

Diensthooftdenevent 2025

INTEGRITEIT DOOR DELEN EN DOEN



Georganiseerd door het



Bon dia & bon bini!



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Openingswoord

**Minister van Justitie, Integratie en Openbaar Vervoer
mr. drs. Arthur Dowers**



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Het programma

Ochtendprogramma

- Welkomstwoord
- Kernbevindingen NIS 2022
- BIA-Update
- Pauze
- Corruption Perception Index
- Plenaire dialoog
- Netwerklunch

Middagprogramma

- Principes/introductie Ethisch Leiderschap
- Interview Luenne Gomez-Pieterz
- Bespreken en toepassen in subgroepen
- Pauze
- Interview mr. Erik Lensink
- Bespreken en toepassen in subgroepen
- Afsluiting



Praktische punten

Ochtendprogramma

- Telefoon op graag op silent
- Bellen aan de tafels buiten de zaal
- Spreek in de taal waarin jij je prettig voelt



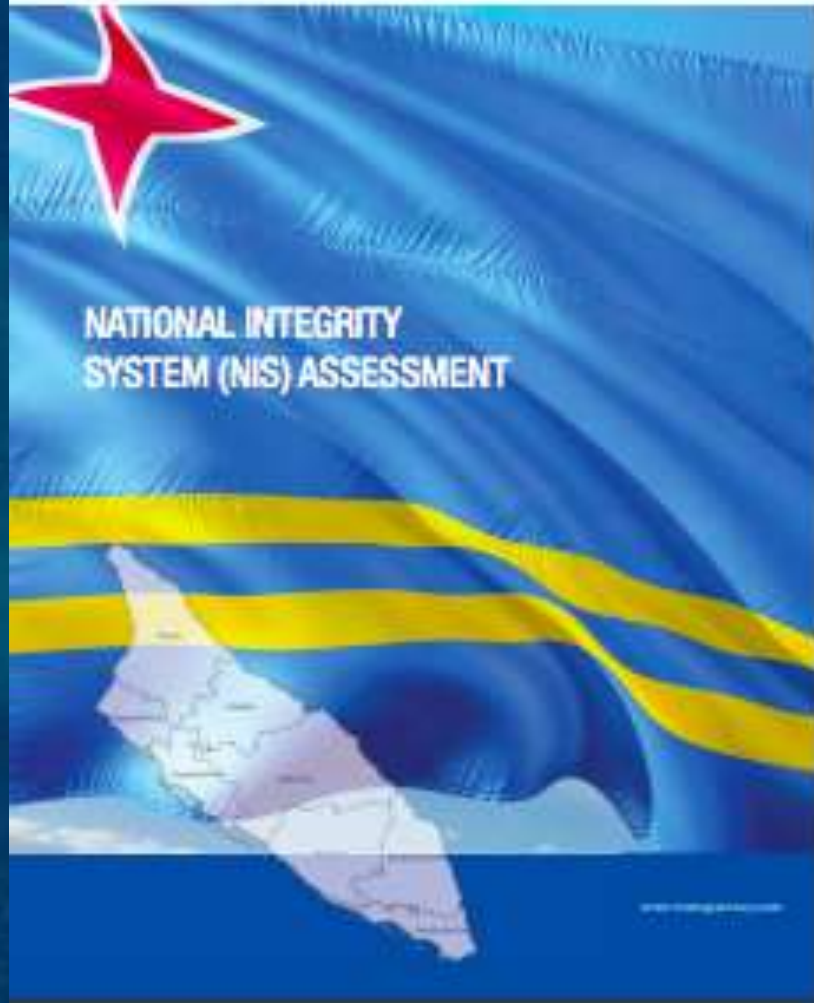
Kernbevindingen NIS 2022 Transparency International, Voortgang & aanbevelingen

dr. Nelly Schotborgh - van de Ven
Ethics & Integrity expert



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2022 – 2025

Looking back & Looking ahead

Dr. Nelly Schotborgh-van de Ven



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- Civil Society organisation
- Since 1993 - Berlin
- In more than 100 countries Transparency International chapters



2 well known instruments

- National Integrity System assessment (NIS)
- Corruption Perception Index



National Integrity System assessment (NIS)

- Nederland 2012
- Curaçao 2013
- Sint Maarten 2015
- Aruba 2022

2025 – 2026

- Caribisch Nederland: Research role Civil Society Organisations
- Sint Maarten: Research actualisation NIS



NIS Assessment: Holistic approach

Government	Public sector	Non-governmental
<ul style="list-style-type: none">• Legislature• Executive• Judiciary	<ul style="list-style-type: none">• Public Sector• Law Enforcement Agencies• Electoral Management Body• Ombudsman• Supreme Audit Institution	<ul style="list-style-type: none">• Media• Civil Society• Political Parties• Business

Focus Assessment

Dimension	Indicator
Capacity	<ul style="list-style-type: none">• Resources• Independence
Governance	<ul style="list-style-type: none">• Transparency• Accountability• Integrity
Role	<ul style="list-style-type: none">• Role in the overall integrity system

**WHAT'S
YOUR
SCORE?**



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Findings

1. Unique characteristics of a small island.
2. Informal circuits and family networks are stronger than the formal structures.
3. Low trust within society.
4. Culture of fear/ fear of reprisals (patronage is cause and effect).
5. Decisive role played by political parties.
6. No culture of transparency and reporting.
7. No urge for accountability.



Findings








8. Supervision is lacking (or only ad-hoc).
9. Development has been lacking over the years.
10. Lack of information.
11. No role for ethics and integrity education.
12. People's indifference towards corruption: 'corruption-tiredness'.
13. Legal transplant from the Netherlands.
14. Lack of technical assistance.





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	Topic	Recommendation
1	 Networks & Patronage	Encourage public debate on family/friends networks to preserve positive aspects while avoiding patronage & polarization.
2	 Cross-sector Cooperation	Public sector, private sector & CSOs should work together to reduce corruption and strengthen integrity.
3	 Show Corruption's Impact	Make social & economic effects of corruption visible, both qualitatively and quantitatively.
4	 Transparency in Information	Improve archiving, proactive & reactive disclosure of public data; follow Electoral Council's best practice.
5	 Financial Reform	Align reforms with recommendations of CAft and Aruba Audit Office (ARA).
6	 Independent Ombudsman	Establish an Ombudsman institution with full independence.
7	 Electoral Council	Clarify appointment procedures for chair and deputy chair.

	Topic	Recommendation
8	 Specialized Expertise	Invest in financial investigation capacity and expertise.
9	 End 'Permiso' Practice	Abolish ministerial temporary permit authorizations by personal approval letters.
10	 Financial Reporting	Strengthen framework to allow effective audits.
11	 Government Spokesperson	Appoint an authorized press spokesperson to ensure regular, transparent communication.
12	 Public Education	Run campaigns on damage of corruption, combined with hopeful messages; highlight local heroes of integrity.
13	 Accountability	Strengthen Integrity systems in public & private sector; directors must be accountable for integrity.
14	 CSO Involvement	Actively involve civil society organizations in policymaking, implementation, and evaluation.



Optimist



Pessimist



Realist

OPTIMIST



"The glass is
half full"

PESSIMIST



"The glass is
half empty"

REALIST



"Yep, thats a glass
alright!"



Masha Danki!

THANK YOU!



