Centrale Bank van Aruba

ANCRA DEN FUTURO

Strategic Plan 2026-2030

"Ancra den Futuro"

is Papiamento for "Anchored in the Future" and expresses the CBA's commitment to stability and progress — to being both a steady anchor and a forward-looking force. It reflects who we are as a central bank: grounded in our mandate, guided by integrity and expertise, and dedicated to serving the public good. Being anchored in the future means combining strength with adaptability — ensuring continuity in uncertain times while preparing for the opportunities and challenges ahead. Our foundation keeps us secure; our vision moves us forward.

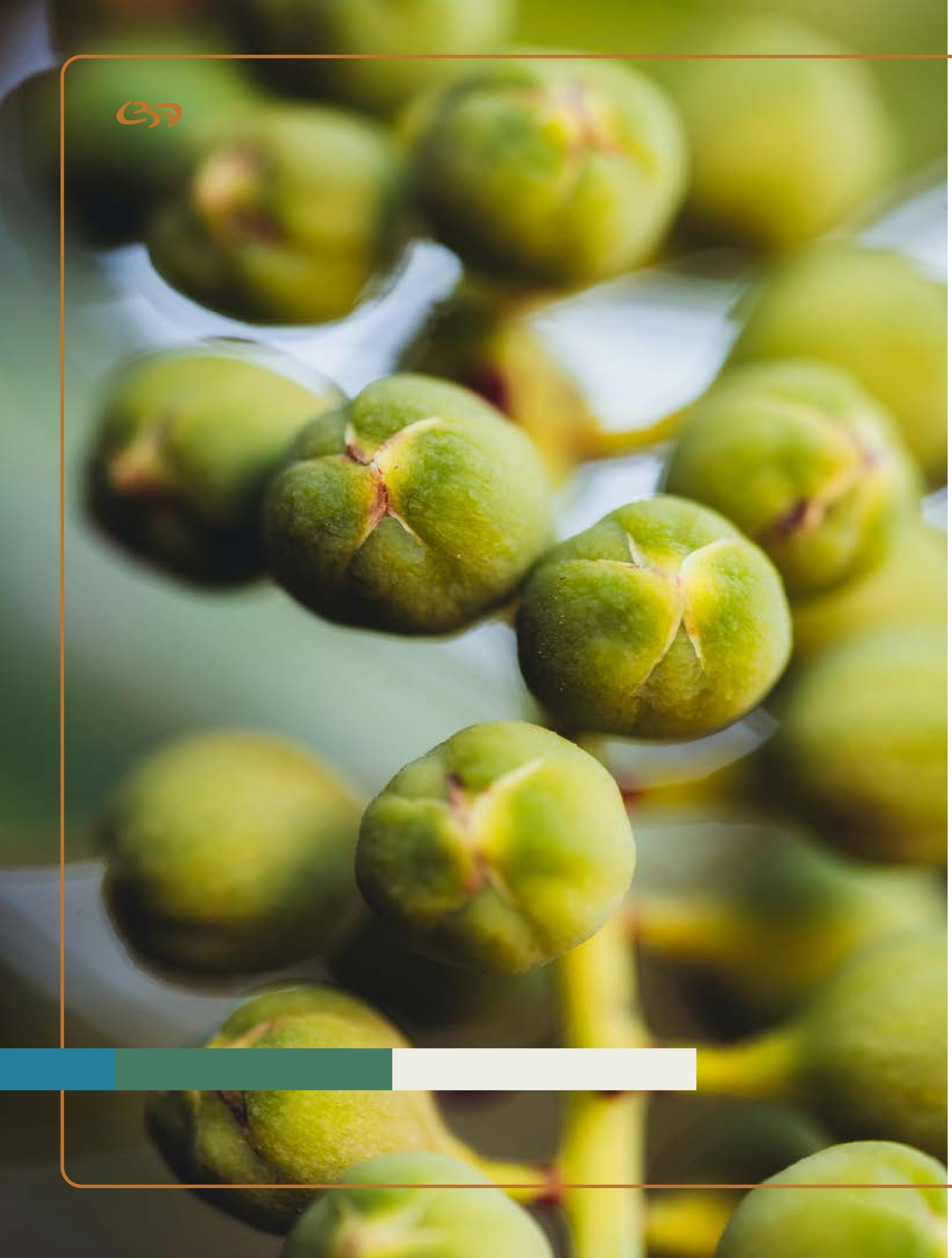

Table of contents

Chapter 1.

Our Core Values

Our core values guide us in what we do. The willingness to apply these core values starts within each of us. Together and every day, we aspire excellence and contribute to the CBA, as well as the Aruban community.

Core Values

Courageous Honesty
This is about our heart. We are authentic and honest; we make decisions fairly and display courage and integrity in the way we fulfill our purpose.

Curiosity and Openness
This is about our mindset. We bring a mindset of curiosity, creativity, and critical thinking to our work. We are open to possibilities, learning, and new ways of finding solutions.

