SYNOPSIS

A ROADMAP FOR SDG IMPLEMENTATION IN ARUBA
ACKNOWLEDGMENTS

The Government of Aruba would like to express its gratitude to the United Nations Development Group, the United Nations Development Programme Trinidad & Tobago Office and the Economic Commission for Latin America and the Caribbean.

Disclaimer: this is a synopsis of the original document entitled ‘A Roadmap for SDG Implementation in Aruba’. Those interested to read the document in its entirety can do so accessing the document on the SDG Aruba website (www.sdgaruba.com)
TABLE OF CONTENTS

04 INTRODUCTION

06 ROADMAP TOWARD SDG IMPLEMENTATION IN ARUBA

06 ALIGNMENT: ASSESSING NATIONAL PRIORITIES AND THE SDGS

12 FINANCING THE SDGS

13 DATA, MONITORING AND REPORTING

15 COORDINATION: INSTITUTIONAL MECHANISMS

18 ADVOCACY: A VISION 2030 ACTION CAMPAIGN
The SDG Roadmap is a document that provides direction to Aruba for the implementation of the Sustainable Development Goals (SDGs) at the national level. It is developed according to guiding principles stipulated by the United Nations Development Group (UNDG) as the aim of the SDGs are to assist countries in their development agenda and set priorities where the focus is on enhancing the quality of life for all citizens and ensuring that No One is Left Behind. The 2030 Agenda is organized along five themes:

- People
- Planet
- Prosperity
- Peace
- Partnership

and aims to influence the countries entire development agenda.

In the case of Aruba, a participatory methodology was chosen to develop a draft Roadmap for Implementation of the United Nations 2030 Agenda and its Sustainable Development Goals. The United Nations Development Programme (UNDP) conducted a Rapid Integrated Assessment of existing policy documents, including ‘Nos Aruba 2025’, and held participatory sessions with government departments, NGOs and the private sector to develop a roadmap for Aruba. The draft Roadmap is based on the work done by UNDP and the Economic Commission for Latin America and the Caribbean (ECLAC).

Given the ambition and the all-encompassing nature of the SDGs and the implementation restrictions that governments and other partners in society have to deal with, prioritization is essential. This means that not all 17 SDGs can be implemented simultaneously with the same emphasis if one wants to achieve good results. Priority should be given to a series of catalyst-based measures to accelerate the progress of goals and targets, taking into account the integrated nature of the Agenda 2030, the specific national context and the need to improve the economic, social and environmental dimensions of sustainable development to guarantee a balanced development. Such catalyst measures are defined as ‘accelerators’.

Accelerators refer to prioritized areas that, when addressed, can directly incorporate multiple development priorities and have a multiplier effect on the SDGs. Accelerators are identified through consultations and empirical evidence, the development of a theory of change that determines the path through which an accelerator can have maximum impact. An analysis of the challenges - and interventions to overcome them - for each accelerator was also carried out, resulting in a combination of interventions for SDG acceleration.
The process of coming up with accelerators as a priority policy areas that serve as an input for the implementation of the SDGs on Aruba, followed the implementation process developed by the United Nations, the MAPS method; acceleration through mainstreaming and policy support. Aruba is guided by the United Nations Development Programme (UNDP) to develop its national accelerators.

Based on the development context of Aruba, and the input provided during the participatory stakeholder sessions, nine accelerators were proposed by the United Nations to catalyze progress towards the SDGs these accelerators are:

1. Youth Empowerment
2. Quality of Life and Wellbeing
3. Natural Resources Management
4. Energy Efficiency & Energy Diversification
5. Entrepreneurship & an Enabling Business Environment
6. Sustainable Tourism
7. Strengthen Institutional Quality & Capacity
8. Strengthen Statistical Capacity
9. Aruba as a Model for Sustainable Development

“Our island is blessed with many unique qualities and more importantly, the Aruban people are known for their creativity and spirit of invention. All of this, create the right environment for change and innovation. This will allow us to build the future we want to see for the generations to come.”