Pilotproject
Versterken
Integriteit
Overheidsdiensten (VIO)



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Pilotproject VIO: Introductie 6 integriteitsinstrumenten

1. Vertrouwenspersoon Integriteit (VPI)
2. Interne Onderzoeker (IO)
3. Integriteitsrisicoanalyse
4. Dienstcode
5. (Interne) meldprocedure
6. Intern onderzoeksprotocol



Pilotproject VIO: 10 Overheidsdiensten

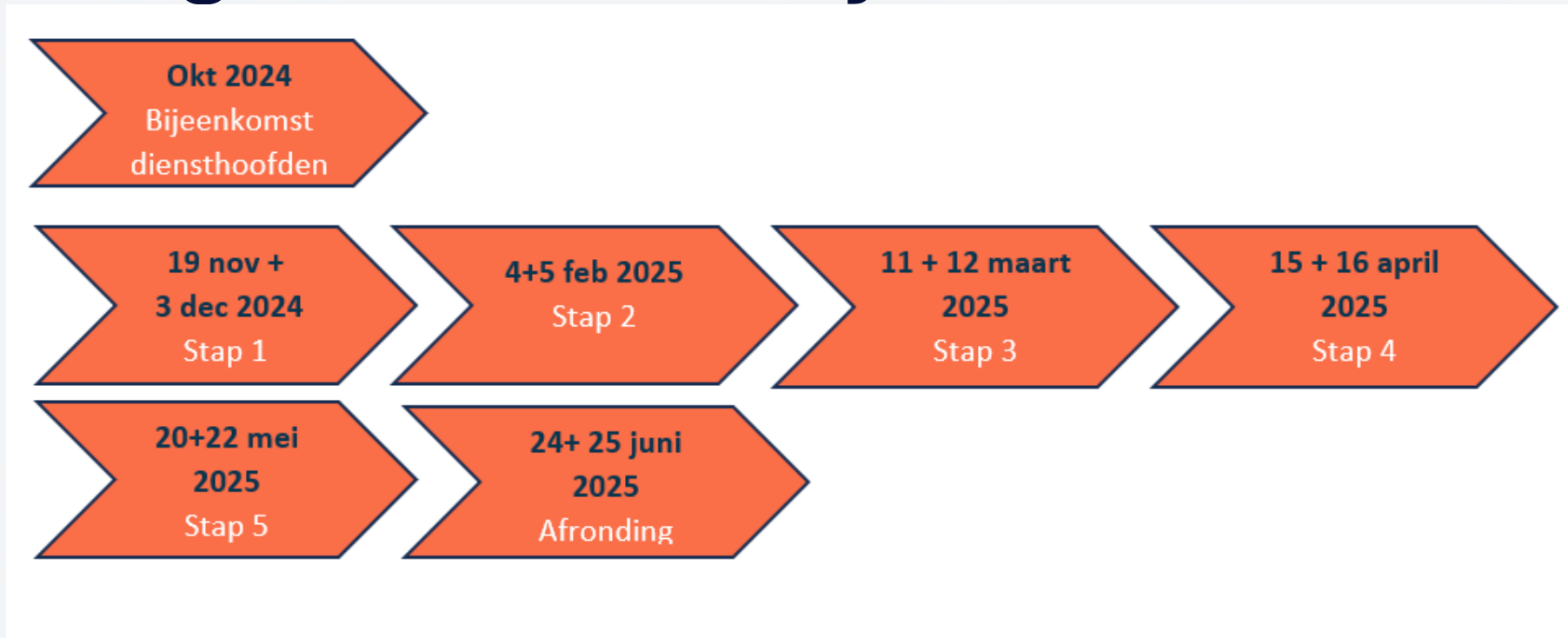
1. Departamento di Impuesto
2. Directie Infrastructuur en Planning
3. Dienst Landbouw, Veeteelt en Visserij
4. Directie Natuur en Milieu
5. Directie Onderwijs
6. Directie Sociale Zaken
7. Departamento Transporte Publico
8. Inmigracion Aruba
9. Inspectie voor Volksgezondheid Aruba
10. Secretariaat Bezwaaradviescommissie LAR



Pilotproject VIO: Kick-off en introductie VPI's en IO's



Pilotproject VIO: Integriteitsrisicoanalyse



Pilotproject VIO: Integriteitsrisicoanalyse

Sessie 1: Start & samenstelling werkgroepen

Sessie 2: Verzamelen functies en processen

Sessie 3: Kwetsbaarheden en risico's benoemen

Sessie 4: Opstellen risicomatrix

Sessie 5: Voorbereiden plan van aanpak

Sessie 6: Afronding & afspraken vervolg



Pilotproject VIO: Interne Meldprocedure & Intern onderzoeksprotocol

Interne meldprocedure

Hoe kan een vermoedelijk integriteitsschending bij de betrokken dienst gemeld worden?

Intern onderzoeksprotocol

Hoe wordt een melding beoordeeld en hoe wordt het feitenonderzoek verricht?

Sept / okt
2024



Pilotproject VIO: Dienstcode

Dienstcode

- Aanvulling op de Gedragcode Integriteit Overheidsmedewerkers
- Elke dienst is anders, elke dienst heeft eigen richtlijnen



Okt / nov
2024



Pilotproject VIO: Hoe verder?

- Bevindingen verzamelen: resultaten uit de pilot bundelen
- Lessen vertalen: wat werkt, wat kan beter of anders?
- Plan maken: aanpak voor verdere uitrol
- Instrumenten uitrollen: stapsgewijs bij overige diensten
- Samen verder: betrokkenheid van alle diensten nodig



