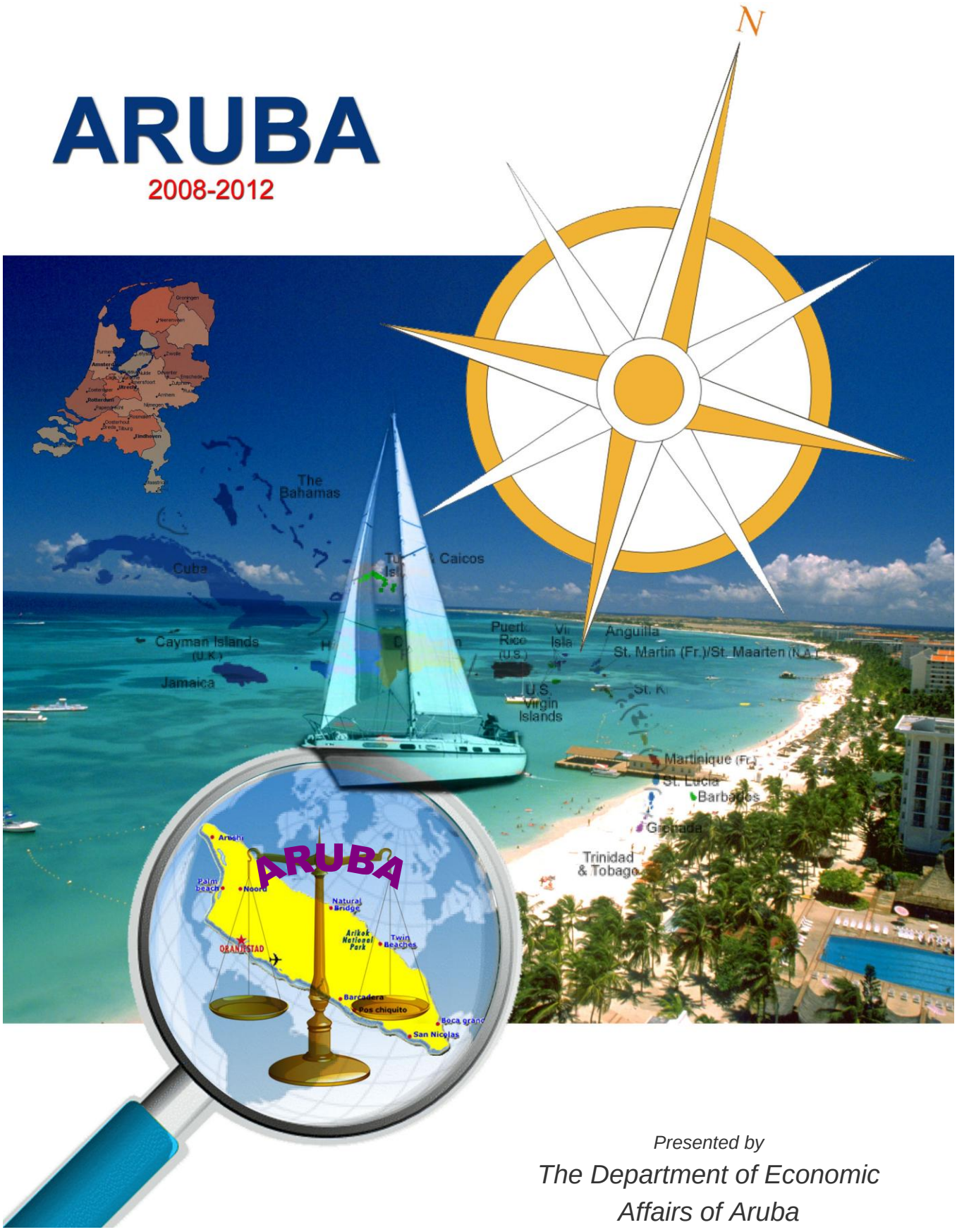
NATIONAL SECURITY PLAN

ARUBA

2008-2012



Presented by

The Department of Economic Affairs of Aruba

Cover page symbolism:

Compass – Direction, clarity of goals.

Different interpretations for the sailboat symbolism:

∴ Moving forward in life, making the best use of the resources available." (Dream analysis)

∴ Continual forward motion, never moving back, progressing towards its destination. (Sigma, Sigma Sigma)

∴ Quick easy progress.

∴ Freedom from worry. (Unknown source)

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Presented by

The Department of Economic Affairs of Aruba

Coordinated by: Juliet Chieuw, Ph. D

*"**Development** is the indispensable foundation for a collective security system that takes prevention seriously. "It helps combat the poverty, infectious disease and environmental degradation that kill millions and threaten human security. It is vital in helping States prevent or reverse the erosion of state capacity, which is crucial for meeting almost every class of threat."*

—High-level Panel on Threats, Challenges and Change, UN Report, December 2, 2004

"At a time when violence is more often used to accomplish policy objectives, the Peace Pathway reminds us that we should all be focusing on achieving change through peaceful means."

—Congressman Dennis J. Kucinich, United States House of Representatives, 2006

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1. INTRODUCTION

"The future is not to be predicted, but created."
—Arthur C. Clarke

1.1 In today's day and age where the world is ever more vulnerable to threats of far-reaching proportions, it is imperative that a nation is prepared to deal with challenges, both anticipated and unexpected, with readiness and preparedness. Even more than being prepared for the unexpected, is to know where one is heading as a nation. In times of rapid change, it is critical to know which direction to steer towards and having the information and tools to stay the course.

1.2 This kind of approach is demanded more and more by international funding agencies who are moving away from funding ad hoc, stand-alone projects and encouraging a more programmatic and strategic approach to planning. To meet these demands, the Aruba Dept. of Economic Affairs set out to create a National Security Plan that would articulate an overarching vision for national security. This long-term vision for national security would provide the direction and the framework for completing the 2008-2012 rechtshandhaving" (*law and order*) program to be funded by the Dutch Development Cooperation (funds of the "schuldensanering") through the FDA (Fondo di Desaroyo di Aruba).

1.3 A participatory strategic planning process was employed to arrive at this National Security Plan. The aim and intention of the participatory planning process was to create a collectively agreed upon direction for national security with different sectors beyond law enforcement, and a set of priority focus areas that would ultimately help to achieve the articulated vision. Therefore, a wider net was cast to include not only representatives of the law enforcement and justice sector but also those of relevant agencies and departments directly related to and affected by national security and safety issues.

1.4 Why a participatory planning approach? A participatory planning approach:

- ∴ Allows for a input from a broader section of society.
- ∴ Involves active participation in shared thinking, dialoguing, searching for solutions and creating recommendations.
- ∴ Gives a platform for a wide array of voices to be heard, thereby reflecting the reality from a broader perspective.
- ∴ Provides a vehicle for practicing and gaining experience in collaboration and cooperation across professional and departmental boundaries.
- ∴ Enables people to learn more about themselves and each other from the process of working together.
- ∴ Creates greater public ownership so that recommended actions stand a greater chance for implementation.

1.5 The anticipated benefits of utilizing a participatory planning process are:

- ∴ a shared direction in national security;
- ∴ a consensus of current reality in terms of national assets and threats;
- ∴ greater alignment of government departmental efforts to enhance national security;
- ∴ an experience of cross-boundary team work, collaboration and support.

Organization of this Plan

1.6 This plan is organized as follows:

∴ **Chapter 1: Introduction**

∴ **Chapter 2: Where Are We?** This chapter presents a snapshot of the current reality in terms of threats to Aruba's context of security. This snapshot in time was assembled through individual interviews, group work and multiple feedback loops with professionals in the law and order chain as well as beyond into a wider network, including government, the private and civic sector. The major threats to national security are placed within a definition of security that is multi-dimensional.

∴ **Chapter 3: Where Do We Want To Go?** This chapter presents a new vision for national security 2020 as articulated by the network of professionals described in Chapter 2 and refined through multiple cycles of feedback and revision.

∴ **Chapter 4: What Do We Focus On?** This chapter provides a brief overview of bilateral agreements to date that form the foundation for this plan and provide the continuity for this subsequent cycle of funding. It provides the goals and objectives within a broader direction outlined by the new national security vision 2020.

∴ **Chapter 5: How Do We Get There?** This chapter provides a listing of identified projects and draws its contents from projects and activities submitted by departments of the "RHH Keten" (*law and order process chain*), professionals representing national crisis management, and youth issues. The projects are set within the framework of goals and objectives to reach the new vision. It also provides a suggestion for an implementation structure that will ensure that projects are executed and monitored according to plan.

∴ **Chapter 6: How Will We Know We Got There?** This chapter provides a tabulated organization of desired outcomes and indicators of progress for each program result area.

2. WHERE ARE WE?

"The biggest security threats we face now, and in the decades ahead, go far beyond States waging aggressive war. They extend to poverty, infectious disease and environmental degradation; war and violence within States; the spread and possible use of nuclear, radiological, chemical and biological weapons; terrorism; and transnational organized crime."

—High-level Panel on Threats, Challenges and Change, UN Report, December 2, 2004

2.1 To understand where we are in terms of national security, it is important to first define what we mean by national security. How Aruba defines the term "national security" is a result of a process of dialogue and cycles of feedback among representatives of a broader net of relevant departments and agencies as well as the law and order chain. The definition provides a framework within which to place the most prominent threats to national security as perceived by this network of stakeholders in Aruba. These threats to national security provide the compelling reasons for the planning of aligned action to mitigate the threats to national security.

2.2 This report draws its contents from 6 sources: (1) individual interviews conducted with a number of stakeholders in the Justice sector, (2) mini surveys conducted with a broad net of stakeholders, (3) group work and participation in a planning workshop on Oct. 30; (4) 3 cycles of survey feedback post workshop to refine and consolidate the articulation of a vision for national security; (5) relevant government reports; and (6) relevant website literature review.

A Definition of National Security

2.3 The definition of national security in this plan is defined as multi-dimensional.[1] In general terms, the **national security of Aruba involves protection against external threats to our land and internal threats to the integrity of the political, economic, social and environmental fabric of our nation**. The reference point is both the security of the land, waters and airspace of Aruba and the safety of its people and visitors. Security and the perception of safety lie at the foundation of the Aruban sense of trust and connection to each other.

2.4 The vital interests of Aruba must be safeguarded so that as our society's internal fabric undergoes changes, it grows in the direction of strength and resilience, and not chaos. Specifically, our national security includes protecting and safeguarding the following 5 vital interests:

1. **Territorial security**: this requires that Aruba is protected by Dutch Kingdom military presence, bilateral and tri-partite agreements between Aruba, the Netherlands and other Kingdom partners, and regional and international diplomacy against foreign aggression as well as terrorism. As part of the Kingdom of the Netherlands, Aruba also falls within NATO vigilance.

