

IMPACT REPORT 2025

# From Action to Impact: Building Impact Together

*Learning, strategic direction, accountability*



**Kaya Kaya Movement**

## FOREWORD

What started in 2018 as a community-led street celebration has evolved into a movement rooted in dignity, creativity, and shared ownership. Kaya Kaya is more than just an event; it's a catalyst for restoring pride, showcasing the beauty, and reshaping Otrobanda's narrative.

Over the years, we've witnessed a profound transformation. Public spaces once again serve as vibrant meeting spots where residents, creators, entrepreneurs, and partners collaborate in exciting ways. Otrobanda is now viewed as a lively cultural hub, thriving with community energy and welcomes the many visitors with open arms!

This impact report captures this evolution, looking beyond attendance numbers to highlight the deeper outcomes such as civic pride, entrepreneurship, and (renewed) sense of collective power and belonging.

As a board, we aim to safeguard this progress. We are committed to continuing this positive impact, ensuring growth remains inclusive, community-focused, and above all, sustainable. We're grateful to everyone supporting this shared vision. Otrobanda is evolving, and its people remain the heart of its bright future.

*On behalf of the board,  
Axel de Vries, treasurer Stichting Kaya Kaya*



# CONTENT

Introduction

About the Kaya Kaya Movement

Why this impact report

How we look at impact

From Theory of Change to Lived Impact

2025 - Activities planned and delivered

Three impact domains

Impact data 2025

What research tells us

Building capacity from within

Connecting to the Masterplan

What we learned

Looking ahead

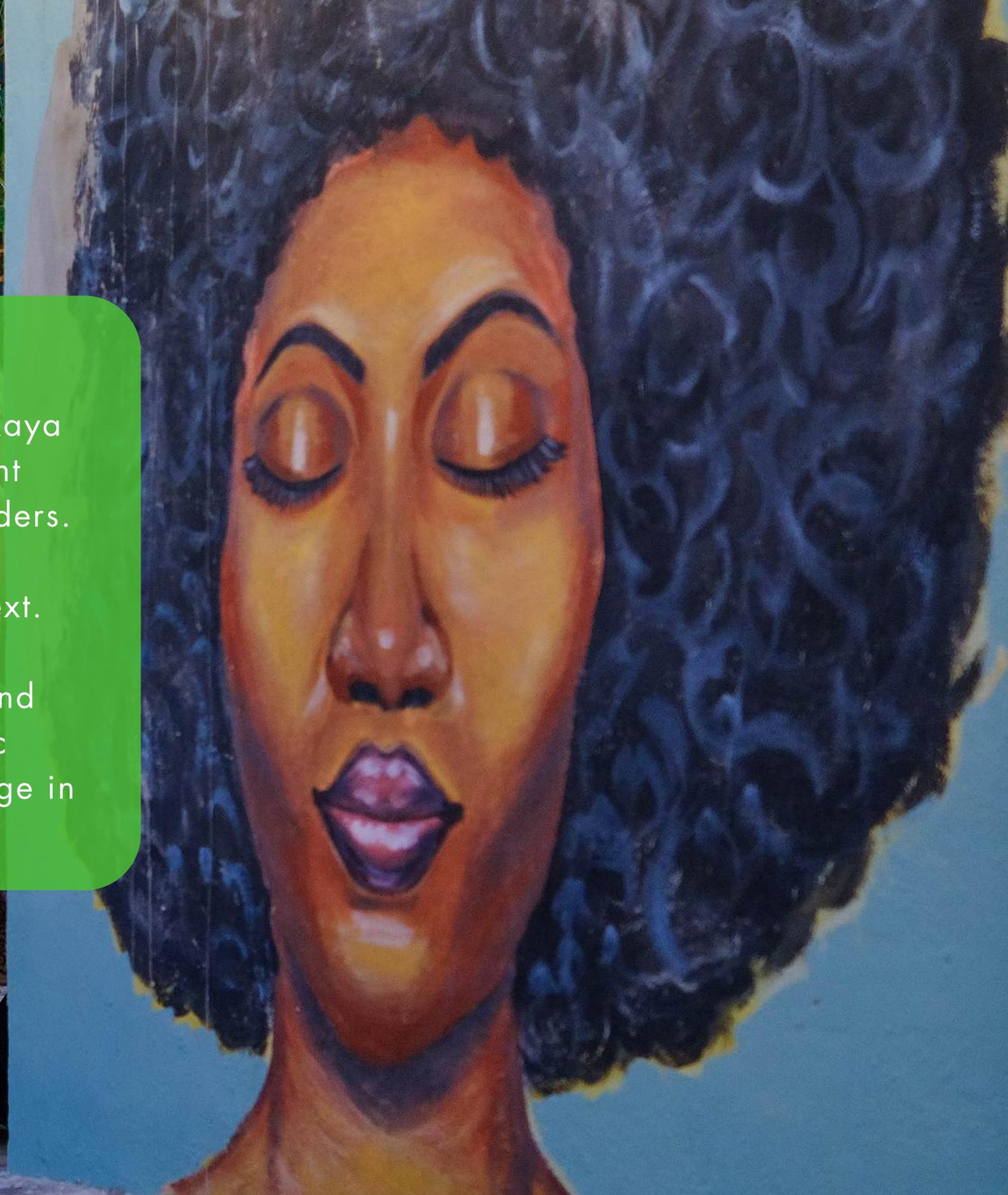


**Kaya Kaya Movement**

# INTRODUCTION

This impact report reflects on the work of the Kaya Kaya Movement during 2025. It was created to capture what Kaya Kaya has learned while continuing to grow as a movement rooted in Otrobanda, and to account to partners and funders.

