidad y atencion cu e Arubiano tin. Aruba ta safe. Mi a sintimi hopi contento”.

“Mi a cuminsa spijbel na scol y gooi met de pet cu huiswerk. Mi a haya un bishita na cas di zuster Juliette y a haya un bon zundra for di mi docente di Spaans. Desde e tempo ey mi no a haci wega mas cu scol. Y danki na esey mi a zet door y por bisa cu mi ta contento unda mi a yega”.

“National anthem being played and people sing this song with their heart and soul. In many occasions the national anthem is being played and the Arubians are proud of this anthem. This emotional feeling is very special on the Flag Day 18th of March. People are proud of their island. Arubians have their own flag portraying their own identity”.

“Tabata durante Segundo guerra mundial cu mi a lanta cerca di e bario di Lago Heights na San Nicolas. Majoria di e habitantenan di e bario ey tabata stranhero y mi a asimila mi mes den nan y a siña papia ingles na un edad relativamente hoben di apenas ocho aña. Mi a conoce diferente cultura tambe cu a yudami hopi den mi futuro studio den exterior y mi carrera na Lago”.

“During fireworks play at Ling & Sons. Little family groups picnicking waiting for the beautiful display. Walking, shopping and talking to people from different nationalities”.

“Pa ami e balor y educacion di e docentenan di antes pa cu tur mi logronan di awor. Un docente cu dia mi mama a fayece a guia mi y ponemi compronde cu tristeza ta bin den bida. Cu “no matter what” bo por logra tur cos den bida”.

“Un biaha nos a para cu e yui di Presidente di Venezuela. E a keda sorprendi cu den Carnaval tin hende di tur nivel social y rasa ta cu otro celebrando. E comentario cu e a duna: “e pais aki ta sinti como modelo di integracion y aceptacion di tur hende y nacion”. Mester mantene esaki”.

“Mi ta feliz na Aruba pa lanta bai scol, nos cu nos, tempo di mi hubentud. Ora mester cuminza traha e ore ei cos a cuminza. Tur sorto di nacionalidad tin rond di bo. Hasta tin hende di Russia casa cu Arubiano y nan ta stima Aruba sin fin. Nan a biba den comunismo y Aruba ta un Paraiso pa nan. Nan ta papia Papiamento bon bon. Cubano mescos, nan mester a huy di nan pais. Bo sa cu promer mi no tabata sali bon cu Peruano. Te despues di añanan un hende Peruano a papia bon dimi. Despues nos a bira bon cu otro pasobra nos a descubri cu no ta tin base pa desunion. Nos a juda otro”.

Images of the Future

Images of the future is the beginning of the Dreaming/Visualization of the future the people of Aruba wants for Aruba and themselves. The focus of the Nos Aruba 2025 Discovery Phase, was on ‘discovering’ the best of Aruba, from now and in the past – discovering our strengths, which are the foundation on which our future will be built. During this Discovery, some early images of the future were gathered from the people of Aruba. These images are shared in this section.

The Dream Phase (August to October 2008) is the time when the people of Aruba, as individuals and through a range of organizations and umbrella organizations, will ‘Dream’/visualize what they want for the future of Aruba and for themselves. For more on this, please see “What’s next? The Dream Phase”.

Kico ami ta hasi pa un desaroyo sostenibel y duradero awo: Biba 2025 awe

E imagen di Aruba a wordo visualisa den un curpa di hende

“E Cabes ta refleha:

Educacion, Comunicacion
Nivel enseñansa, mas opcion
Globalización, Ban Pensa
Green, Hala rosea limpi
Papia positivo”

Cuerpo policial. Neighborhood
watch

“E Curason ta refleha:
Norma y Balor, Consenshi
Respet y Moralidad”

“E Pia ta refleha:

Cu Nos medio ambiente y
economía ta sostenibel,
Independiente, Energia
alternativo, Go green
Permacultura, Solides,
Gobernacion pro-activo”.