[1] National Security is conceived to extend beyond the traditional concerns of territorial integrity and military security to include relevant elements from the human security concept (protection from chronic threats such as hunger, disease and repression; (2) protection against sudden or violent disturbances in the way of life; and (3) seven sub-areas—economic, political, food, health, environmental, personal and community. 1993 UNDP Human Development Report.

2. **Economic security**: this requires that the main economic driver of the island, tourism, is protected and that alternative sources of economic income are intensively explored and developed to diversify our economy and lessen our economic vulnerability. Relying on the tourist industry as the sole pillar of Aruban economy, places Aruba in a position of severe vulnerability and dependency on external forces. When trade with the US, the Netherlands and other countries is interrupted, this also poses a threat to the economic security of our nation.

3. **Political security**: this requires that Aruba is ruled by good governance practices (including an up-to-date and enforced legal framework) ensuring that the democratic rule of law is upheld so that the people of Aruba and visitors can rest assured that there is political stability and that their basic human rights are honored *(e.g., right to vote, speech, security, safety from violence, protection from the law, to think freely, to peacefully protest (speak against) a government or group, to a basic standard of living, education and health)*. Good governance practices include transparency, integrity and ensuring that institutions representing "checks and balances" operate properly.

4. **Environmental security**: this requires that there is a legal framework in place that assures the people of Aruba protection from the short-and long-term damages of nature *(hurricanes and other)*, of man-made threats to the environment and deterioration of nature *(e.g., access to clean water, air pollution from carbon emissions from cars, littering and garbage dumping in the mondi's, burning of garbage, etc.)*. Environmental security also requires a closer examination of the major industrial air polluting source (oil refinery) on the island in terms of compliance with the 2005 Kyoto Protocol to reduce emissions of carbon dioxide in the air and other international agreements (such as Cartagena, Rotterdam, Montreal to name a few).

5. **Social (community and personal) security**: this requires that the people of Aruba (including the youth), community groups *(different nationality groups)*, and visitors are protected from physical violence whether from the nation of Aruba or external states, from violent individuals and sub-state actors, from domestic abuse, or from predatory individuals, young or old. It requires that all individuals have access to opportunities for social and economic mobility through the means of education, work and social aid. Stability and cohesion of the social fabric directly relates to the degree of social integration of groups of people who can live together in a democratic constitutional state. The rapidly changing demographics of Aruba and the high numbers of unintegrated, lowly paid immigrant workers in all sectors of society sow seeds of alienation among short-term immigrants that pose a threat to the socio/cultural fabric of this small society.

2.5 This multi-dimensional framework provides a conceptual container within which to understand the threats to national security identified by respondents in this planning exercise. They follow next.

Threats to National Security

2.4 Representatives of the broader community and individuals from the law and order chain were asked, through individual interviews and subsequent cycles of surveys, to identify threats to national security. The overall perception was that the time was right to build on initiatives undertaken since 2005 and continue to invest in strengthening the national security of Aruba. Respondents identified 6 main threats that deserve focused attention in order to remain preventative in focus. Below are the top 6 threats to national security that professionals in the "*RHH Keten*", the law and order process chain, selected from a list generated by a selected group of professionals in the private, social, education and government sectors:

1. quality of governance and leadership;
2. economic vulnerability and dependency on tourism as main economic pillar;
3. weakening of a collective sense of community values and responsibilities;
4. international drug trafficking/business and effects on community safety;
5. quality of education; and
6. preparedness for unexpected disasters.

2.5 These threats affect different dimensions of national security (see Figure 1 below). According to professionals surveyed in the law and order sector as well as wider, the broadest threat to national security covering all 5 vital interests are #1 quality of *governance* and leadership and #6 *preparedness of unexpected disasters*. The next broadest category of threat is #2 *economic vulnerability and dependency on tourism as main economic pillar* and #5 *quality of education*, followed by #3 *weakening of a collective sense of community values and responsibilities* and *#4 international drug trafficking/ business and effects on community safety.* Each of these top 6 threats, though presented individually for ease of treatment, must be understood however as an inter-related constellation of relationships. Each threat is related to each other and affects each other. Each will be briefly elaborated below.

Figure 1. Threats to National Security (5 Dimensional Framework)

<table>
<tr><th>Territorial Security</th><th>Political Security</th><th>Economic Security</th><th>Social (Community & Personal) Security</th><th>Environmental Security</th></tr>
<tr><td colspan="5">1. Quality of Governance and leadership</td></tr>
<tr><td></td><td colspan="4">2. Economic vulnerability and dependency on tourism as main economic pillar</td></tr>
<tr><td></td><td></td><td></td><td colspan="2">3. Weakening of a collective sense of community values and responsibilities</td></tr>
<tr><td></td><td></td><td colspan="2">4. International drug trafficking/ business and effects on community safety</td><td></td></tr>
<tr><td></td><td colspan="4">5. Quality of Education</td></tr>
<tr><td colspan="5">6. Preparedness for unexpected disasters</td></tr>
</table>

Source: Surveys and Interviews with representatives of the RHH Keten and Group Work with Selected Community Representatives (Oct.–Nov., 2007)

2.6 **Security Threat #1: Governance and Leadership.** Political stability, the mandate to safeguard the citizen's rights and safety, and the management of the nation's resources are dependent on strong and committed political leadership for the common good of the country. Good governance[2] and the capacity of the country's public administration system have long been recognized to be critical factors in ensuring a high success rate in policy formulation and project implementation (*Bhatta, and Gonzalez III,1999).* Because of this lesson learned from decades of project planning and implementation by donor agencies, multi-lateral as well as bilateral aid agencies worldwide have included a focus on governance as part of the overall institutional reform of public sector as a precondition for project implementation success and sustainability. Indeed, project implementation experience in Aruba confirms this.

2.7 ***Currently Ongoing Initiatives*:**

On Sept. 24, 2003 the first bilateral agreement was signed between Aruba and the Netherlands to collaborate on improving Law and Order (*henceforth referred to by its Dutch term RHH*) in Aruba. This agreement resulted in a program of activities, called the *Samenwerkings programma Rechtshandhaving (RHH) – Aruba 2005-2007*, with a total commited funding of AFl. 15 million financed by the Netherlands and Aruba Governments. The goal was to uphold the democratic rule of law (democratische rechtsorde) and ensure the organizational effectiveness of all institutions responsible for maintaining public law and order, and security in Aruba (e.g., OM, KPA, VDA, Immigration, Customs, KIA, MOT, etc.) through:

- Improvement of the information management system and exchange in the various institutes in the law and order chain;
- A more effective monitoring of persons, goods and transportation along the island boundaries;
- Quantitative and qualitative adjustments of the Meldpunt Ongebruikelijke Transacties (MOT); and
- Implementation and actualizing of required laws and regulations.

These priority goal areas of the 2005-2007 RHH bilateral agreement have been translated into 3 desired program results to ensure optimal functioning of law and order in Aruba:

1. more intensive collaboration between departments related to RHH;
2. strengthening of departments responsible for RHH; and
3. legal reform related to RHH.

These are currently in various phases of project implementation.

Government Multi-year Programs 2001-2005 and 2006-2009 respectively, focus on good governance practices as a priority area. Ongoing projects, which are currently in various phases of project implementation, include for example, improving the integrity of government agencies, data-based decision-making through capacity building in

[2] Some universally accepted fundamental bases of good governance include:
- A focus on the capacities of the state as well as the civil society, because the assumption is that the state cannot, and should not, try to do all;
- A focus on methods of participation in decision-making and consensus-building (emphasizing the democratic nature of governance);
- A recognition of the pivotal role of non-governmental organizations and community-based organizations; and
- An emphasis on partnerships in the market economy (with the general assumption being that, left to its own devices, the market will not necessarily create the right conditions for everybody to be involved in it, nor benefit from its operation). (*Bhatta and Gonzalez III, 1999)*

statistical analysis systems, modernization of antiquated laws, and institutionalizing planning capacity at the national level (the National Integral Sustainability Plan).

2.8 As implementation proceeded, it became clear that initially allocated funding proved inadequate to fully address a number of urgent areas of priorities. To address the 2 most critical areas of priority in law and order—*the improvement of the Aruba Police Force (KPA) and the Immigration Services (Vreemdelingenketen)*—the Governments of Aruba and the Netherlands signed two separate bilateral agreements. They are the *Protocol van samenwerking ter verbetering van het functioneren van het Korps Politie Aruba, Sept. 2006* and the *Memorandum of Understanding inzake de versterkte samenwerking van Aruba en Nederland ter verbetering van het functioneren van de vreemdelingenketen van Aruba, July 2007*. These agreements with politically committed funding cover two critical areas of law and order identified as requiring increased resources: the Aruba Police Force (KPA) and the Immigration Services (Vreemdelingenketen).

2.9 These bilateral agreements are currently in various phases of project planning and implementation. The Aruba Police Force Action Plan, "*Verbeterplan Korps Politie Aruba: Bouwen op de werkelijkheid, July 2007*, has already been approved by the Aruba Council of Ministers. This plan identifies 3 major improvement initiatives in the areas of (1) management operations (*bedrijfsvoering*); (2) police services (*handhaving*); and (3) police investigation (*opsporing*). Activities related to these 3 initiatives are included in this National Security Plan (see Chapter 5). The Immigration Services (Vreemdelingenketen) has already submitted a technical advice report on best options to integrate their management information system. At the current time, the immigration services do not form an integrated operational system of related units and a functioning Immigration Services process chain (vreemdelingenketen) does not yet exist. Activities planned to create a seamless process of services are included in this National Security Plan (see Chapter 5).

2.10 **Security Threat #2: Economic Vulnerability and Dependency on Tourism as Main Economic Pillar.** Reliance on a single economic pillar such as tourism creates an economy precariously vulnerable to external influences (911, escalating oil prices, wars, epidemics, etc), changes in the weather pattern (hurricanes moving further south), and internal crises (Natalee Holloway). The economic vulnerability stems primarily from an overreliance on a single major source of tourists, such as North America. Dependency on tourism as a main pillar of the economy also increases the island's ecological vulnerability in terms of "*the increase of road-and air-traffic movements, the increase of the population pressure, and the spatial claims of the accommodation sector*" (Croes, 2007, p. 103). A number of respondents expressed concern about the lack of legal environmental protection against the risk of oil spills, dumping of toxic waste and other environmental hazardous products within our territorial waters.

2.11 ***Planned Initiatives*:**
A follow-up report on efforts to reach a healthy public finance by the National Commission on Public Finance (NCPF) recommends that Government contain as of 2007 personnel expenses and expenses on goods and services to a 3% and 2% growth respectively per year. It also recommends that Government gradually increase the level of investment to 2% GDP. The Government intends to implement the recommendations made by the NCPF with the stretch goal of reaching a balanced budget by 2009. The Government also intends to follow recommendations of the recent FIAS Report by the International Monetary Fund on diversifying the economy.