Nov / dec
2024



G I O

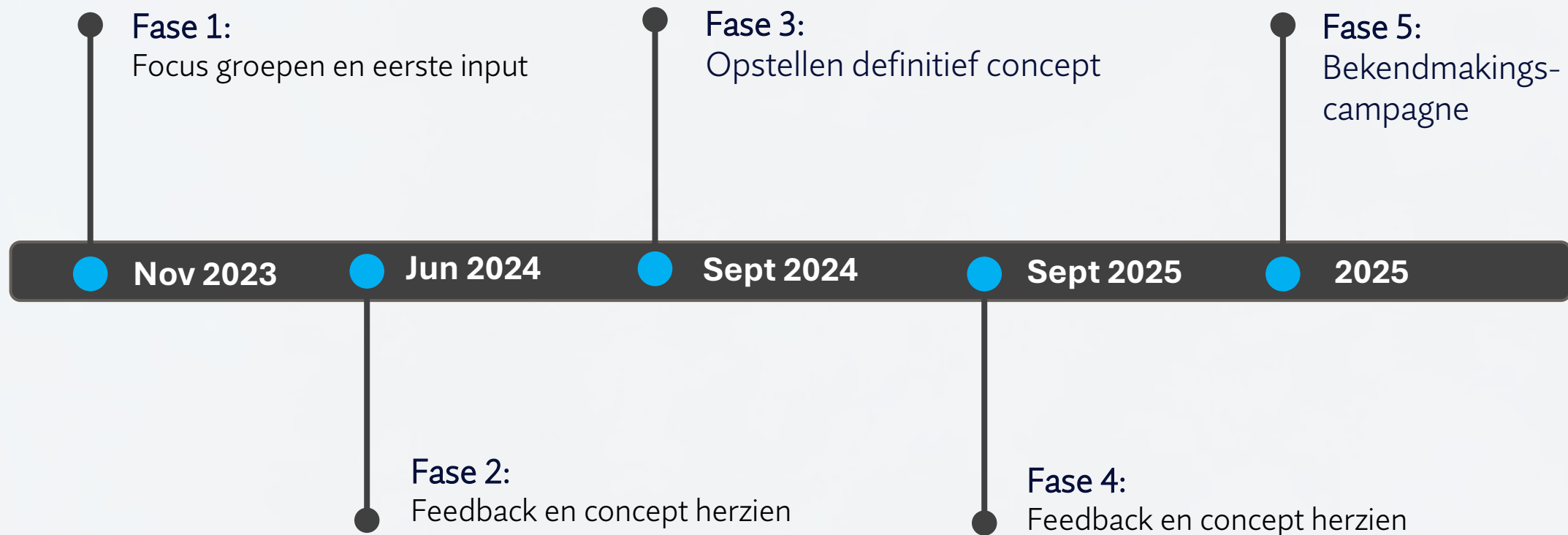
GEDRAGSCODE INTEGRITEIT
OVERHEIDSMEDEWERKERS



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Het project: timeframe



Fase 1: Focus groepen en eerste input

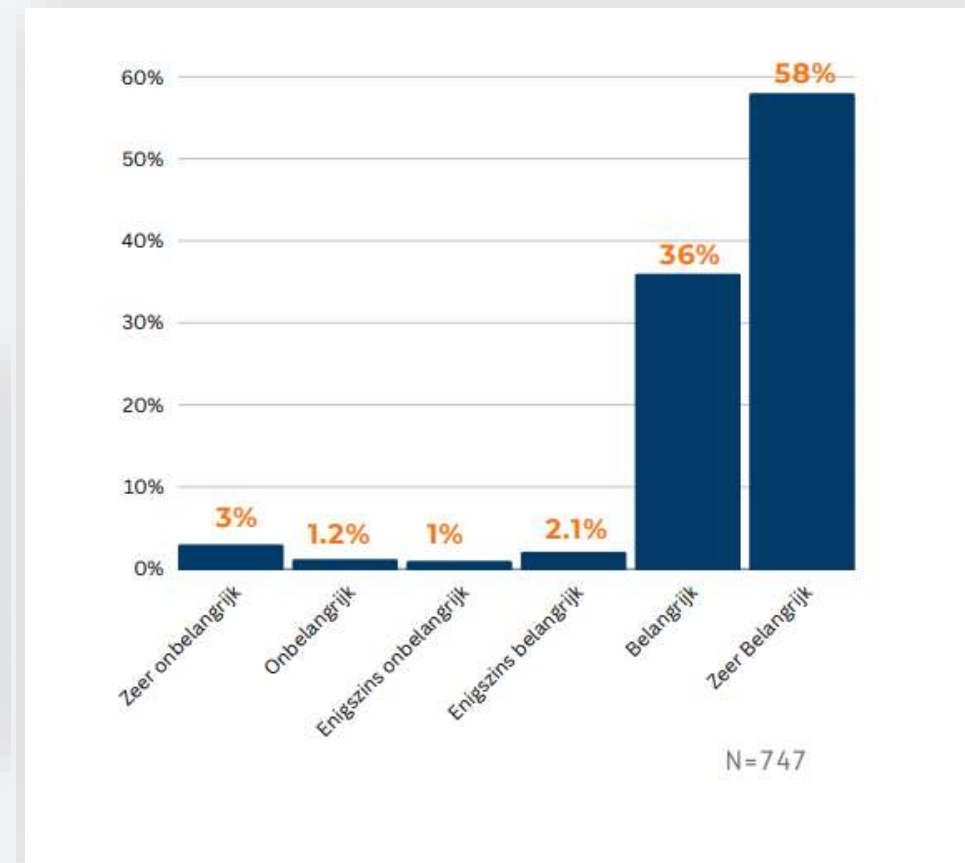
- Diensthoofden: 72 deelnemers
- Vakbonden: 9 deelnemers
SIMAR, STA, SEPPA, SINBA,
SADA, TOPA, en SPA:
- HR-adviseurs van de diensten en
van DRH: 27 deelnemers
- Open sessies: 119 deelnemers
- Totaal: 227 deelnemers



Fase 2: Feedback en concept herzien

Kwantitatieve feedback: online enquête

- Tussen 24 juni 2024 en 7 juli 2024
- 747 ingevulde enquêtes



Fase 2: Feedback en concept herzien

Kwalitatieve feedback: fysieke bijeenkomst

- Open sessies en gesloten sessie
- Online registratie (open sessie)
- Tussen 20-22 augustus 2024
- Bijna 100 overheidsmedewerkers



Fase 2: Feedback en concept herzien

Kwalitatieve feedback: extra fysieke
bijeenkomst

- Op verzoek van de vakbonden
- 17 september 2024
- Zeer positieve reactie



Fase 3: Opstellen definitief concept

- Concept uitwerken naar definitief concept
- Definitief concept uitwerken
- Definitief versie vertalen naar Papiamentu
- Proefreaders
- Vormgeving



Fase 4: aanbieding en goedkeuring Minister en Ministerraad



1 september 2025



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Fase 5: Bekendmakingscampagne



Koffie- en theepauze



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The State of Corruption in Aruba: Corruption Perceptions Study 2018-2022



Ryan R. Peterson, PhD

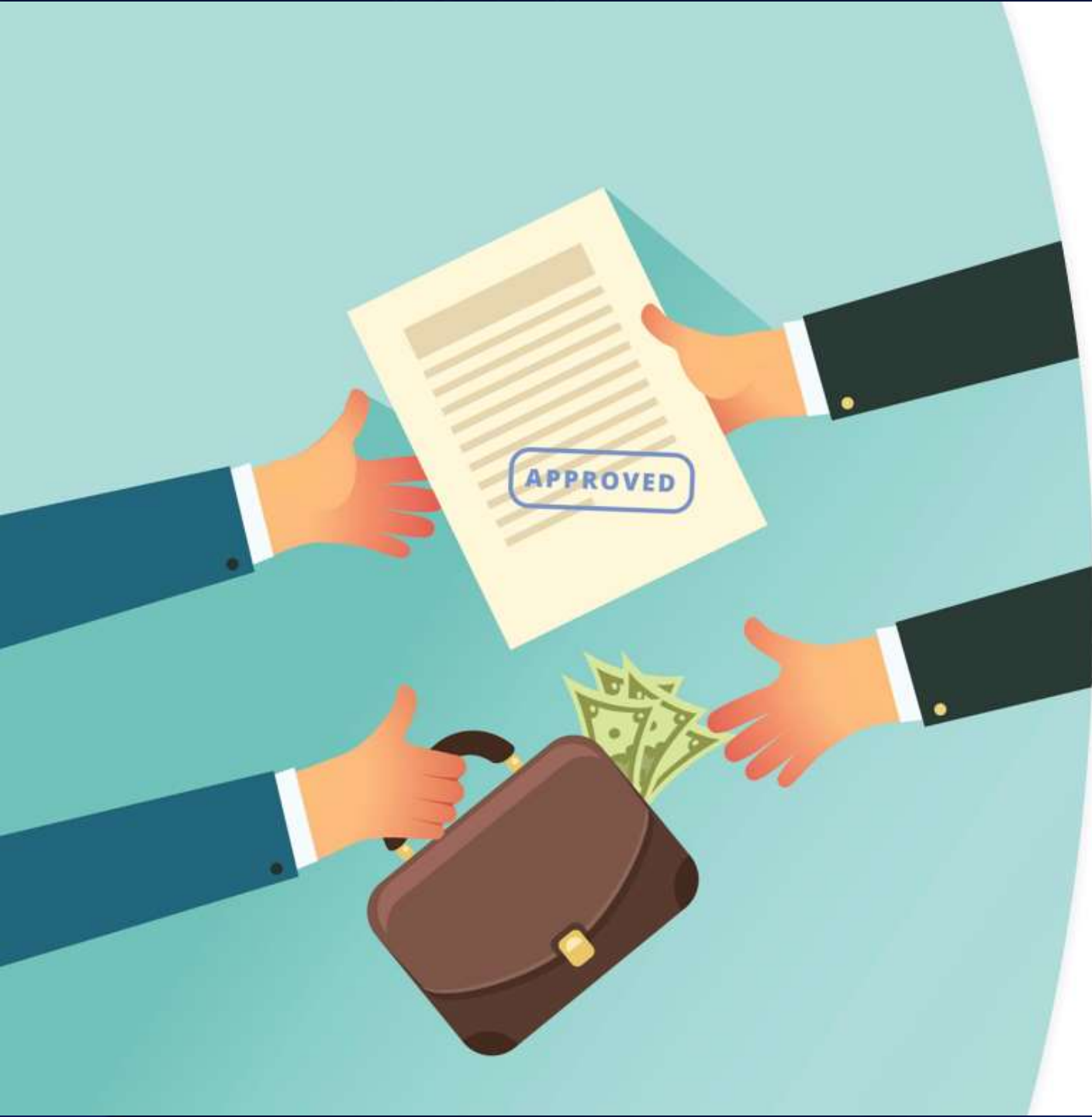
Division Manager

Economic Policy & Financial Stability



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CENTRALE BANK VAN ARUBA

The State of Corruption in Aruba: Corruption Perceptions Study 2018-2022

Ryan R. Peterson, PhD
Economic Policy & Financial Stability

September 10, 2025

Introduction

Introduction

Key questions:

1. *How widespread is corruption?*
2. *Has the perception of corruption fallen or risen?*
3. *How is the government doing?*
4. *Do people agree with corruption acts?*
5. *How many people pay bribes?*
6. *Do people know individuals who have paid bribe?*
7. *How can ordinary people stop corruption?*
8. *What anti-corruption actions can the government take?*
9. *Who should lead the fight against corruption?*

Concluding remarks

Research Objectives

- Assess the perceptions of corruption (in practice) in Aruba.
- Identify key patterns and trends over time

Research Design & Method

- Multi-year study (2018-2022)
- Conducted in four languages across all districts
- Covers multiple generations (49%, + 50 years) and sectors (37% private sector).
- Structured survey (off-/on-line)
- Response rates (1,200 – 1,400; ~ 30%)
- Confidence interval 95% with 2.3% margin of error.

Key findings

Widespread level of corruption remained practically unchanged, meanwhile

Government seen as doing badly in fighting corruption

Respondents noted a higher bribery rate and increased level of corruption

Corruption acts considered unacceptable by on average 95 percent of respondents

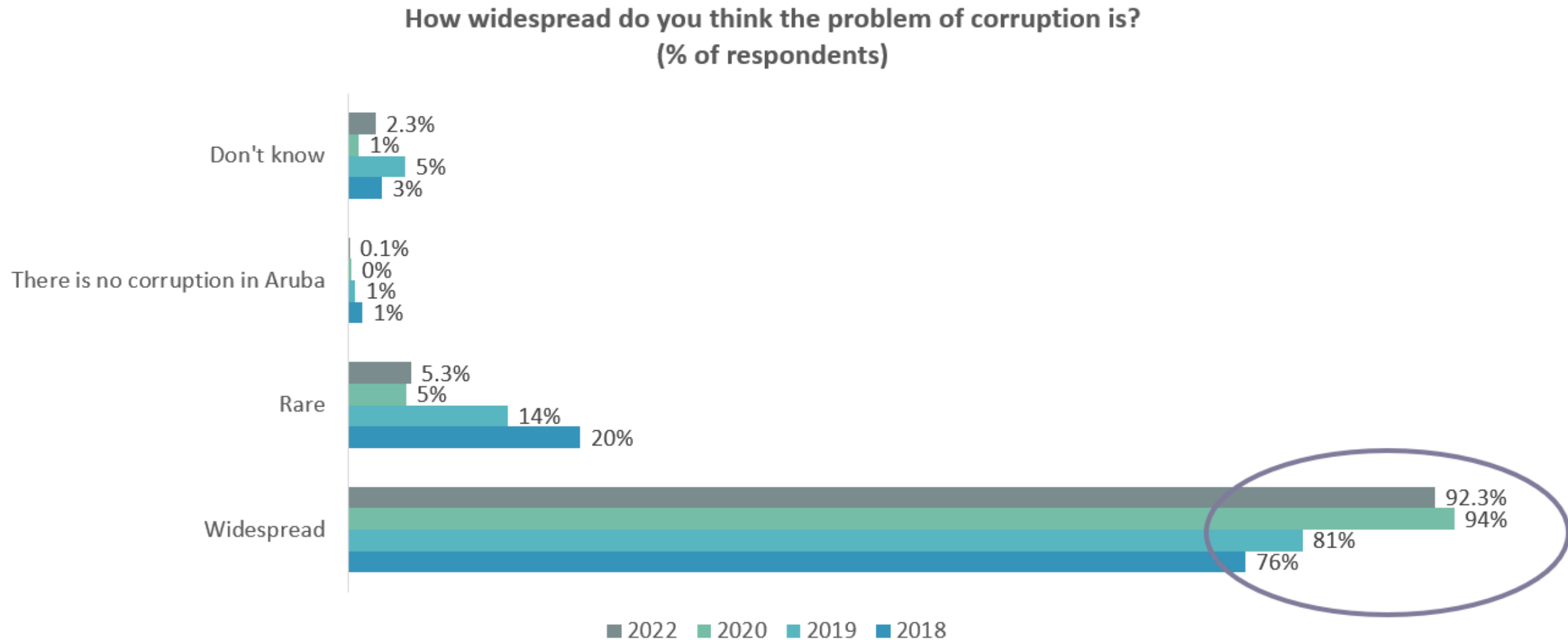
Steady rate in the share of respondents who knew someone who paid a bribe compared to previous corruption surveys

Almost half of respondents consider reporting corruption as the most effective thing that ordinary people can do to fight corruption

Introducing a whistleblowing policy within the public sector viewed to be the most important measure to mitigate corruption

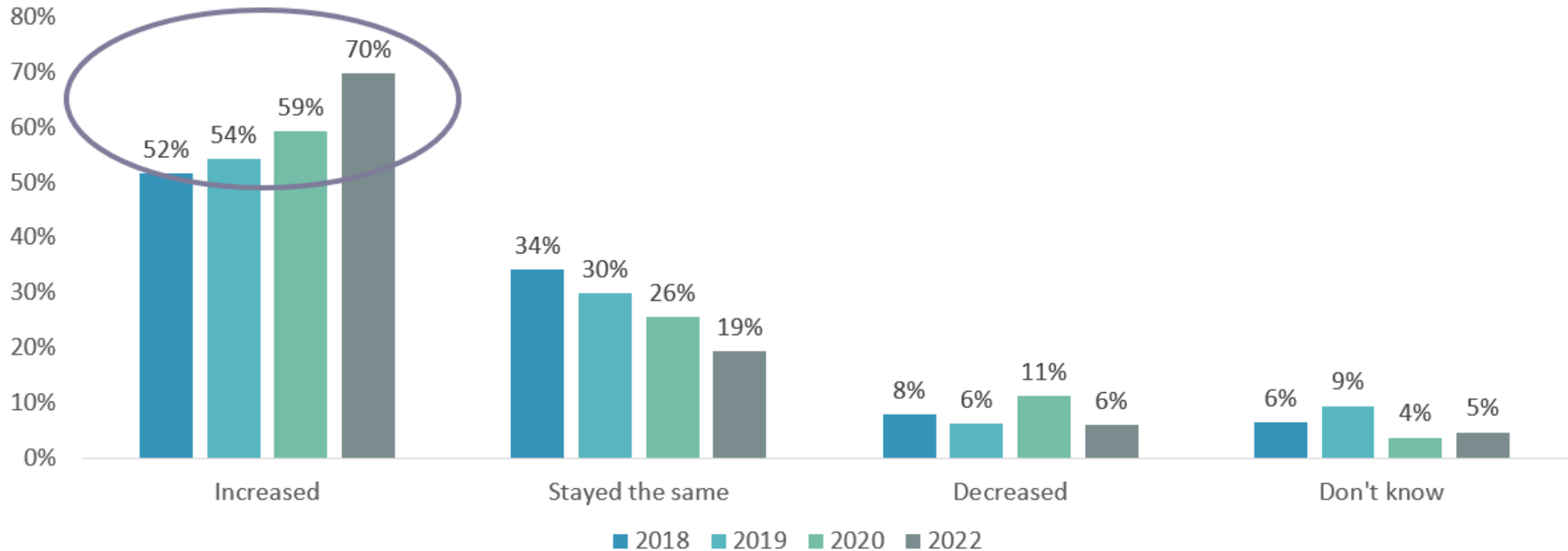
Public Prosecutor's Office and Parliament of Aruba seen as the two top organizations that should lead in fighting corruption