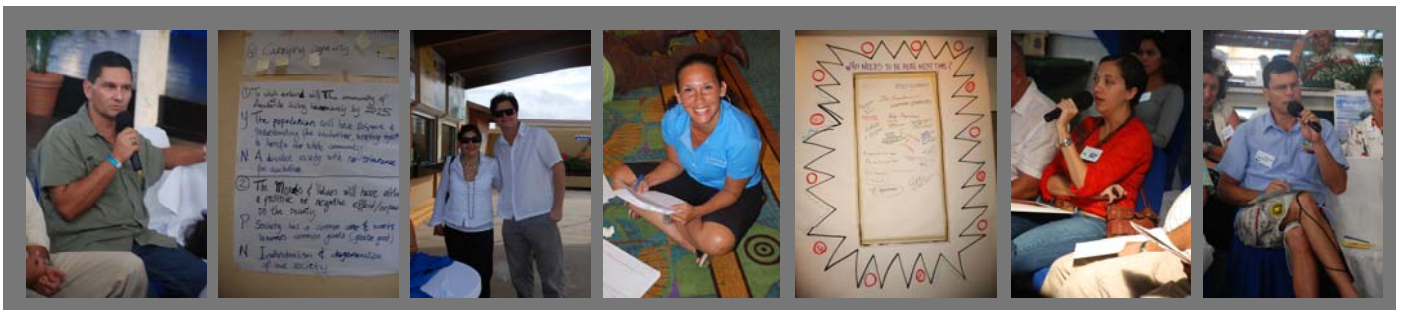
“E Curpa ta refleha:

Respect pa nos naturalesa, pa
nos Bestia, pa nos Hende y pa
Bo mes. Un Bon seguridad y

“Man y brasa ta refleha:

Union social, Relacion afectivo
Reciprocidad, Paz y harmonia
Trankilidad y Beyeza natural”

Salubridad: cuido medico eleva
Desaroyo balansa y sostenibel
Balans di fortuna den economia
di Aruba”



E imagen cu a wordo visualisa ta un curpa di un hende. E persona aki ta un cu ta usa su cabes, su curpa, curason, man y pia pa e por biba. Pa e persona aki por biba bon tur e partinan di su curpa mester traha hunto. E imagen di Aruba/e comunidad Arubiano ta un cu ta traha hunto pa biba bon den paz y harmonia cu otro. Na unda nos ta respeta otro, naturalesa y nos mes. Pa medio di comunicacion cu otro personanan den nos comunidad y mundo henter nos por intercambia idea, scucha otro, duna opinion y siña di otro. Nos curpa ta duna nos mes proteccion, nos acto ta actonan pacifico y no ta hasi daño na nos mes ni na otro hende, bestia, mata of propiedad di otro hende.

Pa nos percura un seguridad mas amplio cuerpo policial hunto cu control social den bario ta percura pa sentimiento mas tranquil y sigur. E curason di nos comunidad ta e normanan y balornan cu nos tin pa nos mes y otro. Esaki ta refleha den nos moralidad y respet pa otro. Nos consenshi ta esun cu ta guia nos den locual nos ta considera bon y malo.

Nos curason ta esun cu ta muestra nos pasion pa bida. E simbolo di man y brasa ta esun cu ta traha y ta uni hende cu otro. Nos ta duna man ora nos casa y nos ta duna otro un man como un manera di saluda otro. Nos ta duna man, tambe kiermen nos ta yuda otro. Cu dos pia nos ta para riba nos dushi tera y nos dos pia ta hiba nos na unda nos ta desea di yega. Para riba nos mes un pia nos ta mas independiente y nos por sostene nos economia y medio ambiente.

Usando nos cabes, curason, curpa, man y pia nos ta: pro-activo, cuida nos mes bon, respeta naturalesa, hende y nos mes, mas spiritual, usa tecnologia mas avansa y affordable pa tur hende, usa e capital humano mas mihor posible. Thinking of our Future: desaroya nos comunidad sostenibel y duradero, link crecemento economico cu proteccion di ecologia

Our Economy: Balansa, trabou pa tur hende, economia diversifica door di turismo medico, knowledge economy, ecotourism, spaarcultuur y financial center

Our Environment: Permacultura, medio ambiente limpi riba tera y lama, energia alternativo, mantencion y proteccion di vida marino, infraestructura ta dependable & environmental friendly, zonifica nos territorio efectivamente y milieubelasting

