Updated srategic edition 2026

ROADMAP KAYA KAYA MOVEMENT 2025 - 2028

Presentation

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Foreword

2025 marked an important transitional moment for Stichting Kaya Kaya. Where previous years were defined by the festival, 2025 saw a deliberate step toward something broader: the Kaya Kaya Movement. This shift reflects a commitment to year-round presence in Otrobanda, using culture and placemaking as structural tools to connect people, community, and place.

As a board, we used 2025 as a year of reflection, strategic repositioning, and laying an institutional foundation for sustainable growth. The results confirm Kaya Kaya's growing role: as a cultural platform and connector within Otrobanda, with deepened local and international partnerships, growing community engagement, and the start of internal professionalisation processes. We also acknowledge what has not yet been achieved. Structural financing, team capacity, and an integrated monitoring and evaluation framework remain priorities that require further development. These challenges reflect both the pace of Kaya Kaya's growth and the structural realities of operating in a small island context with limited institutional infrastructure. As a board, we regard them as priorities that require deliberate attention in the coming period.

Looking to 2026, our ambition is clear: to position Kaya Kaya as a structural cultural infrastructure partner for Otrobanda and Curaçao, and as an international reference point for community-based cultural ecosystem development. This requires a sustainable funding model, stronger governance, and continued investment in the people and structures that make this movement work.

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

Introduction

This document presents the 2026 update of the Kaya Kaya Movement Roadmap 2025–2028. It builds on the original roadmap published in 2025 and reflects new insights gained through implementation, learning, and reflection during the first year of the implementation.

Kaya Kaya is evolving from a festival initiative into a movement: a growing platform and ecosystem through which residents, artists, entrepreneurs, partners and institutions collectively shape the future of Otrobanda.

The update introduces minor adjustments to the Theory of Change and impact strategy, and presents the activity program for 2026. The original roadmap remains the strategic foundation for the 2025–2028 period.

What we learned in 2025

2025 was Kaya Kaya's first full year as a movement rather than a festival organisation. That shift generated real results, and real lessons.

From events tot ecosystem. This year confirmed that cultural activation works. The Kaya Kaya Street Party, Art Week, Amor pa Otrobanda Market, and Kreativiti Fest brought thousands of visitors, supported hundreds of artists and vendors, and led to tangible changes in how residents and visitors view Otrobanda. Independent academic research confirmed what we observed firsthand: the neighbourhood's story is shifting from stigma and avoidance to pride, creativity, and regular use.

Presence requires infrastructure. At the same time, 2025 clarified that year-round impact demands more than just programming. Effective placemaking relies on ongoing presence, consistent relationships, and organizational continuity. Several planned initiatives, including Hub development, business incubation, and theatre programming, had to be postponed due to capacity and structural limitations. The lesson is not that ambitions were too high, but that sustainable delivery needs a stronger institutional foundation.

Depth over volume. Community engagement has shown us that the quality of relationships matters more than quantity. Building trust with residents, partners, and stakeholders requires time and consistent effort. Kaya Kaya's role is not to oversee every part of district development, but to serve as a platform for collaboration, connecting stakeholders, supporting initiatives, and encouraging teamwork.

What this means for the roadmap. These insights do not require a new strategy. The original roadmap remains the right foundation. They do, however, highlight the need for greater precision in how we define and measure impact, and how we connect our activities to long-term change. In the following sections, we therefore present a sharpened Theory of Change and a refined impact strategy, building on what we have learned and better equipping Kaya Kaya for the years ahead.

Theory of Change - 2026 update

The original Theory of Change remains the strategic foundation of the Kaya Kaya Movement. This update sharpens its structure in two ways; by introducing the Celebrate - Create - Connect framework as the operational layer, and by aligning the impact domains with the lived outcomes observed in 2025. The logic is the same, the language is clearer.

WHY - *Our purpose.* Kaya Kaya exists because we believe that neighbourhoods thrive when culture, community, and place evolve together. Our mission is to empower Otrobanda to grow stronger from within, leaving it better behind for future generations.

HOW - *Our approach.* We bring this belief to life through creative placemaking, cultural activation, community participation, and collaborative urban transformation. Kaya Kaya operates not as a sole organiser, but as a platform within a growing cultural ecosystem, facilitating co-creation between residents, artists, entrepreneurs, and partners to generate shared impact.