1. How widespread is corruption?



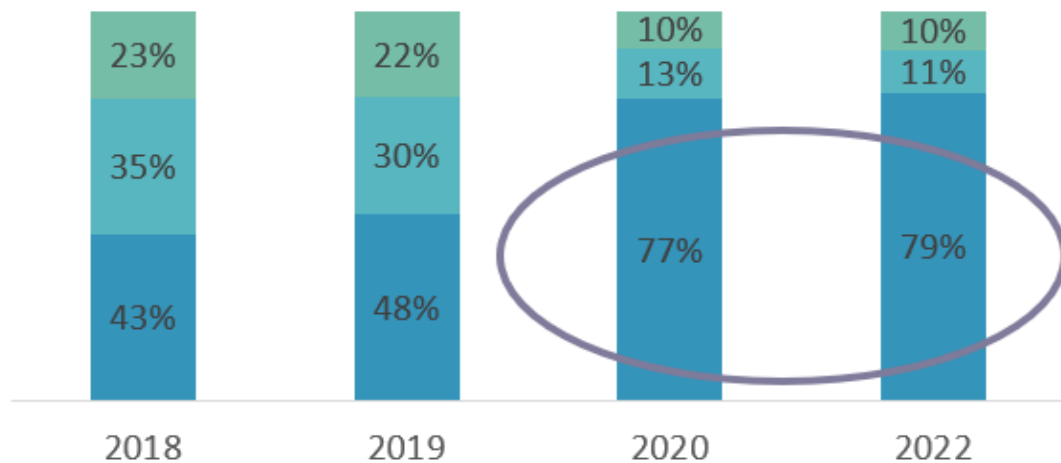
2. Has the perception of corruption fallen or risen?

How has the level of corruption changed in the 12 months preceding the survey?
(% of respondents)



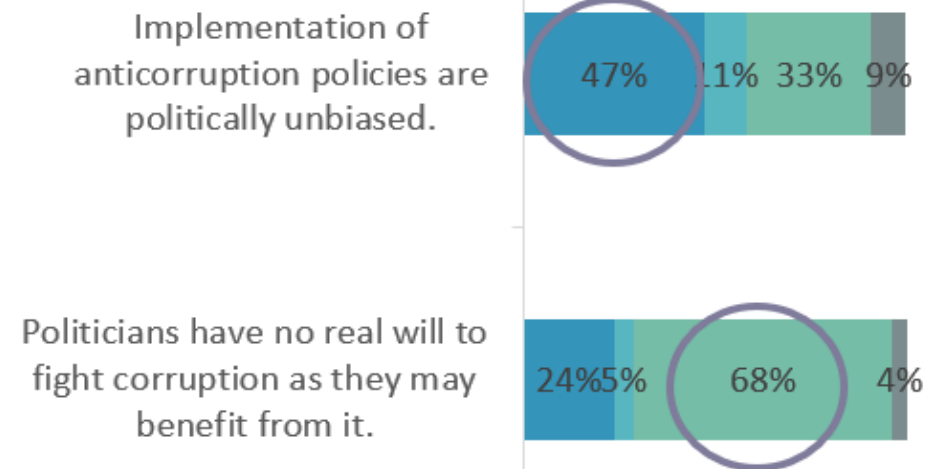
3. How is the government doing?

How well or badly would you say the current government is fighting corruption in government?
(% of respondents)



■ Badly ■ Well ■ Don't know/haven't heard enough

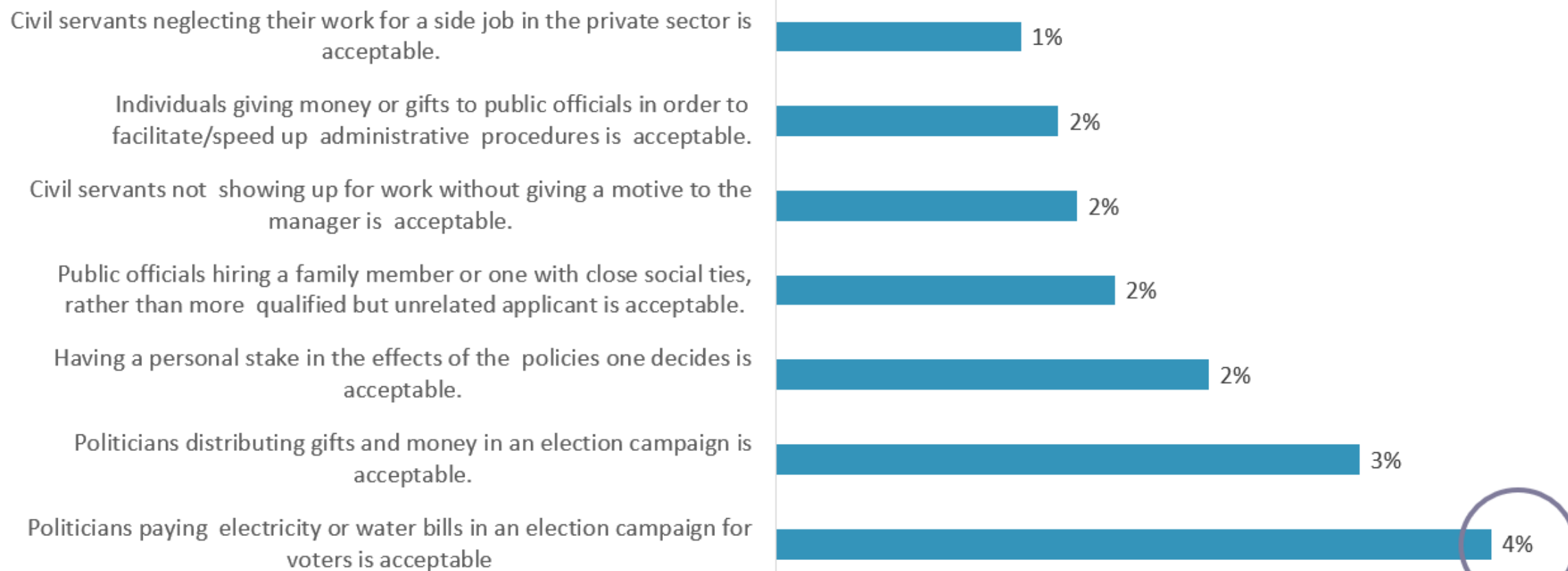
% of respondents agreeing or disagreeing with the following statements



