

Strengthen Institutional Quality & Capacity

Program 7



NOS PLAN, NOS FUTURO®



NSP 2020-2022

By 2030, Aruba will have digitally transformed and innovative institutions capable to lead the sustainable development of a safe, just, and inclusive Aruba, by being efficient, transparent and accountable to its citizens

Program 7 Report
December 2019

Strengthen Institutional Quality and Capacity



By 2030, Aruba will....

SDG Target
12.7

Promote public procurement practices that are sustainable, in accordance with national policies and priorities

SDG Target
16.1

Significantly reduce all forms of violence and related death rates everywhere

SDG Target
16.3

Promote the rule of law at the national and international levels and ensure equal access to justice for all

SDG Target
16.4

Significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime

SDG Target
16.5

Substantially reduce corruption and bribery in all their forms

SDG Target
16.6

Develop effective, accountable and transparent institutions at all levels

SDG Target
16.10

Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements

SDG Target
17.1, localized

Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection

SDG Target
17.8, localized

Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism and enhance the use of enabling technology, in particular information and communications technology

SDG Target
17.14, localized

Enhance evidence-based policy coherence for sustainable development

SDG Target
17.17

Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

Strategic objectives

Ensure integrity in all public institutions **Pg. 9**

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Strengthen regulatory framework and compliance **Pg. 19**

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Foster effective & efficient multi annual budgeting & policy processes **Pg. 22**

Aruba will have a government budget that is aligned with the policy process

Create efficient and effective Human Resources Management **Pg. 25**

Aruba will have a government HR-system & recruitment process based on talent and competencies

Effectively implement legal, regulatory and operational measures to combat money laundering, terrorist financing and the financing of proliferation of weapons of mass destruction **Pg. 29**

Aruba will as a member of the CFATF actively participate in the assessment of technical and effectivity compliance of the FATF and will implement the recommendations

Ensure a safe and secure Aruba **Pg. 32**

Aruba will maintain and uphold the rule of law, providing peace and security to its citizens and visitors

Introduction

With increasing geopolitical uncertainties, accelerating digital disruptions, mounting ecological fragilities, and the quest for economic resilience in SIDS, sustainable development has become a priority for governments. In this regard, strong institutions are important to foster sustainable development.

For Aruba strengthening the institutional quality and capacity within government institutions has been identified as one important accelerator to achieve sustainable development and is a building block for good governance and transparency.

One of the main objectives of the government program of the Wever-Croes Cabinet 2017-2021 is the development and implementation of an Integrity Policy to increase transparency, strengthen good governance practices and combat corruption. Aruba is not only committed to integrity and good governance on the highest levels of government, it has become a *conditio sine qua none* to achieving the 2030 SDGs, economic resilience and to build an inclusive society. This calls for strong institutions and a no-holds-barred integrity agenda if we are to achieve the U.N. Sustainable Development Goals (SDGs) by 2030. Transparency, integrity and trust are at the core of creating strong institutions and building economic resilience.

Good Governance and the U.N. Agenda 2030 Sustainable Development Goals

In Aruba the importance of governance in building effective, accountable and inclusive institutions, to bring the ambitions of the 2030 Agenda into practice, are a key component of the implementation of the SDGs. Like all SIDS, we face complex challenges and

limited human resources, making it a challenge to address governance issues. Therefore, the need to identify innovative ways to promote and reinforce effective, accountable and inclusive institutions is imperative.

Effective, accountable and inclusive institutions

Public institutions that are fit for purpose in implementing the SDGs can ensure enhanced outcomes for citizens in terms of quality of life, public services, civic engagement, safeguarding human rights and well-being, while integrity is a major principle in good governance and contributes to effective, accountable and inclusive institutions.

Aruba's Integrity policy is based on three building blocks:

1. Integrity Bureau (BIA) - The Integrity Bureau's main purpose is to foster awareness to prevent corruption within the public sector apparatus, and safeguard integrity by providing information on codes of conduct and core values. The BIA will also contribute to the implementation of the U.N. Anti-Corruption Convention.
2. Integrity Chamber - The Integrity Chamber will hold the government accountable by reviewing decisions on processes like public procurement.
3. Corporate Governance Code - A uniform corporate governance code will be introduced for state owned companies and semi-public entities.

Supporting mechanisms and programs

eGovernment: Aruba's biggest transformation awaits with the implementation of its upcoming eGovernment road map which provides a

digital transformation plan as a catalyst for transparency. This allows for an increase in accountability of those in office and for citizens to have more access to information and justice.

The National Statistical System: The SDGs provide a great framework for the necessary data that has to be measured. This will allow for an increased use of data for evidence-based policy and it will increase the transparency on what is being done and about the financial resources that are being allocated.

Human Capital: Sustaining the SDGs implementation is our tailor-made capacity and capability building program on policy, planning, monitoring & evaluation and statistical knowledge for both the public sector and NGO's.

Financial Sector Supervision: The supervisory function of the Central Bank of Aruba complements the Government's integrity policy/anti-corruption strategy.

This program has identified seven strategic objectives, each with its own desired outcome(s) and set of actions. It is a commitment between multiple stakeholders to keep our island prosperous and secure; it is our pathway to strengthen the capacity of our institutions, improving their performance and ensuring citizens are better informed to demand more accountability at all levels of government; it is an opportunity to invest in our human resources; it is a commitment to improve governance and to strengthen democratic institutions, increasing domestic resource mobilization through a more result oriented budgeting process, and maintain and bolster Aruba's peace and security.

Hence, steps have to be taken to ensure integrity and good governance. Such as, investing in the development of integrated planning and policy instruments and

processes, in a fair and trustworthy human resources management, in the tackling of the core of good governance and in combating money laundering, terrorism financing and the financing of proliferation of weapons of mass destruction. Those are all priorities that need immediate attention. Efficient and effective management of our budget and available funds can increase operational effectiveness within all institutions. Strategic planning of funds through budget alignment, resources management is a must. The current financial environment and finite resources are challenges that we have to undertake. One measure that we can take, is to enhance the capacity of the Department of Finance as this department has the important task to maximize the use of existing resources and achieve cost-savings across government institutions. A strong regulatory framework and compliance needs to be in place to help ensure financial and institutional stability throughout all government departments and government subsidized agencies.

Furthermore, bolstering our security on land and sea remains indispensable for combatting any form of crime and terrorism, whether it is from within our borders or transnational. On this day and age, cyber security must be in place to protect our citizens, institutions, and commerce, for it can have a direct effect on the economic and political stability of Aruba. This means that law enforcement and security personnel must have the capabilities for maintaining peace and upholding the rule of law. Failing to do so means being unable to effectively prevent and prosecute crimes, affecting the safety and quality of life for us all.

