Take Care country report of Belgium

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1. Context information

Legal regulations on the protection of minors: Age limits, responsibilities

Sale of alcohol

Essentially the law says the following:

- It is forbidden to sell, give or offer alcohol to -16 year olds.
- Spirits may not be sold, given or offered to -18 year olds.
- Each person who wants to buy alcohol / spirits can be asked to proof his age.

The amendment also means that for vending machines (where no "human" supervision is possible) no alcohol may be sold. Somebody who does so is punishable with a fine between 130 and 1500 euro's.

Public drunkenness

if your are in a public place and you are not able to control yourself because of alcohol, you are violating the law.

This law also prohibits to sell alcohol to a person who is already showing outward signs of drunkenness.

Police regulation Hasselt

To counter the problems of hanging places, a new police regulation is in force in Hasselt since 2009. No alcoholic beverages can be used outside bars and events. In the city centre and the districts it is prohibited to sell alcohol between 0h00 am and 8h00 am (through night shops and vending machines). Only catering businesses like bars and clubs may sell alcohol at that moment.

License to sell liquor

The municipality can require that a liquor license is requested for all beverages with an alcohol (distilled) content from 1.2% (campari, whiskey, gin, gin-tonic, breezers). Drinks that don't fall under the category strong drinks are: beer, wine, sparkling wine and other fermented beverages. Port, sherry and martini you can pour without a liquor license.

However, The sale of liquor in places where public events take place such as sporting, political and cultural events is prohibited unless you have special authorization from the Board of Mayor and Aldermen.

Alcohol and traffic

The law of 1968 regulates the consumption of alcohol in traffic. Driving a vehicle such as a car, motorbike or bicycle is prohibited when you have more than 0.5 per thousand alcohol in your blood. From 0.8 per thousand, the penalties are more severe. (eg driver's license revocation).

Liability

Responsibility means that one is responsible for their own actions or one has to carry the consequences of its actions. The key elements are that an error was made, that there is damage and that the error must be the cause of the damage. Everyone is obliged to compensate the damage he caused another one. You owe a fee if the damage is caused by a fault (negligence or carelessness). You have two types of liability: civil liability and criminal liability

Civil Liability

The law distinguishes between an 'error in the organization "and a" failure in monitoring ". In case of a minor the parents are responsible.

Criminal liability

You are criminally liable if you are guilty of a crime. The responsibility for a breach of criminal law always rests with the person in question. Criminal liability can not be transferred to the companions or the parents, even if it concerns minors.

Age limits

Young people under 16 years old have no access to nightclubs and bars unless a guardian accompanies them.

For concerts, festivals, youthclubs and parties organized by youthwork this condition does not apply. In Belgium, there are no time curfews for youngsters or adults. However, there are local differences in the closing of licensed premises.

Testing

There is no law that forbids parents to order a blood or urine test. However, the child can refuse this test, based on the right to privacy and the right to physical integrity.

Cultural aspects

Belgium has a 'rich' history concerning alcohol. Where in the South of Europe there is a more gastronomical view on alcohol and the North of Europe encounters more alcohol abuse, our region is situated in the middle; where alcohol is seen as something that needs to be there if you want to enjoy yourself.

Our alcohol/ beer tradition goes back to the middle ages where there wasn't enough drinking water available for the population. The alternative to that was brewing beer. In every town you had one or more beer breweries.

When we go back 100 years in history you had a lot of poverty amongst the peasants who worked the fields of Limburg or who were workless which was caused by alcohol-addiction (distilled gin, 'obstler'). To counter this poverty some peasants started a movement of total abstinence. Eventually this would end up in the establishment of CAD Limburg.

If we look at Hasselt there were a lot of 'obstler' breweries (liquor/ spirits) active in this city. One of the biggest still is 'Smeets' brewery. In Hasselt you annually have a gin-festival where a small statue (het borrelmanneke) pours out free gin for everyone.

As a result of this tradition you have a very liberal legislation concerning alcohol with a few restrictions. Although views on that are changing slowly.

Relevant differences in alcohol use

Based on different studies by the age of 16 almost 90% have the Flemish youngsters have already drunk alcohol. 44% of the youngsters(12-18) occasionally (less then ones a week) drinks alcohol and 66% (12-18) of them drink alcohol frequently (more than ones a week). Boys drink more than girls and if we look at the schoollevels; students in theoretical areas drink less than students in more practical or vocational education. If we look at the youngsters between 19 and 24, 54% of them drinks alcohol frequently.

