



THE GOVERNMENT OF ARUBA  
OFFICE OF THE CHIEF INNOVATION OFFICER

# IMPACT REPORT

## 2018 - Q1 2022



# MESSAGE FROM THE CIO



Who would have guessed that when we started this journey in 2018, we would face one of the most challenging times in modern history? Responding to the uncertainty of the pandemic helped us become more innovative in how we serve our citizens, especially through the use of technology. This included improved crisis response protocols, resourcing children to develop '21st century skills', creating community for isolated older adults during the shelter-in-place period, and enabling data-driven decision-making. We streamlined access to government services, such as applying for wage subsidy payments, securing essential business permits, and finding information on commercial land leases.

We evolved beyond traditional bureaucratic structures, making it easier for people to collaborate freely cross-government and cross-sector. We further catalyzed systemic change by embarking on the Digital Transformation journey to Build a Better Citizen Experience through new and re-designed government services.

I am proud of the impact our team has made as we move towards achieving the U.N. 2030 Sustainable Development Goals. I am heartened by what this foundational work is enabling for Aruba's future. We worked closely with local and global leaders in innovation and human-centered design, leveraging their wisdom, experience, and lessons learned. We are grateful for the continued support of our partners and collaborators, whose contributions were pivotal to our success.

This Impact Report provides a big picture view of the work of the Aruba Government Chief Innovation Officer (CIO) Office and our innovation team from 2018 through Q1 2022. If you have any questions and/or would like to connect with us, please send an e-mail to [innovation@gobierno.aw](mailto:innovation@gobierno.aw).

Finally, I have learned the importance of leadership as a catalyst for innovation. Here are some key lessons I learned as CIO, shared with the intention of inspiring organizations to invest in innovation leadership and to encourage future leaders to realize their visions.

1. Be guided by a moonshot: think big and avoid sacrificing long-term impact for short-term wins.
2. Find ways to simplify: seek out new ideas and embrace diverse and conflicting perspectives from beyond your organization.
3. Be bold: create and communicate a daring direction that inspires action. Ignore the critics, thinking small is a self-fulfilling prophecy.
4. Speed matters: set deadlines for decision-making and stick to them. Most decisions do not need extensive research. Take calculated risks and back yourself.
5. Create a safe space: change is a journey not a destination, and it often requires deep mindset shifts. Humans need psychological safety to take risks and, as a leader, you create this safe space for experimentation.

To lead innovation, is to be human. To have led Aruba into the digital age as CIO was a truly humbling experience.

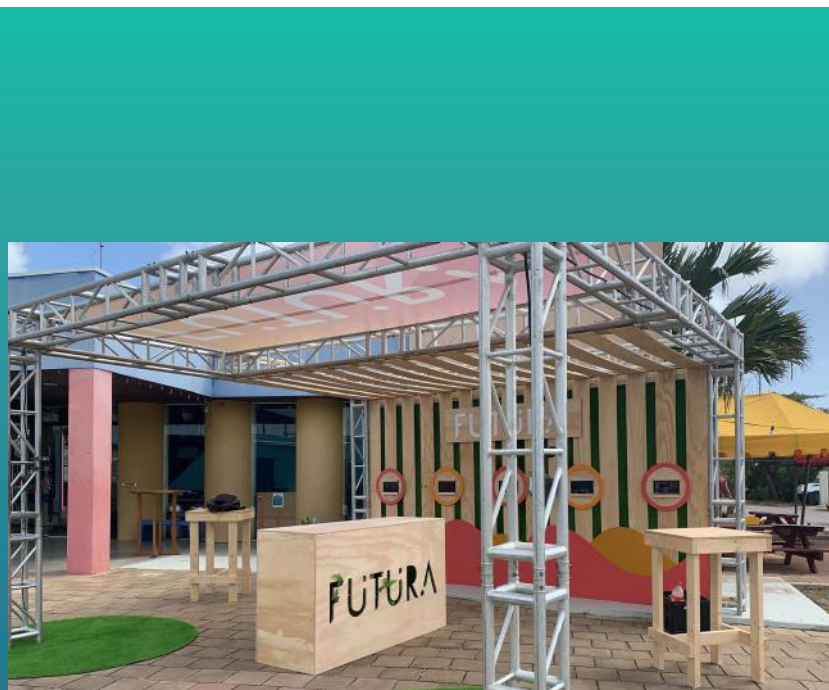
Sincerely,

*Varelle Croes*

Chief Innovation Officer  
Government of Aruba

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# OBJECTIVES

In 2018, the Government of Aruba appointed its first-ever Chief Innovation Officer (CIO). The CIO was given the directive to develop a plan and build a team with the purpose of accelerating the innovation capacity of the nation. To achieve this goal, the CIO launched Aruba's first people centric innovation lab 'Futura' in May 2018, with the aim of ensuring inclusive and human-centered innovation investments that work for all Arubans.

Each project or initiative is designed to contribute towards a thriving innovation ecosystem. Futura is committed to creating a better more sustainable future for our people, planet, and communities, by applying the U.N. 2030 Sustainable Development Goals Framework and leveraging the island of Aruba as its experimental lab for sustainable solutions.

Our work is organized around 3 pillars:

## People

Creating pockets of space in the Aruban society where innovation can thrive by making it accessible to anyone who is open to learn and test new ways of doing things.

## Planet

Raising awareness for the island's limited resources and supporting inclusive growth with protection and preservation of Aruba's natural resources as a prerequisite.

## Prosperity

Facilitating the transition towards an inclusive digital society and enabling data-driven policymaking.

2030 Sustainable Development Goals (SDGs) Accelerated:



### How Local Visionaries Are Powering Aruba's Sustainable Future

"Aruba is aligning itself to international targets such as the Paris Climate Agreement and will add more renewables over the coming years," said Varelie Croes, the chief innovation officer for the Government of Aruba. "However, there is still much more work to be done to achieve long-term sustainability. A cultural mindset shift is necessary, and this takes time. Numerous NGOs on the island are doing great work on sustainability, including plastic recycling and awareness, which should be encouraged." – Varelie Croes, Skift 2019



# OUR APPROACH

Our approach is to offer a platform where the public sector, private sector and citizens can work openly, collaboratively, and creatively to increase the innovation capacity of the island. We design, lead and co-laborate on pioneering projects and trailblazing initiatives to accelerate purposeful innovations.

We are an agile organization and have demonstrated the ability to quickly pivot to solve unprecedented challenges. If the Covid-19 pandemic has taught us anything, it is that nothing is certain, and we must be ready for both challenges and opportunities as they arise.