PRIME MINISTER OF ARUBA MRS. EVELYN WEVER-CROES

*At the minimum these goals
# PEOPLE PILLAR

## YOUTH EMPOWERMENT

<table>
<thead>
<tr>
<th>CHALLENGES</th>
<th>INTERVENTIONS TOWARDS ACCELERATIONS</th>
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<tbody>
<tr>
<td>a. Dropout rates and repetition at school</td>
<td>i. Strengthen education policies</td>
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<tr>
<td>b. Inadequate training</td>
<td>• Match market needs with trainings</td>
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<tr>
<td>c. Adolescent pregnancy</td>
<td>ii. Expand reproductive health and care policies</td>
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<tr>
<td>d. Youth unemployment</td>
<td>• Enforce children’s rights</td>
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<tr>
<td>e. Limited options for youth</td>
<td>iii. Create job opportunities for youth</td>
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<td>f. Behavior problems</td>
<td>iv. Improve community services</td>
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<td>g. Right of the child</td>
<td>v. Attend behavioral problems</td>
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## QUALITY OF LIFE & WELLBEING

<table>
<thead>
<tr>
<th>CHALLENGES</th>
<th>INTERVENTIONS TOWARDS ACCELERATIONS</th>
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</thead>
<tbody>
<tr>
<td>a. Lack of empowerment of different groups of the population</td>
<td>i. Integrated approach on vulnerable groups</td>
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<tr>
<td>b. The need for increasing community health and wellbeing</td>
<td>• Identify vulnerable groups in the Aruban society</td>
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<tr>
<td>c. Lack of professional capacity and a monolithic health care system</td>
<td>• Empower other vulnerable groups</td>
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<td>d. Single-Parents (of Dependent Children) with impaired self-sufficiency</td>
<td>• Enforce participation of different stakeholders to partner with vulnerable groups</td>
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<td>e. Lack of integration of immigrants</td>
<td>• More cohesion in government programs to assist vulnerable groups</td>
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<td></td>
<td>ii. Programs with focus on Non-Communicable Diseases (NCD)</td>
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<td></td>
<td>iii. National activities with focus on mental wellbeing and social, emotional interventions</td>
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<td></td>
<td>iv. Expand the welfare to workfare program</td>
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QUALITY OF LIFE & WELLBEING

INTERVENTIONS TOWARDS ACCELERATIONS - CONTINUED

v. Programs with focus on single parents (of dependent children) with impaired self-sufficiency
   • Transforming lives
   • Implementing a local approach in working with identified troubled families
   • Targeting single-parents with dependent children with subsidized national programs of vocational training and adult education

vi. Improve physical and mental health system

vii. Integration programs for migrants

PLANET PILLAR

NATURAL RESOURCES MANAGEMENT

CHALLENGES

a. Behavior that is unfriendly to the environment
b. Urban-coastal development that leads to habitat fragmentation
c. The island, in particular its coastal areas, is very vulnerable to climate change
d. Current natural resource management is characterized by fragmented, insufficiently coordinated, interventions by government and NGO’s
e. Water is a scarce resource on the island and water pollution is a threat
f. There is limited effectiveness and enforcement of the current legislation

INTERVENTIONS TOWARDS ACCELERATIONS

i. Promote environmentally friendly behavior and mindset
ii. Establish a marine and land protected area system
iii. Enhance regulatory effectiveness and enforcement
iv. Incentivize sustainable use of oceans and coastal natural assets
v. Promote environmentally conscious behavior in business and consumers
vi. Strengthen institutional capacity for ecological data and mainstreaming with national accounts
vii. Impact of climate change
viii. Pollution

ENERGY EFFICIENCY & ENERGY DIVERSIFICATION

CHALLENGES

a. Available land limits the expansion of wind energy (most cost-effective renewable energy option)
b. With increasing share of renewable energy in the grid, the need for storage capacity to deal with variability of solar and wind resources increases, but this will increase the cost
c. Limited skills and capacity, barriers to innovation and new business models
d. Market and institutional constraints
e. Limited access to affordable sources of finance

INTERVENTIONS TOWARDS ACCELERATIONS

i. Alternatives to wind are promote
ii. Short- and medium-term storage solutions for improved grid management are increasingly made available
iii. A favorable policy and regulatory framework is in place to fully support the transition
iv. Businesses have the required capacity
v. Access to the grid is improved and made easier
vi. Finance is available at an affordable cost
PROSPERITY PILLAR