As of January 2008, the project for engaging in a national collaborative process of stakeholders from the Government, private and civic sector to create for the first time, a National Integral Sustainability Plan, will enter into implementation.

2.12 **Security Threat #3: Weakening of a Collective Sense of Community Values and Responsibilities.** Many factors contribute to this perception of weakening of society's community values and responsibilities. The most obvious contributory factor is the large migratory inflow to Aruba over a relatively short period of time, swelling the population of Aruba from 64,000 inhabitants in 1990 to 103,000 in 2005 (*World Population Prospects: The 2006 Revision Population Database*). In 2001, 41% of the working age population was non-Arubian (*www.paho.org/HIA/archivosvol2/paisesing/**Aruba**%20English.pdf*). The shifting of family/community values to more individualistic/ materialistic values is also perceived to be a worrisome trend. This shift is manifested in the continuous weakening of traditional social controls and extended family and support network in the community (*see Appendix 2 for results of the October 2007 National Platform of the Districts Conference*). During a recent conference of the Professional team districts, this was indicated as a major threat to community safety in all the districts. In addition, district teams consisting of police, White Yellow Cross, Social workers, the clergy and schools also indicated another 4 major challenges in all 6 districts of Aruba: (1) dysfunctional relationships within the home leading to abusive behavior; (2) general negligence of the elderly and children/youth leading especially to youth behavioral problems; (3) addiction problems involving drugs, alcohol, and gambling; and (4) financial problems and criminal activity. Research summarizing conditions that predict youth delinquency and criminality[3] indicate that family factors play an important role.

2.13 ***Ongoing and Planned Initiatives*:**

A joint project between the Dept. of Education and the Dept. of Social Affairs, the "Orthopedagogish Centrum", has recently entered into implementation. This center provides temporary lodging under professional supervision and rehabilitative services to youth between 12-18 with serious behavioral problems.

The *Samenwerkings programma Rechtshandhaving (RHH) – Aruba 2005-2007* also identifies a 5th area of priority:

- Further research into the relationship between the youth, drug usage and youth delinquency in Aruba.

This initiative has not reached implementation status during the 2005-2007 implementation period.

Feedback from professionals during this planning process indicated the youth to be one of the greatest assets of the country, yet at the same time a cause for concern. The weakening of family structure and community values places youth at risk and it is therefore critical to adopt a prevention mindset and initiate a structure for national youth policy dialogue. A focus on youth remains a priority for this funding cycle, but is broadened beyond research to capture a formal structure that allows all relevant law and order, government, civic and private organizations to collectively dialogue on creating national youth policy to strengthen national security.

2.14 **Security Threat #4: International Drug Trafficking/Business and Effects on Community Safety.** The geographic location of Aruba and its developed commercial

[3] See Appendix 1 Youth Violence Predictors.

transport infrastructure has placed Aruba as a convenient transshipment point between the market demands for heroin and cocaine in the United States and Europe and the South American suppliers (*OM, October 2007, p. 34*). Part of the drug shipment, however, stays behind in Aruba as payment for services rendered within the drug circuit and this is then made available on the local market, often at very cheap prices. Though it seems that drug related arrests have declined in the period of 2003-2006 *–from 237 arrests in 2003 to 114 in 2006, as the drug business has moved out of Aruba–* drug trafficking and transportation still remains frequent and varied (*OM, October 2007, p. 37*).

2.15 The ease of drug availability on the local market is evident in the high numbers of drug users for such a small island state. In 1997, drug usage numbered 11.000 users in a population of 87,000. Today, the estimate of drug usage is about 10% of the total population of about 110,000. Of the 10%, i.e., 11,000 persons, an estimated 400-500 are homeless, the so-called "chollers". (*OM, October 2007*). The recent National Crime Report issued by the Prosecutor's Office indicates that drug related crimes scored second in the top three most frequent committed crimes in the period of 2003-2006 (*OM, October 2007*). The effects of drug-related behavior*—especially burglaries and breaking into parked cars to get money to buy drugs, violence as the effect of drug use and violence against rival traffickers*—all influence the lives of ordinary citizens and visitors daily. The growing presence of "chollers" in neighborhoods and in the center of the Main Street presents a constant threat to public safety and public property. The National Crime Report indicates that if no effective interventions are applied, drug usage, the growth of the choller population and the increase of petty crimes will only continue to rise over time (p. 60).

2.16 ***Planned Initiatives*:**
The National Crime Report recommends that immediate initiatives be undertaken to respond to the safety issues of "chollers". This will be addressed in this plan (see chapter 4).

2.17 **Security Threat #5: Quality of Education.** The general education level of the Aruban population is low compared to most OECD countries. Almost 75% of the population has achieved as its highest degree a lower vocational education (lbo) or secondary school (mavo) education. The general level of education also falls way below the established norm of 30% of the population with higher education as a functional educational basis for a knowledge economy. Only 6% of the Aruban population has achieved higher education levels; and of this low percentage, half are individuals working in Aruba on a contract basis of 3-5 years. In terms of language spoken at home, amongst the native Papiamento speakers only 4.9% are educated at an academic level.[4] The low level of education and the language problems faced in the school system fail to provide the required conditions for developing the kind of critical consciousness and other fundamental competencies necessary to function in a knowledge economy.

2.18 According to the National Crime Report, youth delinquents tend to have a low level of education. Often these youth also come from single parent homes where the adults are involved in dysfunctional relationships and children and youth are neglected. Although data are not available, it appears that these delinquents also tend to be school dropouts. Youth crime research[5] on youth violence predictors indicates that there are some critical school factors that correlate with the development of youth

[4] Source: Meertaligheid in het onderwijs: Beter leren door beter begrijpen. Oct. 25, 2007. Presentatie Arubaanse Parlement en Nederlandse 2de Kamerleden.
[5] See Appendix 1 Youth Violence Predictors.

delinquency. Poor academic achievement and failure at ages as low as 10, and later at 14 and 16 predicts later delinquency. Truancy and dropping out of school between the ages of 12-14 predict violence later. Low bonding to school, low commitment to schooling, and low educational aspirations at the ages 14-16 predicts risk for involvement in violence. At present schooling is not compulsory in Aruba. It is in the interest of the nation's national security that schooling becomes compulsory and that a stronger relationship is created between schools and youth as a preventative means against the development of youth criminality.

2.19 ***Currently Ongoing Initiatives*:**
In 2003, a Dept. of Education policy plan on adult education, "*Volwasseneneducatie op Aruba: Ontwikkelingslijnen voor de toekomst*", was developed to upgrade the population by offering quality adult education programs and certification for entry into the labor market. In 2005, Adult Education was included in the Government Multi-Year program 2006-2009 for funding. The implementation of this Adult Education project has recently been approved for funding by FDA.

In addition, the following education improvement projects have received funding for the years 2006-2009 from FDA: (1) improvement of the quality of the University of Aruba; (2) strengthening capacities of the Aruba Teacher Training Insitute (IPA). A National Education Plan has recently been developed by the Ministry of Education to address the improvement of quality of education for the next 10 years with a focus on improving the process of learning and the learning environment.

Although the vocational schools have received upgrading and improvement in the last several years, in order to reach the desired development of a knowledge economy, it will be critical to begin to invest more intensively in the general secondary school level, especially Colegio Arubano (HAVO, VWO levels) which prepares students for higher education.

2.20 **Security Threat #6: Preparedness for Unexpected Disasters.** While Aruba has its disaster management regulations and plans in place and authorities exercise preparedness on a regular (bi-yearly) basis, there are a number of disadvantages that places Aruba's national security at risk. It is a broad-based risk that affects the 5 dimensions of the national security framework. According to the Aruba Crisis Management Office, Aruba faces a constellation of multiple threats[6]:

- The region is sensitive to natural disasters: e.g., hurricanes.
- Aruba is extremely sensitive to external shocks and any disruptions in import supplies due to global geopolitical events puts Aruba at extreme risk. Our life-lines are 95% dependent on daily imports and in case of any disruption has a maximum of 5 months reserves of imported foods available.
- The oil refinery carries industrial and environmental risks. There are no environmental regulations that monitor the level or impact of neither air pollution emitted by smoke stacks nor the environmental degradation caused by improper disposal of hazardous industrial waste products on the island.
- Aruba is becoming more densely populated, thereby increasing road traffic (approximately 57,300 vehicles in 2006) and the risk of more traffic accidents. According to the recent 2007 National Crime Report, 5,000 traffic accidents take place per year, leading to relatively three times as many traffic deaths and injuries than in the Netherlands. In 2006, the number of traffic accidents reported by the Aruba Police was 6,246, or 6.06% of the population. The local community is insufficiently prepared for natural and/or man-made disasters.

[6] Source: Powerpoint presentation by Management of the Aruba Crisis Management Office, Nov. 2007.

- Currently the Aruba Fire Department lacks sufficiently adequate specialized rescue equipment to respond to emergency situations to save the lives of victims in life-threatening situations, especially in man-made disasters such as an airplane crash and critical car accidents on the road.
- Regional political conflicts are common and most regional migrations to Aruba are due to poverty in the country of origin.

2.21 Whereas the level of preparedness and responsiveness is considered to be adequate for small disasters (*rampenbestrijding*), this is not the same for the current organizational ability to anticipate, prepare, and respond to a crisis (*crisisbeheersing*) in a coordinated fashion among all the key players (fire, health, police, and the Red Cross, environmental departments and other services, such as WEB and ELMAR). To increase the level of preparedness, it is necessary to strengthen the institutional capacity in the following areas:

- Improved understanding at the government administrative and executive levels of the meaning and definition of crisis and the kind of systemic and intense collaborative response this demands at operational levels.
- Improved functioning at the policy, planning and executive level of the Disaster Advisory Council[7] and more effective coordination with the Crisis Management Office[8] resulting in the short-term in a National Crisis Management Action Plan.
- Improved quality of services and resources at the operational level to work together and respond to crisis in a strategic and integrated manner.

Because preparedness for crisis and disaster touches on all dimensions of national security, it is critical that institutional capacities are strengthened.

Compelling Reasons for Aligned Action

2.22 Experience world-wide indicates that the security of a nation's livelihood and quality of civic life are dependent on good governance practices of the government apparatus. Specifically, good governance practices refer to the organizational processes by which authority and control are exercised, and the institutional capacity to plan and implement policies and carry out functions (*Bhatta, and Gonzalez III,1999).* It is therefore critical to continue to build on initiatives started with the 2005-2007 RHH Program and invest in realizing the three identified desired program results (outcomes) related to good governance practices:

1. more intensive collaboration between departments related to RHH;
2. strengthening of departments responsible for RHH; and
3. legal reform to modernize and improve effective enforcement RHH.