In Flanders 8% of the population (>15) is drinking daily at the age of 45 this percentages raises to 13%. One percent of young people (12-18) is drinking Daily.

Problematic use:

18% of the population(>15) was binge drinking at least ones in the last month. At the age between 19 and 24 this is even 32% of the population. More boys than girls are binge drinking. Also 20% (12-18) stated to have been drunk in the last month.

6% of the youngsters (12-18) is drinking more than 20 glasses of alcohol a week(WHO). Boys are drinking more than girls an the most risky behavior is done by young people following vocational education. There is a lot of discussion in Belgium on what is 'problematic use'; the tolerance is quite high when it comes to alcohol drinking.

Aspects of youth and social policy

Towards young people there are some actions towards employment and education for risk-groups (disadvantaged). Some actions written in the social policy of Hasselt:

- Info-campaign concerning scholarships
- Linking to employment
- Budget-control
- Early intervention
- Cooperation and coordination with all organizations

Existing interventions

The following organizations in Hasselt have an offer to young people with problematic alcohol consumption:

First off all there is some basic aid and help given by GPs, youth advise centers and student care in schools. Often they will redirect to specialized organizations.

CAD Limburg organizes 'early intervention' and has an individual program for young people who have a drinking problem that transcends the experimenting faze. After an intake procedure a minor will be oriented to one of these two pathways.

Next to that you have an existing offer from the "Alcoholics Anonymous". They use a method of self-help and is done in groups of young people.

For low educated young people you have different pathways

Part time education and learning-time

Besides full-time education there is the opportunity for 15-16 year olds to follow part-time system. They follow lessons at a school 15 hours a week the other part they are working for an entrepreneur.

Arktos

In Hasselt you have the project 'personal development pathway' organized by 'Arktos'. The aim is to help young people who are following part time education to connect with employment and help them find a job. This project is slowly loosing funding and might be stopped by arktos.

2. Key Questions

Alcohol consumption

A lot of places were point out as places where inappropriate drinking of young people takes place. The majority of places is situated within the city centre of Hasselt: Dusartplein, café 't Schaap, District of Runkst, Kempische steenweg, Maastrichterstraat, Sint Hubertusplein, trainstation.

One place was situated outside the city centre but was only stated by one interviewee: district of ter Hilst.

Some people also pointed out events instead of geographical places: Summerfestival Pukkelpop, Muziekodroom festivals and concerts (modfest, playfestival) and homeparties at private houses.

Places frequently pointed out as places where inappropriate drinking of young people take place are the city centre (Dusartplein), student neighborhood (Kempische steenweg, Maastrichterstraat), neighborhood of the trainstation, Runkst district, private homeparties and festivals organized in the summer.

When it comes down to what groups of young people attract negative attention the answers were very divers: some groups of students, midclass youngsters during weekends, youngsters with a less fortunate background, some immigrant girls and boys (Spanish, Turkish, Maroccan), youngsters hanging around at streetcorners, some youngsters at festivals, some youngsters between 14 and 21 years old. Overall some said it was difficult to say one particular group attracts negative attention.

Times when inappropriate drinking takes place are during weekends (Friday and Saturday night) at bars and clubs. The police regulation now prohibits the sale of alcohol through nightshops and vending machines between midnight and 8h00 am. Only bars and pubs can sell alcohol at those times. Other times when inappropriate drinking takes place is during lunch-break of schooldays, some summer-festivals (pukkelpop), some events ('obstler' fest) and the new years eve parties.

The big majority (83%, N=12) thinks peers have the most influence on young people's drinking. 17% of the interviewees think parents have the most influence on young people's drinking. Although peers have the most influence they also state that a combination of groups have impact on young people: key persons, famous people, parents and retailers that sell alcohol too easy. It depends on the strength of the youngster on how big the impact of peers is. For some interviewees, parents have a significant role to play in the raising of children.

Prevention

According to the people we interviewed it's important to make contact and to gain trust from youngsters. Key persons could help at this stage; to make contact at places where they go or hang out. Posters and flyers don't work, you need to have some face to face contact to motivate them.