ENTREPRENEURSHIP & AN ENABLING BUSINESS ENVIRONMENT

CHALLENGES

a. Low levels of economic diversification
b. Fragmentation in public support, limited information and data on enterprises and markets
c. Restrained access to capital
d. Risk aversion of entrepreneurs and financial institutions
e. Education system that does not connect to the labor market need
f. High levels of bureaucracy and red tape

INTERVENTIONS TOWARDS ACCELERATIONS

i. Investment in research, innovation and clustering
   • The ultimate goal is to get to a dashboard data aggregator where everybody can track changes and add data

ii. Support ecosystem for SMEs
   • Consolidation of public support services to enterprises
   • Single access e-window for service and procurement
   • Establishment of innovation labs, business incubators and center for social enterprise community
   • Equipped institutions and awareness about the importance of data sharing

   • Entrepreneurship integrated in education / Enabling business environment: Business climate and fiscal climate
      • Entrepreneurship programs established at all formal levels of education
      • Vocational schools and graduate programs for the jobs of the future
      • Improvement of the business environment and fiscal climate
      • Public Private Platforms

   • Ease of doing business reforms to avoid system evasion
      • Simplification of tax procedures
      • Administrative and legislative reforms for e-business
      • Reduce the level of bureaucracy and red tape to help business/stimulate entrepreneurship
      • Legislation should be in place to foster e-commerce
      • Promotion of creative business in agriculture
      • Stimulate technological innovation in all sectors

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   • Stimulate technological innovation in all sectors

v. Life-long learning: of areas for expansion
vi. Fiscal framework to ease the way of doing business
PROSPERITY PILLAR

SUSTAINABLE TOURISM

CHALLENGES

a. Balanced development
b. Lack of increase community engagement
c. Quality/Value of tourism
d. Amplify sense of place
e. Develop an innovation mindset

INTERVENTIONS TOWARDS ACCELERATIONS

i. Balanced development
ii. Awareness to sustainable tourism and increasing community engagement
iii. Increase the economic value of tourism
iv. Amplify sense of place
v. Develop an innovation mindset

PEACE PILLAR

STRENGTHEN INSTITUTIONAL QUALITY & CAPACITY

CHALLENGES

a. Public servants lack the skills to drive institutional change and meet the demands of citizens
b. There is no coalition of partners to drive the implementation of critical policy changes
c. Interdepartmental collaboration on expenditures; for the continuity of SDGs projects in different departments there should be interdepartmental cooperation

INTERVENTIONS TOWARDS ACCELERATIONS

i. Introduce performance management system
ii. Strengthen transparency and accountability to ensure the public is well informed of the need for policy changes and the rationale behind these changes
iii. Develop integrated planning instruments and processes
iv. Strengthen legislation, regulation, monitoring and compliance
v. Improve coordination and collaboration among institutions
vi. Mainstreaming SDGs in government institutions
vii. Safety and security
STRENGTHEN STATISTICAL CAPACITY

CHALLENGES

a. Funding
b. Lack of data sharing and data exchange among government departments in Aruba, weak position of the CBS in data collection and the lack of a standard protocol for data sharing among government departments
c. Lack of awareness of official statistics and the data culture in the society
d. The lack of a functioning NSS in Aruba

INTERVENTIONS TOWARDS ACCELERATIONS

i. Formalization of a NSS in Aruban legislation based on document drafted by the CBS with assistance of UN and CBS-NL
ii. Implementation of the NSS (and the appointment of a coordinator resorting under the Ministry of General Affairs to implement the NSS)
iii. Training to non-statisticians
iv. Assessment of statistical capacity to produce data
v. Bilateral technical assistance
vi. Budget for implementation of the NSS including SDGs
vii. Additional budget for CBS for SDG purposes such as capacity building and automation to also enable it to carry out the additional tasks of monitoring and reporting on the SDGs
viii. Legislation
viii. The introduction of a data sharing policy for immediate implementation by government departments and other government agencies.
ix. Partner: Mobilizing stakeholders for a data ecosystem partnership to produce data for the SDG indicators
x. Educate

ARUBA AS A MODEL OF SUSTAINABILITY FOR SMALL ISLAND DEVELOPING STATES

a. In pursuing its vision of sustainable development, Aruba has built “know-how” in many areas to help achieve its goal
b. COE’s current implementing partners
c. Mainstreaming SDGs in government institutions
## FINANCING THE SDG AGENDA FOR ARUBA