Our Social quality of life: bon laso familiar, bon educacion y bon cuida medico y pagabel, cuida efectivo pa adiccion, parti e bienestar entre nos hendenan, tene cuenta cu nos pasado y duna hobennan mas responsabilidad pa tareanan specifico y mas deporte

Our Governance: gobernacion transparente, responsabel y honesto

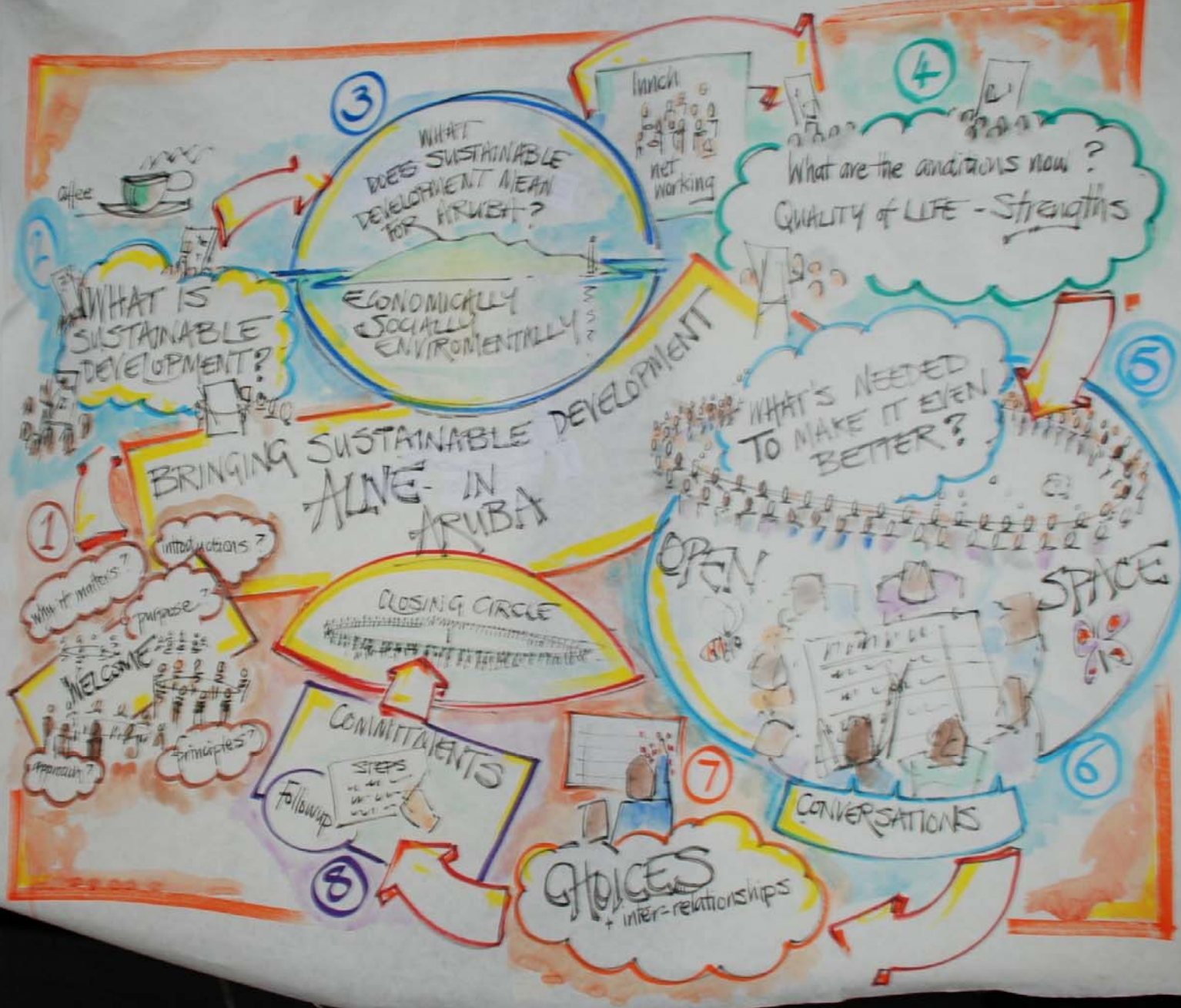
More images of the Future:

- Create space and conditions of leader competencies!
- Competence trust worthy: leadership not just function but holistic approach/skill, ability, competence
- Create space to convey criticism without repercussion-movement toward right direction
- Art education in primary schools and above, also after school and in society as a whole
- Aruba as a cultural Center for the Caribbean
- Giving Art & Culture a prominent role in education as a whole and in society
- Respect and awareness for culture and art as part of the SD
- High quality at all levels
- More flexibility in legislation with regard to production and consumption of renewable energy sources (tax benefits / penalties)
- Subsidize social housing
- Creative industry, design & manufacture management
- Knowledge center
- Medical tourism
- Service, Recreational, Industrial and Cultural Centers with regional impact
- Make Aruba a spiritual retreat & sanctuary
- Environmental agency management
- Contingency plan in case of oil spills
- Energy conservation plan -
- Renewable energy – sun - wind - hydrogen
- Separation/recycling
- Awareness programs for adults and children
- Proper population growth planning
- Use what Aruba already has
- Introduction of laws by 2025
- Destruction of nature → Educate the community
- Education & awareness of environmental issues, including nature
- Everybody will have good income to provide for their children
- Aruba will reach a high level of education
- Reeducate people
- In 2025 that the people of Aruba would be as happy as they are now
- Working together: Public, Private, NGO'S, whole community
- Educated population
- Limitations with guidelines

“Meubels maken van 2e handsmateriaal, gebruik maken van afvalhout. En op de hooiberg is er een kabelbaan gemaakt zodat iedereen de kans krijgt om Aruba van boven te zien. Ter bevordering van de algehele gezondheid zijn er overal met bomen overdekte voet en fietspaden en het is heerlijk om te kuieren en iedereen te ontmoeten. Het onderwijs en educatie systeem zijn gericht op humane ontwikkeling met allerlei verschillende studiemogelijkheden om zich op Aruba verder te kunnen ontwikkelen, ook meer hoger onderwijs.”

Mi lo kier conserva e parkenan. Mi lo kier tin e posibilidad pa por wak y scucha nan canto tur mainta ora mi lanta for di soño. Mi lo kier tin e posibilidad di lanta un Vogelbescherming riba nivel Nacional, tambe cu reglanan y ley di proteccion. Mi ta hopi felis di ta biba den un comunidad Arubano paso door di e influencia di e otro nacionalidadnan bo por siña hopi. Arubiano ta manera un spons mi ta sinti. Tur dia nos ta siña cosnan di otro y nos ta para cla pa yuda otro cu cariño y sinceridad. E gevoel van souveriniteit plus gebondenheid cu nos tin pa cu otro ta algo semper cu mi ta sinti proud di dje.

Scol ta bira un centro multifuncional y multidisciplinario. Mantene y proteha tur loke ta bon. Haci Aruba un paraiso pa un y tur Energia solar/biento ta disponibel, Geothermal cooling system. Reuse: Mihor uso di local nos tin.



Actions Aruba is taking now!

"I want to be part of the Future"



Actions

The Nos Aruba 2025 process runs until July 2009 – when the real work begins!... as Aruba moves on towards 2025. And...there is much that is already going on in Aruba, for us to build on as Aruba moves to our sustainable future.

Actions across Aruba

Actions that the people of Aruba are taking or can take personally & in our communities (many of which require little or no financial input).

People don't need to wait for July 2009 for a plan or for anyone to tell them it's OK to begin thinking & acting together. Nos Aruba 2025 is about everyone in Aruba having a say and taking action. Let's begin now! Sharing the great ideas people already has & are acting on and helping each other to take more action.

Here are some of the actions that have been Discovered so far. Please let us know at www.nosaruba2025.com what else you know of.

Actions people are taking personally NOW

Action resonated at the Discovery Event as the 150 participants buzzed around the Renaissance Conference Center discussing the future and what Aruba needs to do. The energy generated was evident in the upbeat tempo and the noticeable tension as participants rushed to get tasks done in the allotted time. Action was heard throughout the Discovery Event, as was the case with the Sustainable Development Symposium. A call to actions, that are taking place now already and actions that people wish to take.

The following pages gives an overview of the environmental, community and cultural oriented actions that are already taking place or that people want to take place in the future.