Young people can be reached to prevent inappropriate drinking through a mix of interventions that connect with young people's reality. Interactive methods, creative assignments that allow us to discuss with them and reach them personal. Working with testimonials can allow us to connect with the youngsters own experiences. It's important to let them participate in the program. A stimulation from school and being part of school's curriculum would give a boost to reach them. The price to participate should be as low as possible and the program should be well known in front. It would be nice to have a badge or keychain that says 'I drink smart'.

We should avoid being moralizing, being patronizing, being misunderstanding and being repressive . Boring, schoolish like lessons would be a downer. Too much attention for the downside of drinking might work counterproductive. Asking a high price to participate wouldn't motivate young people to be part of the training. A total ban of alcohol would only make it more tempting.

Lessons young people should know and learn to prevent inappropriate drinking is knowing about the risks of their drinking behavior, the effects on family and their surroundings and some facts and figures because they have an overestimated picture of what is 'normal'. They should learn how to assess risks and know their limits. Also some issues on peer-pressure and group dynamics could be useful. Young people should know the consequences of their actions, especially in the short term. How do you deal with a situation where you have to make tuff choices, how to deal with alcohol in a healthy way, these skills would help young people a lot!

As far as parents go, we can reach them through key persons like street-workers, communityworkers, sportclubs, playground-workers, teachers. Those key persons could approach parents in a personal way and focus on the usefulness of the program for them raising their children. Most interviewees state a cozy moment at someone's house is something that might work. Two parents could invite their friends or neighbors to their house to have a discussion on the topic. Discussionnights with youngsters is another idea that might work. The content of the program should connect with their personal situation.

Some attention in local magazines and a national magazine like 'klasse' for parents would boost the interest.

What we should avoid is being moralizing and overpowering. Too much focus on their personal situation is something we should avoid; don't give them the feeling they are bad parents. A lot of them are scared off this topic, so don't use a negative approach.

Parents should be aware of their role-model and the fact that what they do might be seen as normal. They should learn how to communicate with their kids about this topic and how to deal with a kid

that is experimenting with its boundaries. Some basic knowledge about statistics, effects of alcoholuse and alcohol-abuse should be learned. Facts and figures to put the topic of alcohol abuse in a realistic perspective . Communication tips were unanimously put forward as the most important part of the program.

Key persons could be motivated to participate in a program to prevent inappropriate drinking if the information that is given is useful in their daily work. Things that are practical for them are motivational skills and tips on dealing with situations of alcohol-abuse. Approach them on their responsibility towards youngsters and the wellbeing of young people. An interactive approach that gives them the chance to find solutions for the problem. A well known speakers would also be something to look forward too. It's important to get some tools out of the training that give solutions for difficult situations.

What should be avoided is being too theoretical, being moralizing, too time consuming and being patronizing. It's important to meet with reality, properly linked with their day to day job. Don't be too time-consuming.

What key persons can do to support prevention of inappropriate drinking is getting us to know the reality of young people; How we can connect with them. They could promote the project amongst youngsters and motivate them to participate. As key persons they could show youngsters you can have fun without alcohol; set the 'good' example.

Things they should learn is a useful minimal intervention strategy that allows them to have a conversation with youngsters on this topic in a confidential setting.

Retail employees can reduce inappropriate drinking by respecting the law (not sell to -16 and -18), by checking the age of young people who want to buy alcohol. Using a pricing-policy, that makes alcohol more expensive and other non-alcoholic beverages more cheap, would affect young people's purchasing behavior. Offering more alternative beverages and promote healthy alternatives could influence young people's drinking behavior.

Shops in the same neighborhood should act consequent and the local government should also act consequent and not arbitrary when it comes down to selling alcohol to youngsters and selling alcohol after midnight. Some young interviewees stated that the alcohol supply should be limited: it's too easy to buy alcohol these days. Retailers can also use campaign materials to put out in the store and attract some attention to the topic of alcohol.

Unanimously the interviewees said we should avoid touching the retailer's income too much. We should also avoid being too time-consuming. A negative approach of the group of retailers and tolerate arbitrary would make us lose their support!

We can reach retailers to participate in a program by approaching them individually, in group or through a wholesaler (metro). The training could be part of the curriculum for retail employees of a supermarket chain.

The content should connect with their daily situations: practical tips, dealing with situations when young people want to buy alcohol. Involving them in the training would get their attention.