## **We Build**

We co-design products and services, build and test prototypes, and collaborate on innovative ideas, projects or pilots that stimulate the innovation capacity of the public sector, private sector, and citizens (including children and youth).

## **We Share**

We share knowledge through workshops and think-tanks, and we facilitate the co-development of new programs and products through innovative collaboration and human-centered design-thinking.

## **We Connect**

We collaborate with local and international partners on pioneering initiatives to stimulate knowledge-sharing and to solve grand global challenges.

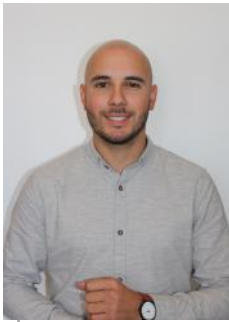


# INNOVATION TEAM

We apply a flat structure and an agile way of working. Each project or initiative is led by a diverse team, consisting of dedicated project leads, part-time or full-time team members, student interns, freelancers, and volunteers.

We are a diverse team of engineers, developers, policy makers, researchers, designers, innovators, and tinkerers doing transformational work that improves the lives of thousands.

Shown below is an overview of team members and collaborators who made important contributions to the work of the innovation lab and CIO from May 2018 through March 2022.



**Francois Croes**  
Director of Futura



**Ulrich Hermans**  
Policy Advisor



**Jefryene Dijkhoff**  
Innovation Associate



**Richelle Chirino**  
Innovation Associate



**Eugene Wilson**  
Project Manager



**Robin de Leijer**  
Project Manager



**Amedee Wever**  
Project Manager



**Xavier Simileer**  
Legal Advisor



**Guido Picus**  
Project Manager



**Indra Zaandam**  
Project Manager



**Marilinda Mansur**  
Agile Coach / Project Manager



**Annet Steenberg**  
Project Manager

**Roraima Arends**

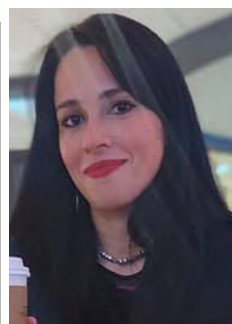
Project Manager

**Thessaly Zimmerman**

Project Manager

**Derin Kucuk**

Marketing Consultant

**Monica Pulido**

Designer

**Daniela Piazza**

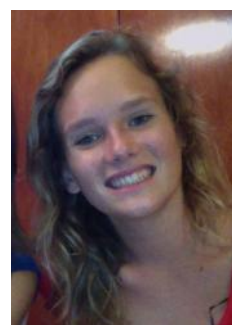
Intern

**Brian Croes**

Intern

**Marianyela Pereira**

Intern

**Paola Koeman**

Intern

**Wilson Lopez**

Intern

**Stephan Ruiz**

Intern

**Christie Mettes**

Project Lead Maker Labs

**Tony Sevold**

Project Lead Maker Labs

**Ghislaine Nicolaas**

Policy Advisor

**Marilis Becker**

Policy Advisor

**Florisella Wernet**

Board Member

**Edison Briesen**

Board Member



# IMPACT

Throughout 2018 - 2022 Q1, our innovation team produced numerous strategies, programs, and products that advance Aruba's innovation capacity, including physical tech labs, innovative policymaking, and digital services. Aside from the team's initiatives, we partner with local and international organizations to solve problems, and to incubate and launch collaborative projects that accelerate island-wide systemic change.

**104**

COLLABORATIVE  
PARTNERS

**2**

INNOVATION  
AWARDS

**21K+**

ENGAGED  
CITIZENS

**\$15M+**

INNOVATION  
GRANTS

**57**

INNOVATION  
PROJECTS

**29**

INTERNATIONAL  
COLLABORATIONS







5

INNOVATION &  
TECH LABS



350+

INNOVATION &  
CODING  
CERTIFICATES



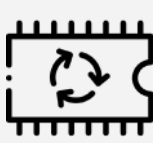
75+

LEARNING  
EVENTS



65%

REDUCTION IN  
PAPER



740

DEVICES &  
HARDWARE  
COLLECTED  
& REPURPOSED



5-7x

FASTER BUSINESS  
LICENSE PROCESS



The following pages include highlights of key projects and innovations delivered between 2018 and Q1 2022. For a complete project overview and deliverables, please refer to the Futura Annual Reports 2018 through 2021.

# E-GOVERNMENT ROADMAP

**PROJECT LEAD: E-GOVERNMENT PROJECT  
MANAGEMENT TEAM (PMT)**

Main Collaborators:

Futura, e-Government Committees, Interoperability Pilot Project Team, eGA Estonia, Department of Economic Affairs, Commerce, and Industry (DEACI), Central Bank of Aruba, Columbia University, Haagse Hogeschool, National Population Registry Department (Censo), Department of Integration (DIMAS), Department of Health (DVG), Department of Immigration (IASA), ImSan, Legislative Department (DWJZ)



In 2020, we published Aruba's Digital Transformation Policy Framework: *Building A Better Citizen Experience*. The policy framework is based on 10 key strategic objective building blocks that jointly form a road map setting the direction for Aruba's e-government agenda. The publication of the road map marked the culmination of the government's preparatory work, review of government practices, internal assessments, as well as consultations with private sector, civil society, governmental and academic stakeholders.

The e-Government road map was a key step in institutionalizing the digital transformation of the Aruba Government and outlines

the general principles for achieving its vision of becoming: a pro-active government that anticipates the citizens' needs by 2030.

The implementation of the road map for the period of 2020-2025 is well underway. Contributors to this project have altered the DNA of how the Aruba government will deliver services to its citizens now and into the future. This multiphase process will increase efficiency and transparency within public services, with the clear intention of maintaining the citizens' experience as the driver of service development.

**"WE HAVE WITNESSED GREAT ENTHUSIASM AND SKILLS, WHICH IN COMBINATION WITH THE STRUGGLES, SUCCESS STORIES AND AMBITIONS FORM THE BASIS OF THE (ARUBA E-GOVERNMENT MISSION) REPORT."**

*- E-GOVERNANCE ACADEMY ESTONIA'S OBSERVATION ON THEIR ARUBA MISSION FEBRUARY 2019*

# IMPORTANT MILESTONES

## COMPLETION UXP INTEROPERABILITY PILOT PROJECT

The increased importance of the e-Government project became even more apparent during the Covid-19 crisis, and therefore this work was accelerated throughout 2021. Along with the e-Government Committees instituted by the Government, in early 2021 we

launched a pilot project for an interoperability platform for secure data sharing. The pilot provided the required proof-of-concept before transitioning to development of the interoperability model in 2022.



