



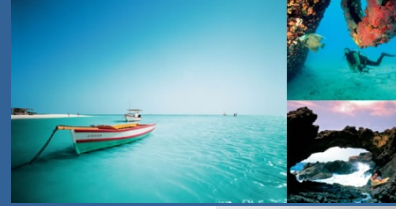
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Terms of reference for Commissions

Charting a course for Aruba's sustainable future.



The need for sustainable development



Creating a sustainable future for Aruba is indispensable due to the small size of the economy, threats to the fragile island ecosystems, and the ever increasing numbers of residents and visitors. All this raises questions about the direction of the Island, the long-term limits of growth, and the need to plan and act now to assure that the preferred future for the people of the Island is met. Specially now that Aruba is facing a growing pressure due to a number of internal & external factors as for example, the vulnerability of the Island in a volatile global energy market, international financial crisis affecting our tourism and critical food supplies the need for sustainable development is intensified.

The Goal

A Sustainable Aruba that is developing for the benefit of all people and stakeholders of Aruba and that has a future for our children and our grandchildren which will make them proud to be Arubans.

Guiding principles of sustainability

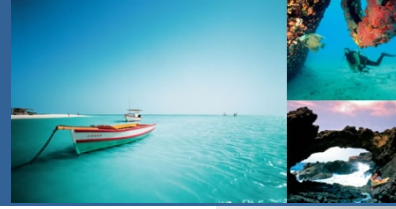
(SDS Short Story newsletter April 2008)



- ❖ We integrate economic, social, community and environmental priorities.
- ❖ We respect and live within the natural resources and limits of our island.
- ❖ We achieve a diversified and dynamic economy (beyond tourism).
- ❖ We honour the host culture and values.
- ❖ We make decisions based on meeting the present needs without compromising the needs of future generations.
- ❖ Everyone — individuals, families, communities, businesses and government — has accountability for achieving a sustainable Aruba.

*"We share an awesome responsibility, you and I,
a responsibility that transcends this time and this place."*

Introduction



Nos Aruba 2025 the journey so far....and beyond

What are commissions and what is their role?

How are commissions structured and what are their responsibilities?

What are the tasks involved and outputs created?

What is the timeline?

How will the outputs be used and integrated?

What are the immediate next steps?

At the heart of the approach....



1 Discovery of the Positive Core

What is the best of where we've come from and what we are now; what makes us feel alive & inspired; what are our strengths



2 Dream of the Desired Future

What 'might be'; what can we dream that will be even better than now; what future do we want to see



3 Design of the ways this Can be brought about

What do we need to put in place to create the dreams we want eg. projects, activities & plans, in addition to processes, systems and collaborations.



4 Building the plan to achieve this Destiny

What actions are we committing ourselves to, individually and collectively.

... is an Appreciative Inquiry into the future of Aruba

Nos Aruba 2025: The journey so far ...





Description

A group of stakeholders who come together to develop an opportunity/agenda as part of the NISP

Objective of the commissions

To develop and socialise a clear strategy, road map and action plan that partly or fully supports the realization of the goals for Aruba 2025, with the active participation of all stakeholders involved to implement this strategy.

Key Functions

Each commission uses participatory processes to contact stakeholders at all levels of the community. The functions of the members of the commissions are:

- Prepare a draft strategic plan for the respective area
- Maintain continuous feedback with the PAC and stakeholders, supporters and grassroots of organisations.
- The commissions self organize meetings and/or presentations on their respective area discussed in the commissions in order to get feedback and commitment from their stakeholders and grassroots supporters;
- Ensure proper communication with all parties is maintained;
- Actively participate the public events; and in the training workshops on strategic planning and participation
- After the submission of the draft strategic plan, the commissions will adapt the plan based on the feedback received during participation and the public events

Project Advisory Committee (PAC)



Description

The PAC is made up of the chairperson from each NISP Commission

Objective of the PAC

Accountable for alignment & integration of the NISP plus coordination on common areas of additional participation in research and Discovery

Key Functions

- To hold regular meetings to review alignment and coherence of NISP outputs
- To ensure that outputs are stress tested against sustainability criteria, current strengths and scenarios
- To identify potential gaps in the NISP and how these will be addressed
- To advise all stakeholders of what will be required to achieve true sustainable development of Aruba
- To ensure the individual NISP commission plans are written and integrated into a single NISP

NISP Commission structure and responsibilities



Commission Chairperson

Accountable for leadership and coordination of the commission. Accountable for achievement of broad participation in the process. Accountable for quality outputs to be produced on time.

PAC Member (normally Commission Chairperson)

Accountable to represent the NISP commission in the PAC and visa versa. Accountable for integration and final presentation of the NISP

Commission Secretary

Responsible for organizing meetings and recording of minutes, to be shared with stakeholders, in a timely manner.