■ Disagree ■ Neither agree nor disagree ■ Agree ■ Don't know

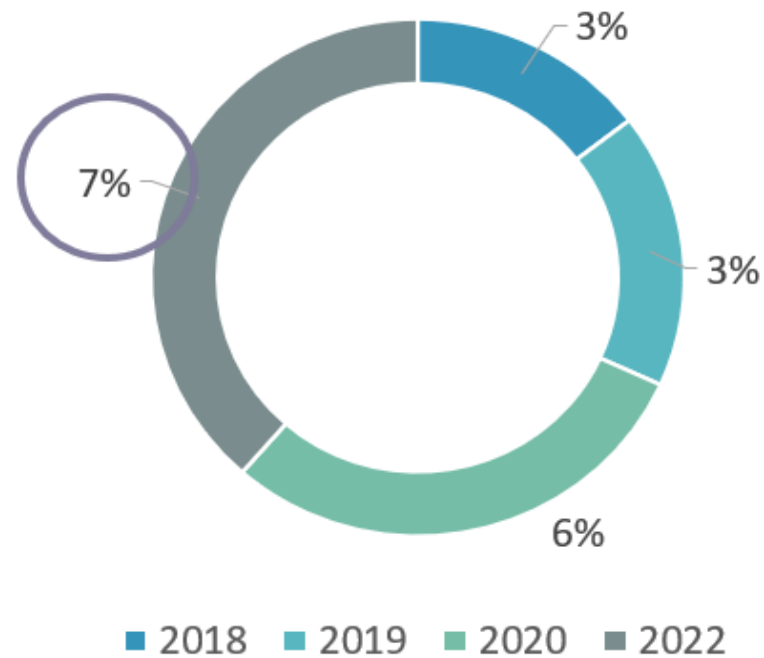
4. Do people agree with corruption acts?

% of respondents agreeing with the following statements



5. How many people pay bribes?

Bribery rate
(% of respondents who paid a bribe* when accessing selected (public) services** in the 12 months preceding the survey)

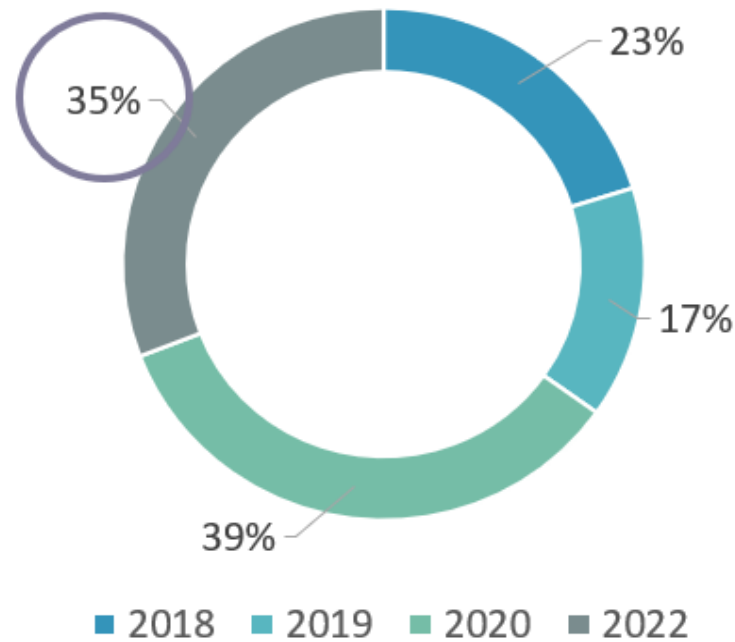


* Note, the word bribe is used in this document to refer to bribe, gift, and favor.

** Schools, medical care, government departments issuing identity or other official documents and land in long lease, government departments in charge with residence/work or building or business permits, public agencies in charge with social security benefits, public utility companies, police, and courts.

6. Do people know individuals who have paid bribe?

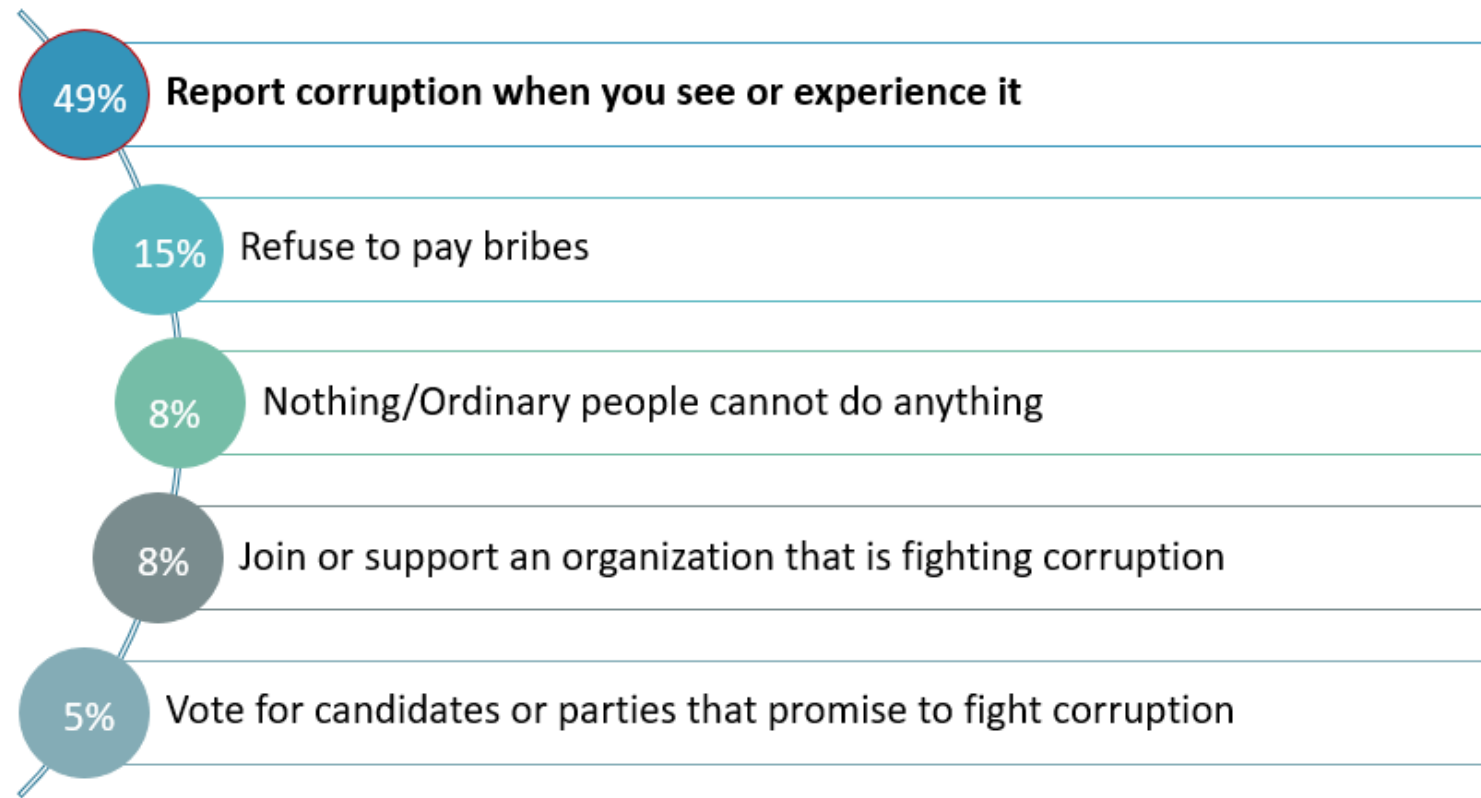
**% of respondents who knew someone who paid a bribe
when accessing selected (public) services* in the 12 months prior to the survey**



* Schools, medical care, government departments issuing identity or other official documents and land in long lease, government departments in charge with residence/work or building or business permits, public agencies in charge with social security benefits, public utility companies, police, and courts.