## APPROVAL ARUBA MIP UNDER 12TH EDF BY EUROPEAN COMMISSION

In December 2021, the European Commission approved Aruba's Territorial Multiannual Indicative Program (MIP) request for funding under the 12th European Development Fund (EDF) for implementation of the e-Government

Road Map. A grant in the amount of approximately 14 million euros is expected to be paid out between 2022 - 2027. This will ensure long-term continuity of the e-Government project.



## DIGITAL ID STRATEGY

The focus of Q 2022 1 was to kickoff of the development of the national Digital Identification (ID) strategy for Aruba. The e-Government PMT presented its position paper on this topic to the Government in April 2022. In addition, the

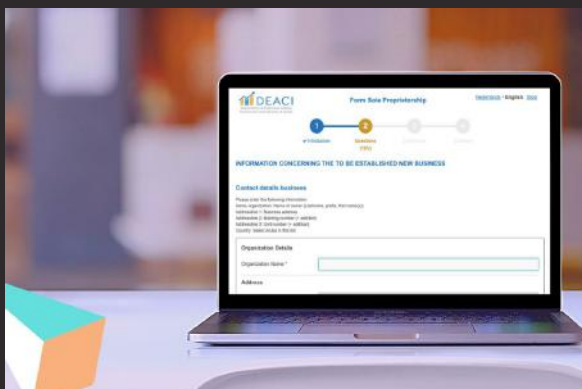
Government approved the transition towards a unique identifying number - Nationaal Uniek Nummer (NUP) - a key step in the Digital ID journey.



## DIGITALIZATION BUSINESS LICENSE PROCESS

In 2022, the business license registration process at the Department of Economic Affairs, Commerce, and Industry (DEACI) was automated. We streamlined the submission process including approvals and digital document work-

flows. This facilitated ease of doing business and reduced the processing times by at least 70%.





# HAPPY FLOW 2.0

## PROJECT LEAD: FUTURA

### Main Collaborators:

Aruba Airport Authority, KLM, Vision Box, WTTC, Aruba Tourism Authority, JetBlue

The Aruba Happy Flow is the world's first seamless passenger facilitation. Launched in 2015, the platform was extended in 2018 to include car rental and hotel check-in. The program utilizes biometric technology, and once live, will enable travelers to move more efficiently and securely through every part of the travel experience. Happy Flow passengers provide their identity once only when commencing their travel journey. Their data is then processed securely, satisfying organizations and government agencies at every checkpoint. The traveler then moves through all subsequent identification checks using only their facial recognition, making it a completely touch-free process.

In 2019, building upon the success of Aruba's Happy Flow project, the World Travel & Tourism Council (WTTC) and the Government of Aruba announced a new partnership to launch the world's first pilot program under the Seamless Traveler Journey initiative, using the same biometric technology and seamless service integration.

## THE WORLD'S FIRST SEAMLESS PASSENGER FACILITATION

In 2020, the focus shifted to research and consideration of possible Covid-19 solutions for touchless travel, use of ICAO-compliant digital travel credentials, as well as means for secure digital transfer of trusted health/test data of visitors. The Happy Flow project team also participated in IATA One ID working groups and Advisory Board, the WTTC COVID Taskforce and Seamless Traveler Journey Program, as well as the Common Pass pilot project in collaboration with the Common Projects Foundation, Covid testing companies Vault and XpresCheck, and Jetblue.



# TECH LABS

## PROJECT LEAD: FUTURA

Main Collaborators:

Metabolic Foundation (Lab Manager),  
Biblioteca Nacional Aruba,  
OCTA Innovation European Union,  
Makerpedia, UNESCO, MIT Media Lab,  
University of Aruba

Aruba's award-winning and highly praised Mo-B Lab was the first project implemented by the team. Mo-B Lab is a first of its kind mobile makerspace for tech education in Aruba. The project was officially launched on October 1, 2018. The original project plan - Mobile Tech Lab - was ideated by the former Bureau Innovatie (BI) team. Futura finalized the development of the program in collaboration with Metabolic Foundation's Brenchie's Lab and the project was awarded a €123K grant from OCTA EU Innovation Fund to execute the program.

Building on the experience and knowledge gained with the Mo-B Lab project, the Tech Labs platform was expanded to meet the growing demand for STEM education and makerspaces across the island. In total, we designed and/or built 5 Tech Labs from 2018 through early 2022, from the B|Lab library makerspaces in Oranjestad and San Nicolas, to the soon to be launched Agri-Bio Lab that will focus on food security.

Through the Tech Labs platform, we are engaging with (future) educators to enable the integration of '21st Century Skills' and the art of digital fabrication in school and after-school programs.

The Tech Labs provided children and youth with the opportunity to discover new methods of learning about science and technology. In 2019, an important driver for adoption of the program was the introduction of makerspace training for teachers and aspiring teachers. Through these Teacher Sessions, we inspired current and future generations of teachers from schools across the island, to adopt new methods of learning. The teacher sessions were an introduction to design thinking and digital fabrication for STEM education in Aruba.





# TECH LABS

## COVID - 19 PIVOT

During the height of the Covid - 19 pandemic, the Tech Labs refocused resources (including 3D printers) to manufacture protective gear and supplies for healthcare providers and other front liners. The lab managers and volunteers worked in shifts around the clock to meet the supply shortages during the height of the crisis.

Mo-B was nominated for a 'Golden Apple' award for excellence and innovations in education, and the Mo-B & B|Lab projects were jointly awarded the ACURIL 2019 President's Award by the Association of Caribbean Universities, Research, and Institutional Libraries (ACURIL).

### TECH LAB STATS

**2**  
AWARDS

**5**  
TECH & MAKERSPACE  
LABS

**1462**  
PIECES OF PROTECTIVE  
GEAR MANUFACTURED

**12,000**  
STUDENTS REACHED





# E-LEARNING PROGRAM

## PROJECT LEAD: FUTURA

Main Collaborators:

SKOA, Colegio Pastor Kranwinkel,  
Cacique Macuarima, Cacique Atarima,  
St. Franciscus College, Department of  
Education (DE)

**800 +**

**STUDENTS  
REACHED**

**4**

**SCHOOLS  
UPGRADED**

**277**

**DIGITAL DEVICES  
IN USE**

Launched in early 2019, the e-Learning Program was a novel way to introduce kindergarten and elementary school students to '21st Century Skills', while offering students an interactive and stimulating digital environment, as well as a personalized learning experience.