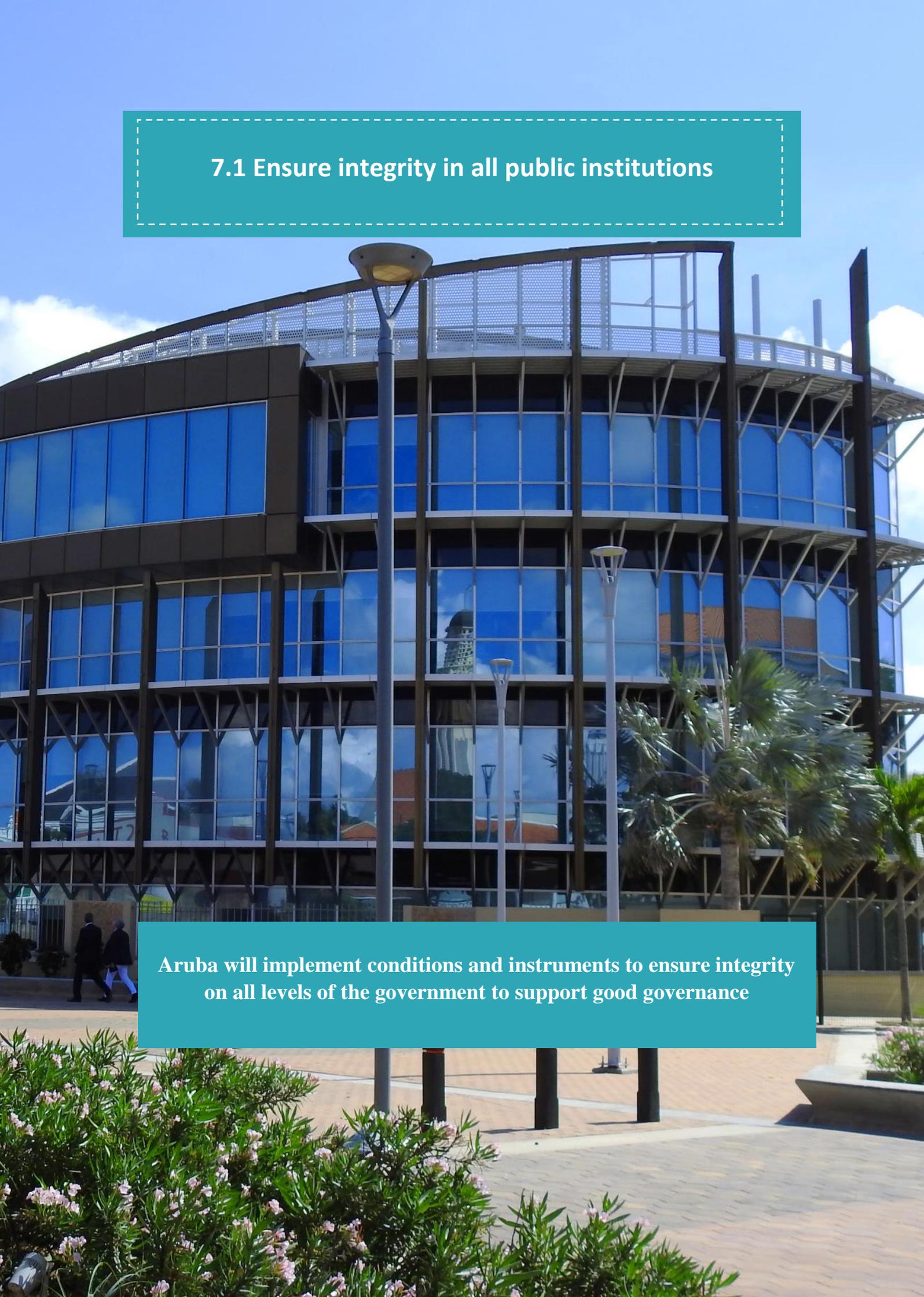
12 RESPONSIBLE CONSUMPTION AND PRODUCTION

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS



Aruba adopted the SDGs to achieve a better and more sustainable all-embracing future for our citizens. With the NSP we demonstrate that we have strengthened our efforts to achieve our goals. By achieving a strengthened institutional quality and capacity, we support the following the goals.



7.1 Ensure integrity in all public institutions

Aruba will implement conditions and instruments to ensure integrity on all levels of the government to support good governance

Overview

Integrity is an ongoing and important topic, and it is one that needs to be highlighted in order to have strong and effective institutions. Public integrity refers to the consistent alignment of, and adherence to, shared ethical values, principles and norms for upholding and prioritizing the public interest over private interest in the public sector (OECD).



Corruption hinders both public and private sector productivity. It perpetuates inequality and poverty, impacting well-being and the distribution of income and undermining opportunities to participate equally in social, economic and political life.

Integrity is essential for building strong institutions and assures citizens that the government is working in their interest, not just for the select few. Integrity is not just a moral issue, it is also about making economies more productive, public sectors more efficient, societies and economies more inclusive. It is about restoring trust, not just trust in government, but trust in public institutions, regulators, banks, and corporations.

OECD Recommendation on Public Integrity



To make clear what is meant with public sector, in the OECD Recommendation on Public Integrity, 2017, the following explanation is given. “Public sector includes the legislative, executive, administrative, and judicial bodies, and their public officials whether appointed or elected, paid or unpaid, in a permanent or temporary position at the central and subnational levels of government. It can include public corporations, state-owned enterprises and public-private partnerships and their officials, as well as officials and entities that deliver public services”.

Integrity is such a pressing matter in our public institutions, that it has been addressed in the first chapter of the government program “Hunto pa Aruba” as a priority. Herein, states that in order for democracy to function, there must be a good working system of checks and balances. Principles of integrity, transparency and good government are the backbone of governance and necessary to safeguard a high quality of governance. Furthermore, the parliament must do its work to control the government independently, demonstrating respect to the Trias Politica.

The focus is not just on enforcing integrity in all public institutions and to promote awareness of the citizens on this theme, but also on legalization of the conditions which have to be in place to ensure integrity. A coherent and comprehensive integrity system, a culture of public integrity, and effective accountability are key strategies to ensure public integrity. The government aims to enforce integrity in all public institutions and on creating conditions for implementation to ensure accountability of public integrity.

Desired outcome 1

Integrity fostered in all public institutions

Integrity will be enforced by demonstrating commitment at the highest political and management levels within the public sector, clarifying institutional responsibilities, developing a strategic approach, and by setting high standards of conduct. Furthermore, the accountability side of public integrity is being addressed through control and risk management, ensuring that enforcement mechanisms provide appropriate responses to all suspected violations of public integrity standards.