7. How can ordinary people stop corruption?

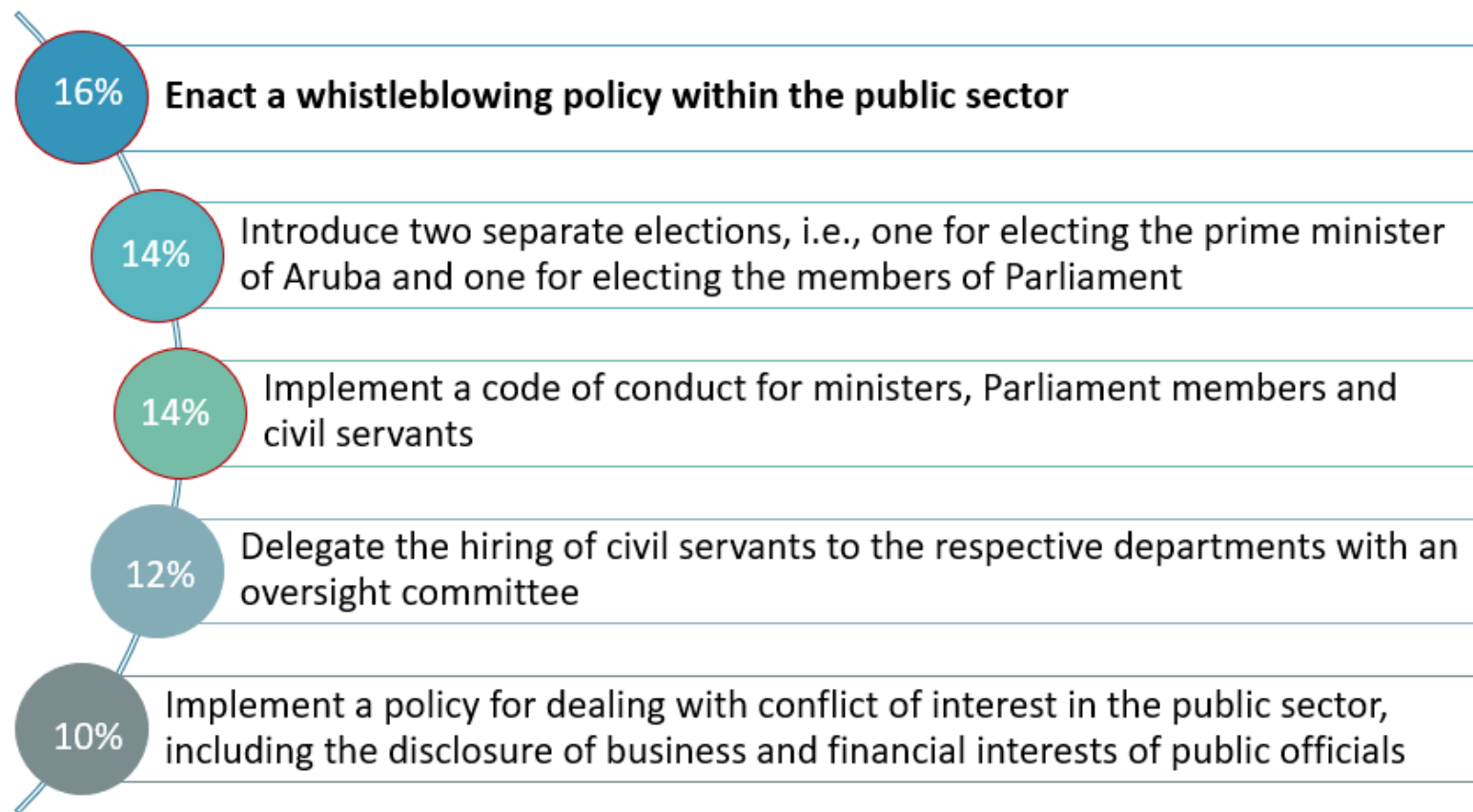
Top 5 most effective things that ordinary people can do to help combat corruption
(% of respondents)



* Each respondent could have selected three answers.

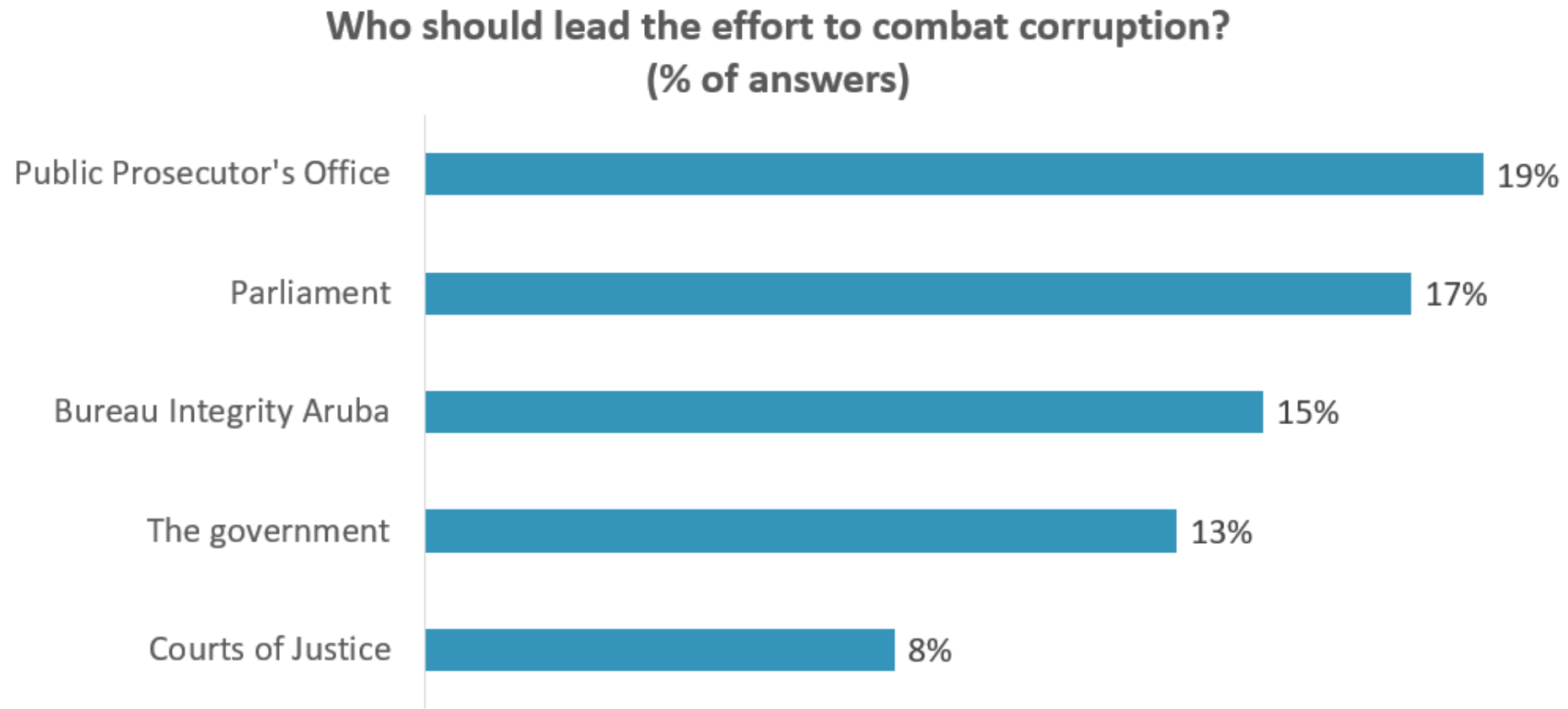
8. What anti-corruption actions can the government take?

Top 5 most important measures to mitigate corruption
(% of selected answers*)



* Each respondent could have selected three answers.

9. Who should lead the fight against corruption?



* Each respondent could have selected three answers.