In addition, the picture of the current reality also indicates a need to focus on attention and resources in 2 additional areas of priority:

4. public safety and quality of community life; and
5. national crisis management.

[7] The Disaster Advisory Council advises the Prime Minister on all issues regarding disaster management and consists of 10 representatives of disaster response departments and agencies.
[8] The Crisis Management Office coordinates disaster management on behalf of the Prime Minister.

2.23 The next chapter aligns these three areas of priority focus, that is (1) good governance practices; (2) public safety and quality of life; and (3) national crisis management, and sets it within a broad direction articulated by a new vision of national security.

3. WHERE DO WE WANT TO GO?

"Leaders need to be optimists. Their vision is beyond the present."
—Rudy Giuliani

3.1 The present reality can be much better and in the interest of combating undesirable developments, it is necessary to create a shared vision of what is actually a desirable, realistic and credible future relative to national security. The Aruba Dept. of Economic Affairs took the lead to bring together representatives from the judicial sector, social, education, civic and private sector to articulate a shared vision for national security. It was deemed a key first step in a programmatic approach to reaching an integrated and holistic program of law and order (rechtshandhaving). The resulting collective vision was refined and circulated among this group of 60 participants for further feedback and recommendations for change. The final vision description presented in the following section is a result of a last cycle of feedback specifically from the judicial sector including law and order (rechtshandhaving). This vision of national security provides a long-term direction for the nation and framework for continuing ongoing improvement initiatives and undertaking new ones.

Aruba National Security Vision 2020

3.2 The reason for articulating a collective vision of national security is that it provides the nation with a purpose and clarity in terms of direction. A unified direction provides organizations with meaning and allows for alignment of efforts. It is the North Star of the organization that gives leadership the focus point with which to inspire its people to perform.

3.3 The Aruba National Security Vision describes a shared ideal image of a future state. It is a vision that describes a set of inter-related set of outcomes in the long-term. These outcomes are defined within the framework of national security defined in 2.4 to 2.6 and is imagined to result from the successful employment of main strategies noted in 2.7.

3.4 The year projected is the year 2020. The collective Aruba vision of national security is:

There is no safer place than Aruba to live, work, visit and invest.

3.5 This vision is further elaborated with 10 statements that provide a more detailed and concrete description of how and why one would find Aruba such a safe place to live, work, visit and invest:

1. National security against external and internal threats is judiciously guarded by the nation's leadership who upholds our democratic rule of law and follows instituted practices of good governance, integrity and transparency.

2. Our national security rests on translating our core values of peace and harmony into cooperative relations within our population, within our region, within the Dutch Kingdom and internationally.
3. Law and order is maintained by competent, professional and trustworthy law enforcement.
4. Citizens feel protected by a trustworthy, impartial and strong legal system that upholds the democratic rule of law.
5. Our core values of respect and harmony are manifested in our multi-cultural population who has learned to live together respectfully, to seek to understand and to display friendliness to all who visit our island.
6. Because of the nation's investment in its intellectual capital through educational excellence and life-long learning, the island thrives thanks to the creativity, intelligence and spirit of a self-confident people.
7. As a result of Aruba enforcing its environmental protection framework and policies, Aruba now boasts the most well-preserved beaches and waters, cleanest public spaces and protected natural environment in the Caribbean (both on land, air, and in the water).
8. Tapping into its growing environmental consciousness, Aruba is actively exploring economically viable and more environmentally friendly ways of producing usable energy.
9. Largely because of a favorable investment climate, a stable political environment, and an educated multi-cultural workforce, Aruba has been able to diversify its economy and thereby fortify its economic and social security.
10. Therefore by the year 2020, Aruba can be counted among the safest places in the world to live, work, visit and invest.

3.6 In order to achieve this long-term national security vision, it is necessary to identify overall long-term national security goals and objectives, and articulate desired program results. The main strategies for ensuring national security are a balanced combination of transparency, prevention (includes anticipation, preparedness), judicious responsiveness (preparedness for crisis management), and an up-to-date and enforced legal framework. These will be detailed in the following chapters.

4. WHAT DO WE FOCUS ON?

"Let the fear of a danger be a spur to prevent it; he that fears not, gives advantage to the danger."

—Francis Quarles, 1592-1644, British Poet

4.1 Prior to this planning exercise, several policy developments had already taken place providing a continued foundation for the renewed focus on a broader definition of national security. This chapter provides a brief background of recent policy developments leading to this current planning effort and lays out an expanded focus for the law and order sector based on a new vision for national security. This chapter draws its information from 3 main sources: (1) relevant government reports and policy documents; (2) analysis provided in the previous chapters; and (3) interviews with key actors.

Bilateral Agreements: Foundations of National Security

4.2 The terrorist attack of 911 on the commercial center of New York has had deep and far reaching effects on the world. As part of the Kingdom of the Netherlands, Aruba has likewise become part of decisions to strengthen security measures and to join international collaborative efforts to deal with the threat of international terrorism. In the aftermath of 911, a first bilateral agreement was signed on Sept. 24, 2003 between Aruba and the Netherlands to collaborate on improving the current Law and Order Program. A few years later, two separate bilateral agreements were signed to expand the initial work. These three bilateral agreements between Aruba and the Netherlands form the foundation upon which to continue to strengthen our national security:

- **Samenwerkings programma Rechtshandhaving (RHH) – Aruba 2005-2007.** The goal is to strengthen the entire Aruban law and order process chain, in terms of both individual organizations as well as their working relationships, including the coast guard organizations, in order to combat transborder (grensoverschrijdende) organized crime and international terrorism.

- **Protocol van samenwerking ter verbetering van het functioneren van het Korps Politie Aruba, Sept. 2006.** The goal is to improve the operations of the Aruba Police Force in the overall interest of safeguarding the safety of the citizens of Aruba. Specifically, it delineates a set of key activities and collaborative arrangements to (a) improve the effectiveness and integrity of the Aruba Police Force with which it combats all forms of criminality and terrorism, and (b) its collaboration with other Government organizations in Aruba, in the Dutch Kingdom, and outside.

- **Memorandum of Understanding inzake de versterkte samenwerking van Aruba en Nederland ter verbetering van het functioneren van de vreemdelingenketen van Aruba, July 2007.** The goal is to strengthen and optimalize the collaboration among the Government departments that are part of the immigration process chain. Specifically, this major goal is to be achieved through improvement activities in all the relevant departments through clarifying and sharpening all related tasks and capacities. A total of

13 Government organizations engage in activities related to immigration services.[9]

The two additional agreements with politically committed funding from the Netherlands and Aruba Governments focus increased resources on two pivotal areas of security: the Aruba National Police Force (KPA) and the Immigration Services (Vreemdelingenketen).

Long-term National Security Goals and Major Objectives

4.3 Long-term goals provide the overarching reason for our program activities and mark the signposts of achievement along the way to reaching the vision. The long-term goals are articulated in terms of the five dimensions of the Aruba national security framework. Objectives provide the next level of specificity, breaking down the goal into a level of detail that is practical and actionable. The more specific and realistic the goals and objectives are, the better they lend themselves for translation into action planning and implementation. It should be noted that a number of these objectives are a continuation of the program approved within the first bilateral agreement of 2005-2007. The major objectives are identified for each goal within each dimension of national security (*see figure 2 for a tabulated overview*).

4.4 **Territorial Security and Political Security.** The long-term goal in terms of territorial security is to ensure continued protection of Aruba by Dutch Kingdom military presence, bilateral and tri-partite agreements between Aruba, Netherlands and other Kingdom partners, and by regional and international diplomacy against foreign aggression as well as terrorism. The long-term goal in terms of political security is to ensure that Government leadership and bureaucracy follow good governance practices upholding the democratic rule of law.

***Major Objective*: Political Stability through Good Governance**. This is partly achieved by upholding the democratic rule of law (democratische rechtsorde) and ensuring the organizational effectiveness of all institutions responsible for maintaining public law and order, public health and security in Aruba (e.g., OM, KPA, VDA, Immigration, Customs, MOT, KIA, KBA, Dir. Volksgezondheid, Rampen-bureau, etc.) through:

- Improvement of the information management system and exchange in the various institutes in the law and order chain;
- A more effective monitoring of persons, goods and transportation along the island boundaries;
- Quantitative and qualitative adjustments of the Meldpunt Ongebruikelijke Transacties (MOT); and
- Implementation and actualizing of required laws and regulations (*these are priority areas of the 2005-2007 RHH approved program*).

4.5 **Social (*Community and Personal*) Security.** The long-term goal in terms of social (*community and personal*) security is protect the citizens of Aruba (including the youth),

[9] Government organizations involved in immigration are: 1) DIMAS (Departemento di Integracion, Maneho y Admision di Stranhero), 2) IASA (Instituto di Alarma y Seguridad Aruba); 3) Examenbureau AUA; 4) Bureau BSB (Burgelijke Stand en Bevolkingsregister); 5) DAO (Directie Arbeid en Onderzoek); 6) Ministerie van Vreemdelingenzaken; 7) Ministerie van Justitie; 8) OM (Openbaar Ministerie); 9) DEZHI (Directie Economische Zaken, Handel en Industrie); 10) Het kabinet van de Gouverneur van Aruba; 11) KPA (Korps Politie Aruba); 12) VDA (Veiligheidsdienst Aruba); 13) DBB (Directie Buitenlandse Betrekkingen).

community groups *(different nationality groups)*, and visitors from physical violence whether from the nation of Aruba or external states, from violent individuals and sub-state actors, from domestic abuse, or from predatory individuals, young or old.

***Major Objective*: Human Capital Development through Investment in Youth.** This is achieved by investing in the nation's youth and securing that through prevention and effective responses, children and youth are protected and allowed to develop to become educated, civil and law abiding citizens through:

- Create a structure for national youth policy dialogue by building collaboration among youth organizations, law and order, and government programs impacting young people and involving youth directly in creating policy to reduce the risk of youth involved in violence and crime.
- Create a shared database for relevant stakeholders on research findings into the relationship between the youth, drug usage and youth delinquency in Aruba (*this is a modification of the priority area identified in the 2005-2007 RHH approved program*).

4.6 **Economic Security.** The long-term goal in terms of economic security is to protect the development of tourism through managed growth policies and develop alternative sources of economic income to broaden our service economy to a knowledge economy.

Major Objective: Sustainable Economic Development and Diversified Economy. This will be achieved through government and private sector engaging in a participatory process to create a vision of economic sustainability for Aruba and creating collaboratively realistic possibilities for diversifying the economy for Aruba in a way that considers in the balance environmental and social factors. A project initiative is entering the implementation phase in January 2008 to initiate and institutionalize an integral and strategic planning process involving the coordination between relevant organizations (government, private sector, and civic).