Commission Members

Responsible and accountable for participating in the work of the commission. Responsible for ensuring widespread participation in all stages of the NISP development.

PMT Member

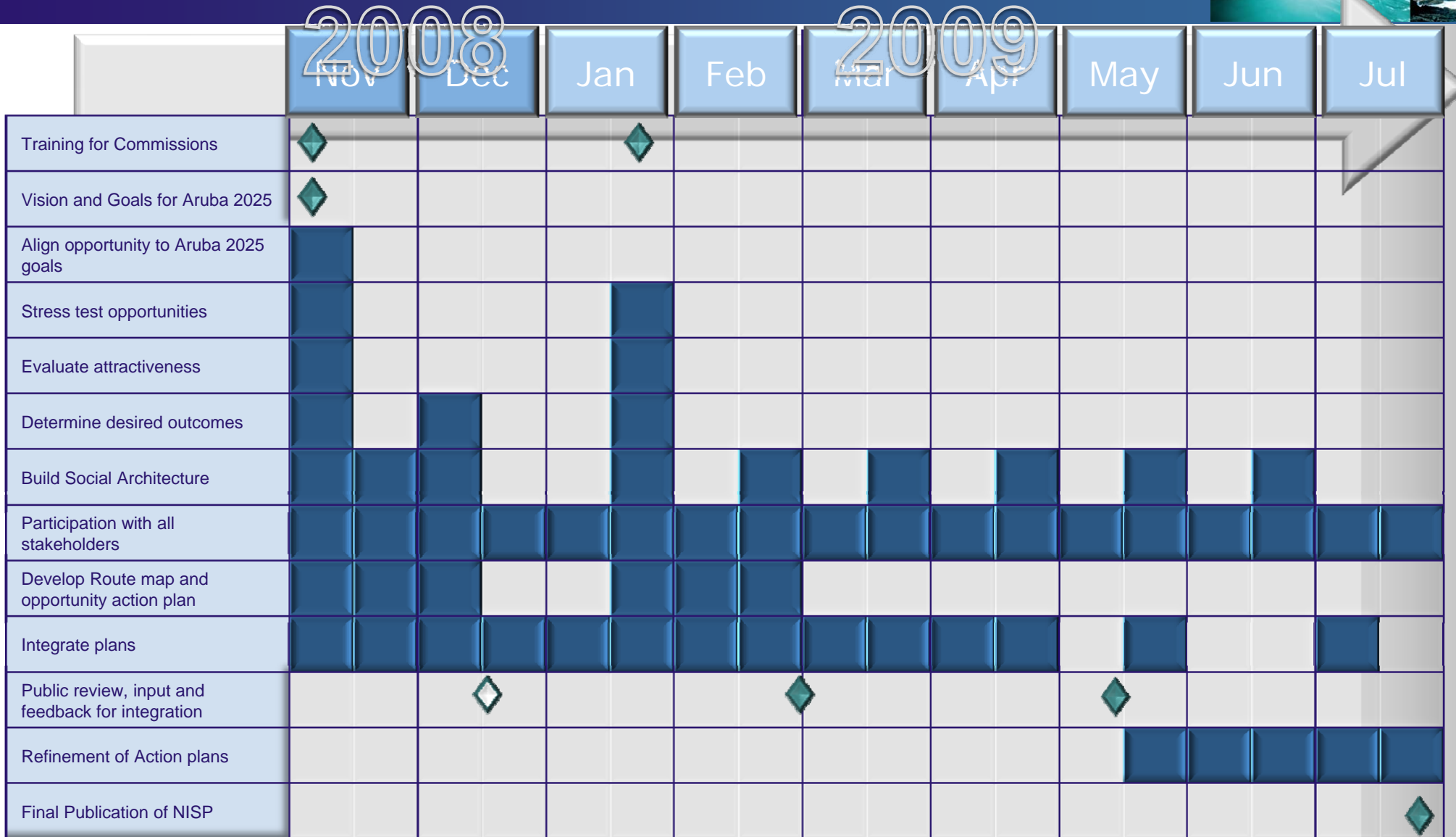
Accountable for communication (consult and inform) between each commission and PMT/consultants. PMT provide secretariat for the PAC.

What are the inputs used, tasks involved and outputs created?