The e-Learning Program served as an accelerator for the implementation of the United Nations Sustainable Development Goals (SDGs). The project further supports the objectives of the Plan Educacion Nacional 2030 (PEN) and was designed and implemented in collaboration with the necessary stakeholders in the education sector.

After the successful implementation of the digital infrastructure at Cacique Macuarima and Aterima schools in 2019, while incorporating lessons learned and feedback from this first pilot project, we deployed two other successful pilot projects at Colegio Pastor Kranwinkel in 2020 and at St. Franciscus College in 2021.

Building on the success of the e-Learning Program over the course of 3 years, a National Learning Fund will be launched in 2022, with the purpose investing in similar education innovation projects across the country.



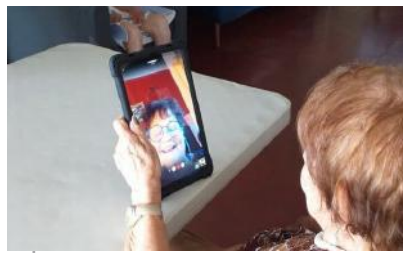
# CRISIS INNOVATION LAB

## PROJECT LEAD: FUTURA

Main Collaborators:

Setar N.V., Department of Public Health (DVG), Elderly Home Organizations, Metabolic Foundation, Technologyhaus, National Security Office (VDA), Department of Human Affairs (DRH)

Being a digital first organization, Futura was able to support the Government by quickly pivoting into a crisis innovation lab in April 2020 during the height of the Covid-19 pandemic. The innovation team's actions during the crisis helped curb the spread of the virus and kept first responders, the community, and visitors safe.



**The following are some of the projects and initiatives that Futura actively participated in, executed, advised on, and/or led:**

Acted as Crisis Coordinator to the Ministry of Health to support DVG during the crisis.

Developed Covid-19 Data Dashboard for the crisis team to enable data-driven decision-making.

Manufactured protective gear for first responders through Tech Labs.

Collaborated on Covid-19 quarantine tracking app and management platform.

Provided tech and communication support to DVG, e.g., digitized the intake process for quarantined people.

Developed informational videos with tips for prevention of further virus spread and enhanced awareness in the Aruban community about Covid-19 prevention.

Provided 14 elderly homes across the island with digital tablets so that their residents could maintain communication with their friends and families during the 'shelter in place' period. This contributed towards the general wellbeing of the nursing home residents.

Introduced Working from Home best practice guidelines and cybersecurity guidelines.

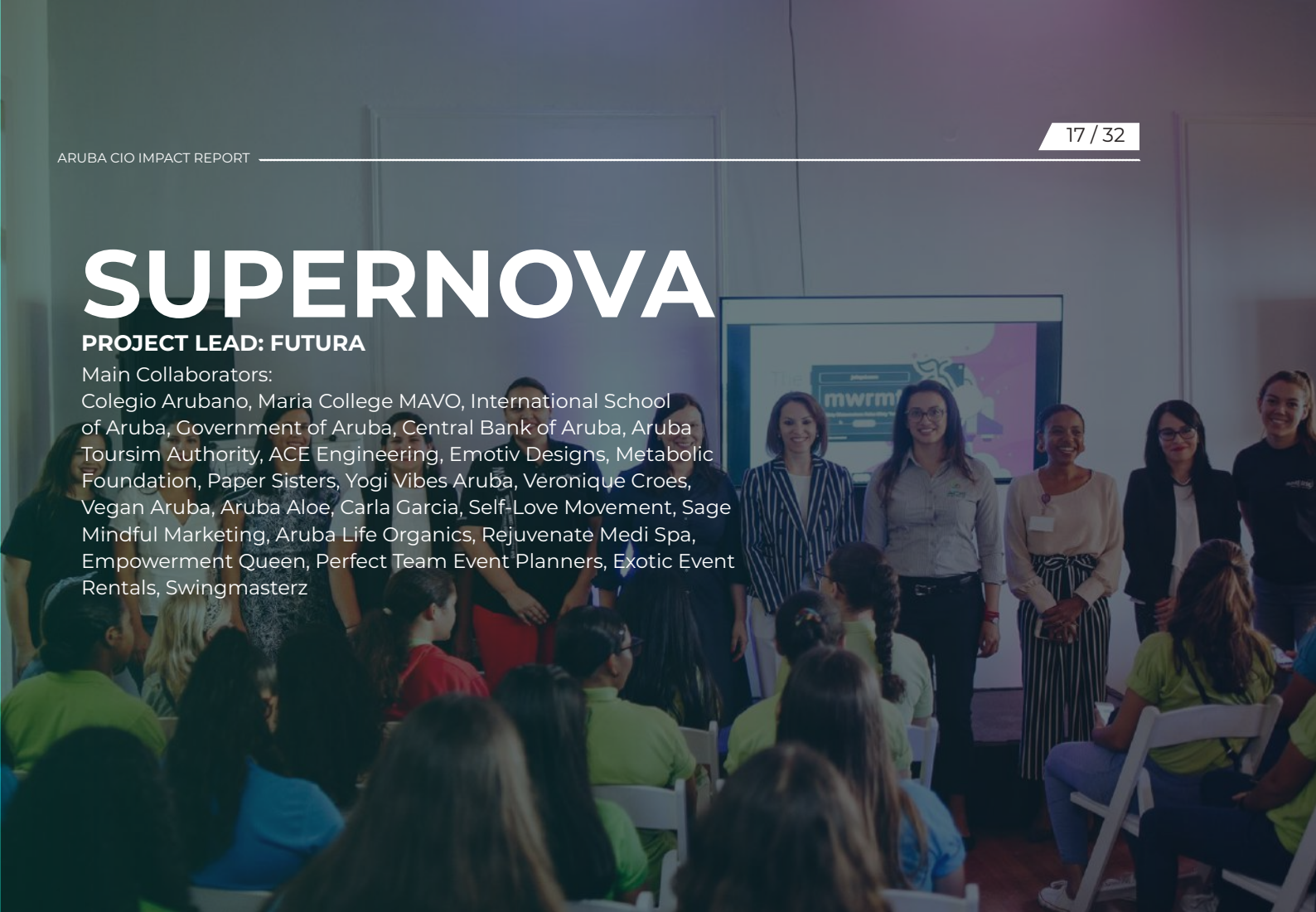


# SUPERNOVA

## PROJECT LEAD: FUTURA

### Main Collaborators:

Colegio Arubano, Maria College MAVO, International School of Aruba, Government of Aruba, Central Bank of Aruba, Aruba Tourism Authority, ACE Engineering, Emotiv Designs, Metabolic Foundation, Paper Sisters, Yogi Vibes Aruba, Veronique Croes, Vegan Aruba, Aruba Aloe, Carla Garcia, Self-Love Movement, Sage Mindful Marketing, Aruba Life Organics, Rejuvenate Medi Spa, Empowerment Queen, Perfect Team Event Planners, Exotic Event Rentals, Swingmasterz