4.7 **Environmental Security.** The long-term goal in terms of environmental security is to ensure that environmental laws protect the people of Aruba from the short-and long-term damages of nature, man-made threats to the environment and deterioration of nature. To closely examine the major industrial air polluting sources on the island in terms of compliance with the 2005 Kyoto Protocol and other international environmental protection agreements.

Major Objective: Public Domain Safety. This is achieved by ensuring that the product of Aruba maintains its general tourist perception of safety and that a National Crisis Management Action Plan exists to secure public safety in the event of unexpected calamities. Planning and policy initiatives are already in progress (Landverordening Ruimtelijke Ordening and the Ruimtelijk Ordenings Plan).

4.8 Whilst the vision provides a picture of the desired destination in the future, the goals and objectives are the next step down representing signposts that tell us how close we are getting to the vision. In order to achieve the goals and objectives, and get to the vision, desired program results in each of the goal areas are the next level of specificity in the overall plan. The next section identifies the desired program results, both those identified in the first bilateral program and those newly identified in this planning excercise.

Figure 2. Aruba National Security 2008-2013 – National Goals and Program Objectives

National Security Goals to Reach the Vision	**Territorial and Political Security** To ensure continued protection of Aruba by Dutch Kingdom military presence, bilateral and tri-partite agreements between Aruba, Netherlands and other Kingdom partners, and by regional and international diplomacy against foreign aggression as well as terrorism. To ensure that Government leadership and bureaucracy follow good governance practices upholding the democratic rule of law.	**Social (*Community and Personal*) Security** To protect the citizens of Aruba (including the youth), community groups *(different nationality groups)*, and visitors from physical violence whether from the nation of Aruba or external states, from violent individuals and sub-state actors, from domestic abuse, or from predatory individuals, young or old.	**Economic Security** To protect the development of tourism through managed growth policies and develop alternative sources of economic income to broaden our service economy to a knowledge economy.	**Environmental Security** To ensure that environmental laws protect the people of Aruba from the short-and long-term damages of nature, man-made threats to the environment and deterioration of nature. To closely examine the major industrial air polluting source on the island in terms of compliance with the 2005 Kyoto Protocol and other international environmental protection agreements.
Objectives to Reach the National Security Goals	**Political Stability through Good Governance** To uphold the democratic rule of law (democratische rechtsorde) and ensure the organizational effectiveness of all institutions responsible for maintaining public law and order, public health and security in Aruba (e.g., OM, KPA, VDA, Immigration, Customs, MOT, KIA, KBA, Dir. Volksgezondheid, AZV, Rampen-bureau, etc.) through: • Improvement of the information management system and exchange in the various institutes in the law and order chain; • A more effective monitoring of persons, goods and transportation along the island boundaries; • Quantitative and qualitative adjustments of the Meldpunt Ongebruikelijke Transacties (MOT); and • Implementation and actualizing of required laws and regulations (*these are priority areas of the 2005-2007 RHH approved program*).	**Human Capital Development Through Investment in Youth** To invest in the nation's youth and securing that through prevention and effective responses, children and youth are protected and allowed to develop to become educated, civil and law abiding citizens through: • Create a structure for national youth policy dialogue by building collaboration among youth organizations, law and order, and government programs impacting young people and involving youth directly in creating policy to reduce the risk of youth involved in violence and crime. • Create a shared database for relevant stakeholders on research findings into the relationship between the youth, alcohol and drug usage and youth delinquency in Aruba (*this is a modification of the priority area identified in the 2005-2007 RHH approved program*).		**Public Domain Safety** To ensure that the product of Aruba maintains its general tourist perception of safety and that there are systems of crisis management in place to secure public safety in the event of unexpected calamities.

Desired Program Results: A Renewed Focus

4.9 The desired program results are determined by (1) the continued focus provided by the bilateral agreements between the two governments of Aruba and the Netherlands (2005-2007); (2) an expanded focus for the law and order sector based on a new vision for national security (2008-2012) and (3) a broad understanding of the Aruban law and order framework (Rechtshandhaving).[10] Although the vision is broadly focused and wider net of stakeholders was involved in identifying areas requiring improvement in national security, the focus of project activities in this plan will concern mostly the arena related to law and order (RHH). All projects listed fall within the purview of RHH, i.e., (1) research and prevention; (2) inspection and control; and (3) criminal justice. (*See Appendix 3 for the Aruba law and order framework*).

4.10 In terms of the desired program results, there are three major areas of activities that will benefit from renewed focus and allocation of funding resources for the next 3-5 years. They are the areas of improvement in (1) good governance practices; (2) public safety and quality of community life; and (3) national crisis management. (*See Figure 3 for a tabulated overview*). Desired program results in the first area of improvement of good governance practices are:

1. More intensive collaboration between departments related to RHH and Strengthening of institutional capacities; and
2. Legal reform to modernize and improve effective enforcement of RHH.

These 2 desired program results stem from the first bilateral agreement. Desired program results in the second improvement area of public safety and quality of community life include:

3. Data based decision-making on alcohol and drug abuse prevention, treatment, and alternatives to incarceration;
4. National prevention campaign on drug abuse; and
5. Resolution of the choller (*homeless*) phenomenon.
6. Collaboration among youth organizations and across government programs impacting young people by involving youth directly in creating policy.

These newly formulated program results were identified during this current planning exercise. Desired program results in the third improvement area of national crisis management include:

7. Renewal of a national crisis prevention and management system.

This newly formulated program result was also identified during this current planning exercise. Figure 2 provides a tabulated overview of the 3 major priority focus areas and a total of 7 desired program results with their project focus activities.

[10] The public law domain in the Aruban law and order framework covers three main responsibility: (1) Research, preventive and pro-active focus; (2) Inspection & Control (Toezicht and Controle); and (3) Criminal Justice (Strafrecht en Repressie). See Appendix 3 for a flow-chart description of the Aruba Rule of Law Framework.

Figure 3. Program Results per National Security Dimension

Security Dimension	Territorial and Political Security	Social (*Community and Personal*) Security	National Security (All Dimensions)
Priority Focus Area	**Good Governance Practices**	**Public Safety And Quality Of Community Life**	**National Crisis Management**
Desired Program Results	1. More Intensive Collaboration Between Departments Related To RHH and Strengthening Of Institutional Capacities 2. Legal reform to modernize and improve effective enforcement of RHH	3. Data based decision-making on Alcohol and Drug Abuse Prevention, Treatment, and Alternatives to Incarceration 4. National Prevention Campaign on Alcohol and Drug Abuse 5. Resolution of the Choller (homeless) Phemenon. 6. A structure for national youth policy dialogue by building collaboration among youth organizations, law and order, and government programs impacting young people and involving youth directly in creating policy to reduce the risk of youth involved in violence and crime.	7. Renewal of a National Crisis Prevention and Management System
Project Focus	1.1 Improvement of National Police Force (KPA). 1.2 Improvement of the Immigration Services Chain (Vreemdelingen keten). 1.3 Building project execution and monitoring capacities at the leadership and management levels. 1.4 Strengthening capacities of the Prosecutor's Office (OM). 1.5 Strengthening capacities of the National Intelligence Service (VDA). 1.6 Strengthening capacities of the Customs (Douane). 1.7 Strengthening capacities of the Center for Registration of Unusual Transactions (MOT).	3.1 The creation of a national research system into prevention, rehabilitation and control of alcohol and drug usage that will provide relevant policy information about alcohol and drug usage, alternatives to incarceration, supervision and treatment in the criminal justice and health system, and the relationship between the youth, alcohol and drug usage and youth delinquency in Aruba (*this is a modification of the priority area identified in the 2005-2007 RHH approved program*). 4.1 The introduction of an effective multi-year national alcohol and drug prevention public education campaign targeted to youth as well a young adults based on research findings, best practices, and successful models.	7.1 Renewed national disaster prevention and crisis management system that embraces a new paradigm of systemic crisis management (crisis beheersing) beyond the traditional disaster prevention (rampen bestrijding); 7.2 Effectively functioning executive level that integrates policy and planning levels with the operational levels through collaborative efforts; 7.3 Top quality services at the operational level to respond and prevent crises.

	1.8 Strengthening capacities of the Civil Court (Gerecht in 1e aanleg). 1.9 Strengthening capacities of the Dept. of Internal Affairs (Landsrecherche) 1.10 Strengthening capacities of the Correctional Institute (KIA*).(This project is in execution trough the MJP)* 2.1 Strengthening capacities of the Dept. for Legal and Judicial Affairs (DWJZ)	5.5 Based on best practices, and successful models, the development of an effective multi-sectoral approach (involving a partnership between government, non-governmental and community-based organizations) to resolving the choller phenomenon in a way that is highly practical, collaborative and executionable. 6.1 Based on best practices, successful models, and a multi-sectoral approach (involving a partnership between government, non-governmental and community-based organizations) improve the collaboration among youth organizations and across government programs impacting young people in a way that is highly practical, collaborative and executionable.	

5. HOW DO WE GET THERE?

"Vision without action is a daydream. Action without vision is a nightmare."

—Japanese proverb

6.6 This section presents project activities per program result. Several project activities are a carry-over from the previous RHH 2005-2007 program and the 2 recently signed bilateral agreements between Aruba and the Netherlands, and others emerge from the expanded vision of national security. All departments and agencies related to RHH were requested to complete a form submitting projects for improvement. A listing of projects per program result area for the new funding cycle of 2008-2012 is provided in Figure 3.

Strategies and Projects

7.7 Based on past experiences, four key strategies are critical in raising the rate of project implementation success:

- ∴ **Strengthening institutional capacity and good governance practices** by all relevant agencies in the law and order chain, with a focus on project governance structure that ensures that activities happen within an agreed upon time-frame and the anticipated results and benefits are delivered. This is a pre-condition for raising the rate of project implementation success.
- ∴ **Execution discipline,** with a focus on execution behaviors and techniques, and the right resources and the right people. This is a pre-condition for ensuring that dependable execution becomes part of the management's daily routine and that people can hold themselves accountable and be held accountable by management. Training for execution capacity should be a key part of institution building.
- ∴ **Data-based decision-making**, with a focus on data-gathering and analysis as input for public decision-making. Good and timely information provides a basis for informed options upon which sound decisions can be made for the benefit of the whole.
- ∴ **Participatory methods,** with a focus on involving a broad net of stakeholders, including non-governmental organizations and community-based organizations in decision-making and consensus-building.

These strategies need to guide how each project activity is to be achieved.