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<thead>
<tr>
<th></th>
<th>Description</th>
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<tbody>
<tr>
<td>1</td>
<td>Generate revenues; It is important to allocate money for monitoring. There is a need for monitoring capabilities and equipment for the creation of indicators. For policy implementation based on SDGs it is essential to incorporate new ways of doing business</td>
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<tr>
<td>2</td>
<td>Re-align expenditure It is not only about re-allocating revenues, it is about for example the introduction of a smart sustainability tax</td>
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<tr>
<td>3</td>
<td>Avoid the need for future expenditures / Consolidating toward Sustainability; Self-sustaining expenditures and investments are important to become a self-sustaining entity</td>
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<tr>
<td>4</td>
<td>Deliver financial resources more effectively and efficiently</td>
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<tr>
<td>5</td>
<td>Create ownership mentality; Fostering accountability and a clear understanding of the objectives of the SDGs and bringing the governmental departments, NGOs, the private sector, ministers and parliament along in the process helps creating the ownership mentality.</td>
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### OPTIMIZATION OF EXPENDITURES LINKED TO THE SDGS

- a. Review options for introducing result-based budgeting and derive Return on Investment measures for public investment
- b. Better targeting and monitoring of investment-expenditures towards the SDGs/SDG accelerators
- c. Review options to refinance foreign debt through a SDG-compact with the Netherlands.
- d. Invest in precautionary measures for reducing future costs in health and climate/environment

### SMART TAXATION AND REVENUE OPTIMIZATION FOR SDG-INVESTMENTS

- a. Re-consider opportunities to review and introduce smart taxation, including environmental taxes, sugar taxes, sin taxes and other economic incentives to shift behaviors
- b. Completion of the fiscal reform programme with the aim to rebalance the system out of labor and capital taxation to consumption
- c. Increased efforts in expanding the tax base with further modernization of the tax administration and reduction of tax avoidance/evasion and tax arrears to increase the fiscal space for the SDGs
- d. New parameters to be included in the reviews conducted by the financial supervision authority that go beyond GDP/finance and include SDG dimensions

### SUSTAINABLE AND INNOVATIVE FINANCE

- a. Green and blue bonds (e.g. transport, waste and water) to finance Aruba’s sustainable and innovative financial agenda
- b. Regulatory provisions promote a competitive and modern financial sector
- c. Impact investment to expand available financial envelope and spur innovation
DATA, MONITORING AND REPORTING

THE NATIONAL STATISTICAL SYSTEM (NSS)
The NSS in Aruba, although not formally established, consists of the Central Bureau of Statistics, the Central Bank of Aruba and additional government departments.

Government departments include but not limited to:
• Social Security Bank
• Civil Registry (CENSO)
• Department of Labor & Research
• Department of Agriculture, Fisheries & Husbandry
• Department of Social Affairs
• Department of Public Health
• Department of Education
• Department of the Environment
• Department of Meteorology
• Police
• Penitentiary Institution

For this to work we need to have open data; The government of Aruba does not currently operate an open data portal. However, the CBS and other departments of the government actively disseminate reports and statistics on their websites.

MONITORING
CBS has a critical role in this, although CBS is conducting a self-assessment of its capacity to report on the SDG indicators as part of a regional programme under the Statistical Conference of the Americas of ECLAC to determine the technical assistance that NSO would require or could offer in support of the SDG indicators.

CHALLENGES
1. Data culture
2. Data sharing
3. Coordination
4. Statistical capacity
5. Gender statistics
6. Funding

RECOMMENDATIONS
1. Define: What is not defined cannot be measured and national statistics should convey uniform information to all stakeholders
2. Standardize: Data collected by government departments for the purpose of official statistics must follow the relevant international classification standards for quality control, consistency and efficiency
3. Legislate: The statistics ordinance of Aruba needs revision and updates to adequately reflect the functions of the CBS as the national statistical office and to enable it to perform the duties of the NSO according to the United Nations Fundamental Principles of Official Statistics
4. Prioritize: The CBS should prioritize the completion of the ongoing assessment of its capacity to produce data for the SDG indicators
5. Educate: A public data literacy campaign is needed to raise awareness of the general public about official statistics and to sensitize them to the value of data in public policies and program, including internationally agreed development goals such as the SDGs
6. Partner: Despite the many data challenges in Aruba, one encouraging factor is the enthusiasm shown by all groups of stakeholders – consisting of representatives of government departments, the private sector, academia, and civil society – to address these obstacles
The external SDG reporting framework for Aruba, figure 1, illustrates the reporting mechanisms on three different levels: national, regional and global. On a national level the Supreme Audit Institution of Aruba (ARA), an independent oversight institution, will be conducting a national review of the SDG implementation process of Aruba.