Rewarding retailers for respecting the law or participating in the project could have a motivational effect. They all stated retailers should get supportive materials they can use for enforcing the rules.

3. Half-open and semi-structured interviews

When we started the interviews we asked ourselves; where will we start? We chose someone who worked on the streets of Hasselt every single day; a streetworker. So we started out with a key person. The streetworker gave us a good insight on what were the key issues concerning alcohol-abuse amongst youngsters in Hasselt en led us to the next interviewee.

We wanted to do 12 interviews in total; 3 key persons, 3 retailers, 3 youngsters and 3 parents. We succeeded in this goal. Finding 3 key persons was the easy part and were done at an early stage. We soon noticed it would be hard finding some youngsters and parents. Schools were closed during summer, so it was already September when things started moving again. Parents were contacted through a school we're working with. The parents were highly motivated to do a contribution. Retailers were randomly visited in the city centre. We wanted to interview different types of retailers: one nightshop, one café, one big alcoholstore (who was also a parent) and one concert organizer. The most difficult group to motivate for the interviews were the youngsters. We approached them individually and not through school or work. At the end we think we have interviewed a diversity of people.

Summary of results of the Key questions

The places where inappropriate drinking of young people takes place are the city centre, the student neighborhood, the neighborhood around the trainstation and some summer festivals and events like Pukkelpop. There is no particular group amongst the youngsters that is being point out as a group that attracts negative attention; mid-class youngsters as well as immigrants as youngsters with a less fortunate background might sometimes attract negative attention. All the interviewees recon that peers have the most influence on the drinking behavior of youngsters.

Young people can be reached by a mix of interventions that focus on interactive methods and creative assignments that stimulate reflection and discussion. A stimulation from school or in cooperation with schools might help to reach youngsters. Things youngsters should learn are the risks of drinking, the effects on family and their surroundings, risk assessment, peer-pressure/ peer-support and group dynamics. We should always (also for parents, key persons and retailers) avoid being moralizing, patronizing , repressive and arbitrary.

Parents can be reached through key persons and should be approached in a personal way. A cozy moment at someone's house might work. Discussion-nights with youngsters is another idea that might work. Parents should be aware of their role-model and should learn how to communicate on this topic with youngsters. Tips on how to deal with experimenting kids are more than welcome!

Key persons can be motivated to participate if the content is useful in their daily work; motivational skills, and tips on dealing with situations of alcohol-abuse. They should also be aware of their responsibility towards youngsters. They can support prevention through minimal interventions in a confidential setting .

Retail employees can reduce inappropriate drinking by respecting the law, checking age, using a pricing-policy and offer alternative beverages. They want supportive materials and practical tips. 0611-101029DFR-Take Care Country report

4. Preliminary conclusions regarding the key questions

When reading and analyzing the interviews we noticed that the answers to the questions were pretty much similar. As the interviews were evolving we didn't come across big differences or unsolved issues.

According to the interviews the project should be implemented in a restricted area within the city centre of Hasselt. Focus should go to these locations: Dusartplein, Kempische steenweg, Maastrichterstraat, Trainstation and the Runkst District. Some schools are active within these areas.

Other places we have to take in account according to the interviewees, when implementing the project, are some summerfestivals, some events and private homeparties. Homeparties which are sometimes being supported by parents.

All kind of groups of young people sometimes attract negative attention, it's difficult to point out one particular group. So the focus has to go to all kind of groups of young people: Uni-Students (middle class) as well as young people who are following part-time education or learning-time (less fortunate background) who are going out during the weekends (Friday-Saturday night).

Unanimously peers are pointed out as the ones who have the biggest impact on young people's drinking behavior. Peers deserve the main focus but also parents, retailers and key persons were point out as groups who have some kind of impact.

In approaching young people and implementing the project key persons have a significant role to play: They can motivate young people to participate in a program. A Mix of interventions consisting of interactive methods, creative assignments and room for reflection is best way to reach young people. The content of the program should meet these parameters: effects and consequences of alcohol-drinking, risk assessment, peer-pressure, peer-support and group dynamics.

The idea of homeparties is definitely a concept that meets the answers of the key questions regarding the parents. Parents inviting other parents is really something that might work. Because the busy schedule parents have, they should have the possibility to choose from different dates to attend an info- or discussion-night.

