

## Summit Move to Action June 26 2009 Divi Phoenix Hotel

### Welcome word by Maria

Maria indicates the purpose of this summit and desired outcomes and the program of the summit.

Purpose:

How to effectively plan for moving on to powerfully successful action and implementation.

### Desired Outcomes

- ✚ All commissions are informed about the other commission's plans and what the other commissions are doing
- ✚ The participants have a clear understanding of the social architecture and what needs to be done
- ✚ The participants have a clear understanding of practical and successful ways to keep stakeholders motivated, recognized and successful during the implementation of the NISP
- ✚ The participants have a clear understanding of practical and successful ways to keep all Arubans aware that they can start taking action today
- ✚ The participants visualize the action plan with its opportunities and challenges
- ✚ At the end of the day it is clear for the commissions who they need to engage or contact to take actions and that they need to create the environment to make that happen



### **Sharing our plans**

The different commissions present gave a presentation about their commission plans. The commission members got the opportunity to ask questions and/or give comments.

Com SES by Mary Ann chairperson of com SES

A balance between economic development without sacrificing social developments and protection of the environment.

Development has to be at all levels including at the individual, business and government level.

Not ready get with indication of main stakeholders and actions.

Commission Cultura by Stan Kuiperi vice chairpersons

Main task is to define what we understand with regard to culture

1. Definition of culture is according to definition of UNESCO:

Total aspects with regard to spiritual, material incl art, human rights, tradition, etc. It is the total way of living

2. Define what is the meaning of culture of Aruba

3. Develop the consciousness of culture with regard to its importance for personal development

4. Specify the link between Commission Culture and other commissions of Nos Aruba 2025: in which area we have to work together and how and to make concrete the three above mentioned points.





Com EM by Glenn Geerman member com EM

What can we do to help Aruba: awareness

Awareness to reduce the usage of energy in Aruba i.e use energy efficient bulbs

Have a link with education to increase awareness.

Can have spinoff when making the use of energy cheaper.

Need money to create opportunities.

Begin in the household sector with yourself.

Questions:

Are you studying what Bonaire is doing?

Answer: yes, have the windmill project

In Aruba are studying the project of Vader Piet.

What did Bonaire do that Aruba is not doing?

Bonaire have more efficient energy.

Question:

Consumer behavior with regard to using energy more effectively and efficiently. Is the commission also working on this?

Yes, through awareness.

When using energy wisely doesn't mean that the standard of living will be decreased. It is a matter of using is efficiently and effectively.

Question: with which commission do you have links?

Commission Governance: g'ment can do a lot with regard to stimulation such as usage of sea water for cooling.





Especially education: where will be take our children in the future. When technology changes the children can go along with this and gain knowledge about this.

Aruba can become a showcase with using up-to-date technology and can develop new areas.

Commission Financial Center Hans de Ruyter secretary



Want to become the second economic pillar of the economy in 2025.

Have developed a website which will be launched on July 3 during the seminar at the University of Aruba.

Want that big companies make use of financial services and legislation of Aruba.

The financial industry that Aruba has presently is still outdated.

Actions:

Off shore air craft registration. Aruba has been successful in this. Aruba has 80 aircrafts registration and there is a lot of demand to increase this.

Get Aruba off all black and grey lists.

Promote the financial services in Aruba with transparent jurisdiction

To see if the legislation needs to be updated.

Simply the procedures at DEACI and CBA

Form an identity to stimulate this industry including the private and government.

Introduce a secretary of state whereby Curacao is used as an example.

Comments:

There must be a fiscal advantage and must be advantageous.

Can stimulate financial services through the big consultancy companies and through magazines

We are part of the Dutch Kingdom and this is advantageous for international companies.

Com Sustainable Food Supply Maria Louewe member

Have talked to politicians and other stakeholders.

Many people in Aruba grow fruit and plants but not very much people do this and those that do it, do it on a very small scale.

Department of Agriculture must be motivated to be more active in stimulating people to plant more and increase the infrastructure to do so.