Kaya Kaya operates in a complex social and urban context. Impact does not result from single events but from the accumulation of actions over time. This report looks beyond activities and numbers and focuses on how culture, public space and participation together contribute to lived change in the neighbourhood.





## ABOUT THE KAYA KAYA MOVEMENT

Kaya Kaya began in 2018 as a community-driven street party in Otrobanda, Willemstad, Curaçao. Over time, it has developed into a year-round initiative that harnesses culture and creativity to enhance social bonds and redefine the neighborhood experience. At its heart, Kaya Kaya embodies creative placemaking, viewing public space as more than just physical infrastructure—it's a communal environment where identity, dignity, and belonging are cultivated.

Through festivals, art projects, workshops, and community activities, streets and buildings are transformed into hubs of connection and collective pride. The movement relies on co-creation, with residents, artists, entrepreneurs, and partners acting not just as participants but as active contributors and co-owners. Kaya Kaya emphasizes building upon existing local stories, talents, and networks rather than importing culture from outside, strengthening Otrobanda socially, culturally, and economically from within.

A woman wearing a white short-sleeved blouse and a long, light-colored skirt with a floral pattern is clapping. She is wearing an orange headscarf and glasses. In the background, there is a colorful mural with numbers and the text 'Check to Kina nan y Dale Jasil'.

## WHY THIS IMPACT REPORT

Measuring impact helps Kaya Kaya remain accountable and reflective. This report therefore serves a dual purpose: it provides transparency towards partners and funders, and it supports learning within the organisation.

Not all impact can be captured in numbers. Many of the changes Kaya Kaya aims for are relational, such as trust, belonging, confidence and perception. These dimensions require listening, observation and dialogue alongside quantitative data. This report brings these perspectives together.

## HOW WE LOOK AT IMPACT

Kaya Kaya understands impact as a cumulative, relational process. Change does not result from isolated events but from repeated activation, growing trust, and long-term presence.

Impact unfolds across three interconnected dimensions:

- The physical environment (public space and spatial quality)
- The local economy (creative and small-scale entrepreneurship)
- Social perception and belonging.

Rather than measuring success by the scale of a single event, we assess how temporary, recurring, and structural interventions reinforce one another over time. This perspective allows us to see impact not as a moment but as a trajectory.

The following page explains how this perspective is operationalised in practice.

# OUR IMPACT FRAMEWORK

To assess consistently across activities, Kaya Kaya uses four guiding questions for every initiative.