“I do not litter the area around me. As a schoolteacher I educate the kids to keep the school area also clean. I would like to do more for my environment by organising island clean ups. I also believe in recycling. And I would like to see more of that on my island. I also teach students from different cultures, religions and backgrounds. They also teach you different things as you teach them. And it's interesting to exchange these different things with each other in the classroom. In my student times in the Netherlands I experienced the Dutch people stating that the Antillians are loud, aggressive and lazy people and they are associated with drugs. At a certain point I started to think the same until I got involved in a circle of Antillian friends and began to think different about the Antillians after that. We could organise a cultural exchange among children from different cultures. Exchange in dance, music, food, etc. This in order to teach the kids to open their minds to accept different cultures, and appreciate differences in cultures for their unique characteristics”.

Environmental Oriented actions	Community oriented actions	Cultural oriented actions
<ul style="list-style-type: none"> - Composting: using fruit and leaves to create soil to cultivate vegetables in their yard (hofi) at home; - Participate and support environmental organizations: participate in environmental groups - Taking care around them: they clean their yard and direct vicinity (bario) clean of refuse and try to keep a pleasant and beautiful surrounding around them; - Plant a tree(s): beautification projects by private initiatives, either social groups (Jaycees) or individuals, who planted trees. For example at the rotonde at Tanki Flip or Cura Cabai. Neighbors who jointly planted and maintain trees; - Car pooling: group of friends alternate to drive to work and school; - Commit to waste separation and recycling: They separate their waste into recyclables that are already used in Aruba (paper, glass, aluminum) and others like batteries (they actually take them to the states to recycle them), metal, etc. 	<ul style="list-style-type: none"> - Community evening: get together a group of neighbors (bario) and meet every Friday to socialize. Either prayers (alabansa), comedy/theater evening, film or sport evening; - Engaging the community: private initiative (SNBA) to involve community while promoting the community with healthy activities and emphasizing on what is good, positive and is working. Examples of Christmas tree, Sinterklaas, etc; - Programs that stimulate reading at home: foundations that promote reading, 'Fundacion Papiamente' - and the program that reads bed time stories to kids; - Program that promotes speaking with positive mind: 'Chat cu Mente Positivo' that promotes positive mindset, organizes lectures and has ads running in newspapers; - Give back to community: Instead of organizing usual office parties they donate time, energy and money to charity or community project; - Community involvement: Participate in Nos Aruba2025 	<ul style="list-style-type: none"> - Museum/galleries: Aruba has great contemporary art galleries and museums. Visit them frequently and stimulate them





Calls for action to be taken:

Some expressions of wishes and desires were passionate calls for action. These were actions people want to take place, for they see them as actions that would bring the changes they foresee as necessary to achieve the desired outcome for Aruba in 2025. These included stopping actions that are not leading to the desired future. Others include non-tangible commitments, while others required major government (political) decisions, change of mentality of large inflow of funds.

Here is a sample of such calls for action:

Environmental Oriented actions:	Community oriented actions:
<ul style="list-style-type: none"> - Stop charging 10 florins at the landfill; - Stop construction/development; - Stop importing cars; - More and improved public transportation; - Automate waste separation and recycling, make energy from waste - Make car pooling obligatory - Fines and sanctions for littering and illegal dumping - Require permit prior to clearing land (rosa tereno) - Install wind mills and solar panels at all homes - Institute a Marine Park like Bonaire; - Stop destroying green areas (mondi) 	<ul style="list-style-type: none"> - Communicate more openly with no hidden agendas; - More awareness campaigns about environment, lifestyle, obesity, etc. - Flexible work hours and less work hours during week - Improved highway from Oranjestad to San Nicolas - More art and culture education - Support social and environmental foundations - Listen to youth - Stimulate home grown food cultivation - Care for nature and all that is around us - Promote unity - Install biking trails - Match school hours to work hours - Reinforce family unity (nucleo familiar) - Introduce Papiamentu as learning language (vak) at schools

Treasure Hunt Surprises

During the Discovery Event the participants went on a Treasure Hunt to collect from all the flipcharts on the walls:

- surprising or ‘different’ themes/strengths/images of the future
- even deeper understanding of the underlying causes of success in Aruba

Everybody shared their discoveries on surprising strengths & underlying causes of success in Aruba. Then they captured these Surprises and deeper discoveries on a flipchart of Stories and Surprises/ Causes of Success. After that each group agreed to one top Treasure Hunt discovery/surprise.