Develop a new technology with making use of the knowledge of the past to grow plants and crops.

Depend on energy, education, culture, innovation. Need the culture of the past such “paga lomba”.

The chairperson has talked to KIA to give the prisoners a course in growing crops.

Questions:

Does your commission focus on growing plants and grows on a household basis because the Department of Agriculture focuses on cunuqueros and not on households? The spatial planning doesn't focus on reserving land for planting fruits and crops.

This is our biggest concern.

Therefore the com focuses on how to plant fruits and crops in your own garden in an efficient way using a little amount of space.

Commission Governance Morgan Arrindell

Governance doesn't only deal with the government.

Use definitions of the UN, Worldbank. These organizations have worked on this issue.

The definition of Worldbank is the one mostly used.

Definition of governance:

Governance is essential for progress taking into consideration the principles of good governance.

Aruba has the principles in good governance in cooperate (KPNG, PWCL) and international level.



Aruba has the commission “Bon Boluntad Bon gobernacion”.  
Slogan for awareness: “putting good governance principles in practice”

Focus on awareness: people must be aware that there are laws. But people must not focus only that through laws can solve problems.

Action;  
Implement community counsels to monitor good governance

**Stretching exercise**

In order to keep the audience interested in the presentations, a stretching exercise was done for about 5 minutes by the PMT Member Chantal Ecury.

Commission Nation of Innovation Edward Erasmus vice chairperson  
Please see Powerpoint presentation

Just to mention a few important aspects:

Focus on a new mind set: a new way of thinking

Education and a mind set for innovation is needed

In 2025 Aruba has educated people with an innovative mind set

An international business center with ICT networks, hub center and attractive investment island and the must new technology is used.

A society that focuses on lifelong learning.

Use talents of Aruba to develop high value economic activities and create sustainable development.



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Abo dicidi awe, Nos Aruba di mañan

Summit Move to Action June 26 2009

Characters of innovation:

Creates high standard of living

Increases efficiency

Creates new industries.

Roadmap:

Short term

Platform for investment

Create an international business center

Commission Energy Management Elton Lampe member

Actions:

Awareness about innovation

Develop skills for innovation, develop local human capital

Streamline/facilitating access technology: broadband at home and all schools



Closure of the presentation:

“Change will not come if we wait for some other person or some other time. We are the ones we’ been waiting for. We are the change that we seek” Barack Obama

Question:

There is a link with education. How do you think education has to change the mind set of people? To develop envisioning in arts, sport and culture.



Commission Sustainable Tourism by Mellany Kelly chairperson  
See Powerpoint presentation

Have a lot of similar aspects with the commission Nation of Innovation and commission Energy Management.

Just to mention a few important aspects:

Actions:

Continuous study of the carry capacity of Aruba

Implementation of the mobility plan

Stimulate the Aruban entrepreneurial spirits.

Create an Aruban Tourism Satellite Account; to know the direct contribution of tourism to the Aruban economy and what does tourism in Aruba costs.

Create a platform for tourism education



Questions:

Do not want to grow in the amount of tourism but in value with regard that the tourist has a very satisfying experience in Aruba and wants to pay for this.

Wants more quality tourists and quantity.

Want to bring new tourist products such as health tourism in i.e plastics surgery, cancer treatments. But this requires very big investments. Therefore want to focus in wellness tourism i.e. rejuvenating in Aruba. Can also focus on increase health or prevention through wellness tourism.



Commission Long Life Learning and Personal Development by Gwennan Boekhoudt chairperson  
See Powerpoint presentation.

This commission has a lot of links with the majority of the commissions of Nos Aruba 2025.  
Slogan: Learn to live and live to learn.

Doesn't focus on institutionalized and traditional way of learning but on a broad scope of learning.

Stakeholders:

The whole community

Private sector

The media

Focus will be on 0-18 years age category: the next generation.

Actions:

Create a platform on long life learning for non-formal learning must increase the consciousness about learning.