	1	2	3	4	5	6	7
Objective	<ul style="list-style-type: none"> To develop a description of what Aruba wants to be and how to achieve this 	<ul style="list-style-type: none"> To agree aligned goals for each commission's opportunity or agenda 	<ul style="list-style-type: none"> To stress test the (economic) attractiveness of desired outcomes across scenarios, current strengths, and guiding principles 	<ul style="list-style-type: none"> To design and put in place the social architecture necessary to achieve the strategy 	<ul style="list-style-type: none"> To develop a high level route map of the key building blocks to execute the opportunity strategy plus indicative timing 	<p>To specify:</p> <ul style="list-style-type: none"> How each goal contributes to Aruba's overall strategic goals What specific results must be achieved to reach this goal 	<ul style="list-style-type: none"> To compare and integrate opportunity strategies and action plans in order to create a National Integrated Strategic Plan
Tasks	<ul style="list-style-type: none"> Actively participate in training Help determine the vision and goals for Aruba 	<ul style="list-style-type: none"> Actively participate in training To select which goals the opportunity can be partly or fully aligned to 	<ul style="list-style-type: none"> Stress test the robustness, sustainability and strength of each opportunity Test the economic attractiveness across the scenarios 	<ul style="list-style-type: none"> To identify the social architecture To coordinate, share and develop your desired outcomes with all stakeholders involved to implement these outcomes 	<ul style="list-style-type: none"> Define and timeline the high level building blocks required to achieve the desired outcomes 	<ul style="list-style-type: none"> How those results will be achieved When the results will be achieved How progress will be monitored A resource plan for the short term 	<ul style="list-style-type: none"> Actively participate in public events Write the plan
Input	<ul style="list-style-type: none"> Collective Aspirations Current Strengths Scenarios Sustainability guidelines 	<ul style="list-style-type: none"> Individual Aspirations Aruba vision statement Aruba STEEP goals 	<ul style="list-style-type: none"> Desired outcomes Current Strengths Scenarios Sustainability guidelines 	<ul style="list-style-type: none"> Aruba vision Understanding of political and social network of Aruba 	<ul style="list-style-type: none"> Opportunity goals Social architecture 	<ul style="list-style-type: none"> Aruba vision statement Relevant STEEP goals Specific opportunity goals Social architecture Opportunity route map 	<ul style="list-style-type: none"> Aruba vision statement STEEP goals Social architecture in operation Opportunity plans Current strategic plans
Output	<ul style="list-style-type: none"> A vision statement STEEP goals 	<ul style="list-style-type: none"> Desired outcomes Milestones 	<ul style="list-style-type: none"> Specific opportunity goals 	<ul style="list-style-type: none"> High level social architecture Creation of the architecture through participation and dialogue 	<ul style="list-style-type: none"> A route map 	<ul style="list-style-type: none"> Strategic actions Updated route map Resource plan Indicators to monitor progress 	<ul style="list-style-type: none"> Aruba strategy Aruba Route map Aruba action plan Stress tested strategic plans

What is the proposed timeline?



How will the outputs be used?



Public integration 1 (February 2009)

- During the first public integration all the information received and processed during the period November 2008-January 2009 will be integrated and presented to the wider public for their feedback.

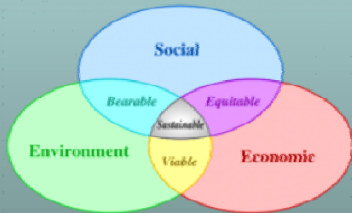


Public integration 2 (Mid May 2009)

- During the second public integration the draft version of the NISP will be discussed and reviewed.

National Integrated Strategic Plan (Late July 2009)

- A national strategic plan to promote sustainable development with an efficient use of human and financial resources in cooperation with all the stakeholders will be presented. The NISP will be formulated based on the fine-tuned and integrated committee plans.



Jan

Feb

Mar

Apr

May

Jun

Jul

2009

What are the immediate next steps?



- ❖ 3rd November – half day for ALL members of Commissions on aligning the Aspirations & Dreams behind the simple Vision and developing the common “What good looks like” for all segments of the sustainability wheel;
- ❖ 4th November – full day training in essential tools for design – Social Architecture, Route Map, Robust Building Blocks & Strategic Assets, – for half of the people;
- ❖ 5th November – full day training for the other half of the people;
- ❖ 6th November – half day training for ALL members of Commissions on processes for Integration of Strategic Plan and start of this essential process.
- ❖ 12th November – full day training in Discovery & Participation techniques so that commissions can obtain wide participation and fresh Discovery.

What are the accountabilities?



You are planning for what YOU will do to make this vision of the future real. That means that if you need permissions from others or access to resources that you don't have, your job is to plan how to get both the permissions and the resources.

You will also manage your time in relation to all the work that you do in addition to what comes out of this process!

This approach differs greatly from the usual process in that you ARE NOT planning for what you want someone else to do.

It is not about giving the "leaders" your opinions and ideas alone.

You are imagining your own future and, in order to make that future real, a major part of your task is to create the environment and resources needed to make it happen