## EXPERIMENTAL POP-UP STUDIO FOR WOMEN & GIRLS

Launched in 2019, Supernova is an experimental pop-up studio with the aim of motivating and inspiring young girls and women of all ages to learn new skills as next generation, purpose driven innovators. The platform consists of (i) a girls camp, that is specifically designed for young girls between the ages of 13 to 14 and includes activities focused on innovation, SDG's, wellness, personal development, science, and creativity; and (ii) inspiring events for adult women.

During Immerse Innovation Month 2021, the Supernova team collaborated with Paper Sisters to host its second event on the topic of Self-Love. It explored the reality that innovation is not only about science, technology, and creative business solutions, but also the re-invention and development of ourselves as humans. In truth, we believe the only way for Aruba to be the best version of itself, is if we're all better versions of ourselves. The purpose of the events is to inspire females by providing them with tools and information to consciously invest in building their own journey of fulfillment and success as leaders in our community. The first Self-Love event was a big success, and a second edition was hosted in February 2022 by popular demand.





# RE-TECH PROGRAM

**PROJECT LEAD: FUTURA**

Main Collaborators:

Department of Taxes (DIMP, Department of Finance (DirFin), Private Sector, SKOA, Metabolic Foundation



## RE-TECH

GIVING TECHNOLOGY A SECOND CHANCE

Re-Tech was launched in 2021 for organizations or individuals to donate unused or discarded devices and hardware that are still in working condition. These devices are then refurbished, repurposed, and donated to schools and/or non-profit organizations to support their ongoing projects and work. A total of 740 devices and hardware were collected between 2019 and 2021, including computers, computer screens, keyboards, mice, and printers.

**THIS PROJECT IS A GREAT EXAMPLE OF CREATIVE PUBLIC-PRIVATE-CIVIC COLLABORATION TO REDUCE UNNECESSARY WASTE AND PROMOTE CIRCULAR ECONOMY INITIATIVES.**



# SCIENCE FAIR

**PROJECT LEAD: MARIA COLLEGE MAVO**

Main Collaborators:

FUTURA, WEB Aruba N.V., The Movies, Dyon Center

**200 +**

**STUDENTS  
PARTICIPATED**

**52**

**SCIENCE  
PROJECTS**

In November 2020, Futura collaborated with Maria College high school to organize a Science Fair on the topic of “Build with Nature” open to a total of eight (8) 3rd year cohorts. The main topic “Build with Nature” consisted of 6 subthemes including: biodiversity, energy, food, water, sustainable travel, and supplies/materials.

The students attended courses throughout the second semester on topics that were relevant to their research topics. These included green-

house gasses, weather and air pressure systems in Geography, and pH balances in Chemistry. The final projects presented by the students aimed to create awareness of the issues our planet faces due to climate change. The projects and courses also provided the opportunity for students to develop a greater understanding of what influences climate change and how to ideate possible solutions.





# 100 INNOVATIONS

## PROJECT LEAD: FUTURA

Main Collaborators:

Cornerstone Economics, AIB Bank, Enovis, Sage Mindful Marketing, Setar N.V., Central Bank of Aruba, Missing Chapter Foundation, Impact Blue Foundation, Directie Natuur en Milieu

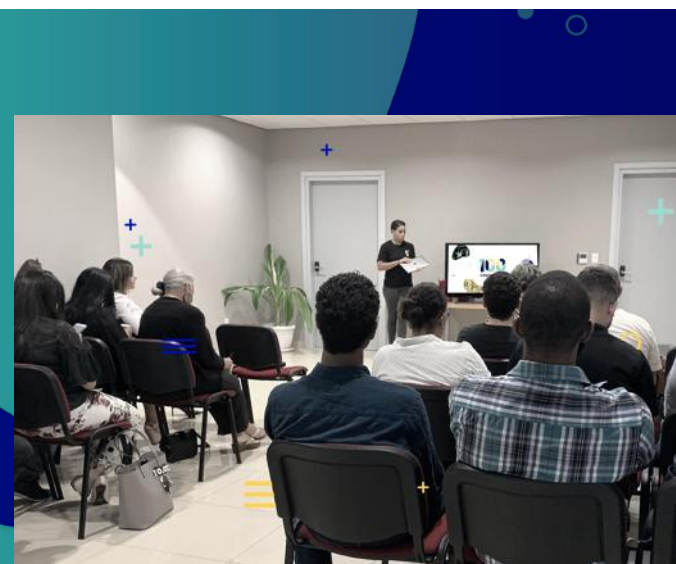
The 100 Innovations program was initially designed as a national open innovation program to champion a transition towards a solution driven society. The program encouraged private, public, academia, NGOs, and creative thinkers to submit their ideas and actionable solutions for pressing local challenges. With a firm focus on accelerating the 2030 Sustainable Development Goals (SDGs), the 100 Innovations Program's original goal was to reach 100 implementable solutions by the end of 2020. However, the Covid-19 pandemic struck Aruba in March 2020, shortly after the first two kick-off events. Due to the Covid-19 lockdown, the 100 Innovations Program had to be redesigned to fit within social distancing policies and to ensure the health and safety of all staff and participants. Further, the purpose of the 100 Innovations project was shifted towards economic recovery.

After relaunching the program, 112 ideas were submitted by citizens and entrepreneurs. The top 54 ideas were selected to enter the development phase and the top 6 projects received hands-on guidance and training. To address safety concerns during the Covid-19 crisis, the team created

the 100 Innovations Academy, an online learning platform that provides courses to entrepreneurs, including Value Creation, Requesting Financial Grants, Marketing, and Financial Management. Beyond the focus on entrepreneurship, the online learning platform will also be available to teachers and any local organizations wanting to offer their courses through the platform, if the course content is within the SDG framework.