Brainstorm sessions with all local institutions to create alignment

Introduce affordable learning program

Create multi task employees.

Capacity building of government employees.

Those present can give feedback through:

[www.lifelonglearningaruba.blogspot.com](http://www.lifelonglearningaruba.blogspot.com)

[lifelonglearningaruba@gmail.com](mailto:lifelonglearningaruba@gmail.com).

Gwennan requests to spread around this website and email address to get as many feedback as possible.

Comment:

Must use our own local people as consultant and must not use every time people from abroad.

Looking at the other commissions, how will be use the present talent that we have now in Aruba.  
Taskforce education will deal with this.

Commission Community Based Initiative by Lucy Arends member

Slogan: "The power of the people"

We can reach a lot with the power of people.

We are looking to create uniting among the people making them aware of the power in themselves making small changes that can lead to big changes.

Create a more harmonized Aruba.

The initiatives must come from the community them self.

Have a community week in the week of June 29-July 3 whereby input from the community is received. This week will focus on governance, small businesses and education, environment and recreation and health and spiritual life.

Commission Environment by Maerck Oduber member  
Environment is changing worldwide due to global warming.

Must work on our environment.

Implement regulations and involve the community in protecting the environment. Will get 10 test kits to monitor certain aspects and this will increase science awareness.

Question:

The white beaches are very dirty while tourist visit Aruba for this. What will the commissions do about this/

Through water monitoring done by the public them self.

Through involving the public the awareness to protect the environment will increase.

Comment:

Presently an awareness program in at the schools is being implemented. This program came from the Nos Aruba 2025 project. Posters will be distributed throughout Aruba.

## **Engagement strategy to finish the plans in July/August 2009**

Purpose of this exercise:

1. Which stakeholders do the commissions still need to approach to complete the commission plan in June and July and
2. To get synergy among the commissions towards the stakeholders.

Each group which consisted of the different commission members discussed the top 5 main stakeholder for their commission which still needed to be approached based on their aspiration statement and social architecture.

### Presentation Group 1

CBI will engage stakeholders through the community week which will take place  
June 29-July 2 2009

### Presentation Group 2

Government Labor, DEZHI, Department of Finance

### Media

How: seminars, group discussions, seminars July 3 and meetings.

The month of July is vacation and will be difficult to approach the stakeholders.

### Presentation Group 3

The media through press releases

Department of Education in July



Political Parties: ask them a few questions and want to receive the questions answered in writing. Want to approach Commission Bon Boluntad and ask them questions and get it in writing. Will be approached as soon as possible in July.



Labor Unions in August.

Presentation Group 4

On Saturday July 4 at MUSA Art will invite the media.

June 30 the media will be invited at YMCA in San Nicolas.

Parliament members through presentations in July 2009

Com EM and Government have already approached all their stakeholders.

Group 5

Department of Education

Department of Legislation

Department of Taxes

Department of Infrastructure

Department of Public Works

Use the network of the members of each commissions, through meetings with the different members of the commissions to get alignment among the different members of the commissions when approaching the different stakeholders.

**Group 6**

Department of Education will be approached by all the commissions.

Each commissions have such different topics to discuss with the different stakeholders that the commissions in this group want to approach the stakeholders separately.

The PAC must organize a meeting/seminar with the Department of Education whereby all the commissions get the opportunity to approach the Department of Education.

**Group 7**

ATA and AHATA by July

The media: each commissions will send a press release on a weekly basis to the media by July

Comment:

Media is important

Media must be educated. How can this be done? By submitting press releases. Additionally, the media have the power to reach every household. Organize a seminar with them whereby they are the participators by asking them what their role is as social educators and what is their code of ethics. There are international code of ethics with regard to the media. On Sept 1 the taskforce of Media of Commission Long Life Learning and Personal Development will organize a seminar



The newspaper Awe Mainta has available in the Saturday edition four pages for Nos Aruba 2025. Lucy has written articles about Nos Aruba 2025 but she is run out of ideas. She requests from the commissions members input about topics to write about.