8.8 A listing of projects per program result area for the new funding cycle of 2008-2012 is provided in Figure 3. There are 3 main priority focus areas identified for this new funding cycle. Under the first priority focus area of Good Governance Practices, there are 3 program result areas with a total of 11 separate projects per agency within the RHH chain. Under the second priority focus area of Public Safety and Quality of Community Life, there are another 4 program result areas with a total of 5 different projects related to building the conditions capacities for raising safety in the community. Under the third priority focus area of National Crisis Management, there is 1 program result area with 3 related projects to raise the level of preparedness for unexpected disasters on the island. This is a total of 19 projects for achieving Aruba's national security vision 2020.

Figure 4. Project Listing per Program Result Area for National Security

Security Dimension	Territorial and Political Security	Social (*Community and Personal*) Security	National Security (All Dimensions)
Priority Focus Area	**Good Governance Practices**	**Public Safety And Quality Of Community Life**	**National Crisis Management**
Desired Program Results and Project Focus and Short Description	**1. More Intensive Collaboration Between Departments Related To RHH and Strengthening Of Institutional Capacities** Improvement of National Police Force (KPA), focusing on the improvement of quality, efficiency and coordination of: • management operations (*bedrijfsvoering*); • police services (*handhaving*); and • police investigation (*opsporing*). Improvement of the Immigration Services Chain (Vreemdelingen keten) by strengthening and optimalizing the collaboration among the 13 Government departments related to immigration services by focusing on: ▪ clarifying and focusing all related tasks and capacities.	**3. Data based decision-making on Alcohol and Drug Abuse Prevention, Treatment, and Alternatives to Incarceration** 3.1 The creation of a national research system into prevention, rehabilitation and control of alcohol and drug usage that will provide relevant policy information about drug usage, alternatives to incarceration, supervision and treatment in the criminal justice system, and the relationship between youth, alcohol and drug usage and youth delinquency in Aruba. **4. National Prevention Campaign on Drug Abuse** 4.1 The introduction of an effective multi-year national alcohol and drug prevention public education campaign targeted to youth as well a young adults based on research findings, best practices, and successful models.	**7. Renewal of a National Crisis Prevention and Management System** 7.1 Renewed national disaster prevention and crisis management system that embraces a new paradigm of systemic crisis management (crisis beheersing) beyond the traditional disaster prevention (rampen bestrijding). 7.2 Effectively functioning executive level that integrates policy and planning levels with the operational levels through collaborative efforts. 7.3 Top quality services at the operational level to respond and prevent crises.
	1.3 Building capacity in project execution and monitoring at the leadership and management levels. (*Project Implementation Preparation*). 1.4 Strengthening capacities of the Prosecutor's Office (OM). 1.5 Strengthening capacities of the National Intelligence Service (VDA). 1.6 Strengthening capacities of the	**5. Resolution of the Choller Phemenon** 5.1 Based on best practices, and successful models, the development of an effective multi-sectoral approach (involving a partnership between government, non-governmental and community-based organizations) to resolving the choler phenomenon in a way that is highly practical,	

	Customs (Douane). 1.7 Strengthening capacities of the Center for Registration of Unusual Transactions (MOT). 1.8 Strengthening capacities of the Civil Court (Gerecht in 1e aanleg). 1.9 Strengthening capacities of Internal Affairs (Landsrecherche) 3 Strengthening capacities of the Correctional Institute (KIA).*(This project is in execution trough the MJP)* 1.3	collaborative and executionable.	
	2. Legal Reform to modernize and improve effective enforcement of RHH 2.1 Strengthening capacities of the Dept. for Legal and Judicial Affairs (DWJZ)	**6. A structure for national youth policy dialogue by building collaboration among youth organizations, law and order, and government programs impacting young people and involving youth directly in creating policy to reduce the risk of youth involved in violence and crime.** 6.1 Based on best practices, successful models, and a multi-sectoral approach (involving a partnership between government, non-governmental and community-based organizations) improve the collaboration among youth organizations and across government programs impacting young people in a way that is highly practical, collaborative and executionable.	

Implementation Notes

"Execution is the greatest unaddressed business issue in the world today. Its absence is the single biggest obstacle to success and the cause of most of the disappointments that are mistakenly attributed to other causes."

—Larry Bossidy and Ram Charan in *Execution - The Discipline of Getting Things Done*

"If you have an idea (vision), execute it; otherwise you're a loser."

—Donald Trump, Office Building Real Estate Mogul

"The best strategic plans in the world are not likely to be successful if they are not effectively communicated to those who must implement them: the employees."

—Graziadio Business Report, 2003

5.5 The best implementation structures are highly participatory, intensely communicative, and focused on executing specific measurable goals with clear deadlines. A structure that allows for maximum participation of all actors from the top to the bottom gets everyone in the system involved. Top down dissemination allows for the information to spread. Not every single stakeholder can be included in the planning process, not even a participatory one, but communications can go to everyone. Only when people know where they are going, what the benefits are, what they have to do to get there, and what support they are going to get to do so, does a plan stand a chance of being successfully implemented. For every actor in the RHH system to be able to give their support, they need to know and understand what the NSP (National Security Plan) is about: what the vision is, the direction, the goals and the strategies. Better understanding will help build energy and commitment and allow for better decision making that supports the national security vision.

5.6 Achieving the vision and goals also requires considerable management and coordination as well as financial planning. It is therefore critical to institutionalize an execution system and process, for instance, in the form of an NSP Implementation and Monitoring Committee in charge of managing the NSP. To ensure that projects are executed successfully, it is advisable that all directors (those ultimately responsible for the success of the projects) and all those directly managing projects undergo a capacity building training program on the discipline of project execution, budgeting and long-term financial planning. Part of this execution system also requires training on monitoring systems, such as a balanced scorecard to keep track of how project objectives are being achieved and when course corrections are necessary. These pre-requisite strategies will help ensure a high success rate for project implementation.

5.7 Further discussion with relevant parties is necessary to complete this chapter.

6. HOW WILL WE KNOW WE GOT THERE?

6.1 Individual projects submitted in each of the program result areas are submitted separately. Progress towards the national security vision will be ensured through articulating desired outcomes[11] per program area and monitoring indicators of progress along the way. Figure 5 on the following pages provide a list of desired outcomes and indicators of programs per program result area. These were derived from relevant government departments and other stakeholders in a meeting held January 18, 2008 and refined through feedback. It is intended to engage a project coordinator whose main responsibility will be to manage, coordinate, provide support, liaise where needed, and generally monitor the execution of all projects in this plan.

Budget Notes

6.2 The budget for financing this plan is based on project submissions and cost projections by the departments in the RHH chain. The projects were assessed and identified according to their contribution to realizing the 3 priority focus areas in this National Security Plan:

- Good Governance practices
- Public Safety and Quality of Community life
- National Crisis Management

6.3 Eleven agency projects within the RHH chain are identified to fit within the purview of good governance practices. Five different projects are recognized as fitting within the arena of public safety and quality of community life. Three inter-related projects are are identified as belonging in the arena of national crisis management with the purpose of raising the level of preparedness for unexpected disasters on the island.

6.4 A total of 19 projects altogether are submitted in this budget (*See Cost Estimate NSP 2008-2012*). More than one third (AWG 22 million) of the budget of this program is directed towards human capital development. A major focus in the majority of the projects identified in the RHH chain centers on intensifying the collaboration between departments and on strengthening the institutional capacities of each department. The process of capacity building will be jumpstarted with short-term training in project execution and monitoring at the leadership and management levels (*Project Implementation Preparation*). This will be financed by a separate budget of the current multi annual plan 2006-2009.

6.5 Most of the project cost calculations, particularly for projects focused on achieving public safety and quality of community life are still rough. Further dialogue will be necessary with relevant stakeholders will be necessary to determine the exact scope and cost of the projects.

[11] An outcome is a benefit or a change for the target beneficiary during or after a program activity. An outcome is what success would look like after the changes have been made. It usually is not achievable in the short run, but most often takes multi-year efforts and may be the cumulative result over the years. Outcomes are usually expressed in what the situation will look like or what individuals or groups will be able to do differently.

6.6 The interest proceeds (revenues) obtained trough FDA as a result of the investments of the fund will be used in the first place to finance the additional costs of the “Verbeterplan KPA” en that of the “Vreemdelingenketen” , as agreed between the two countries.

6.7 The unforeseen amount will be used to finance the projectmanagement of the FDA/AIB, as for the “stage & uitzend” program, the program coordinator. The rest will be available for the other projects. The “stage & uitzend” program and the program coordinator is calculated yearly at an amount of AWG 200.000,- . For project preparation there is an amount of AWG 100.000,- available.

Figure 5. Desired Outcomes and Indicators of Progress

Program Result 1: **More Intensive Collaboration Between Departments Related To RHH and Strengthening Of Institutional Capacities**		
National Security Projects	**Desired Outcomes**	**Indicators of Progress**
1.1 Improvement of National Police Force (KPA).	Improvement of quality, efficiency and coordination of: • management operations (*bedrijfsvoering*); • police services (*handhaving*); and • police investigation (opsporing).	Refer to KPA Improvement Plan.
1.2 Improvement of the Immigration Services Chain (Vreemdelingen keten)	Strengthened and optimalized collaboration among the 13 Government departments related to immigration services because tasks and capacities are clearly defined and focused on relevant activities.	Refer to Vreemdelingen Keten Improvement Plan.
1.3 Building capacity in project execution and monitoring at the leadership and management levels (*Project Implementation Preparation*).	Projects are implemented on or near schedule and project managers have the execution discipline, tools, know how and information to carry the responsibility of successfully managing, executing, and monitoring the project thereby ensuring that earmarked funds are effectively utilized within the allocated timeframe.	Before all project approvals are available, • individuals are nominated and names are submitted to DEZHI as potential candidates for project management and oversight. • These individuals receive a professional development program focused on execution disciplines, monitoring systems, budgeting and financial planning. During project implementation, • Project managers receive at least 1 professional support program that educate and inform them of the required rules and regulations (e.g., comptabiliteits verordening, etc.) that govern project execution according to law. • Project run on or near schedule and there are regular submissions of monitoring progress reports to the overall RHH program coordinator or council.
1.4 Strengthening capacities of the Public Prosecution Service (OM).	The quality and competencies of the professional staff is improved and is evident in output of the organization.	Before the end of 2012, • All professional staff have received at least 1 professional upgrading course in the duration of the