The following are Treasure Hunt surprises that stand out of Aruba.

Famia

Famia ta e base principal di un sociedad. Door di reforsa e nucleo familiar Arubiano nos ta garantisa e exito permanente di nos Aruba. E nucleo familiar ideal ta consisti di un mama, un tata y yui(nan).

Normanan y balornan di famia y comunidad

- E union familiar ta e yabi di un comunidad exitoso, cu un fundeshi fuerte y duradero.
- Respet ta cuminsa na cas y nos ta pase over na e prohimo di nos comunidad.
- E cadena di respet ta sali di cas, pa scol, di scol pa trabou.

Union ta haci forza

- Na Aruba nos tin e custumber di coopera cu otro na tur momento. Por ehempel, durante di malesa den famia nos ta uni y yuda esun cu ta malo, cu remedi di tera pa e recupera. Nos ta duna tambe cuminda pa e famia.
- Ora un miembro di famia kier construi su propio cas, bisiñanan, rumannan y amigonan ta bin duna un man, pa e cas keda cla den corto tempo y asina baha gasto pa e doño nobo.
- Idealismo ta prevalece riba materialismo
- Nos ilustre politico/estadista Arubiano Sr. Gilberto Francois Croes, cariñosamente conoci como Betico Croes q.e.p.d., a siña nos cu idealismo semper mester prevalece ariba materialismo. E lucha di Status Aparte di Aruba pa sali for di e constelacion Antiano y tuma su propio destino den su man, y para ariba su propio pia, ta un bibe ehempel, unda e pueblo Arubano a laga materialismo un banda.

Aruba un isla sigur

- Aruba ta mundialmente conoci pa su seguridad y tranquilidad. Nos ta custumbra di laga porta y bentananan hanchu habri ora nos ta drumi y ora nos ta sali. Turistanan ta sinti nan sigur ora nan ta cana den nos cayanan y ariba nos beachnan. Ora pueblo ta sosega, polis ta labora.

Educacion y conscientisacion

- Conscientisacion ta yuda un pueblo compronde mihor su identidad propio. Si nos planta awe e simiya pa preserva y cultiva nos naturaleza, mayan nos por disfruta di dje ora e florece.
- Educacion di un pueblo ta fundeshi pa progreso di un pais. Aruba su fundeshi ta solido y duradero door di nos conocimiento di diferente idiomaan, manera: Hulandes, Ingles, Spaño y Papiamentu. E turistanan ta aprecia esaki masha hopi mes.
- Un pueblo bon educa hamas y nunca por wordo engaña. Un pueblo educa tambe ta desaroya y progresa.
- Un bon ehempel unda nos hendenan a worde educa ta e binimento di e fraternan y surnan Hulandes, cu a siña nos ordo y disciplina y tambe duna respet na nos mayornan y nos grandinan. Hunto cu e religiosonan Hulandes a bini tambe pa engrandese nos educacion, meneer- y juffrouwman Hulandes y tambe specialistanan Hulandes pa nos cuida medico.
- Cu establecimiento di e refineria Lago Aruba a conoce un otro clase di educacion: e educacion Mericano. Lago a habri porta pa miles di hobennan Arubiano bira aprendiz y asina despues drenta e forsa laboral bon prepara. E combinacion di e educacion Hulandes y Mericano na Aruba ta unico na mundo.

Medio Ambiente

Aruba su naturaleza ta unico. Su beachnan blanco natural, su clima stabiel, su noord-oost passaat, su cadushinan, aloë, su parhanan, yuwananan, cascabelnan y piscanan. E Arubiano semper a lanta hopi pega cu su medio ambiente. Un ehempel di esaki ta e cantidad di cunucunan cu tin na Aruba, unda tabata tin plantacion di diferente fruta y berdura, entre otro boonchi largo y boonchi conovis, pampuna, pinda, tomati, maishi rabo, comcomber, patia, etc., pero tambe tabata tin cabritonan, baca, galiñanan y gaitonan, carnenan, porco, pauwies, etc. pa alimentacion. E Arubiano a come saludabel, cuminda fresco y crioyo di su mes un cosecha di su mes un labor. Famia y amigonan tabata bin yuda y traha ora di planta y ora di cosecha.