Lucy Arends of Com CBI indicates that press releases are submitted with a lot of errors. So the press also needs help with this.

### **In whole group share findings**

Comment Leo Maduro:

I thought that we will talk about unrealistic roadmap and a realistic time planning.

Answer Gregory as facilitator: We came here to talk about the engagement of stakeholders which are not commissions. We came here to talk about clear agreements about the engagement of stakeholders. Many commissions have not visited and/or talked to any stakeholder.

In a plenary session the following were indicated by the commission members.

Overall main stakeholders:

1. Political parties
2. The media
3. The Department of Education



### Commissions make agreements now

In a plenary session the following has been agreed:

Commission Environment, Urvin Leest will approach the political parties.

Each commission will give a brief presentation about the commission plan. They will be asked what will be the policy of the political parties with regard to the environment. They want the answers written. Com Environment will streamline all the information that the seven commission need for their commission plan. Seven commissions want to approach the political parties. The questions will be uploaded on the Nos Aruba 2025 website.

### Implementation Strategy in Sept/Okt 2009

Each group discussed what new identities have to be installed to implement the NISP.

#### Group 1

Independent monitoring agency non political recognizing the different sector: g<sup>o</sup>vernment, private and business sector, culture. First evaluation in Dec 2009-06-26

Community counsel basis for two kind of work to be done: counsel on the basis of research and execute projects.

PAC: keep it alive to monitor the NISP, to monitor what is being implemented.





Speak with the governor.

Speak to the persons who will form the government “formateur”.

Comment:

The Department of Social Affairs has a counsel in every district. Can add an task to these district teams regarding Nos Aruba 2025.

### **Group 2**

Body for the execution for the NISP

A Secretary of State

Energy platform

### **Group 3**

Institutionalization of the PAC will work for very 4 years. Nos Aruba 2025 will be changed into: “Na caminda pa 2025”. Will work at alignment at new ideas.

Launch a new NGO which will organize summits to align the vision for 2025 with regard to the private sector, g’ment and civil society.

Commission Bon Boluntad together with teh Youth Parliament organize a national dialogue.

### **Group 4**

Parliament: must approve and get commitment from the parliament of the NISP

Parliament must install a permanent commission to monitor the NISP.

Management Identity on the ministerial level: one minister is responsible for alignment with regard to sustainability.

Multi Partite Counsel Identity in the same manner as the SER which includes, among others, the g'ment, civil society, employers identities. Must keep the NISP alive and promote sustainable development and supervise the implementation of the NISP.

Comments:

Is a minister responsible for sustainability is its feasible taking in consideration the agenda of each minister? Can change the portefeuille of the minister to include sustainability in the agenda.

### **Group 5**

Central Counsel in the same manner as the SER with a few full time staff coworkers which will be guided by a board.

Launch different foundations responsible for specific issues.

### **Group 6**

PAC must be kept alive. Is like a watchdog with regard to the implementation of the NISP. And agreements between the commissions are being implemented.

Trade and Industry Promotion Agency to attract investments

Central Planning Identity to coordinate, plan, evaluate, formulate and evaluate policy, execute research.

Energy Platform as an advisory identity consisting of the public and private sector.





Foundation Life Long learning to implement the commission plan of the commission LLLPD.

**Group 7**

PAC must be kept alive .

There is a sub commission Next Generation which is being guided by ATHA. Two weeks ago a workshop was held. The youth will pull this sub commission. The youth will make plans for the youth.