	The ICT operations, technology and resources are up-to-date and constitute an essential and effective tool for managing the case flow and for management information.	implementation period, specifically targeted to increasing knowledge, competencies, skills, information and know-how specific to their domain. • The turn-around velocity and accurate reporting of cases has visibly increased and is up-to-date with a decrease in delays in bringing cases to court.
1.5 Strengthening capacities of the National Intelligence Service (VDA).	The quality and competencies of VDA's personnel is improved by continuous upgrading and is evident in the improved quality and quantity of intelligence products and services based on an efficient and professional working organization.	Before the end of 2012, the VDA is able to increase the number and quality of Intelligence services and products that provide timely intelligence, analyses and advice to leadership so they can make sound decisions that benefit the well-being of the nation.
1.6 Strengthening capacities of the Customs (Douane).	The quality of leadership and management has improved and is evident in an increase in the competencies and trustworthiness of their management, decisions, and actions. The quality and competencies of customs staff has increased and is evident in their ability to conduct risk analysis, focus on prevention, provide timely and client-friendly service, and ability to capture illegal goods more efficiently and effectively. The acquisition of a container scan.	Before the end of 2012, • All customs leadership and management have received at least 1 professional upgrading program in leadership and management approaches and skills, year planning and budgeting, risk analysis and control – all specific to their domain of work. • All customs staff have received at least 1 professional development program focused on increasing professional competencies, effective risk control, customer service, team work, work load management, etc. • A cost benefit analysis submitted as supportive rationale for acquisition is approved.
1.7 Strengthening capacities of the Center for Registration of Unusual Transactions (MOT).	The quality and professional capacities and competencies of the MOT professional staff has improved and is evident in their ability to provide better strategic analysis and in general, better products and services (i.e., passing on information to the right destination (*doormelden*)) Control and supervision regarding the signaling and tracking of unusual transactions shows improvement.	Before the end of 2012, • All MOT professional staff have received at least 1 professional development program focused on increasing professional competencies, strategic analysis, and more effective process management. • The management information system/ Business intelligence software is implemented for effective and efficient reporting of number of incidents (meldingen) and investigations in accordance with rules and

	The MOT exercises a pro-active approach to challenging questionable or unusual transactions.	regulations (meldplicht). • There is a process in place for effectively monitoring of the financial/non-financial structure according to the rules and regulations regarding integrity.
1.8 Strengthening capacities of the Civil Court (Gerecht in 1e aanleg).	The quality and professional capacities and competencies of the judicial and non-judicial personnel has improved and is evident in the improved quality of the verdicts and sentences, and the shortening of the length of time in legal processing and administration. The quality of service to the public and the professional quality of personnel is largely a result of clear work processes and responsibilities that are communicated, monitored and evaluated on a regular basis. The lines of communication, both vertical and horizontal, work at an optimum level whereby necessary information is provided to all relevant parties at the moment of need. Professionals in the judicial and non-judicial capacities are housed in a physically sound and safe environment that meets the needs and challenges of our modern times, in terms of technology, safety, national stature of the Judicial system and service to its constituents.	Before the end of 2012, • All judiciary staff have received at least 1 professional development program focused on upgrading and clarifying required profession specific competencies and skills in order to provide better quality judicial services to the constituency. • A formal process for exchanging information between partners in the RHH chain has been instituted. • A structure is in place that allows partners in the chain to collaborate more effectively in policy development and implementation and allows to build a culture of cross-sharing of data and information. • Funding is approved and committed to securing a new national courthouse.
1.9 Strengthening capacities of the Dept. of Internal Affairs (Landsrecherche)	The quality and competencies of Dept. of Internal Affairs personnel is improved by continuous upgrading and skills training in professional software packages and is evident in the improved quality and quantity of internal investigations and results.	Before the end of 2012, the Dept. of Internal Affairs is able to increase the number and quality of internal investigations services and products.
1.10 Strengthening capacities of the Correctional Institute (KIA) ***(This project is part of the MJP)***	The philosophical orientation, quality and professional capacities and competencies of the KIA staff (leadership and management, warden staff, and administration) has improved and is evident in their actions, decisions and relations based on an attitude of prisoners as “requiring	By the end of 2012: • All KIA professional and non-professional staff have received at least 1 professional development program focused on (1) behavior correctional philosophy in keeping with international agreements and laws

	rehabilitation and resocialization beyond punishment". Increased collaboration and sharing of client information and client development between KIA and other directly related institutions in the RHH chain (e.g., Stichting Reclassering, OM, KPA, Buro Slachtoffer Hulp, Coordinatie Buro Drugsbestrijding, etc.). A data-based proposal for a rehabilitation/ resocialization center for criminal drug addicts (Strafrechtelijke Opvang voor Verslaafden) based on the needs, requirements, and conditions of the local context.	regarding imprisonment of criminals; (2) management and supervision know-how and techniques; and (3) security and self-defense. • A functional collaborative structure is in place and operative including all relevant links of the RHH chain who share information regarding the common client in order to ensure continuation of the treatment of the client so that the client does not fall through the gaps and relapses. • Appointment of research responsibility to investigate the feasibility and current facilitating conditions of a contextualized SOV. By the end of 2012: • All KIA professional staff have received professional development program based on a 2008 assessment of the professional and organizational needs required to function optimally and effectively.
Program Result 2: Legal Reform to Modernize and Improve Effective Enforcement RHH		
National Security Projects	**Desired Outcomes**	**Indicators of Progress**
2.1 Strengthening capacities of the Dept. for Legal and Judicial Affairs (DWJZ)	The knowledge and capacity of staff in the Dept. of Legal and Judiciary Affairs (DWJZ) is upgraded on a continual basis and it is evident that the volume of work is prioritized effectively. Antiquated rules, regulations, and laws are updated, modernized, and adjusted. The creation of required new laws, rules and regulations. There are fewer court cases (rechtzaken) against Government.	There is at least 2 specialized professional development program focused on knowledge upgrading and legal procedures for DWJZ staff before the end of 2012. By the end of 2012, at least 3 antiquated rules, regulations and laws have been revised and submitted to relevant Dept. heads for feedback and comments. By the end of 2012, at least 3 new laws have been published. The quality of legal products and services are improving as measured by the decrease in number of court cases against Government.

Program Result 3: Data based decision-making on Alcohol and Drug Abuse Prevention, Treatment, and Alternatives to Incarceration		
National Security Projects	**Desired Outcomes**	**Indicators of Progress**
3.1 The creation of a national registration and research system into prevention, rehabilitation and control of alcohol and drug usage that will provide relevant policy information about alcohol and drug usage, alternatives to incarceration, supervision and treatment in the criminal justice and health system, the relationship between alcohol and drug usage and youth delinquency, and its socio-economic effects on the community.	The creation of a national research system into prevention, rehabilitation and control of alcohol and drug usage that will provide relevant policy information about alcohol and drug usage, alternatives to incarceration, supervision and treatment in the criminal justice and health system, as well as cost implications. The creation of a shared database for relevant stakeholders on research findings into the relationship between the youth, alcohol and drug usage and youth delinquency in Aruba (*this is a modification of the priority area identified in the 2005-2007 RHH approved program*).	By the end of 2008: • Relevant, appropriate and good quality proposals for research into alcohol and drug usage, alternatives to incarceration, supervision and treatment in the criminal justice system the area of alcohol and drug usage, and youth delinquency are submitted for funding. Before the end of 2009: • Qualified proposals receive funding and initiate investigations. Before the end of 2012: • Research products and policy recommendations for programs and policies are available.
Program Result 4: National Prevention Campaign on Alcohol and Drug Abuse		
National Security Projects	**Desired Outcomes**	**Indicators of Progress**
4.1 The introduction of an effective multi-year national alcohol and drug prevention public education campaign targeted to youth as well a young adults based on research findings, best practices, and successful models.	There is a coordinated multi-year campaign in place on alcohol and drug prevention that is (1) based on evidence and best practices; (2) in collaboration with schools, youth organizations, and private sector internship programs; (3) uses multi-media as a means of communication; and (4) involves youth and rehabilitated offenders directly in the design of programs and messages.	By the end of 2009: • a national alcohol and drug policy dialogue is in place charged with the responsibility to coordinate with the national research system in program result #3 to create a proposal for a multi-year campaign for prevention of alcohol and drug abuse. By the end of 2010: • The products and results of planning in 2008 are evident in the public media for public consumption. By the end of 2012: • Alcohol and drug abuse as measured by indicators developed through research conducted under program result #3 show improvement.

Program Result 5: Resolution of the Choller Phemenon		
National Security Projects	**Desired Outcomes**	**Indicators of Progress**
Based on best practices, and successful models, the development of an effective multi-sectoral approach (involving a partnership between government, non-governmental and community-based organizations) to resolving the choller phenomenon in a way that is highly practical, collaborative and executionable.	Effective, viable and realistic solutions to the choller phenomenon are created that are highly practical and executable as a result of a broad-based network of collaboration in the community in a large scale process of participatory brainstorming and solutions thinking that allows for capacity building in creative problem-solving and solutions thinking.	Before the end of 2009: • Viable proposals are submitted for collaborative large scale processes that tap into the knowledge and creativity of the community to collectively address the choller phenomenon. • Qualified proposals are awarded funding to begin the process of community solutions creation. • Solutions are presented for implementation. Before the end of 2010: • A monitoring system is in place involving all relevant stakeholders to monitor progress in the implementation of solutions. By the end of 2012: • Indicators identified through research in program result #3 demonstrate a significant reduction in the current rising trend of drug addiction and homelessness.
Program Result 6: A structure for national youth policy dialogue by building collaboration among youth organizations, schools, private sector, law and order, and government programs impacting young people and involving youth directly in creating policy to reduce the risk of youth involved in violence and crime.		
National Security Projects	**Desired Outcomes**	**Indicators of Progress**
Based on best practices, successful models, and a multi-sectoral approach (involving a partnership between government, non-governmental and community-based organizations) improve the collaboration among youth organizations, schools, private sector internships and across	The institution of a National platform for youth policy dialogue and development consisting of government, NGO, community and youth partners who meet regularly to dialogue policy issues, policy development, implementation and evaluation. Government and NGOs have a mutually agreed upon and accepted youth policy plan that focuses on creating the required and necessary conditions for an '*Aruba fit*	Before the end of 2009, • national evidence-based research initiatives (*in accordance with UN World Report 'Violence Against Children', A/61/299*) have begun to investigate the needs, issues, and challenges of Aruba's youth. • initiatives have started for creating longitudinal research into early risk factors of youth problematic (dysfunctional) behavior.