## What was done?

*Type of activity,  
location, duration,  
frequency*



## Who was involved or reached?

*Participants,  
residents, artists,  
entrepreneurs,  
partners*



## What changed in experience or perception?

*Observed shifts in use of  
space, opportunity, or  
sense of belonging*



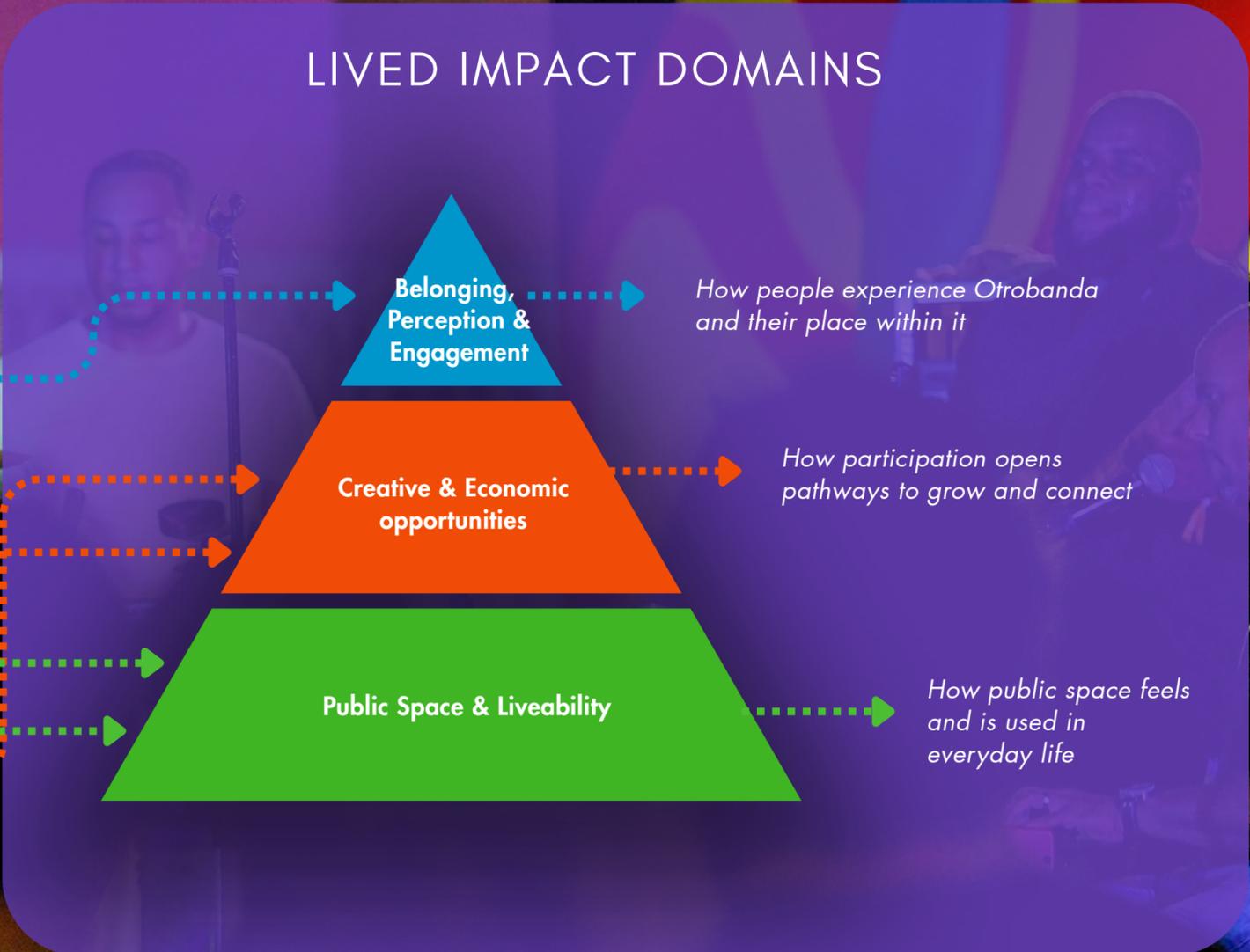
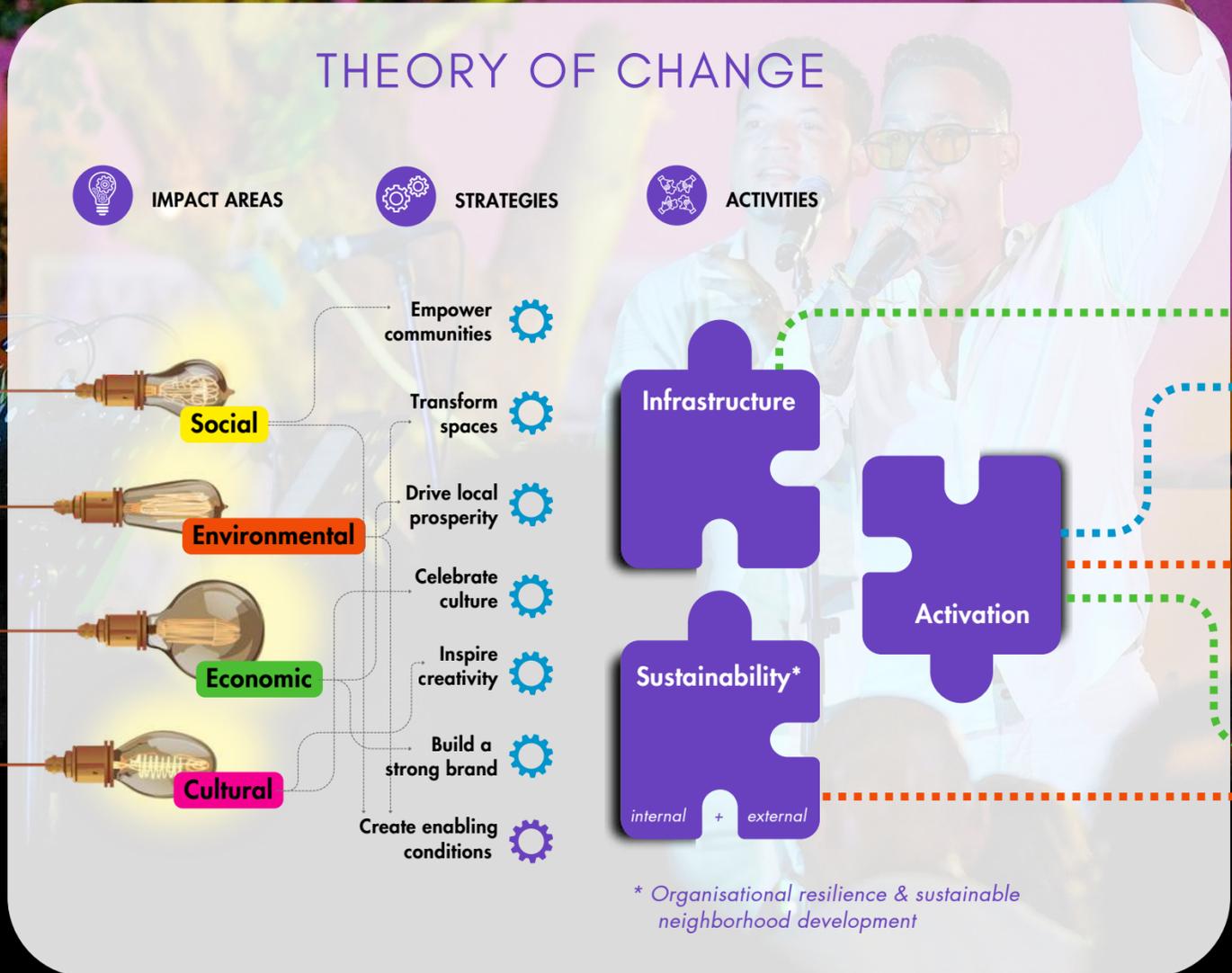
## What did we learn and adjust?