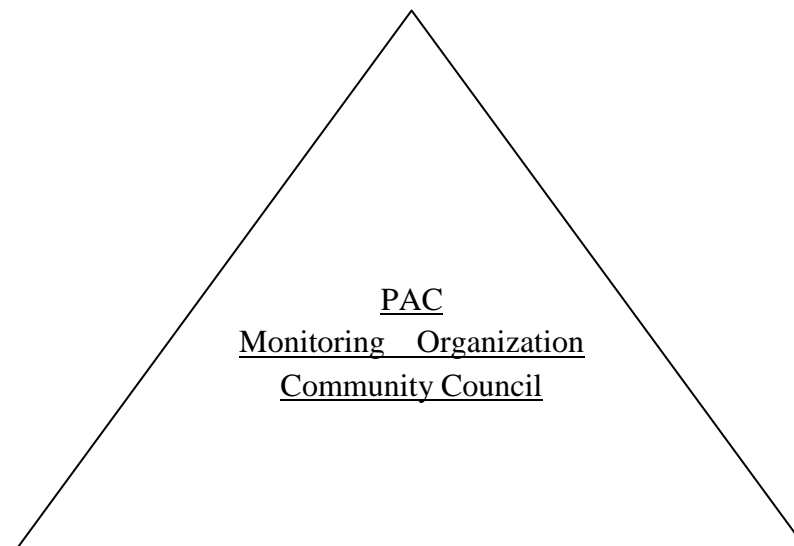
<b>Implementation Strategy</b>		
<i>Who: Organizations/Institutions</i>	<i>How</i>	<i>When</i>
1. Centrale Raad (soort SER) →Advies raden per commissie	a. Aansturen van Staten b. Periodiek overleg c. Periodieke media/communicatie voortgang	
2. Staten	a. Goedkeuring plan/budget	

3. Foundation LLLPD		
1. "PAC" external coord. Mechanism for NISP	a. Stichting; checks priorities: legislation, budget, "watchdog", steering	- 2009
2. IFC-commissie	a. Public-private <u>platform</u> /organization: promoting, improving financial services package	- 2010
3. Trade & Industry Promotion Agency	a. Public-private partnership: funds, contacts etc. Attract investment, keep investment, export promotion	- 2010
4. Centraal Planbureau	a. Coordination, planning, evaluatie beleid en onderzoek: Facts & figures	
5. Energy Platform	a. Public-private; advies	- 2010
6. Foundation Lifelong Learning	a. Inform, organize	- 2010
Groep 7		
1. Institutionalisa PAC + belanghebbenden: Plataforma di cada commissie (sturen)	a. Formalisa e PAC den adviesorgaan met voorzitter, sterke profiel beschrijving in de geest van Aruba 2025	- July-aug 2009 starten
2. Partnership PPP	a. Contract	
3. Foundation LLLPD	a. begroting	
Groep 4		
1. Parlamento	a. Goedkeuring rapport b. Vaste commissie NISP	- Januari 2010

<p>2. Ministeriële portefeuille “sostenibilidad”</p> <p>3. Overlegorgaan multipartite (zie model SER)→breed maatschappelijk draagvlak</p>	<p>a. Bestuursorgaan verantwoordelijk</p> <p>a. Plataforma pa Desaroyo Sostenibel; gobierno, sector priva: werkgevers y werknemers, civil society (NGO) + secretariaat</p>	<p>- Januari 2010</p> <p>- Maart 2010</p>
<p>Groep 2</p> <p>1. Execution of NISP</p> <p>2. Platform LLLPD (Education)</p> <p>3. Financial Entity</p> <p>4. Foreign Investment Platform</p> <p>5. Sustainable Energy Board</p>	<p>a. By Institutionalized Finance a.o. by Government Budget</p> <p>a. Private/Government</p> <p>a. Government/Private (AHATA)</p> <p>a. Public + Private partnership</p> <p>a. To manage energy distribution and liberalization of the energy market</p>	<p>- 2010</p> <p>- 2013</p> <p>- ASAP</p> <p>- ASAP</p> <p>- 2015</p>
<p>Groep 3</p> <p>1. Reinforced ‘PAC’</p> <p>2. NGO’s</p>	<p>a. Focus ‘Nos Aruba 2013’ &amp; ‘Na caminda pa 2025’</p> <p>b. Alignment of existing/new ideas</p> <p>c. Lobbying</p> <p>a. Empower NGO’s based on each topic per commission and if NGO not existing-create one.</p> <p>b. Will organize summit to inventarisa status and existing plans/info’s.</p>	