Actions

- A. Develop and promote reporting procedures and apply sanctions for not complying with procedures, applicable for all ministries and government department in all levels
- B. Develop coherent code of conduct for all ministries and government departments
- C. Set up and introduce an ombudsman
- D. Uniform coherent procedures regarding integrity throughout the government
- E. Awareness campaign on integrity
- F. Enhance the current control cycles on all levels of the government (ministries and government departments)
- G. Create and operationalize an independent Integrity Office with regulation powers, in charge of the examination, research, evaluation of

integrity concerns and issues at all levels of the government

- H. Expand personnel capacity of the CAD in order to plan and frequently execute internal audits in all government institutions
- I. Create procedures for reporting of fraud, intimidation, abuse and corruption in a lawful manner

Desired outcome 2

Conditions of the legal framework for integrity in place

Creating a legal framework for integrity is a precondition for success. The legal framework will need to be approved and implemented prior to enforcement.

Actions

- A. Implement (existing) UN convention against corruption
- B. Create new, review and expand existing legislation to ensure integrity (lex specialis)
- C. Stricter enforcement for existing legislation on integrity
- D. Incorporate in the law the protection of whistle blowers
- E. Create new, review and expand existing legislation to ensure integrity (lex specialis) in all political parties including political parties in power

7.2 Develop integrated planning and policy instruments and processes



Aruba will foster integrated planning and policy processes and instruments

Overview

Policy coherence for sustainable development is an approach and policy tool that integrates the economic, social, and environmental dimensions of sustainable development at all stages of domestic and international policy making (OECD, 2016). To achieve policy coherence we need to have an adequate and integrated planning processes that will effectively make use of the scarce resources available in order to create the necessary strategic objectives and desired developments. At the same time, planning and policy processes should be transparent and geared towards creating accountability. For a successful planning process and policy making active participation of stakeholders should be encouraged at all times in the planning process and in the preparation of policies. With this in mind it seems inherent that we need to develop integrated planning and policy instruments and processes. An important element in planning and policy process is to have a national monitoring and evaluation framework. Herewith we can review and optimize the implementation of policies, or adapt the policies if the required strategic objectives are not being met.

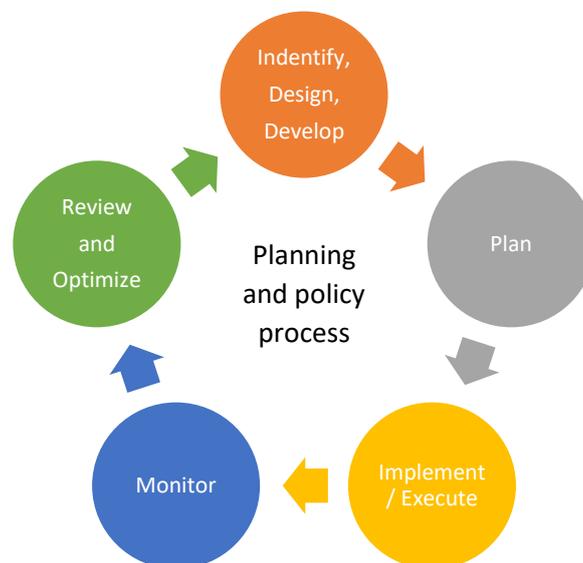


Figure 1. Cycle of integrated planning and policy process

Desired outcome 1 Integrated horizontal and vertical policy coherence developed and promoted

Achieving sustainable development requires political commitment and policy statements that are endorsed at the highest level. However this also requires cross sectoral (horizontal) and local involvement (vertical), and a participatory process (stakeholder involvement, civil society, NGOs, academia, private sector). This will lead to policy alignment which is a

precondition for policy coherence. Policy coherence can provide us with an opportunity to address a missing ingredient of success: better-integrated cooperation and coordination among all levels of government. This is a tool that allows effective national planning, the coordination of policy throughout government institutions at all levels, ensuring that our limited resources are used and managed efficiently and effectively, and that the goals and targets are realized.

Actions

- A. Prepare and implement an alignment program for public servants on vertical and horizontal policy coherence
- B. Adopt tools and mechanisms for alignment of planning and policy efforts
- C. Training of public servants in policy coherence
- D. Formalize interdepartmental expert working groups for policy coherence development (Expert Working Groups (EXWG))
- E. Policy implementation processes are developed, reviewed and executed
- F. Process for quality control of policy analysis and advisory reviewed, fortified, and in place

Desired outcome 2

Participation of the public and private sector, NGOs and academia in the planning & policy process stimulated

Partnership and collaboration with international partners and international treaties is one way to stimulate policy coherence, but the government also has to involve local partners in the planning and policy process. The need to continue with a structural planning & policy dialogue process as implemented for this NSP is therefore essential because this will facilitate and create more ownership for proposed policy implementation, and will create an inclusive environment for the planning and policy process. The collaboration of the EXWG is definitely a platform to be continued and stimulated.

Actions

- A. The SDP Unit at the DEACI will continue to guide the national planning process to stimulate and coordinate the policy dialogue process involving all stakeholders in a structural manner

Desired outcome 3

A national monitoring and evaluation (M&E) framework for the planning and policy process developed and implemented

Evidence-based policy formulation is a complex process, which requires systematically developed work processes and efficient planning. Systematically developed work processes are necessary in order to make the step towards policy coherence to guarantee the necessary alignment. The planning and policy process have each different levels and phases. These levels and phases need to be clear in order to be able to make the necessary integration.

The process of evidence-based policy formulation requires a monitoring & evaluation framework. The SDP section of the DEACI, has initiated the national planning process to stimulate policy coherence and will develop an M&E framework to monitor the actions and the targets of the NSP. Strong collaboration with stakeholders is necessary in order to create a national M&E system which reflects the complete national process. The NSP, the sectoral plans, the multi-annual budget & control cycle and the SDGs, are all interconnected. Alignment and integration of M&E systems, will assist the process of implementation and monitor national priorities at the level of input of resources, process, and for results.