*Insights that inform  
future programming  
and strategic choices*

Sources include: project documentation forms, event surveys (where feasible), qualitative feedback and quotes, vendor participation data, independent academic research. This framework enables comparison across different types of interventions while recognising that much of the impact is relational and qualitative.

# FROM THEORY OF CHANGE TO LIVED IMPACT

The Theory of Change shows how change is planned, while the lived impact domains show how that change is felt and experienced in practice.



## 2025 - ACTIVITIES PLANNED AND DELIVERED

In 2025, Kaya Kaya aligned its activities with the priorities outlined in the multi-year roadmap. Some initiatives were fully carried out, others were only partially completed, and several projects had to be delayed or require further development due to capacity and structural limitations.

The year saw the launch of Art Week (featuring over 20 arthouses), four editions of the Amor pa Otrobanda Market, the Kaya Kaya Street Party 2025, ongoing street art and landscaping projects, green interventions, and minor infrastructural updates in the event area. district branding and community engagement efforts also continued throughout the year, along with preparations for the 2026 Festival.

Meanwhile, several structural programs such as Hub development, incubation, and theatre programming were postponed or need additional support before proceeding. The following slides compare planned and completed activities, and the Impact Map shows Kaya Kaya's contributions to physical, social, and cultural changes in Otrobanda in recent years, including 2025.

# ACTIVITIES IN 2025 - AN OVERVIEW

PLANNED IN ROADMAP	IMPLEMENTED
Masterplan development	Masterplan (proposal and exploratory phase completed, Q4 2025)
Street Art & Scaping Program	Co-creation Tula Mural with Herdenkingscomité SLV   Sponsorship mural CTB   Mural FLOW   Mural Palu Djo Kurai Rif   Artpiece Omar Sling/Tinkershop   Mural Jermy Sriker   Mural Jhomar Loiaza = Adra Agency   Mural Fritroy Hoyte (T &T)
Green Projects	Green project (implemented throughout 2025; locations Concientiussteeg, Sebastopolstraat, around Viadukto
Infrastructural projects	Minor improvements to sidewalks, public squares, and tree maintenance in the Streetparty 2025 area.
Digital unlocking of Otrobanda	Initial conversations have taken place; activities aimed at implementation still need to be developed.
Amor pa Otrobanda Market	4 editions have taken place: 1 Feb / 29 Mar / 26 Apr (King's Day) / 31 May (Artweek)
Amor pa Otrobanda Branding	Ongoing throughout 2025, embedded in events and district storytelling
Art Week	Implemented 26 - 31 May 2025
Kaya Kaya Street Party 2025	Has taken place on 23 August 2025
Kaya Kaya Festival 2026	Preparations have started in 2025
Kreativiti Fest	Two activities implemented: Kreativiti Talk on 14 November 2025 and Kreativiti Fest on 15 November 2025

# ACTIVITIES IN 2025 - AN OVERVIEW

PLANNED IN ROADMAP	IMPLEMENTED
Activating HUB - Program	Not implemented, structural support needed
Skol Urbano	Skol Urbano Stage implemented during the Kaya Kaya Street Party
Community Engagement Trajectory	Ongoing throughout 2025, including reframed monthly catch-ups
Cultural Education Trajectory	Has not yet started
Amphi Theatre Programming	Rollout postponed, structural support needed
POP-UP Business Incubation	Rollout postponed, structural support needed
Creation Creative HUB	Not yet started
Capacity Development	Implementation internal capacity development trajectory in 2025, external trajectory is developed but rollout has been postponed.
Fundraising Strategy	Strategy for 2026 -2028 has been formulated, directing at co-creation, more subsidies and less sponsorships.
Communication & Marketing Strategy	Research and advice received from a communication and marketing bureau, rollout has been postponed
Human Resource Program	Basic support given by Gidenuhs (Steven de Lira) and Sarah Numan

# KAYA KAYA IMPACT MAP 2025



BRANDING



MARKETS



KINGSDAY



ARTWEEK



GREEN



FKP MAINT.



STREET ART



STREET PARTY



KREATIVITI

Geo Code Zone Otrobanda

Kaya Kaya Street Party & impact area 2025  
[ FKP Maintenance, Green Project, Street Art, Markets & Kreativiti Fest ]

Artweek 2025 Area with 20+ Arthouses

Kaya Kaya activity area 2018 - 2024

King's Day, Amor pa Otrobanda District Activation 2025  
In partnership with SKO, Riffort, and Kura Hulanda Village

- Point of interest | Art:**
- Pre-Kaya Kaya
  - 2018 - 2019
  - 2022 - 2024
  - 2025
  - Kaya Kaya Editions
  - "Leave It Better Behind" Area Per Edition
  - Restored Staircases
  - Green Projects
  - FKP Housing Maintenance
  - Amphitheater (2022)



## THREE IMPACT DOMAINS

The impact of Kaya Kaya is measured not only by events but also by the changes it contributes to over time. Based on our Theory of Change, we assess progress across three interconnected impact domains. These domains reflect how transformation is experienced in practice:

1. **Public Space & Liveability:** how streets and spaces are used, perceived, and inhabited.
2. **Creative & Economic Opportunities:** how participation opens pathways for artists, vendors, and entrepreneurs.
3. **Belonging, Perception & Engagement:** how Otrobanda is seen, felt, and valued by residents and visitors.