3. Comission di Bon Boluntad + Parlamento Hubenil 4. Media	a. Organize national dialogue b. Reinforce/empower Parlamento Hubenil	
Groep 1 1. Independent/Neutral Monitoring Organizations  2. Community Council  3. PAC	a. Recognition process in phases  a. Establish a permanent independent entity  a. Gobernador, Informateur, Formateur, Regering	- January 2010, first evaluation December 2010  - December 2009  - September-December 2009



## What has not been addressed

Leo is not satisfied with today. He thought we would advance more. Talked about formalities today. Must share a common knowledge about how this process must continue and how alignment takes place among the visions to create one overall vision of the NISP. This is really necessary.

The audience considers the following that not has been addressed:

- ✚ Lack of the topic justice and safety taking into consideration the increase of crime in Aruba. Commission Sustainable Tourism brought forward that the National Security will be taken into consideration as a whole.
- ✚ Integration of the immigrants.
- ✚ Must take into consideration human rights.
- ✚ Celebrate the being together of the 12 commissions. Shared visions and stakeholders. The youth and parliament members must be part of this meeting. The commissions must work together and not work as islands. Must discuss about the environment and the youth. Must communicate directly with each other. Must choose one topic and look where we align with each other.
- ✚ There were different occasions to talk about the stakeholders. The intention was to talk about the draft commission plan. But many commissions are not finished yet with their commission plan.
- ✚ For commission Socio-Economic Structure, what will do about the ageing of the population? Ageing is part of the commission plan of culture.
- ✚ For commission Socio-Economic Structure and other commissions: lack of taking into consideration the global and international development. What is Aruba going to do about it? The Commission Sustainable Food Supply and Environment have taken into consideration international developments.
- ✚ How will the immigrants contribute towards an sustainable Aruba.
- ✚ Missing new ideas and the combination of existing ideas into new ideas. In the social aspects there are many opportunities.
- ✚ How to deal with the addiction of gaming.



- ✚ NISP must be an action driven plan and not an institutionalized plan.
- ✚ Support positivism and optimism.
- ✚ Need a commission about communication including technology that links all the commissions together. Can become commission number 13. This topic will get its body through another commission. Will get its dynamism. Presently, education makes the mind of the children mind-dead and is killing the spirit of the Arubans.

<b>Missing Areas/Subjects</b>	<b>How</b>
Hoben pa hoben	LLLPD ta trahando riba dje
Intercambia ideanan/integra e plan/visión integral	
Veiligheidsplan (RRR)	ST, CBI, Governance; hebben het meegenomen
Derecho humano	Cada commissie rekening houden hiermee
Stakeholders/Ministers/Parlement moeten aanwezig zijn (inclusive)	
Vergrijzing; hoe financieren, costo di bida y productiviteit	SES
Internationale ontwikkelingen (impact); politiek, environment etc.	Environment, SFS a houd rekening cu internationale ontwikkelingen
Migrante (temporario), Arubianonan nobo, Aruban identity	Cultural economy (migranten, Aruban identity) y museo di Mucha
Diversificatie/win effect/showcase/opportunity in each commission to develop Project to create funds	
Arbeidsproductiviteit	
Children's game (addiction)	
NISP must be an action driven plan: sociaal, environment,	



(sostene) governance→government budget	
Mixto (pro) partnership (ppp), gov. owned institutions, crisis intervention to finish the report	
Another body to monitor the process; Do it yourself	
Importancia media /commissie: optimismo (sostene)	
Commissie communication→ LLLPD ta cargando esaki	
New education system to develop creativity	
Volksgezondheid	



**Presentation by Theo Oord of the Department of Infrastructure about the Zoning Plan**  
See Powerpoint presentation.



### Closing words by Maria

Maria requests:

- ✚ Go to the stakeholders
- ✚ Make agreements with the other stakeholders when going to the same stakeholders
- ✚ Deadline 24 July for submittance of the commission plans. If the commission plan is not submitted, than the commission plan will not be part of the NISP
- ✚ Between July 24 and Aug 13 the commission members get the opportunity to revise each commission plan that has been submitted,
- ✚ First week of Sept PAC Retreat which will deal with all the commission plans.