If we want to reach key persons to support the project we'll have to offer them something that is instantly useful in their daily job: motivational skills and tips an how to deal with a crisis. A program that is too time-consuming won't make a chance (not a week away from their job).

The retailers should be stimulated to apply the legislation. Here we'll have to gain the support of the local government: offering retailers tools and rewarding them for participating in the project would motivate this group.

Because we didn't have big differences and unsolved issues from the interviews, we decided not to organize a focus group as stated in the manual. Instead we invited a small panel of experts to reflect on the preliminary conclusions. We asked some streetworkers and professionals living and going out

in Hasselt to participate on this panel of experts (the panel consisted of 2 streetworkers, 2 social workers and 2 prevention experts).

5. Focus Group

We asked the members of the panel where, in their experience, the locations are where inappropriate drinking takes place. Their answer is similar from what we got out of the interviews: Dusartplein and the library, the trainstation, city centre (Bar " 't schaap"-Marketplace) and Kempische steenweg- Maastrichterstraat. The district of Runkst is seen as a place where a more older group of people is drinking inappropriate. Few youngsters are being seen drinking in this district.

The focus group pointed out that there was no particular group of young people that attracts negative attention due to drinking. All kinds of young people sometimes lose control and do things they might regret afterwards. This goes for mid-class youngster and for young people with a less fortunate background.

Times when inappropriate drinking takes place is during the weekends at Saturday nights. Friday nights are a bit quieter in comparison with Saturday-nights when you see drunk young people hanging around in the streets and around bars. The panel also referred to the fairgrounds that take place. When asked about the 'Pukkelpop' festival in the summer, they confirmed the finding that the festival is also a place where some youngsters drink inappropriate; alcohol is bought to supply their camping trip at the festival.

Peers have the most influence on the drinking behavior of young people . Next to that other groups have an influence: promo girls that approach young people in the city centre to drink new brands of liquor and older friends that function as a role model in a group.

The panel thinks good ways to reach young people is through youthwork organizations, student-bars, sports-clubs and schools. We should use interactive methods; let them do things, stimulate reflection and discussion. Supporting campaign-material would help to motivate young people to participate. Being moralizing and patronizing is something we definitely should avoid. Don't focus too much on the alcohol but focus on knowing your limits and dealing with boundaries. Psycho-education is important to do.

Parents can be reached through parent- committees at schools but don't focus on one group of parents only. Parents might sometimes get the feeling of getting the blame. Don't put all your money on schools to reach them, you might ending up with one particular group of parents: the ones that are already aware of the 'drinking' issue. A 'tupperware' – like concept (homeparty) might work with this target group, make it fun!

We should avoid being criticizing; a lot of parents already doubt their ability of parenting.

They should learn some communication skills, how to discuss on this topic,

does and don'ts, facts and figures... Parents should be aware of their example as a parent. This will be a difficult goal to realize because parents don't often question their own behavior and habits; 'it's my kid that drinks too much, not me!'.

There are different actions we can do to motivate key persons to participate. One idea is to stimulate them with extra points for their local funding. Other ideas were to link the training to a fun activity like a trip to an adventure park or reward participation with a game on the topic. Essentially key persons should be approached on their responsibility towards young people.

We should avoid being moralizing and patronizing. Other concerns are: not to be too timeconsuming and don't give them too much responsibility in the outcome and the result of the project.

Key persons could motivate parents, youngsters, retailers to participate in the project. They can set the good example and could distribute campaign materials.

Retailers can reduce inappropriate drinking of young people by respecting legislation, controlling the age of youngsters who want to buy alcohol. If someone is tipsy they shouldn't sell alcohol to this person. They should know why there is some kind of legislation; what are the consequences of alcohol drinking for young people. If retailers understand the origin of this legislation they might find it more easy to explain the rules to young people.

Retailers could put a poster on the wall or use other campaign materials that promote a more healthy lifestyle.

We can motivate retailers to participate if we address them at the expenses they experience of inappropriate drinking in their neighborhood . We'll have to get to know these retailers through key persons and the retailer federations. Retailers can also be motivated if we reward them when they participate in the project: with extra exposure or a label for example .

We should avoid giving retailers the impression they are the cause of the problem.