112  
IDEAS SUBMITTED

54  
PROJECTS SELECTED





# REPOSITIONING OUR SAILS MASTER PLAN

**PROJECT LEAD: FUTURA AS PROJECT MANAGEMENT OFFICE**

Main Collaborators:

The Government of Aruba and 125+ stakeholders from public, private, and civic sectors

In 2020, Aruba faced an acute socio-economic emergency because of the Covid-19 crisis. Public health and safety became the priority, and the Government had no choice but to institute a temporary closing of its borders. The health measures taken, and the resulting standstill of tourism activities, caused significant economic contraction.

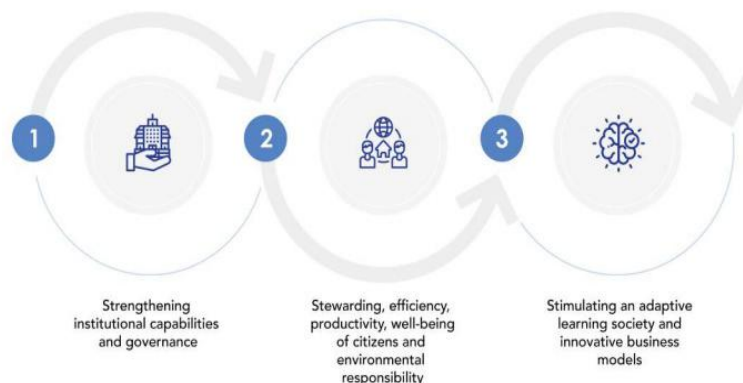
In response, the Government of Aruba, through our innovation team, organized a nationally coordinated effort to develop an actionable plan for Economic Recovery and Innovation, named the Repositioning Our Sails Master Plan. It is the result of a nationally coordinated effort to identify structural improvement opportunities and reforms, as well as innovative opportunities that enable a faster repositioning and reinvigoration of the economy. This mission-driven plan received contributions from more than 125 citizens, based on their professional backgrounds. It seeks economic growth that is smart, inclusive, and sustainable and aims at putting the crucial conditions in place for a resilient economy for the long term, while also achieving immediate short-term benefits.

Repositioning our Sails was designed to be a dynamic action-oriented document that provides broad policy guidance and a decision-making framework to reinvigorate inclusive and sustainable economic development.



The Way Forward: Aruba's National Aspiration

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



# TIMELINE 2018

Overview of Key Milestones February 2018 – December 2018

- Aligned major stakeholders on national innovation goals and prioritized objectives of a national innovation framework
- Developed Innovation Policy Framework - Aruba Innova
- Founded nation's premier Innovation Lab: Futura
- Launched B-Lab - Oranjestad Library Makerspace
- Conducted Digital Assessment of government IT landscape
- Co-hosted Social Innovation Side-Event in colab with U.N. and Kingdom of the Netherlands at United Nations General Assembly 73
- Joined SAP Next-GEN SDG Innovation Hub global network
- Orchestrated collaboration agreement with Columbia University New York for capstone innovation projects
- Trained stakeholders in Future Mapping workshops at AHRA Future of Work Conference
- Confirmed support from IMF and World Bank with implementation innovation strategy
- Hosted first Innovation Summit for public, private and civic sector stakeholders
- Conducted an innovation baseline assessment (SWOT) with stakeholders
- Published first Futura Nodes newsletter focused on innovation insights and engaging stakeholders throughout the implementation journey of the national innovation plan
- Launched Mo-B Lab, mobile tech lab project, for schools and after-school programs
- Hosted first eGovernment Think Tank for public sector with Estonia's former CIO and The World Bank innovation leaders
- Established Aruba Re-Imagined Areas (AREA) Steering Committee and Task Forces for San Nicolas and Oranjestad:
  1. Facilitated WIFI connectivity for downtown San Nicolas
  2. Developed plan in collaboration with public and private sector stakeholders
  3. Facilitated quick-wins, year-end events
  4. Participated in Economic Policy development
- Participated in Game Changers sessions during the Forum for Latin American and Caribbean Impact Investments (FLII)
- Presented research conducted on innovating the education system for Nationaal Onderwijs Plan (NOP) 2030
- Developed District 297 strategy and activations events in The Netherlands
- Participated in Global Money Week to raise awareness on the future of (digital) money
- Kicked off second phase of Aruba Happy Flow to develop a seamless end-to-end travel experience and pioneering technology in partnership with KLM, AAA, and Vision-Box
- Coordinated national Hour of Code 2018 open-source platform with 5000+ participants
- Hosted Kids-4-Bytes coding camp for 70 kids
- Facilitated Bos p'e Cambio SDG platform empowering youth to be a voice for change
- Facilitated 1st German Energy Conference in Aruba