Actions

- A. Develop evidence-based policy processes
- B. Design M&E framework
- C. Implement the M&E system and train personnel

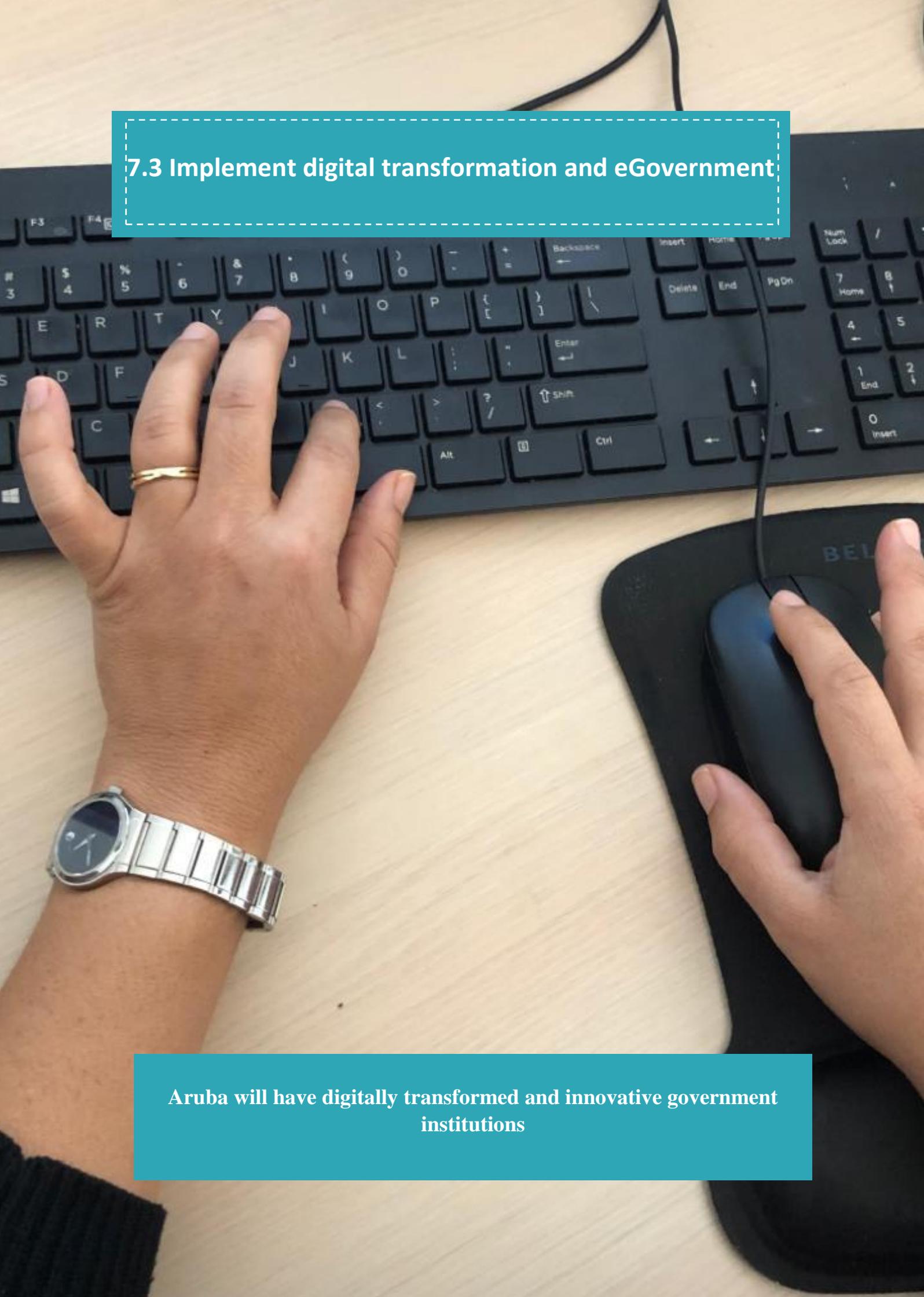
Desired outcome 4

Prioritization tool for strategic national planning implemented

Prioritization is needed to guarantee the implementation and/or completion of goals, targets, and actions that have high impact on our community. Furthermore, prioritization is also vital for effective allocation of human resources, time, and budget, which can significantly reduce internal stress within government agencies and improve productivity. The SDP section of DEACI in collaboration with the Department of Finance will develop a tool for the prioritization of national activities.

Actions

- A. Develop a tool for prioritization
- B. Implement the tool at all relevant government departments



7.3 Implement digital transformation and eGovernment

Aruba will have digitally transformed and innovative government institutions

The Government of Aruba has decided to initiate a digital transformation of government services to create more transparency, efficiency and to align government processes to better service the private sector and community.

By introducing digital technologies into the work processes of the government, transparency and new opportunities for enhancing democracy and fighting corruption are created, while providing better and faster access to government services. eGovernment starts with the standardization and digitization of core processes - within the government and between cooperating agencies. This involves a redesign of government administrative procedures for efficiency and transparency. This allows for an increase in accountability of those in office and for citizens to have more access to information and justice.

eGovernment will contribute to the reduction of corruption and bribery through standardized and transparent procedures, ensure responsive, inclusive, participatory and representative decision-making at all levels and will contribute to the strengthening of national institutions. The digital transformation of the government is a precondition to support development of our economy, which is an important building block in achieving a balanced growth model within the boundaries of our island's carrying capacity. With seamless public service experience, the private sector can focus on their businesses, on being better corporate citizens, and help the nation drive inclusive growth. With this in mind, it is necessary to give the proper attention to cybersecurity and privacy laws.

Desired outcome 1

Digital transformation and eGovernment structure institutionalized and operational

Digital transformation is a precondition for a successful implementation of eGovernment. Therefore it has to be structured, officially institutionalized and completely operational. Multiple steps and actions will be executed for the initiation and completion of eGovernment.

Actions

- A. Secure funding for phase 1 of the roadmap, and discuss long term funding
- B. Institute and make eGovernment structure operational
- C. Approval of the eGovernment roadmap
- D. Assessment of government processes to create more efficiency and transparency
- E. Digitalization of key/prioritized processes and services of the eGovernment roadmap
- F. Introduce capacity building for the public sector and citizens for digital

transformation

- G. Key/prioritized processes and services are digitized and online
- H. Introduction of digital ID
- I. Awareness campaigns and incentives to access government services online are part of the roadmap, and will be implemented

Desired outcome 2

Legal framework to support a digital government and public digital services is developed and implemented

Another critical factor for success of the eGovernment is that it should be backed up by law. Therefore a legal framework has to be in place for its regulations and its operations, which will encompass eGovernment services and their usage.

Actions

- A. Partnership project between Minister of General Affairs, Minister of Justice, Department of Legislation and Innovation Team to conduct a legal

assessment and develop a legal framework for digital government and public digital services

- B. Institutionalization of legislation for digital government and public digital services

Desired outcome 3

An IT interoperability framework is created and implemented

eGovernment infrastructure must be compatible with the software used by the different government department or the infrastructure has to be adapted to ensure interoperability. It is important to have open access by setting up a system that brings together information and data from multiple government departments, allowing these departments to connect their IT systems with the eGovernment infrastructure. The eGovernment infrastructure is a single platform/framework with open access for the public in which citizens can connect to receive service at one central point. To increase citizen's engagement, awareness of the government services and its benefits will be created. After all, there is no point in fostering eGovernment, if no citizen's engagement is created to reach the main goal. It is a process of change that has to be holistic and inclusive for it to be able to work.