Together, these domains translate strategy into lived impact. They show how repeated cultural activation, placemaking, and ecosystem building contribute to physical, social, and economic change in the neighborhood. The following pages present observed shifts, qualitative insights, and selected data from 2025.

Based on the activities and spatial footprint presented above, the following section analyses the realised impact across the three domains.



I used to avoid this area.  
Now I walk here with my  
friends *(Visitor - Art Week)*

When there is something  
happening, the street feels  
different, safer, and more alive.  
*(Resident - Otrobanda)*



## **PUBLIC SPACE & LIVEABILITY**

### ***Making Otrobanda a place people want to be***

Kaya Kaya activates streets, alleys and underused spaces through culture and repeated presence.

#### **What we see in practice**

- Public spaces that are previously avoided are actively used during and around activities
- Events increase the perceived safety of streets and alleys
- Streets function as places to meet and stay, not just to pass through

#### **Example:**

- Under-the-bridge programming in Sebastopolstraat
- Temporary art spaces in empty or privately opened buildings
- Markets and performances embedded in everyday streets

*Sources: Project documentation forms (2025); field observations*

IMPACT DOMAIN 1 – PUBLIC SPACE & LIVEABILITY

## CREATIVE & ECONOMIC OPPORTUNITIES

### *Culture as a gateway to opportunity*

Kaya Kaya creates low-threshold, real-life opportunities for creative and small-scale entrepreneurship.

#### Who this supports

- Artists
- Vendors
- Small creative entrepreneurs

#### What makes this different

- Opportunities are not one-off
- Activities are repeated and connected
- Participants grow as part of a broader ecosystem

*Sources: Project documentation forms (2025); vendor participation data*

IMPACT DOMAIN 2 – CREATIVE & ECONOMIC OPPORTUNITIES

## WHAT THIS LOOKS LIKE IN PRACTICE

### **Amor pa Otrobanda Market**

- Approximately 50 vendors per edition
- Mix of food, crafts, art and retail
- High number of returning vendors

### **What vendors tell us**

- The market helps us test ideas in a real setting
- Visibility leads to new bookings and collaborations
- The atmosphere feels safe, supportive and accessible

*Sources: Event survey, field observations, Project documentation forms*

### **Art Week**

Not only an exhibition moment, but a space for learning, visibility and connection

### **What it offers artists**

- Direct access to audiences
- Networking with other artists
- Visibility in unique, neighbourhood-based locations

### **Highlights from event survey**

- Strong appreciation for the diversity of artists
- Strong interest in future participation
- Frequent direct interaction between artists and visitors

“

**This market gave me the push I needed to grow my business**  
*(Vendor - Amor pa Otrobanda Market)*

**It felt meaningful to show my work here, in direct contact with people from the neighbourhood.**  
*(Artist - Art Week)*

”

IMPACT DOMAIN 2 – CREATIVE & ECONOMIC OPPORTUNITIES



You feel the soul of the neighbourhood here (*Visitor - Kaya Kaya Street Party*)

It makes you feel proud to live here. People see Otrobanda differently when they are here together (*Resident - Otrobanda*)



## **BELONGING, PERCEPTION & ENGAGEMENT**

*Changing how Otrobanda is seen, and felt*

Kaya Kaya contributes to a shift in narrative through repeated inclusive presence.

### **Observed shifts**

- From stigma → pride
- From avoidance → curiosity

### **This shift is felt by**

- Residents
- Visitors
- Artists
- Entrepreneurs

### **Highlights from the event survey**

- Most visitors rate their experience as good or excellent
- Many report meaningful interaction with residents
- There is a strong willingness to return or participate again

*Sources: Event surveys (2025); qualitative observations*

**IMPACT DOMAIN 3 - BELONGING, PERCEPTION & ENGAGEMENT**

# IMPACT DATA 2025

## PUBLIC SPACE & LIVEABILITY

### *Green & street activation*

- 4 new green spaces realised (Consientiesteeg, Sebastopolstraat, Viaduct, Smithplein)
- 8 street art / art scaping interventions
- 2 FKP houses refurbished
- 5 façades made safe

### *Perception & Safety (Art Week survey)*

- 72% feel (very) safe in Otrobanda
- 73% experienced event good/excellent
- 79% says event aligns with community wellbeing

### *Street Party scale*

- 11,000 visitors
- 8 stages
- ± 300 performers

## CREATIVE & ECONOMIC OPPORTUNITIES

### *Art Week*

- 20 arthouses
- 44 artists
- 2,500 - 3.500 visitors
- ± 110 artworks sold
- 18 local businesses involved

### *Amor pa Otrobanda Market*

- ± 50 vendors per market
- ± 1,500 visitors per edition

### *Kreativiti Fest*

- 50 creatives
- 17 workshops, 8 panel discussions, 11 creative rooms

### *Streetparty local economy*

- 35 food & beverage
- 25 retail & craft
- 2 arthouses + 1 gallery

## BELONGING, ENGAGEMENT & PARTICIPATION

### *Likelihood to return (Art Week survey)*

- 92% (very) likely to attend future events

### *Interaction with residents*

- 69% (Art Week) interacted with residents
- 71% (Street Party) interacted with residents

### *Community engagement appreciation*

- 94% (Art Week) say (very) important
- 76% (Street Party) say (very) important

### *Willingness to contribute (Art Week survey)*

- 12% volunteer
- 25% creative participation
- 12% entrepreneur participation

### *Community Engagement*

- 57 households consulted (FKP area)
- 20 businesses + 12 residents inventoried
- 1.000+ direct community touchpoints
- continuous stakeholder consultation

## WHAT RESEARCH TELLS US

### **Independent research confirms this shift**

Independent academic research (2024 - 2025) supports what we observe in practice.