### Happy Hour

As closing of the summit a happy hour took place on the beach in front of Divi Phoenix Hotel.



### **Commissions Working Together to Engage Stakeholders - (Setup meeting and visit Stakeholder).**

Sheet below gives the results of the information collected Friday June 26, 2009 during the Move to Action Summit at Divi Phoenix.

1. Given the particular Aspiration and Social Architect for 2025, each commission member in the groups, brought forward who where the Top 5 stakeholders for their commission.
2. Main stakeholders are those indicated by the groups/tables and are at the top of the list to be engaged/visited by commissions. As various commissions have not visited all of their stakeholders as yet, it is the purpose for commissions to gain time and visit stakeholders together. The level of importance may vary from commission to commission, but were it is possible to join forces we can save time and efforts for the commissions and stakeholders.

#### **As agreed:**

1. The meeting with a particular stakeholder is to be organized by a commission. This commission has to set a date for the meeting and contact the other commissions who showed interest in the stakeholder to attend the meeting/visit/presentation etc.  
**For example:** the **ENV** - Environment Commission choose to organize the meeting with the political parties. In the week of July 6, the questions that were prepared by the different commissions will be handed over to the political parties in presence of the press. **EM** - Energy Mgt choose to organize the meeting with **KVK** (Chamber of Commerce). **LLL&PD** choose to organize an event with the **MEDIA** in august.
2. The other commissions should follow the example and choose one stakeholder and setup the meeting.
3. We could do this for the first 10 (ten) stakeholders on the list.



	<b>Main Stakeholder</b>	<b>Commission Organising Engagement</b>	Date Of Meeting	SES	S&N	NOI	IFC	ST	LLLPD	CBI	SFS	ENV	EM	CULT	GOV	
1	Political Parties	Environment	July 6	X		X	X	X	X	X	X	X	X	X	X	11
2	KVK	EM - Energy	July	X			X	X				X		X	X	6
3	Dir Onderwijs							X	X		X	X	X	X		6
	<b>Main Stakeholder</b>	<b>Commission Organising Meeting</b>	Date Of Meeting	SES	S&N	NOI	IFC	ST	LLLP	CBI	SFS	ENV	EM	CULT	GOV	
4	MEDIA	LLLP	Aug	X				X	X		X			X	X	6
5	AHATA			X				X	X		X				X	5
6	ATA			X				X	X					X	X	5
7	NGO'S			X				X	X						X	4
8	DIR FINANCIEN							X		X			X		X	4



9	Dir Wetgeving & JZ										X	X	X		X	4
10	DIP/ DOW							X			X		X			3
	SINDICATO								X		X				X	3
	DEACI								X		X					2
	ATIA								X							1
	PARLAMENTO								X							1
	DIR SOC ZAKEN													X		1
	DAO															
	VERENIGINGEN															
	<b>Main Stakeholder</b>	<b>Commission Organising Meeting</b>	Date Of Meeting	SES	S&N	NOI	IFC	ST	LLLP	CBI	SFS	ENV	EM	CULT	GOV	
	FTA															
	DIR CULTUUR															



SIMAR																	
BUSS ORGAN																	
METEO DIENST																	
MINISTERRAAD																	
SIAD																	
WEB																	
ELMAR																	
AIB																	
ICT Providers																	
CENTRALE BK																	
AFC																	
SETAR																	
SERLIMAR																	

SES = Social Economic Structure

S&N= Sport & Nutrition

NOI= Nation of Innovation

IFC= International Financial Center

ST=Sustainable Tourism

LLLDP = Long Life Learning & Personal Development

CBI= Community Base Initiatives

SFS= Sustainable Food Supply

ENV= Environment

EM= Energy Management

CULT= Culture

GOV= Governance