Going Beyond
This is about our will. We take responsibility and initiative to deliver on our commitments, and we persevere to the best of our ability.

Doing it Together
This is about how we work. We connect together as teams who can rely on each other and proactively collaborate.

Striving for the Greater Good
This is about us making a difference. We express our unique perspectives; we do things with our purpose in mind, and we show bold and confident leadership.

Chapter 2.

Our Strategic Direction

This chapter outlines the strategic direction for the next five years and is structured into five sections:

- Strategic Framework
- Vision
- Strategic Responsibilities
- Strategic Priorities
- Target Operating Model

Strategic Framework

The strategic framework is built on the CBA's strategic responsibilities, strategic priorities, and its target operating model. These are the basis that carry our strategic vision for the period 2026 – 2030.

Vision

The CBA inspires Excellence: Safeguarding Financial Stability through Transformative Innovation for a Durable Future

Strategic Responsibilities

- Monetary
- Supervision
- Payments

WHY

Strategic Priorities

- Digital
- Data
- Engagement
- Readiness

WHAT

Target Operating Model

- Process
- Organization
- People & Capabilities

HOW

Vision

The CBA inspires Excellence: Safeguarding Financial Stability through Transformative Innovation for a Durable Future

The CBA inspires Excellence

The CBA sets new standards of excellence in central banking through its core functions. Its vision is rooted in integrity, transparency, and accountability across all areas of responsibility, including monetary policy, supervision, and payment systems, positioning itself as a regional role model for other central banks and supervisory authorities.

Safeguards Financial Stability

The CBA safeguards financial stability by maintaining the value of the Florin, ensuring sound monetary policy, upholding robust supervision, and maintaining resilient payment systems, equipped to withstand economic shocks, embrace technological innovations, and effectively respond to global financial changes.

Transformative Innovation for a Durable Future

The CBA shifts from traditional stability mechanisms to a (more) modern, technology enabled, and strategic collaborative approach, aiming for internal improvements as well as wider societal and economic benefits.

Strategic Responsibilities

The CBA continues to contribute to financial stability and economic well-being of the Aruban community through its three mandates:

1. Maintaining the stability of the value of the Florin.
2. Promoting financial soundness and integrity of the financial system.
3. Promoting efficient and reliable payment systems.

These mandates establish the **"why"** of the CBA's fundamental purpose. These core responsibilities form the foundation of the CBA's 2026 – 2030 strategy.

Monetary

Maintaining the stability of the Florin by leveraging data-driven analytical insights, ensuring robust and informed monetary policy decisions.

Supervision

Fostering financial soundness and integrity by being a nimble and competent supervisor and regulator, with due regard of evolving international standards.

Payments

Fostering a payment landscape that is accessible, inclusive, safe, and reliable. By keeping abreast of developments and promoting a secure, affordable and user-friendly payment experience for all.

Strategic Priorities

The strategic priorities of the CBA serve as the foundation for translating its legal mandates into actionable objectives. They define **"what"** the CBA focuses on to fulfill its core responsibilities – and provide a clear direction for the organization's long-term strategy.

Digital

As a digital-by-design central bank, we leverage AI and automated processes to drive innovation and partake in redefining the future of financial services through strategic collaboration.

Data

As a data-centric central bank, we maintain a comprehensive and integrated data framework. Our enhanced predictive and forecasting capabilities empower informed decision-making and foresight.

Engagement

As a transparent and actively engaged central bank, we cultivate openness and clarity in interactions with all stakeholders to build trust and accountability.

Readiness

We proactively address challenges from cyber threats, climate change, and disruptive black swan events by employing adaptive capabilities.

Target Operating Model

The CBA's Target Operating Model (TOM) defines how the organization is structured and functions to deliver on its mandate. This encompasses **"how"** the CBA organizes its processes, organization, people, and (technological) capabilities to ensure that its strategic priorities are executed effectively and consistently across the organization.

Process

The CBA continuously optimize and digitize its processes, ensuring a holistic approach that enhances its performance and responsiveness.

Organization

The CBA operates as an adaptive organization that empowers employees through ownership, fosters collaboration, promotes a service-oriented mindset, and supports streamlined decision layers throughout the organization.

People & Capabilities

The CBA fosters a culture of continuous learning, employee wellbeing, and meaningful engagement in which employees can thrive. The CBA's team of experts nurture tech-savvy, data-driven, leadership, and other essential skills that support transformation, core responsibilities, and individual growth.

Chapter 3.

Our Commitment

Ancra den Futuro is a testament to how the CBA wants to strengthen its mandate, while also transforming and innovating for a durable future. We commit to using this strategic plan to guide our decision-making, shape our efforts, and inspire each other to take purposeful and meaningful actions every day.

Centrale Bank van Aruba

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For more information about the CBA, please visit our website www.cbaruba.org