government programs impacting young people in a way that is highly practical, collaborative and executionable.	*for children'* according to the guidelines of '*A World fit for children' (*UN General Assembly Resolution, A/RES/S-27/2, 11 Oct, 2002). All children in Aruba will be given the best possible start in life and have access to quality education which will provide children and adolescents with the opportunity to develop their individual qualities and talents in a safe and stimulating environment. Government, NGOs and the private sector as partners adopt a coordinated and integrated approach to developing the physical, psychological, spiritual, social, emotional and cultural development of children.	• a formal dialogue process has been initiated between relevant Government agencies and NGOs to educate and plan the introduction of a program of life skills for children in the school focused on increasing their self-reliance and personal safety. • a formal dialogue process has been initiated between relevant Government agencies and NGOs to educate and plan the introduction of support programs for the family. • a formal dialogue process has been initiated between relevant Government agencies, NGOs, and youth community groups to organize the active and safe participation of children and youth in national youth policy dialogue about issues and challenges facing youth (including special children, those in institutions, those who come into contact with the police and the judicial system and those who are illegal). By the end of 2010, proposals are presented for evidence-based programs focusing on prevention and intervention, including client-follow-up system for problematic (dysfunctional) youth.
Program Result 7: Renewed of a National Crisis Prevention and Management System		
National Security Projects	**Desired Outcomes**	**Indicators of Progress**
7.1 Renewed national disaster prevention and crisis management system that embraces a new paradigm of systemic crisis management (crisis beheersing) beyond the traditional disaster prevention (rampen bestrijding).	1. Legislation that provides the means and the tools to execute an effective crisis management system. 2. A competent integrated system that ensures the general safety of: life and health of the community, environment and economy. 3. A resilient, self-conscience community, where each individual understands and accepts their own responsibility. 4. A national crisis action plan with a practical and	1. The necessary organizational structure is in place supported by adequate legislation. 2. a. An integrated functional dynamic crisis management and disaster plan is in place. b. The relevant departments and organizations are familiar with the plans and are trained accordingly. 3. a. The community has been made aware of the possible dangers and their respective responsibilities. b. An adequate community alarm system is in place.

	concrete focus that has been created by individuals and organizations at the policy and planning levels in coordination and collaboration with individuals and organizations at the direct, operational service provider level is in place.	4. a. A participatory planning process is developed to create a National Crisis Management Action Plan before the end of 2009. A national symposium is organized before the end of 2010 to create awareness of the necessity of national crisis management and recovery involving all stakeholders and partners in the system.
7.2 Effectively functioning executive level that integrates policy and planning levels with the operational levels through collaborative efforts.	1. Government from ministerial level down is familiar with the crisis management system and is aware of their task at hand in a crisis situation. 2. An optimal cooperation between the different departments and organizations.	1. Each and every key person is well-versed with the national plan and is aware of- and has been trained in-their respective task. 2. A platform is in place with participants of all relevant departments and organizations, which coordinate the cooperation and coordination. 3. A National Coordination Center is in place and adequately equipped.
7.3 Top quality services at the operational level to respond and prevent crises.	1. Well educated and trained and sufficient rescue personnel. 2. Well and adequately equipped rescue units	1. A mandatory training schedule for all personnel is in place backed up by legislation. 2. Rescue units have sufficient and adequate material. 3. A budget is in place that assures the upkeep of equipment and constant training of personnel.

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APPENDICES

Appendix 1: Predictors of Youth Violence

Individual Factors

∴ Hyperactivity, concentration problems, restlessness, and risk taking: *these behaviors in boys at age 10, 14, or 16 seem to correlate with later violence.*

∴ Aggressiveness: *aggressive behavior 6-13 seems to be a strong predictor of later violence among males*.

∴ Early initiation of violent behavior: *is associated with more serious and chronic violence in adult years*.

∴ Involvement in other forms of anti-social behavior: *including stealing, destruction of property, drug selling at ages 14 and 16 is associated with greater risk of violence among males*.

∴ Beliefs and attitudes favorable to deviant or antisocial behavior: *dishonesty, rule-breaking, cheating, hostility to police for example increases risk of violence among males*.

Family Factors

∴ Parental criminality: *men ages 14-23 with criminal fathers more at risk of violent criminal acts*.

∴ Child maltreatment: *children who have been physically abused or neglected more at risk of committing violent crime later in life*.

∴ Poor family management practices: *poor parental supervision and aggressive, harsh and punitive discipline at 14 predict later delinquency and substance abuse.*

∴ Low levels of parental involvement: *may increase children's future risk for violence*.

∴ Poor family bonding and family conflict: *exposure to high levels of marital and family conflict may increase risk of later violence.*

∴ Parental attitudes favorable to substance use and violence: *parent abuse of alcohol predicts use of alcohol and drugs by youth.*

∴ Parent-child separation: *parent-child separation before age 10 found to predict violence*.

School Factors

∴ Truancy and dropping out of school: *high truancy rates of 12-14 are likely to predict violence later*.

∴ Low bonding to school: *low commitment to schooling, low educational aspirations at ages 14 and 16 predicts risk for involvement in violence.*

∴ Academic failure: *poor academic achievement at 10, 14, and 16 predicts later delinquency*.

Peer-related Factors

∴ Delinquent siblings: *having delinquent siblings by age 10 is predictive of later convictions for violence*.

∴ Delinquent peers: *at the ages of 10, 14, 16 have a greater influence on later violence during an individual's adolescence*.

∴ Gang membership: *at the age of 14 and 16 contributes more to delinquency than does having delinquent peers*.

Community and Neighborhood Factors

∴ Poverty: *contributes to a greater likelihood of involvement in crime and violence*.

∴ Community disorganization: *presence of crime, drug-selling, gangs, and poor housing is predictive of violence*.

∴ Availability of drugs and firearms: *predicts greater variety in violent behaviors at age 18*.

∴ Neighborhood adults involved in crime: *children age 14 and 16 who know many adult criminals are more likely to engage in violent behavior by age 18.*

∴ Exposure to violence and racial prejudice: *increases a child's risk for involvement in violent behavior later in life.*

Source: Hawkins, David J., et al. (2000, April). *Predictors of youth violence*. Juvenile Justice Bulletin. Washington, DC: U.S. Dept. of Justice, Office of Juvenile Justice and Delinquency Prevention.

Appendix 2: Top Challenges listed by Plataforma Professional Teams in 6 Districts (Aruba Department of Social Affairs)

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*** Shift from family/community values to individualist/materialistic values**

- mercado ta bai contra di norma y balornan
- norma y balornan y structura y regla *(ta falta den famia y educacion),* falta balor y normanan, decadencia di norma y balornan
- spiritualmente pober, perde importancia den Dios, falta di spiritualidad/balornan moral y spiritual
- falta di role-model
- materialismo
- libertinahe
- balor propio
- responsabilidad ta cai bou un persona ("wij" naar "ik" cultuur)

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*** Disfunctional Relationships**

- problema relacional/psycho-social/emocional
- falta di atencion/afecto, falta amor, respet, cariño
- falta di bon comunicacion, problema di comunicacion (norma y balor, spiritualidad), mal forma di comunica/vocabulario no apto
- falta di rasonamento/no ta busca e berdad
- gebrekkige communicatie binnen de familie
- problema relacional/famia disfuncional, relacional: pareha y mayor – yiu, relatieproblemen
- violencia domestico, abuso domestico (verbal, fisico, emocional)

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Poor Parenting Knowledge and Skills

- no ta cla pa bira mayor
- opvoeding, stabilidad na cas
- mayornan cu no por anda cu nan yiunan
- falta conocemento pa guia *(yiunan???),* falta educacion,
- falta di structura y disiplina den famia, no ta mantene regla (cas)
- mayornan no por handle nan yiunan, no tin regla, no tin structuran/ta laga nan yiunan so na cas
- "quality time" den famia, no ta pasa tempo como famia
- falta di interes di mayor(nan) pa actividad di school

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***General Negligence**

- **of the elderly**
  - ~ cuido di anciano
  - ~ maluso di pensioen *(di grandinan dor di nan famia???)*
  - ~ maltrato di miembro di famia, anciano
- **of children and youth**
  - ~ drop-outs
  - ~ hobennan cu comportacion problematico
  - ~ automutilacion tin tendencia di sigi crece
  - ~ vandalismo (ladronisia) bou hoben
  - ~ gangvorming bou hoben
  - ~ maltrato di mucha
  - ~ jeugdproblematiek (door verwaarlozing, gangs, jeugdzwangerschap, jongeren laat op straat)
  - ~ sleutelkinderen
  - ~ sugar mommy/daddy
  - ~ abuso sexual

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Weak Family Support Structure

- divorsio
- mayor soltero, (clase abou, mester traha, yui ta keda so, no tin principio, norma, balor, consecuencia rondhangende jeugd cu ta rebeldia)
- hopi mama soltero
- hopi yiu, diferente tata
- embaraso hubenil
- mayor hoben
- nutricion/mainta desayuna
- ambos mayor ta traha, problema di opvang
- opvang na cas, mucha ta wak pa mucha, demasiado responsabilidad na menornan

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*** Addiction problems**

- drug addiction
- alcoholismo en general
- wega di placa, gokken

***Financial problems/Poverty**

- werkeloosheid
- pobresa (famia grandi pa mantene), cuminda, awa, etc.
- mayornan tin mas cu un trabou
- no por handle cu placa y tin hopi debe
- problema financiero/probresa/budgettering/maneho financiero
- housing: falta di vivienda/vivienda den mal estado, sushedad
- foreclosure: cas ta bai findishi

Criminality

- vandalismo
- ladronicia
- vandalismo (ladronisia) bou hoben
- gangvorming bou hoben

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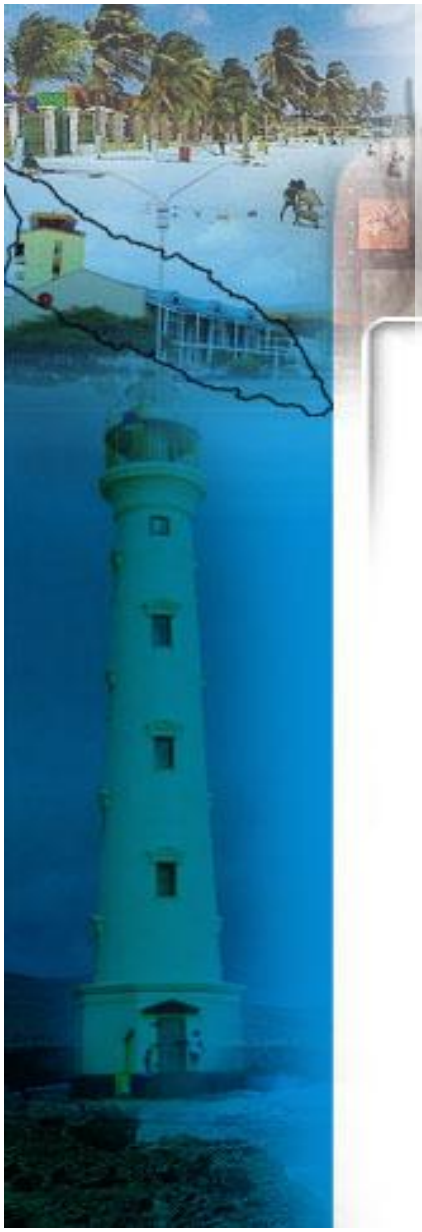
Source: Brainstorm Results Reunion Nacional di Plataforma Profesional di Districto, Sept. 20, 2007



National Security Vision 2020

There is no safer place than Aruba to live, work, visit and invest.