Concluding remarks

- I. The state of corruption remains a **fundamental concern** and challenge in Aruba with significant and structural (adverse) impacts on the economy and society at large.
- II. Fighting corruption should, therefore, be one of the **top priorities** not only for the government of Aruba (GoA), but also for the Aruban community, because corruption has negative consequences for all economic actors, the whole economy, and community in general.
- III. One precondition for terminating corruption in Aruba is by building a community (**'Whole-of-Society'**) that is resistant to corruption.
- IV. 'Governing from the Future' requires infusing **ethics and integrity across the board**.

Thank you

Stay tuned for the next State of Corruption Survey!

**Plenair dialoog – Take aways:
Wat betekenen de
bevindingen voor de
diensthoofden?**



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Netwerklunch



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Het programma

Middagprogramma

- Principes/introductie Ethisch Leiderschap
- Interview Luenne Gomez-Pieterz
- Bespreken en toepassen in subgroepen
- Pauze
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Introductie & Principes Ethisch leiderschap

**Ferene Ettienne MSc
&
dr. Nelly Schotborgh - van de Ven**



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Definition Ethical Leadership

Ethical leadership encompasses both the extent to which someone is a person of integrity themselves,

and

the way in which he or she seeks to promote integrity in others.

L. Heres, One style fits all(2014)

ETHICAL LEADER



**MORAL
PERSON**

=



**MORAL
MANAGER**

+

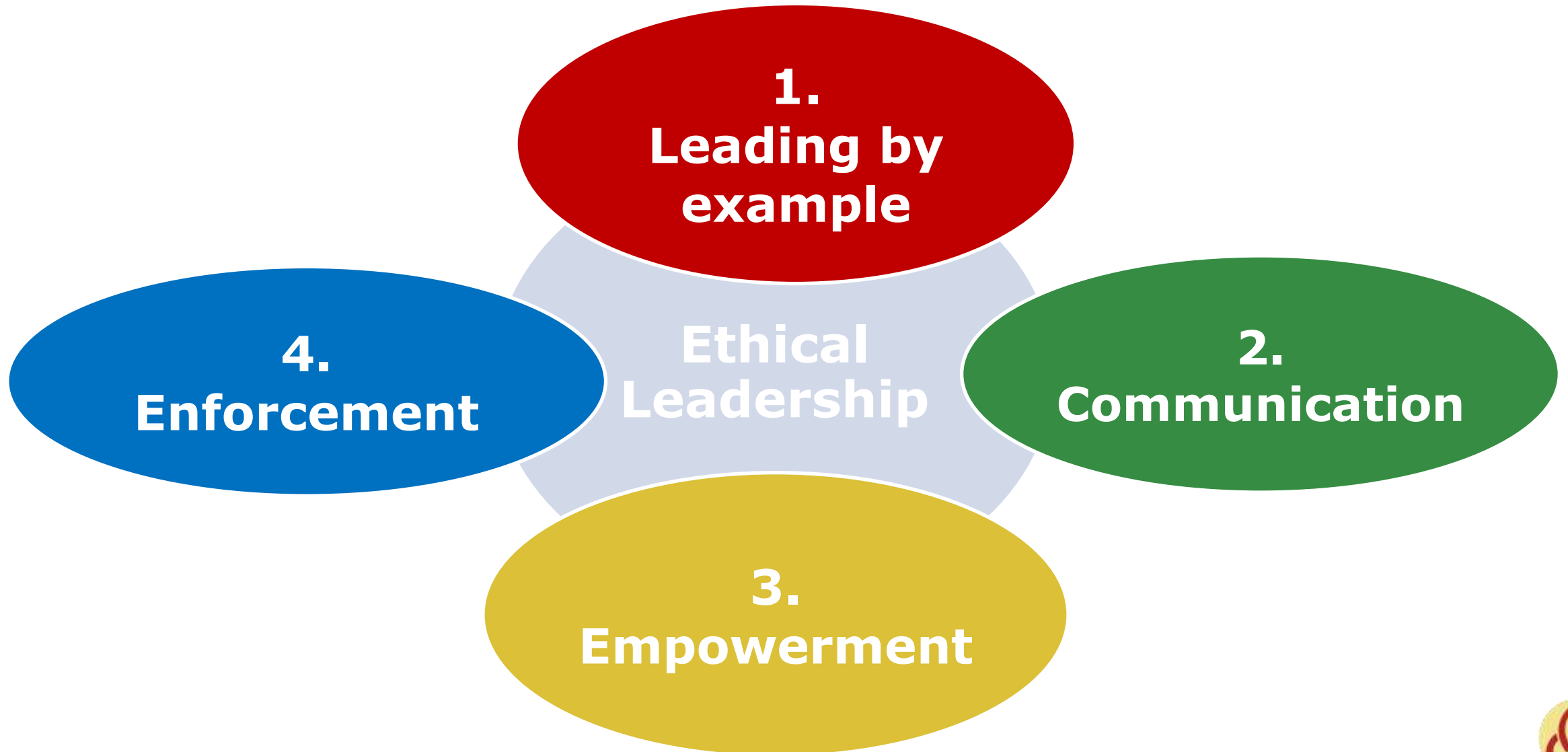
Role middle- management crucial!

*“Ethical cultures and ethical
leaders go hand in hand.*

*Building an ethical culture
can't be delegated.”*



Ethical Leadership



1. Leading by example

Do's

- Be honest and offer trust.
- Be transparent as far as possible.
- Know the rules and procedures, comply, or explain why not.
- Admit mistakes and say sorry.
- Rule for one is rule for all, and if this is not possible, explain why.
- Follow through on commitments — write them down so you don't forget.
- Express doubts.

Don'ts

- Participate in gossip or bullying.
- Justify unethical behavior with outcomes (e.g., 'The end justifies the means').
- Show favoritism toward your favorite colleagues.
- Apply rules inconsistently.
- Act differently than what you communicate to others.

2. Communication

✔ Do's

- Communicate the rules and procedures.
- Proactively discuss integrity topics (e.g., side activities, social media, gifts).
- Be loud and clear about your expectations.
- Know and communicate the reporting channels, the role of HR and the confidential advisor.
- Create space for expressing concerns or criticism.
- Be approachable. Listen actively and respectfully to concerns.
- State explicitly that you also want to hear bad news.

✘ Don'ts

- Tell one colleague what another has said.
- Ignore questions or fail to respond.
- Handle confidential information about colleagues carelessly (e.g. among managers).
- Digital aggression (emails in CAPS LOCK, writing in red)
- Speaking loudly, screaming.

3. Empowerment

✓ Do's

- Encourage colleagues to speak up about ethical concerns.
- Support team members in making ethical choices, even when difficult.
- Recognize ethical behavior as much as performance outcomes.
- Acknowledge what is going well.

✗ Don'ts

- Micromanagement.
- Retaliate against whistleblowers.
- Promote a culture of fear or silence.
- Make colleagues feel ethics are secondary to organizational goals.
- Spreading negative energy.

4. Enforcement

✓ Do's

- Apply rules and procedures consistently
- Recognize and address inappropriate behavior — speak up, discuss, agree, and act.
- Hold yourself and others accountable.
- Use fair and just disciplinary procedures.
- Acknowledge and reward ethical behavior formally when appropriate.

✗ Don'ts

- Ignore or excuse unethical behavior.
- Hiding behind someone else.
- Protect top performers from consequences because of their results.
- Enforce rules based on personal preferences.
- Pointing out short comings in front of co-workers.
- Rolling eyes, kissing teeth.

Interview

Thema: Ethisch Leiderschap

mr. Luenne Gomez-Pieters, MBA
Directeur DIMP



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Interview

mr. Erik Lensink
Rechter GEA



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Evaluatie & belangrijkste inzichten



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Bedankt voor jouw deelname!



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