Actions

- A. Develop eGovernment infrastructure/ model compatible with most existing software in use, and ensure interoperability
- B. Open access to information to government partners and increase citizen engagement
- C. Create awareness for digital government services and its benefits to the citizens

Desired outcome 4

A registration and identification system for Law Enforcement Agents

Creation of a registration and identification system for Law Enforcement Agents is necessary. Currently, the registration is done manually in a notebook. Formal law enforcement identification cards are made by typing the identification information into a Word document, printing the document, then cards are formed by cutting the page within the desired size using a scissor, sticking the id photo on it and thereafter laminating it. Therefore, this process is time consuming and inefficient. It is evident that a professional identification card is necessary, not only for aesthetically or professionalism reasons, but also for efficiency reasons.

Actions

- A. Development of a digital registration system for Law Enforcement Agents
- B. Development of an identification system for Law Enforcement Agents
- C. Purchase of an ID card system at the Department of Legislation and Legal Affairs

7.4 Strengthen regulatory framework and compliance



Aruba will update and enforce the necessary legislation for all government institutions

Overview

Gaps and weaknesses in our regulatory framework presents challenges to our government's ability to monitor, prevent, or address risks and instability as they build up in the system. Legislation is vital, in fact it is a precondition for the initiation, implementation, and completion of many programs, actions and policies. Without legislation as a base and without the adequate compliance mechanism to improve efficiency, we cannot have a sustainable growth for our future. Better regulations is of critical importance in shaping the sustainable growth of our society. Preparations of legislation should be outsourced under the supervision of the Department of Legal Affairs, in order to speed up the process in the coming three years.

Desired outcome 1

Public registries are established

To be able to have a strong regulatory framework and compliance, the centralization of public registries becomes a necessity. It is essential to establish a public register of permits, procurement and mandates.

Actions

- A. Create a public register of permits
- B. Create a public procurement registry
- C. Introduce a public mandates registry

Desired outcome 2

Legislation is reviewed, updated, effectively implemented and enforced

Existing legislation should be reviewed, updated and effectively implemented to reflect present and future needs of our society.

Actions

- A. Allocate appropriate resources to effectively introduce, implement and enforce legislation
- B. Review and update existing legislation to modern standards
- C. Introduce new legislation to address current and future needs of society
- D. Draft and introduce implementing legislation for treaties to which Aruba is affiliated

- E. Create a regulatory effectiveness assessment framework that reflects the present and future needs of society
- F. Review institutional mandates and existing mechanisms for implementing and enforcing these mandates
- G. Introduce a system for legal quality assurance and legal audit of government agencies and the government as a whole
- H. Capacity building and training for the Department of Legislation and Legal Affairs
- I. Invest in operational optimization of the Department of Legislation and Legal Affairs

Desired outcome 3

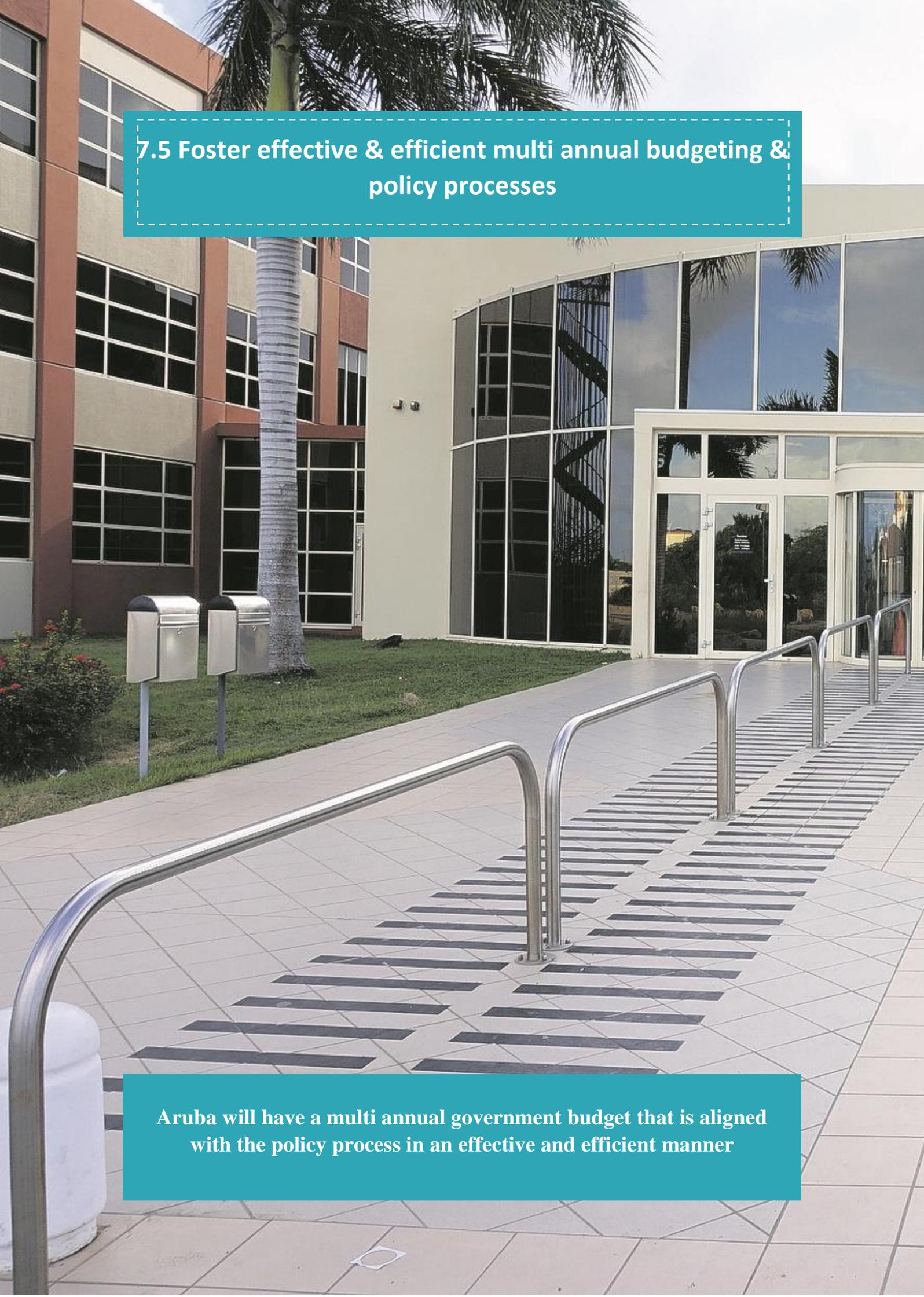
Strengthen the National Bureau of Public Investigation to handle all administrative cases

Administrative cases are usually not adequately handled or efficiently handled in a timely manner. Therefore, to be able to combat corruption or other unlawful behavior and actions, it is necessary to strengthen the National Bureau of Public Investigation, for them to be able to handle all administrative cases, and subsequently secure compliance and integrity in all public institutions.