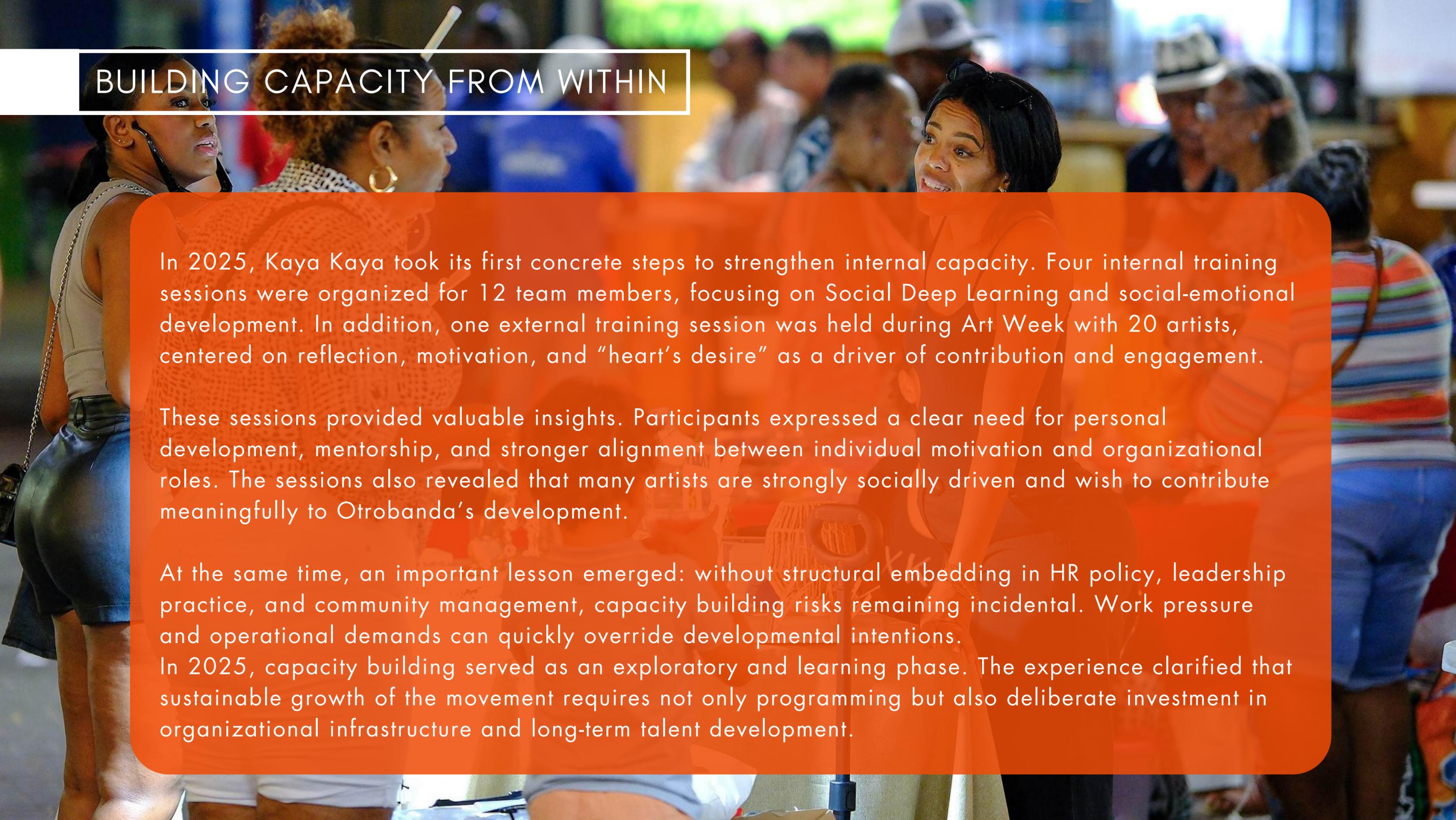
Two studies on Kaya Kaya show that:

- The narrative of Otrobanda is shifting (from stigma and avoidance to creativity, pride and everyday use)
- Cultural activation of public space plays a key role in this change
- Community-led events can trigger lasting perception change, beyond the event itself

#### **Sources:**

*Leisure events as catalysts for narrative change: the case of Kaya Kaya festival, Curaçao (2025)*

*Landgoed, erfgoed en identiteit - Kaya Kaya (2024)*

A group of people at an event, with a woman in the foreground looking towards the camera. The background is blurred, showing other attendees and bright lights.