On the regional level the parliament of Aruba is reporting within the Kingdom of the Netherlands at the Inter Parliamentary Kingdom Conference (IPKO) on the progress of SDG implementation in Aruba together with parliamentarians of Curacao, the Netherlands and Sint Maarten.

Additionally, the Central Bureau of Statistics of Aruba together with the Indicator Working Group, of the National SDG Aruba Commission, are together reporting to ECLAC.

Aruba also partakes in the United Nations High Level Political Forum (HLPF) on sustainable development, as part of the Kingdom of the Netherlands, where it provides an update on its progress with SDG implementation. Aruba presented its first report at the HLPF in 2017 as part of the Kingdom of the Netherlands. It is expected to report again in 2021, as the reporting cycle on the global level with the Kingdom are set to take place every five years.
Key features of an institutional mechanism being suggested by the ‘Roadmap’ are as follows:

**Redesign of the institutional coordination framework to bring closer alignment between the political and technical levels of government.**

I) A high-level cabinet committee comprised of the Prime Minister’s Office and the Ministries of Finance, Economic Affairs and Social Affairs is recommended to provide policy guidance and oversight.

II) Inclusion of ministers or a senior public servant tier made up of heads of departments to provide policy advice to the high-level cabinet committee the Council of Ministers and the SDG Commission on issues of integration, policy-programme linkages, strategic planning and budgeting.

III) Alternatively, the Ministries of General Affairs, Integrity, Energy and Innovation; Finance, Economic Affairs and Culture; and Education, Science and Sustainable Development shall be represented at this level for policy alignment and integration.

IV) Revisit the mandate of the SDG commission and fully empower it to serve as a secretariat for SDG working groups and coordinate the implementation of the SDGS across government, civil society and private sector - policy implementation of the SDG roadmap.

V) Facilitate joined-up implementation through SDG Working groups that work on integrated policy implementation that is translating policies into programmes and projects with budgets.

VI) Advisory Board will provide advice to the SDG Commission on important strategic developments and function as a sounding board to the SDG Commission and be a means to involve key stakeholders within the community in a structured manner.

VII) The Task Forces will help create ownership of the SDGs by including different stakeholders to keep the SDGs under national review and by integrating the three dimensions of Sustainable Development (economic, social and environmental) into national development policies, including the principle of “leaving no one behind”; reviewing the progress and status of all SDG goals and targets on policies and plans and incorporating SDGs in national frameworks by adapting the SDGs and targets to our national circumstances, including localizing the SDGs.

Considering the above description for a governance structure mandated with being able to guide the implementation process of the SDGs in Aruba, the SDG Commission in its April 18th 2018 meeting agreed on the following.
FIGURE 2: PROPOSED INSTITUTIONAL FRAMEWORK FOR ARUBA

NATIONAL SDG ARUBA COMMISSION
DESCRIPTION OF THE INSTITUTIONAL FRAMEWORK

With its ambition to implement the Sustainable Development Goals (SDGs); goal setting, combined with the integrated and interdependence nature of the concept, in order to reify the SDGs, it necessitates an institutional arrangement that is able to shape the enabling environment to deftly act on its mandate.

With the adoption of the legislation ministerial institutionalization of the responsibilities and accountability of the ministers, in accordance with the division of their portfolios, indicates that the Government of Aruba has chosen for shared responsibility of the SDGs between three ministers, the Prime-Minister; general government policy coherence, the Minister of Finance, Economic Affairs and Cultural Affairs; coordinating SDG implementation and the Minister of Education, Science and Sustainable Development; developing sustainable development policy.

Central to the Commission’s role on providing the SDG strategic framework and the coordination and oversight of the implementation thereof, it is currently supported in its work by the SDG Secretariat and the Indicator Working Group.