E Arubiano di cunucu a sa di respeta su medio ambiente. Nunca a dañá of coba e tereno of dañá nos lama.

Con seco nos subsuelo ta e Arubiano a sa di saca bon probecho di dje. A usa awa di damnan y posnan natural y tambe awa di rainbak.

Un medio ambiente respeta ta simbolo di un pais progresá!

Salud

Nos grandinan ta haci uso di mata y yerbanan di naturalesa pa combati diferente malesa. No tabata bai dokter pa malesanan unda cu sa cu entre otro, aloe, walishali y demas remedinan di tera tabata yuda.

Limpiesa

Un Aruba limpi ta refleha un pueblo uni y civiliza. Ban tene nos barionan, nos ambiente, nos beachnan limpi. Demuestra na nos bishitantenan y nos pueblo cu nos ta consciente, cu “One Happy Island” ta nifica tambe un Aruba Limpi!

Comunicacion

Laga nos mantene un forma di comunicacion sano, habri y transparente, unda nos ta respeta opinion di otro y ta laga otro den nan balor. E nivel di comunicacion mester ta positivo y constructivo.

Hubentud ta nos futuro di mayan

E hoben Arubiano di awe ta e futuro exito di Aruba. E calidadnan di e hoben ta su gana di siña, respet pa su mayornan y maestronan. E facilidad cu nan tin pa domina diferente idioma. Tambe e cantidad grandi di hobenan cu a bai studia na Hulanda y Merca pa haya un studio mas avansa y profesional. Nos mester scucha nan opinion y para semper cla pa dunanan un man ora di necesidad. Por ehempel den huiswerkbegeleiding, motivacion, desaroyo personal y intelectual.

Accion

Laga nos palabra bira hecho, esey ta nifica: ACCION. Progreso ta cuminza cu nos mes, Laga nos stop di pensa y papia y ban pe cambio pa un mihor futuro, un cambio pa un Aruba dushi, limpi y bunita!





Who is engaged in Nos Aruba 2025? Summary of who has taken part so far

This chapter focuses on the stakeholders that have been engaged up to now in this process in order to give an overview of the diversity of the ones involved.

Interview Guides

Among others students, retirees, teachers, accountants, lawyers, policy advisors, house wives, business analysts, engineers, hotel workers, journalists and business man between 11 and 80 years old were interviewed in every district of Aruba and from certain cities of The Netherlands like Den Haag, Leiden, Rotterdam & Zoetermeer during the Discovery Phase of this project.

Think Tank

The think tank is a group of individuals that were selected by their expertise in different sectors and were approached by the PMT to help them monitor the progress of the execution of the project. The idea of having a think tank is to be able to discuss the important issues of the project with a broader group of intellectuals in Aruba. Think tank members include individuals working at organizations such as the Central Bank of Aruba, AHATA, Chamber of Commerce, MAMBO, Sindicato den Union, EPI, Government, University of Aruba, Aruba Investment Bank, Hotel Industry, ATIA, WEB, SETAR and AZV, consultants and individuals.

SD Symposium

Around 140 people gathered at the Palm Island on April 26, 2008 for a Symposium on Sustainable Development (SD). The participants were from different sectors like the Commercial/Business, Environment, Education, Youth, Health, Elderly people, Tourism, Government, Culture, NGO's, Artists, Hotels, Members of Parliament, Foundations, Service Clubs, Labor Unions, AI facilitators, Think tank members, the Community, political parties and the PMT.

Discovery Event

The Integration Event of the Discovery Phase was held on June 14, 2008 at the Renaissance Convention Center and approximately 150 people attended this event. About half of the attendees were from the community and did not represent any sector. The youth was also well represented this day through Parlamento Hubenil (Youth Parliament) and some young people from ATHA helping out with the organization of the day. The rest of the participants were from the Private sector, the Government, NGO's, political parties, the Environment sector, the Representation of the Netherlands in Aruba and from the Press. A group of artists including poets and painters were also present.