## BUILDING CAPACITY FROM WITHIN

In 2025, Kaya Kaya took its first concrete steps to strengthen internal capacity. Four internal training sessions were organized for 12 team members, focusing on Social Deep Learning and social-emotional development. In addition, one external training session was held during Art Week with 20 artists, centered on reflection, motivation, and “heart’s desire” as a driver of contribution and engagement.

These sessions provided valuable insights. Participants expressed a clear need for personal development, mentorship, and stronger alignment between individual motivation and organizational roles. The sessions also revealed that many artists are strongly socially driven and wish to contribute meaningfully to Otrobanda’s development.

At the same time, an important lesson emerged: without structural embedding in HR policy, leadership practice, and community management, capacity building risks remaining incidental. Work pressure and operational demands can quickly override developmental intentions.

In 2025, capacity building served as an exploratory and learning phase. The experience clarified that sustainable growth of the movement requires not only programming but also deliberate investment in organizational infrastructure and long-term talent development.

## CONNECTING TO THE MASTERPLAN

In 2025, the Curaçao Government appointed a quartermaster to develop an integrated masterplan for Willemstad's inner city, as outlined in the Vision Framework 2026–2035. Otrobanda is a key part of this broader vision, particularly for social cohesion, cultural heritage, economic diversification, and the quality of public space.

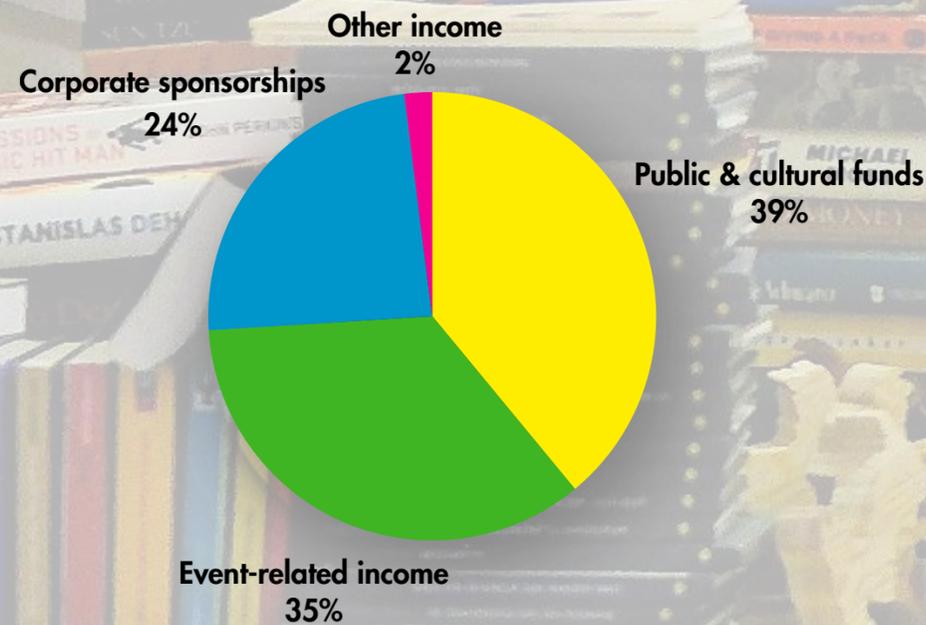
In this context, Kaya Kaya sought to align its ongoing work in Otrobanda with the emerging masterplan process. To contribute constructively, an external social design expert was engaged to support the development of the Otrobanda component. The approach follows a structured design methodology (Identify, Analyze, Innovate, Apply), combining historical analysis, stakeholder mapping, paradox framing, and contextual research.

Throughout 2025, this resulted in neighborhood sessions, stakeholder dialogues, exploratory data analysis, and the formulation of reframing themes for different sub-areas. Kaya Kaya facilitated connections with residents, creatives, entrepreneurs, and local stakeholders, helping ensure that local perspectives were meaningfully represented in the process.

By linking its community-based activities and placemaking experience to the broader strategic planning trajectory, Kaya Kaya contributes practical insights and grounded knowledge. In doing so, it supports a masterplan that remains attentive to the lived realities of Otrobanda while aligning with the government's long-term vision for an inclusive, resilient, and heritage-sensitive inner city.[ty.](https://www.kayakaya.com)

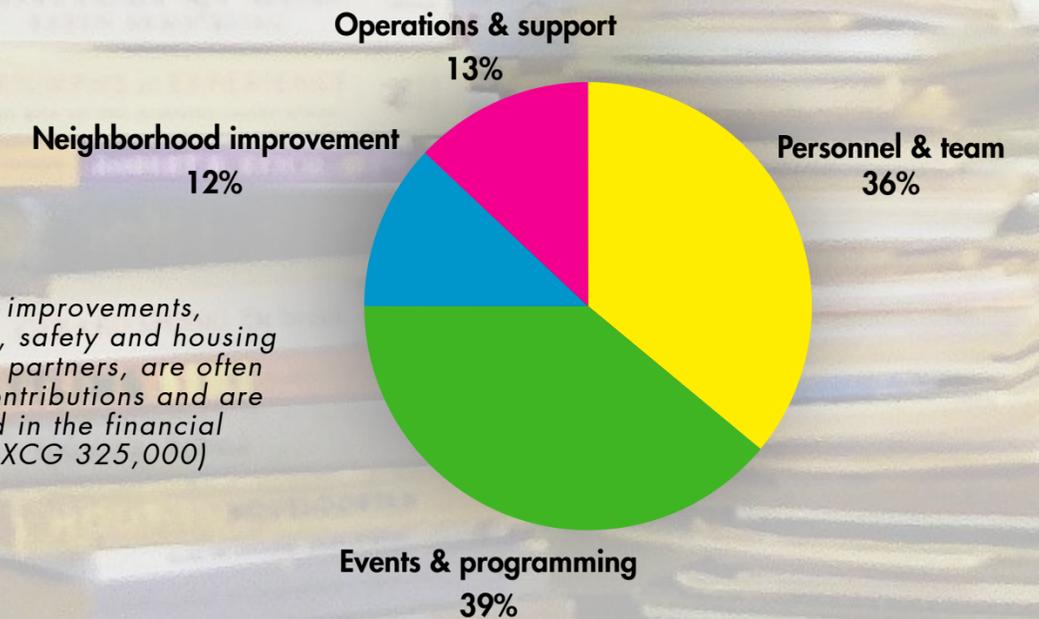
# FINANCIAL STRUCTURE AND SUSTAINABILITY