6. Final conclusions

Legislation and local police regulations

When implementing the project we'll have to take into account the different legislation that applies on this topic. There is national legislation as well as local legislation which is relatively strict for nightshops selling alcohol after midnight, while catering businesses are allowed to sell alcohol after midnight. The interviews and focus groups clearly show that inappropriate drinking behavior also takes place in and around these catering businesses.

A concern reported by several interviewees is the fact that it should be avoided to act arbitrarily; everybody should be treated equally.

Local projects

Hasselt is a big city with a well developed prevention service that has its own prevention projects.

Because there is no structural consultation group concerning prevention in this city, it's necessary to keep in tune with local projects and therefore the local prevention experts. In the past there have been some local initiatives to the local catering businesses.

Local cultures and sensitivities

The well developed nightlife and the interconnectedness of Hasselt with the drink 'Gin' (obstler) makes it a sensitive issue. During the implementation, we must take into account this cultural identity. It's therefore important to have good agreements with local policy on the implementation and general communication.

Locations and times of inappropriate drinking

the project should be implemented in a restricted area within the city centre of Hasselt. Focus should go to these locations: Dusartplein-library- bar "'t schaap", Kempische steenweg, Maastrichterstraat, Trainstation. Some schools are active within these areas.

Other places we have to take in account according to the interviewees, when implementing the project, are some summer-festivals, some events, the annually fairgrounds and private home-parties. Home-parties which are sometimes being supported by parents.

All kind of groups of young people sometimes attract negative attention, it's difficult to point out one particular group. So the focus has to go to all kind of groups of young people: Uni-Students (middle class) as well as young people who are following part-time education or learning-time (less fortunate background) who are going out during the weekends (Friday-Saturday night).

Unanimously peers are pointed out as the ones who have the biggest impact on young people's drinking behavior. Peers deserve the main focus but also parents, retailers and key persons were point out as groups who have some kind of impact. Another group that was put forward are the promo-girls who are active in the city centre promoting new brands of liquor.

Young people

In approaching young people and implementing the project key persons (youthwork organizations, student-bars, sport-clubs, schools) have a significant role to play: They can motivate young people to participate in a program. A Mix of interventions consisting of interactive methods, creative assignments and room for reflection is best way to reach young people. The content of the program should meet these parameters: effects and consequences of alcohol-drinking, risk assessment, peer-pressure, peer-support and group dynamics. Focus on knowing your limits and dealing with boundaries. Psycho-education is important to do.

Parents

The idea of home-parties is definitely a concept that meets the answers of the key questions regarding the parents. Parents inviting other parents is really something that might work. Because the busy schedule parents have, they should have the possibility to choose from different dates to attend an info- or discussion-night. We should avoid focusing only on one group of parents; the ones active in parent-committees. Another point of attention is the fact parents are very insecure about their parenting skills.

Key persons

If we want to reach key persons to support the project we'll have to offer them something that is instantly useful in their daily job: motivational skills and tips an how to deal with a crisis. A program that is too time-consuming won't make a chance (not a week away from their job).

Stimulation by rewarding participation to the project is something we have to keep in mind. This is something we have to discuss with local policy makers. Key persons have huge part to play in this project, so we should avoid giving them the feeling they are responsible for the outcome and results of the project.

retailers

The retailers should be stimulated to apply the legislation. Here we'll have to gain the support of the local government: offering retailers tools and rewarding them for participating in the project would motivate this group.

Retailers can also reduce inappropriate drinking of young people by controlling the age of youngsters who want to buy alcohol. If someone is tipsy they shouldn't sell alcohol to this person. They should know why there is some kind of legislation; what are the consequences of alcohol drinking for young people. If retailers understand the origin of the legislation they might find it more easy to explain the rules to young people.

Retailers can use campaign materials that promote a more healthy lifestyle and offer alternatives.

We can motivate retailers to participate if we address them at the expenses they experience of inappropriate drinking in their neighborhood . We'll have to get to know these retailers through key persons and the retailer federations.

Final conclusion: project steering group

If we want to be successful with the implementation of this project it will be necessary to have a *project steering group* that can plan and reflect on the project. As stated before in this text, finding ways to motivate and reward these target groups is something we have to discuss and to in partnership with the local government.

Key persons, local policy makers and prevention experts should be part of this steering group to get everything matched.

With a steering group it will also be possible to explore other supportive/ accompanying measures that can help realize our goals.

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