Taking the above in consideration the following institutional framework is being proposed.
GOVERNANCE MECHANISM

National SDG Aruba Commission
The National SDG Aruba Commission, is a high-level inter-departmental body that is directly under the purview of the Prime-Minister, Minister of Finance, Economic Affairs and Culture (MinFEC) and the Minister of Education, Science and Sustainable Development (MinESSD). The commission is comprised of advisors to the three ministers, directors of the department sof Economic Affairs, Commerce and Industry, Social Affairs, Environmental Management (representatives of the three dimensions of sustainable development; economic, social and the environment) and the Central Bureau of Statistics, the chair and vice-chair of the Indicator Working Group (IWG), the head of the section Sustainable Policy and Planning of the department of Economic Affairs, Commerce and Industry and the special adviser to the Prime-Minister on multilateral affairs, appointed by the government, as chair of the National SDG Aruba Commission.

Reinstalled by ministerial decree in January 2018, the Commission is transcending governmental periods, which is a confirmation of the recommitment to the SDGs by the government and to the implementation process in Aruba. The ministerial decree also defines the scope of the mandate of the Commission. To execute its mandate, the Commission is adhering to the UNDP proposed MAPS methodology, which entails to keep a continuous cyclical approach throughout the SDG implementation process.

In its proceedings, to create the necessary conditions to advance the transformative and cross-cutting elements of the SDGs, the Commission has voluntarily adopted that its actions are subject to the following:

1. **Principle of Subsidiarity**
a. The SDG Commission, in areas outside of its mandate, only acts where actions will be more effective at the level of the Commission than at the departmental level.

2. **Principle of Complementarity**
a. Public departments are in the position to proceed with SDG mainstreaming in their institution, if they are unable or unwilling to do so genuinely, the SDG Commission can be requested to provide support by the Minister and/or the department.

The Commission recognizes the continuing evolving landscape due to the increasing needs to further the implementation of the SDGs in Aruba. Therefore the Commission acknowledges that by moving forward with the implementation that arising needs will need to be addressed by updating its composition, practices and auxiliary bodies.
A well-thought-out communication and advocacy strategy is critical for raising awareness around the SDGs. An initial step for Aruba would be to develop an advocacy and communications strategy that would outline the following elements of the communications “mix”:

- The overall objective of the advocacy effort
- The target audiences
- Actors responsible for advocacy efforts
- Key messages to convey around the SDGs and the expected results
- Tools and products to convey the messages

Consultations with key stakeholders in Aruba on raising broad awareness and encouraging public participation in the 2030 Agenda suggests the following actions be taken:

A. Public awareness campaigns
B. Engage well-known figures
C. Engage with the public
D. Build critical understanding of the SDGs among the youth
E. Work with the private sector
F. Engage civil society organizations
G. Raise awareness of the 2030 Agenda among the different Government Ministries and departments

Tools which can be used:

I. Social media platforms like Facebook and twitter
II. Traditional media (TV, radio, and print)
III. Blogs and podcasts
IV. Webinars and Webcasts
V. Brochures, newsletters, and knowledge products

Some awareness raising suggestions:

1. Host a data playground
2. Establish a ‘Goals Day’ to mobilize, engage, vote and advocate for SDGs
3. Convene a Peoples’ Voice Challenge
4. Organize talks to areas related to SDGs
THE GLOBAL GOALS
For Sustainable Development

1. CABA CU POBRESA
2. CABA CU HAMBER
3. SALUD Y BIENESTAR
4. ENSEÑANSA DI CALIDAD
5. IGUALDAD DI GÉNERO
6. AWA LIMPI
7. ENERGIA LIMPI Y ECONÓMICO
8. TRABOU DECENTE Y CRECENMENTO ECONÓMICO
9. INNOVACION Y INFRAESTRUCTURA
10. REDUCI DESIGUALDAD
11. BARONAN Y COMUNIDADAN SOSTENIBLE
12. PRODUCCION Y CONSUMO RESPONSABLE
13. ACCION RIBA CLIMA
14. BIDA BOU AWA
15. BIDA RIBA TERA
16. PAZ, HUSTICIA Y INSTITUCIONAN FORMALISA
17. ALIANSANAN PA LOGRA E METANAN

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