AI Training

12 PMT members and 17 facilitators were trained at the first AI facilitator's training held from February 29 – March 3, 2008 at the University of Aruba.

The 17 facilitators are 2 persons representing Service Clubs, 1 representing an Environmental NGO, 2 individuals, 1 retiree, 5 people from the Public Education sector, 1 from the Ministry of Education, Social Affairs and Infrastructure, 1 from the University of Aruba, 1 from the Youth Parliament, 1 from the Social sector, 1 from the Health sector and 1 from DEZHI.

SDS and Discovery Event Design Teams

The Design Teams of both events consisted of representatives from AHATA, ATIA, ATA, the Chamber of Commerce, the National Library, the University of Aruba, the Labor Unions, the Public Environment sector, Department of Labor and Research, artists, AI facilitators and PMT members.

Strategy Workshop

On May 12-14, 2008 an Appreciative Strategy workshop was organized at the University of Aruba for 58 people. About 33 people were from the Government including 43% from the social sector. The rest came from the Education sector, the Private sector, NGO's, Labor Unions, Artists, facilitators and individuals.

Graphic Facilitation Workshop

The highly effective method of project illustration & reporting is an integral part of the *Nos Aruba 2025* marketing & on-going engagement strategy. Therefore a special proposal was made to train local artists in "graphic facilitation". The skills learned are also widely applicable in a host of other contexts. For this purpose a graphic facilitation practitioner and trainer was attracted from the UK.

An on-the-job training was held during the Discovery Integration Event for local artists and painters who were present. Also on June 16 and 17 two half day graphic facilitation workshops were held at the Access Art Gallery in the afternoon.

Dream/Mass Participation training

About 25 people were trained about Dream/Mass Participation Skills at the University of Aruba on June 19 & 20, 2008. About half of them were facilitators and PMT and the rest were from the Government including 1 Member of Parliament and 1 person from the Ministry of Justice, individuals including 1 student and 1 artist and 1 person from an NGO.

Those leading the project

The Department of Economic Affairs, Commerce and Industry (DEACI) guides the project through the PMT in cooperation with WPAL. However this project is from the people of Aruba and up to now a whole range of people from different sectors and different ages have committed themselves to this project. About 1000 people are currently aware of the project, but our aim is to engage as many people as possible during the next phases of the project.



What's next? The Dream Phase

Dream Phase

The purpose of the dream phase is to challenge the status quo. To imagine the future people truly want in Aruba and to dream it into being. A future that is fully alive & sustainable in all aspects of our quality of life. A future built on the powerful foundations of our “positive core” – our proven strengths, resources & successes.

The desired outcomes are:

- A broad, imaginative, thoughtful and inspiring range of images that bring alive the future people of Aruba wants & dreams of
- An understanding of ‘what good looks like’ - beyond “Motherhood & Apple Pie”
- A level of clarity that will enable us to recognize when our Dream is achieved
- A sense of potential priorities, while remaining open to the surprising
- An Aruba-wide growing sense of possibility, potential & purpose
- Widespread extraordinary & visible excitement, commitment and determination to “make it real” – to turn the dream into a reality on the road to Design.

The key principles of this phase are:

- Positive Images (created in conversation & held in belief) literally create the future:
- Building on the ‘positive core’
- Aiming higher/ Dreaming BIG
- Thinking like artists

Key elements of the Dream Phase

The Dream Phase of this project will focus on 3 aspects to gather data to select possible topics or themes for the commissions:

- Input from umbrella organizations
- Input from the Strategy Workshops
- Input from the Community

Dream (Integration) Event

At the end of the Dream phase (October 2008) another Integration Event will take place where the participants will focus on creating a Vision for Aruba in 2025 and select the topics that will be used for the different commissions. During this event the commission will be instituted and after this they will start working.

How can you get involved?

- See the whole range of participation opportunities above.
- Keep an eye on www.nosaruba2025.com for news of activities
- Let us know what you would most like to do:
- Help participation
- Gather people together – family, community, at your work
- Help run/facilitate/organize some participation
- Form a Self-Managed-Team (SMT)
- To explore an idea or issue or passion that you have in creating your ‘Dream’ future for Aruba
- Link up with other SMTs, to share ideas on how you work, what you are finding as you discover & build your ‘dreams’