# TIMELINE 2019

## Overview of Key Milestones January 2019 – December 2019

- Launched the Futuralab.org website
- Organized the first Mil-Idea pitch night - public sector change management program
- Hosted Innovation Summit 2019: e-Government edition
- Delivered the AREA 2018 Steering Committee Report
- Sponsored a Citizen Science and AI platform and Tensorflow workshops led by Metabolic Foundation, in colab with UNESCO, MIT Media Lab and the University of Aruba
- Introduced a Design Thinking Immersion Week for public sector focused on human-centered policymaking
- Facilitated Aruba Innovation Community and Venture Ecosystem Playbook in colab with AIB Bank
- Embarked on the e-Government journey with stakeholders:
  1. Setup multidisciplinary committee structure to develop a road map
  2. Provided capacity building for key government departments and policy advisors through Estonia eGovernance Academy (eGA) workshops and study missions
  3. Conducted a Digital Mapping exercise
  4. Delivered the eGA Aruba Mission Report
  5. Presented the Columbia University New York study on the human aspect of e-Government: Toward a Digital Aruba; Increasing readiness of Arubans and Aruba's civil servants for e-government
- Presented the Columbia University New York study on modernizing the Freezone platform: Reimagining Aruba Freezone for Economic Diversification
- Participated in Road to Global Entrepreneurship Summit Caribbean hosted by U.S. & Dutch Governments
- Coordinated the AREA platform development and quick wins:
  1. Re-opened the ATA Visitor Information Center San Nicolas
  2. Aligned the stakeholder community vision and needs with the ROP (spatial plan)
  3. Designed a policy framework for Creative Industries in collaboration with the Department of Economic Affairs (DEACI) and stakeholders
  4. Presented a vision and plan developed with stakeholders to the Government
  5. Delivered research on parking policy innovation for downtown Oranjestad to Ministry of Transportation
  6. Facilitated Adviesrapport Werken en Wonen by Hanze Hogeschool & Lighthouse Nederland
  7. Facilitated Adviesrapport Verplaatsing Verkeer Aruba by Hanze Hogeschool & Lighthouse Nederland
  8. Conducted a Customer Experience Survey for Oranjestad Downtown
  9. Launched the Futura Café Pop-Up, a Creative Hub in collaboration with EPI
  10. Launched the Spaces Sustainability Innovation Exhibit at Caya Betico Croes
- Implemented the Mo-B Lab and B|Lab programming in colab with Brenchie's Lab
  1. Collaborated with IPA to host the Mo-B Lab makerspace teacher workshops
  2. Participated with Mo-B Lab in the YMCA Summer Camp
  3. Achieved the marker of 6000 + student participants in the Mo-B Lab program
  4. Mo-B Lab was nominated for the Appel di Oro Awards
  5. B|Lab and Mo-Lab were awarded ACURIL President's Award 2019
- Kicked off the Aruba Youth Impact Café social innovation program
- Collaborated with SETAR on the Youth Tech Event
- Participated in Global Money Week 2019 and increased awareness about sustainable finances and future of money for 600 + kids from different schools
- Supported the transition of the Center of Excellence for SIDS to the University of Aruba, SISSTEM faculty
- Designed and hosted the SDG Games - Go Goals for 350 + elementary school children
- Co-hosted Aruba's first Maker Expo in colab with Brenchie's Lab
- Designed and executed a first of its kind summer Innovation Camp for kids
- Facilitated a partnership between Aruba and the Travel & Tourism Council (WTTC) for a Seamless Journey pilot project to launch the world's first pilot program using biometric technology, in colab with A.T.A.
- Hosted an Advanced Coding Workshop for kids in colab with GAMMA IT Solutions and SETAR

- [illegible]



## Overview of Key Milestones January 2020 – December 2020

- Celebrated the declaration of 2020 as the year of innovation and education by the Aruba Government – Año di Innovacion y Educacion
- Obtained initial greenlight to join the MasterCard City Possible™ program for urban innovation to achieve more inclusive and sustainable cities
- Opened the first physical Innovation Hub offering creative meeting and brainstorming spaces
- Facilitated Finland Teacher Education Mission programming - 21st Century Skills project
- Enabled the launch of B|Lab San Nicolas Library Makerspace led by Metabolic Foundation
- Collaborated with Impact Blue Foundation on the iB-Lab project to advance citizen science with the aim to shift beyond a plastic economy
- Introduced the Tech Labs programming in colab with Metabolic Foundation
- Hosted the Mo-B Lab makerspace teacher workshops
- Sponsored the launch of the SDG Youth Voices program by the Aruba SDG Committee in colab with UNESCO
- Sponsored the SKOA ICT Coaches capacity building mission in London
- Led the development and implementation of the e-Government road map:
  1. Kicked off the e-Government Steering, Legal, Technology and Digital ID committees
  2. Led 2nd eGA Estonia mission in Aruba to finalize the road map development
  3. Presented to parliamentary committee CWIEDO
  4. Represented Aruba at the 2020 Clinton Foundation Summit with an expert panel on Digital Transformation moderated by President Bill Clinton
  5. Published the Aruba e-Government Road Map 2025 2020: Building A Better Citizen Experience
  6. Collaborated on a research project by students from the Faculty of Public Management, Law and Safety at the Haagse Hogeschool, Minor in Kingdom matters: Vertrouwen in eGovernment op Aruba
  7. Launched the DEZHI Business License e-Forms
  8. Completed the UXP interoperability framework pilot project with Cybernetica
- Pivoted into a Crisis Innovation Lab to provide community support during the Covid-19 pandemic:
  1. Facilitated stakeholders' input and meetings for the development of a Stimulus Package, incl. field and desk research
  2. Manufactured 1462 protective gear items for first responders using B|Lab's equipment and 3D printers, in colab with Metabolic Foundation and 200 + volunteers
  3. Co-designed and co-developed a quarantine mobile app with DVG and Setar
  4. Provided tablets to connect inhabitants of nursing homes with their loved ones during the 'shelter-in-place' period
  5. Provided innovative project management to the wage subsidy (loonsubsidie) team and set up of a customer service "call" center
  6. Provided guidance to teachers on online/distance learning and the use of digital tools and resources
  7. Developed a Covid-19 Data Dashboard to enable real- time decision-making by the crisis team
  8. Developed "Working from Home" guidelines and Cyber Security guidelines for government employees
  9. Launched a Social Media Awareness Campaign focused on young adults to encourage compliance with health and safety guidelines
  10. Collaborated with CEDE Aruba on the Happy to Give Back initiative and invented a social distancing wristband solution





- Led the development and execution of Aruba's Repositioning Our Sails Master Plan for Economic Recovery & Innovation in response to a severe Gross Domestic Product (GDP) contraction of 25% resulting from the pandemic, securing financing/liquidity support:
  1. Directed 125 + stakeholders in determining eight core strategy pillars and KPIs to underpin future financial stability, and aligned stakeholders on a common vision
  2. Developed a mission-driven plan containing 97 actions
  3. Hosted 2 Virtual Town Halls with 500 + participants
  4. Facilitated a Digital Survey with 450 + participants
  5. Conducted a Problem Space Mapping based on UNDP Innovation Team's framework
- District 297
  1. Launched a Pledge Program with 80 + pledges received
  2. Launched a Connectors Program abroad, incl. NL and US
  3. Hosted Diaspora Webinars on: Agriculture, Medicinal Cannabis and Emerging Opportunities, Refinery Property Arising Opportunities & Challenges, Brain Gain Aruba, and One Kingdom, Four Countries
- Launched the 100 Innovations open innovation program with 112 ideas submitted and 54 ideas selected for the development phase
- Kicked off the Re-Tech Program for repurposing of unused/damaged IT hardware for education
- Collaborated with A.T.A.'s Aruba Certification Program to offer 360 Virtual Reality Island tours during the pandemic
- Advanced the collaboration between the Government, the Organisation for Economic Co-operation and Development (OECD), and the UNDP on the development of a Global Hub for Governance of the SDGs
- Contributed to the Capacity Building Project developed by the National SDG Aruba Committee and Icon Institute on policy coherence and data-driven policymaking
- Facilitated the energy policy development process and hosted 3 Energy Summits with stakeholders resulting in stakeholder backed energy resolutions
- Sponsored the Vox Luventus Podcast by Heart-Centered Leadership Foundation to empower young people to become agents of change
- Founded Stichting Centro Beheer Oranjestad for a sustainable management structure for the downtown city center
- Facilitated the Business Plan development for the re-invigoration and management of downtown Oranjestad with key stakeholders