## INCOME STRUCTURE



## EXPENDITURE STRUCTURE

**Note:**  
Additional neighbourhood improvements, including murals, cleaning, safety and housing maintenance supported by partners, are often realised through in-kind contributions and are therefore not fully reflected in the financial figures (estimated value ± XCG 325,000)



## FINANCIAL BALANCE 2025

<b>Income</b>	XCG 1,651,780
<b>Expenses</b>	XCG 1,634,710
<hr/>	
<b>Result</b>	+ XCG 8,571

Kaya Kaya maintains a stable and balanced financial structure. A substantial share of expenditures supports events, cultural programming and neighbourhood improvement in Otrobanda, often complemented by in-kind contributions from partners and the community. Personnel costs enable the year-round organisation and production required to deliver these activities.

Kaya Kaya operates as a non-profit organisation. Any financial surplus is reinvested in programming, neighbourhood improvement and the further development of the Kaya Kaya Movement.

## WHAT WE LEARNED

Overall, Kaya Kaya's key learning was shifting from a festival-focused approach to establishing a year-round movement. We discovered that effective placemaking relies on ongoing presence, coordination, and long-term commitment, rather than isolated moments. Shifting from event-based activities to continuous district development demands greater organizational capacity, structured planning, and focus.

In 2025, a crucial insight was the need to align ambitions with available resources. As our activities expanded across programming, public space interventions, ecosystem building, and community engagement, it became clear that sustainable impact depends on prioritization, internal alignment, and organizational strengthening. Not every initiative can be pursued simultaneously without compromising depth and continuity. Financial sustainability and diversified funding are essential conditions for maintaining that depth and continuity.

We also realized that relationships are the bedrock of neighborhood development. Building trust with residents, partners, and stakeholders requires time and consistent engagement. The depth of relationships matters more than their volume.

At the same time, we clarified our role. Kaya Kaya is not, and should not be, responsible for every aspect of district development. Our strength is serving as a platform for co-creation: connecting actors, facilitating initiatives, and fostering collaboration across cultural, social, and economic sectors.

Finally, we understand that neighborhood transformation is a long-term process. Meaningful change requires institutional maturity, sustainable funding, and shared ownership. The lessons learned in 2025 have sharpened our organizational focus and laid the groundwork for the next phase: focused growth, stronger partnerships, and responsible, inclusive development of Otrobanda.

## LOOKING AHEAD ROADMAP 2026 - 2028

Otrobanda is entering a new phase of transformation marked by investments, greater visibility, and spatial improvements that generate new momentum. Despite this, Otrobanda continues to be a vibrant neighborhood. Maintaining inclusive development that is rooted in the community is key to its long-term resilience. The lessons learned in 2025 identified two main priorities: building organizational capacity and aligning activation efforts with structural development.

From 2026 to 2028, Kaya Kaya will build upon this foundation. Public space activation remains vital through recurring programs like the Kaya Kaya Street Party and Festival, Otrobanda Art Week, Kreativiti Fest, and Amor pa Otrobanda. These initiatives support liveability, creative opportunities, and a sense of belonging: the three core impact areas. Simultaneously, the focus shifts toward strengthening the ecosystem that supports lasting impact. This includes ongoing development of the Otrobanda Masterplan as a flexible framework, collaboration with government and local partners, support for local entrepreneurship, green and spatial interventions, and continued investment in organizational capacity and governance.

Kaya Kaya now functions as a facilitator and connector, linking the community, creatives, entrepreneurs, and institutions. Its goal is not growth for its own sake but coordinated, inclusive district development. As Kaya Kaya nears its ten-year milestone in 2028, the focus for the coming years will be on consolidating, aligning, and ensuring sustainability so that Otrobanda's transformation remains community-centered and structurally supported.

# COLOPHON

IMPACT REPORT 2025

## **From Action to Impact: Building Impact Together**

*Learning, strategic direction, accountability*

This impact report was written by Elly Hellings (IndigoBlue Consult), commissioned by Stichting Kaya Kaya.

*Photography*  
Ramsay Soemanta

*Data sources*  
Kaya Kaya internal monitoring data, event surveys and activity documentation

*Published by*  
Stichting Kaya Kaya, Curaçao, maart 2026