Actions

- A. Expand personnel capacity

B. Invest in technology tools and equipment

A photograph of a modern building with a curved glass facade and a paved walkway with metal railings. The building has large windows and a palm tree is visible in the background. The sky is clear and blue.

7.5 Foster effective & efficient multi annual budgeting & policy processes

Aruba will have a multi annual government budget that is aligned with the policy process in an effective and efficient manner

Overview

The Department of Finance is in the process of developing a blueprint for the MJPC. The blue print will entail all the needed building stones for an efficient and effective multi annual planning and control cycle. This will also be an efficient way to use the limited resources we have by devoting them to policy goals that achieve the most effective results. Planning is necessary to align the budget and policy process, so that priorities that are dependent on government finances take place or continue. This is important for the timely and responsible execution of the proposed actions. Being a small island with limited resources, especially financial, it becomes fundamental to search for new and/or additional financial resources. Exploring new strategies on how to improve our resource mobilization efforts will shift us from short-term funding to a more durable and sustainable one.

Desired outcome 1

Resource mobilization is assessed

Taking into account that there is only a certain amount of financial resources available for yearly investments through the government budget, the urgency to look for new and additional sources of finance becomes critical. The need to identify new financial resources needs to be a priority for the budget process in order to be able to implement actions that are of critical importance for our society.

Actions

- A. Identify new and review existing resources

Desired outcome 2

The budget and policy process in the MJPC is aligned

For the successful implementation of the actions, and to accomplish our strategic objectives, it is crucial that the budget is aligned with the policy. A blue print for the MJPC of the Government is currently in the making. The MJPC will contain a clear description and definition of the roles and responsibilities of all stakeholders in the process, including organized and operational consultations with each Ministry. It is the intention that policy proposals and project financing within

each Ministry, is developed taking into account Agenda 2030 for the achievement of the SDGs, by indicating the budget item and proposed amounts. This alignment is a precondition for an effective and efficient multi annual budgeting and policy process and for the implementation of the SDGs.

Actions

- A. Create blue print for the MJPC
- B. Prepare the multi-annual budgets

Desired outcome 3

Budgetary process on all levels: strategic, tactical, operational is assessed

Managing the budgetary process on strategic level is important to guarantee continuity of policy implementation. Further reduction of the financial deficit is of utmost important at this stage of governance as recommended and agreed with the financial supervisory board (CAFT). On the tactical level, the structural control of the financial system needs to be strengthened to assure a correlation between the strategic and the tactical level of the budgetary process. With this correlation, the operational part of the budget will be in control. The government of Aruba signed a protocol with the government of the Netherlands in which budget rules and budget norms has been agreed on. The protocol will also be used for the evaluation of Aruba's public

finance by the financial supervision board.

Actions

- A. Incorporate budgetary process assessment in MJPC

Desired outcome 4

Capacity of the Department of Finance is strengthened

The Department of Finance will need to be strengthened, offering additional opportunities for existing and new personnel to build capacity and help strengthen the department's overall capacity to plan and manage public finances. Through increased training and investment in the required technological upgrades, maximum productivity and effectiveness within the department will be accomplished.

Actions

- A. Educate the existing and/or expand the personnel capacity
- B. Invest in technology tools

Overview

To create effective, accountable and transparent institutions, we first have to look at ‘the cultural side of public integrity’, thus integrity in the public sector. This is the promotion of professionalism, the acquisition of integer values and good governance, providing sufficient information, training, guidance and advice to public officials, and the support of an open organizational culture within the public sector responsive to integrity concerns. HR system within the government, should be a HR system based on talents¹, abilities² and set of values, trust, mutual understanding and respect, and where investment in and focus on job skills³ and talents are top priorities. Innovation and technology are demanding new skills and competencies⁴ for work in the future. Therefore it is imperative that we take these factors into consideration as we are planning ahead and considering the skills of the future of work also in our public sector.

Desired outcome 1

A HR-related data transparency and accessibility dashboard is created and implemented

With eGovernment as a priority in this program, it’s imperative that we have to shift to a data driven HR system which implicates transparency and accessibility of HR related data into a dashboard. The steps that are needed to accomplish this, are preconditions for its success.

Actions

- A. HRM system in which a dashboard is implemented (management self service)
- B. Dashboard courses for government employees to help personnel deal with innovation
- C. Training facility and equipment (not only limited to this outcome, but also to those of integrity and all around improvement of knowledge and competencies of civil servants)
- D. Stimulate public officers to (self)

invest in online study to amplify knowledge, and in training to learn new skills and/or to sharpen existing skills

- E. Create an online study platform (for government employees) with different knowledge based courses and tests on all levels, which will promote personal growth and create opportunities for development

Desired outcome 2

Recruitment and job transfers on all levels are based on talent and competence requirements

Even though formal education and degrees are necessary to have a starting point of knowledge for specific jobs, experience, competencies and talent are indispensable in the modern labor market. Knowledge is not static. As the HR world emerges from a competence based to a talent based approach, where talent is the core of the flow of staff, the pace of change is set to

¹ Talent: Natural aptitude or skill

² Ability: Possession of a skill to do something

³ Skill: The ability to do something well, expertise in something

⁴ Competency: The ability to do something successfully or efficiently. Competency is taught.

accelerate⁵ even more in the future. It is therefore vital that we encourage more options and that we do not solely rely on degrees as proof of ability. New routes to success are needed. In fact, among the top 20 fastest-growing skills⁶, none requires a degree, but they only rely on talents, abilities and a due set of values. This being the case, it is imperative that the government adopts its recruitment and job transfers policy by having a more prominent focus on talents, abilities and set of values, to be able to embrace the evolution.

Actions

- A. Adapt the Recruitment and Job Transfer Policy
- B. Implement the restructuring of government functions framework (functiehuis)
- C. Develop a completely autonomous hire procedure on all levels

Desired outcome 3

Attractive multi-dimensional HR policies are developed, reviewed and in place

Attractive multi-dimensional HR policies start with the focus on empowering employees with the right set of skills and values. It should be meant to stimulate every employee to be the best, to be proud and dignified, to treat everyone the same and with the same respect regardless of their title and/or social ladder.