## Overview of Key Milestones January 2021 – December 2021

- Accelerated the implementation of the e-Government road map:
  1. Collaborated with NCTVI and VDA on the development of a Cyber Security Governance Structure
  2. Delivered advice by the Digital ID Committee led by Censo with respect to a Nationaal Uniek Persoonsnummer (NUP)
  3. Completed the Conexion UXF Pilot Project and delivered 2 proof-of-concepts (POCs), and hosted 10 knowledge transfer workshops with 100 + participants
  4. Kicked off the National Digital Agenda framework design and conducted Economic Snapshot Research
- Organized the District 297 diaspora activations:
  1. Hosted a Job-Hunting Webinar
  2. Launched the District 297 website and digital job/opportunity platform
  3. Launched the Innovative Arubans Abroad Campaign
- Launched the Futura X Maria College Science Fair Project
- Delivered the Neural Machine Translation for Papiamentu thesis in colab with the University of Amsterdam
- Designed a Leadership Program for EPI high school and presented 4 student innovation projects
- Designed and issued an RFP for a Future of Work - Training Program on IT and Cyber Security
- Completed the e-Learning Pilot Project 2.0 at Pastoor Kranwinkel School
- Kicked off the e-Learning Pilot Project 3.0 at St Franciscus College School
- Enabled the Happy Flow 2.0 road map implementation and stakeholder engagement process:
  1. Collaborated with The Common Trust Foundation and JetBlue on developing the first pilot for the CommonPass digital health pass
  2. Participated at the WEF Davos Forum to share knowledge on Aruba's pioneering travel innovations
  3. Participated at the WTTC Global Summit
- Launched the Aruba Activa online crowdfunding platform for social entrepreneurs
- Launched the 100 Innovations Academy online learning platform for entrepreneurs
- Launched the Workspaces on-demand project for activating creative collaborations and achieved 130 + bookings to date
- Hosted Immerse Innovation Month with 32 partners, 15 + events, and 275 + participants
- Celebrated Self-Love through the Supernova Women's Events and the inaugural Girls Camp with 85 participants
- Hosted the 2nd Kids Innovation Camp with 35 participants and 10 + partners









# TIMELINE 2022

## Overview of Key Milestones January 2022 – April 2022

- Led the development and implementation of the e-Government road map:
  1. Delivered the UXP Pilot Project Report
  2. Presented the Economic Snapshot Research findings for the National Digital Agenda
  3. Drafted a Digital ID Position Paper – version 1.0
  4. Conducted a Data Impact Assessment of the UXP Pilot
  5. Prepared Cloud Transition Design Principles whitepaper
- Achieved the marker of 740 devices and equipment collected for the Re-Tech program
- Restarted the Happy Flow 2.0 project after a pandemic pause
- Completed the design and project plan for the introduction of an Agri/Bio-Lab food security and education project
- Facilitated the design and kicked off the initial construction for a new Tech Lab for Colegio Sagrado Curason
- Presented the Learning Fund project to the Government
- Hosted the 2nd edition of Supernova's Self-Love event with 80 participants
- Collaborated with Code Club Aruba and expanded coding program licenses to reach more kids
- Executed on the logistics and the building of an events website for the CAROSAI Congress 2022
- Collaborated with the Ministry of Economic Affairs on the organization of an Entrepreneurship Summit
- Hosted the Futura X Centro di Bario Savaneta: Innovation and Technology workshop









# PARTNERSHIPS

Our innovation team engaged with local and international public and private institutions, innovators, NGOs, and governments across the world, positioning Aruba as a living lab for testing and incubating sustainable solutions and exchanging best practices on a wide array of topics – from digital transformation of government to food security.

360 Innovation	Impact Blue Foundation
ACE Engineering Firm	Innovation Collective
Arubahuis	IPA
Aruba Airport Authority	JetBlue
Aruba Centre of Excellence for Sustainable	JA IK Foundation
Development of SIDS	Kamer van Koophandel en Nijverheid Aruba (KvK)
Aruba Certification Program	Kids Council
Aruba Hotel and Tourism Association (AHATA)	KLM
Aruba Human Resources Association (AHRA)	Lighthouse Nederland & Aruba
Aruba Investment Bank	Makerpedia
Aruba Island Takeover	Maria College
Aruba Tourism Authority	MasterCard
Aruba Trade and Industry Association (ATIA)	Metabolic Foundation
Aruba Trading Company	Missing Chapter Foundation
Aruba Bank	MIT Media Lab
ATECH Foundation	NCTVI
B   Lab	National Security Office (VDA)
BAZ-RRR Galleria & Brasserie	New York University
Biblioteca Nacional Aruba	OCTA Innovation
Bucuti & Tara Beach Resort	Paper Sisters
Cacique Macuarima School & Aterima	Parlamento Hubenil
Cas di Cultura	Pastoor Kranwinkel School
CEDE Aruba	Prinses Amalia School
Centrale Bank van Aruba	Qredits
Centro di Barrio Savaneta	Sage Mindful Marketing
Clinton Foundation	San Nicolas Business Association (SNBA)
Code Club	SAP Next-GEN SDG Innovation Hub
Colegio Sagrado Curason	SDG Youth Voices
Columbia University New York	ScubbleBubbles
Cornerstone Economics	SETAR
Court of Audit Aruba (ARA)	SKOA
Cr38te	St. Franciscus College
Cybernertica	Sustainable Development Goals National
Deloitte	Committee
Department of Economic Affairs (DEACI)	Swingmastersz
Department of Education	Technologyhaus
Department of Public Health (DVG)	This Human
Directie Natuur en Milieu	TNO innovation
DOC	Total Services
Department of Public Works	United Nations
EDUMAX	UN Women
Elite	UNDP
ENOVIS	UNDESA
EPI Hospitality Unit	UNESCO
Estonia e-Governance Academy	United Nations
Freezone Aruba	University of Aruba
Gamma IT Solutions	Vision-Box
German Energy Conference and Hub	World Economic Forum
GovLab	Wolff & Co
Guardian Group	World Bank Group
Haagse Hogeschool	World Tourism and Travel Council (WTTC)
Hanze Hogeschool	WOW
Heart-Centered Leadership	
Hope Aruba Foundation	
IDEA	

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