Making your employee feel special is the best policy to obtain the highest level of

⁵ A good example of skills index can be found on *Upwork.com*, where it is also has been stated that “70 percent of fastest-growing skills are new to the index, underscoring rapid evolution of skills”.

⁶ **The Future of Jobs, Employment, Skills and Workforce Strategy for the Fourth Industrial Revolution**, Global Challenge Insight Report of the World Economic Forum (January 2016). For

service⁷. The following statement can help us formulate and define HR strategies in our HR policies within the government departments that is attractive and multi-dimensional. *If we want to achieve excellence in service to our clients, we must consider the government employees the most important and most valuable asset in our service commitment towards our clients, the Aruban citizen.*

Using this state of mind as a base for developing, reviewing and implementing HR policies, will ultimately result in empowering employees and proclaim their worth, it creates a positive and stimulating environment that will lead us to achieve our strategic objective. Yet, change must be implemented in steps. The following actions will get us on the first track to success within the rationale explained.

Actions

- A. Implement the new salary structure where all human resource related policies will be reviewed and adapted where needed
- B. Execute a study on human resources retention including implementation of flexible conditions
- C. Develop a proposition on human resource retention

Desired outcome 4

Accountability by implementing performance management and revising government roles based on core business of government are increased

In order to increase accountability and

more information, please visit the following website: http://www3.weforum.org/docs/WEF_Future_of_Jobs.pdf

⁷ Rationale behind the “Gold standards” of The Ritz-Carlton, a luxury hotel chain in the world.

transparency in government institutions it is necessary to revise processes and roles of each government department. Lengthy procedures and unnecessary costs in government departments will need to be reduced and efficiencies in their processes need to be created. Another important tool to create accountability is the introduction of Performance Management in order to monitor the performance of public servants and government institutions.

Actions

- A. Redefine and reanalyze roles, core functions and responsibilities of each government department
- B. Create a national performance dashboard that provides a snapshot on the performance of key national/sectoral/institutional indicators that support monitoring at the level of the Council of Ministers
- C. Introduce performance management for public servants on all levels of the government

7.7 Effectively implement legal, regulatory and operational measures to combat money laundering, terrorist financing and the financing of proliferation of weapons of mass destruction

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Aruba as a member of the CFATF, will actively participate in the assessment of technical and effectivity compliance of the FATF and will implement the recommendations

Overview

Aruba will be assessed as part of the fourth round of Mutual Evaluations of the Financial Action Task Force (FATF) under auspices of the Caribbean Financial Action Task Force (CFATF) in September and October 2020. Aruba's system for combating money laundering, the financing of terrorism and proliferation (AML/CFT) will be assessed for technical compliance with the current FATF Recommendations and for its effectiveness in the implementation of these standards.

The FATF is the global organization that promotes effective implementation and legal, regulatory and operational measures for combatting money laundering, terrorism financing, proliferation of weapons of mass destruction and other related threats to the integrity of the international financial system. In this regard, the FATF has developed a series of recommendations, which have been adopted by the CFATF which is the regional body similar to the FATF. In 1990 and 1992 representatives of Caribbean and Central American countries, met in Aruba respectively Jamaica to develop a general approach to the problem of laundering of criminal proceeds. The CFATF secretariat was established in 1992 to assist the countries to effectively implement and comply with the FATF standards. Aruba is an active member of the CFATF. In 2009, Aruba's AML/CFT system was subject to an evaluation by the FATF in conjunction with the CFATF. The mutual evaluation report (MER) of Aruba was adopted by the FATF in October 2009. The MER showed a low level of compliance with the FATF standards. In view thereof, Aruba was placed in the enhanced and, subsequently, in the regular follow-up process. In May 2014, Aruba was removed from the FATF follow-up process after Aruba addressed the deficiencies identified in its MER relating to the most important Recommendations that were applicable at the time of the evaluation. In September/October 2020 Aruba will be assessed again on the basis of the current FATF Recommendations. In this regard, the relevant government and semi- government institutions, private sector (financial institutions and Designated Non-Financial Businesses and Professions) as well as the non-profit organizations sector will have to prepare for the assessment.

Desired outcome 1

Aruba has reviewed, updated current laws and regulation and prepared the necessary new legislation to comply with the current FATF Recommendations

Although Aruba has been removed from the regular follow-up process in 2014, it is implicit that after 5 years the jurisdictions

have to be assessed using the new FATF standards and methodology. As a result of the assessment Aruba may be subject to new recommended actions. The Department of Legislation and Legal Affairs (DWJZ) holds the secretariat of the AML/CFT Steering Group of Aruba⁸ and has the responsibility to coordinate and prepare the stakeholders for the assessment

⁸ The AML/CFT Steering Group Aruba is the national coordination and cooperation mechanism in the area of AML/CFT. It comprises of the Prime Minister as chair, as well as the Minister of Finance and the Minister of Justice. It further comprises of all relevant agencies that work in the field of AML/CFT: among others, the Central Bank of Aruba, the Public

Prosecutor's Office, the Financial Intelligence Unit, the Aruba Police Force, the Department of Legislation and Legal Affairs, the Chamber of Commerce and Industry, and the Department of Economic Affairs, Commerce and Industry.

process. Current legislation will have to be reviewed and updated and new legislation will have to be introduced. Furthermore, a national strategy for combating money laundering and the financing of terrorism and proliferation will have to be developed to commensurate with the risks identified in the NRA.

Actions

- A. Review and update legislation, introduce new legislation
- B. Training of public sector, private sector and NGOs by CFATF
- C. Prepare all institutions for the CFATF assessment in September/October 2020
- D. Develop a national AML/CFT strategy

Desired outcome 2

Aruba has implemented the necessary legislation and procedures in order to comply with the FATF Recommendations. Aruba effectively combats money laundering, terrorism financing and proliferation financing through policies, strategy and measures that are in place

Aruba will not only be assessed for technical compliance with the FATF Recommendations, but also for the effectiveness of the implementation of the Recommendations. An important part of the evaluation process is the assessment of risks and the application of a risk-based approach for combating money laundering and terrorism financing on a national level. The assessment of risks was conducted by means of a NRA. For conducting the NRA, Aruba used the World Bank tool. The World Bank tool consists of several modules for assessing the money laundering and terrorism financing threats which Aruba faces as well as the (sectoral)

vulnerabilities which can be exploited by the criminals. The NRA is currently in its conclusion phase. A NRA report will be drafted and adopted as well as an action plan for addressing the risks identified. The conclusions of the NRA, the action plan and the concrete actions already taken, will be presented to the CFATF assessment team during the onsite evaluation.

Actions

- A. Evaluate effectiveness of the Aruban AML/CFT system
- B. Prepare the National Risk Assessment report
- C. Prepare the action plan for addressing the risks identified
- D. Monitor actions already taken on the basis of the NRA action plan

Desired outcome 3

Aruba has implemented the recommended actions resulting from the CFATF evaluation of 2020

After the assessment of 2020 has been completed, the result may be that Aruba needs to address deficiencies in its AML/CFT system and implement the recommended actions resulting from the assessment. Several institutions will need to prepare the necessary adjustments to comply, which can be additional legislation, processes, policies, strategies, training, increase human capacity and resources or introduce more efficient control mechanisms.

Actions

To be defined after the assessment in 2020

7.8 Ensure a safe and secure Aruba



Aruba will maintain and uphold the rule of law, providing peace and security to its citizens and visitors

Overview

In order to achieve a safe and secure Aruba, it is important to invest and provide in the continuous training of law enforcement personnel, and to have the necessary equipment. Other key elements are: strategic and coherent action planning, strategic cooperation protocols, and a modernized criminal law. These are key elements to change the working environment of the local law enforcement agencies into an attractive one which can lead to a positive impact on the morale of personnel. Doing so will also increase law enforcement capabilities to maintain peace and uphold the rule of law. Addressing Aruba's security bottlenecks such as; training needs for personnel, equipment shortages and needs, and overall capacity building needs, will enhance our ability to respond to destabilizing influences, such as crime, terrorism or other factors that may exploit our national interest and security. Herein lies the focus to achieve safety for all citizens and visitors. Being able to bolster public security will contribute to the economic and political stability of our island. All in all, we will need to stronghold our island, an island where all people are treated just and where we all feel secure and protected.

Desired outcome 1

Effective border protection is in place

Keeping and securing Aruba's borders remains crucial for maintaining peace and stability. It is within our own interest to enhance our border protection in cooperation with international partners. Effective border protection enhances our ability to prevent and respond to illegal import and export of goods and persons.

Actions

- A. Signing of well-defined cooperation protocols between partners⁹
- B. Purchasing and maintenance of equipment
- C. Enhance border control
- D. Grip on borders. Combination team in order to ensure border security and coherent control

Desired outcome 2

Crime rate is minimized for a safe Aruba

With the growth in population and global

migration it becomes essential to safeguard our citizens and increase their safety and security in order to improve the living standards, health and financial prosperity. However, this also brings challenges to the security and safety of our citizens. The government and police departments have the responsibility to better protect and serve their citizens from any type of crime, terrorism or natural disasters. One critical component to reduce the crime rate is having the necessary laws in place. Furthermore, more focus will be allocated towards; a detention and manageability plan to tackle robbing and assaults; the safety of our locals and visitors; continuous surveillance on land, sea and air; and with the updated legislation we will be able to protect society and make sure individuals feel free from the threat of crime, advocate for swift and severe punishment for offenders. Furthermore, the update of legislation to have a stricter enforcement and higher penalties for sex offenders, child molesters and murderers has a high priority.

Actions

- A. Action based planning of activities

⁹ Aruba Police Force, Coast Guard, Customs, Immigration Office, Border Patrol Department (Warda nos Costa), Prosecution Office, Royal Marechaussee, Maritime Police,

Border Police Port, Border Police Airport, Coastal Surveillance, Beach Patrol, Interpol, and Aruba National Security Service (VDA)

- B. Continuous surveillance and control by the police
- C. Purchasing and installation of cameras and use of drones in strategic public areas
- D. Prepare and approve legislation for the use of cameras and drones
- E. Purchase and use of helicopter surveillance
- F. Purchase, install and use of radar
- G. Comply with the NRA
- H. Institutionalization of TOPPS
- I. Actions towards tackling national and international organized crime
- J. Awareness campaign towards crime prevention
- K. Rehabilitation of convicted persons
- L. Based on data identify social problems that can influence crime
- M. Proactive tackling of social problems to minimize crime
- N. Revise and implement legal framework for higher penalties, for example sex offenders
- O. Identify and guidance of (potential) youth criminals
- P. Expand the use of administrative enforcement (bestuurlijke handhaving) by all enforcement institutions
- Q. Combat corruption/fraud in the whole public sector (integrity)
- R. Adapt the personal registry ordinance (Landsverordening Persoonsregistriaties) to amplify law enforcement powers
- S. Create and implement a coherent national public safety policy plan

Desired outcome 3

National Cyber Security Governance is introduced and implemented

Over the last decade the world has drastically changed. The digital infrastructure provides many benefits for our nation's development, including private and public sector. However, it also

exposes us to cyber-attacks (local and international crime and terrorism). Cybercrime is a serious worldwide challenge and a growing one. A National Cyber Security Governance needs to be introduced and implemented, where the law, equipment and personnel are in place to handle cybercrime.

Actions

- A. Introduction of new department within KPA to handle cyber crimes
- B. Intensify the focus on cyber-attacks, child pornography, fraud, and other digital crimes as well as protection of public infrastructure
- C. Create and implement law for cyber crimes
- D. Purchase of highly sophisticated IT equipment

Desired outcome 4

Capacity building implemented to have knowledgeable and skillful law enforcement personnel

For law enforcement to be able to effectively combat and minimize crime rate it becomes critical to provide assistance on capacity building, achieving and sustaining the local capacity to maintain the rule of law, securing our borders, and hold individuals accountable for their crimes. One way to increase our law enforcement capabilities is through increased training programs for law enforcement personnel, resulting in an increase in skills and productivity.

Actions

- A. Continuous training and schooling of law enforcement
- B. Introduction of, and continuous training in cyber security

Acronyms

A

AML/CFT Anti-Money Laundering and Counter-Financing of Terrorism

B

BIA Integrity Bureau Aruba

C

CAD Central Accountants Department

CAFT Council Aruba Financial Supervision

CBS Central Bureau of Statistics

CFATF Caribbean Financial Action Task Force

D

DEACI Department of Economic Affairs, Commerce & Industry

DWJZ Department of Legislation and Legal Affairs

E

EXWG Expert Working Group

F

FATF Financial Action Task Force

H

HR Human Resources

HRM Human Resource Management

I

ID Identification

M

M&E Monitoring & Evaluation

MER Mutual Evaluation Report

MJPCC Multi-Annual Planning and Control Cycle

N

NGO Non-Governmental Organization

NRA National Risk Assessment

NSP National Strategic Plan

O

OECD Organization of Economic Cooperation and Development

S

SDG UN Sustainable Development Goal

SDP Sustainable Development Planning

SIDS Small Island Development States

T

TOPPS Tourist Oriented Police Protection Services

U

UN United Nations



L e a v e a m a r k

ARUBA DEPENDS ON YOU

Strengthen Institutional Quality & Capacity

NSP 2020-2022