WHAT - *Our framework.* We realise this through the Celebrate, Create, and Connect framework, a year-round program of cultural events, creative development, and district collaboration.

The three pillars

CELEBRATE
Cultural activation

All cultural moments that activate public space, create visibility, and bring people together. Celebrate initiatives act as participation levers: each moment feeds energy back into the broader ecosystem.

Strategies: Celebrate culture · Build a strong brand

CREATE
Creative development

Fostering creative talent, cultural production, and entrepreneurship. This includes recurring platforms like Kreativiti, creative infrastructure such as studios and exhibition spaces, and support for artists and small businesses.

Strategies: Inspire creativity · Drive local prosperity

CONNECT
District collaboration & development

The relationships, partnerships, and structural collaborations that establish Kaya Kaya as a long-term partner in transforming Otrobanda, working alongside government, urban partners, and the local community.

Strategies: Empower communities · Transform spaces · Create enabling conditions

From pillars to impact

The three pillars generate change across three interconnected impact domains. These domains reflect how transformation is experienced in practice, not as isolated events, but as a cumulative trajectory.

Public space & liveability. How streets and spaces are used, perceived, and inhabited in everyday life.

Creative & economic opportunities. How participation opens pathways for artists, vendors, and entrepeneurs to grow and connect.

Belonging, perception & engagement. How Otrobanda is seen, felt and valued, by residents and visitors alike.

THE LOGIC IN ONE LINE:

Because we believe neighbourhoods thrive when culture, community, and place evolve together, we act as a platform, orgnising our work through Celebrate, Create, and Connect, to create lasting change in public space, economic opportunity, and the sense of belonging in Otrobanda.

Theory of Change Kaya Kaya Movement

WHY

Kaya Kaya exists because we believe that neighbourhoods thrive when culture, community, and place evolve together.

Our mission is to empower Otrobanda to grow stronger from within, leaving it better behind for future generations

HOW

We bring this belief to life through creative placemaking, cultural activation, community participation, and collaborative urban transformation

We operate as a platform for co-creation between residents, artists, entrepreneurs, and partners.

WHAT

We realise this through the Celebrate, Create, and Connect framework, a year-round program of cultural events, creative development, and district collaboration

THE THREE PILLARS

Celebrate culture · Build a strong brand

CELEBRATE · **CREATE** · **CONNECT**

Empower communities · Transform spaces · Create enabling conditions

Inspire creativity · Drive local prosperity

FROM PILLARS TO IMPACT

Public Space & Liveability
Environmental · Social

Creative & Economic Opportunities
Economic · Cultural

Belonging, Perception & Engagement
Social · Cultural

IMPACT

Otrobanda flourishes as a vibrant, inclusive, and sustainable neighbourhood, where cultural heritage is preserved, creativity and entrepreneurship thrive, and residents actively shape a resilient and connected community.

Program Lines & Strategic Initiatives 2026-2028
Organised within the CELEBRATE - CREATE - CONNECT framework

The initiatives below are key program lines in the Kaya Kaya ecosystem, a platform for collaboration and co-creation. Additional initiatives may emerge through collaborations with artists, residents, entrepreneurs, partners, and institutions, and will also be included even if not explicitly listed.

CELEBRATE
Cultural Activation

- Kaya Kaya Festival
- Kaya Kaya Street Party
- Otrobanda Art Week
- Amphitheatre Programming
- Amor pa Otrobanda - Community Activation & Market Platform
- Special Events Series
- King's Day Activation

CREATE
Creative & Capacity Development

- Creative HUB - Cultural & Creative Production Space
- Kreativiti - Creative Talent & Development Platform
- Skol Urbano - Youth Creative Development Program
- Pop-Up Business Incubation Program
- Cultural Education Trajectory

CONNECT
District Collaboration & Development

- Otrobanda Masterplan
- Gentlefication Strategy
- Government & Institutional Partnerships
- Community Engagement Trajectory
- SKO Merchant Engagement
- Amor pa Otrobanda District Branding
- Street Art & Scaping
- Placemaking & Building Activation Program
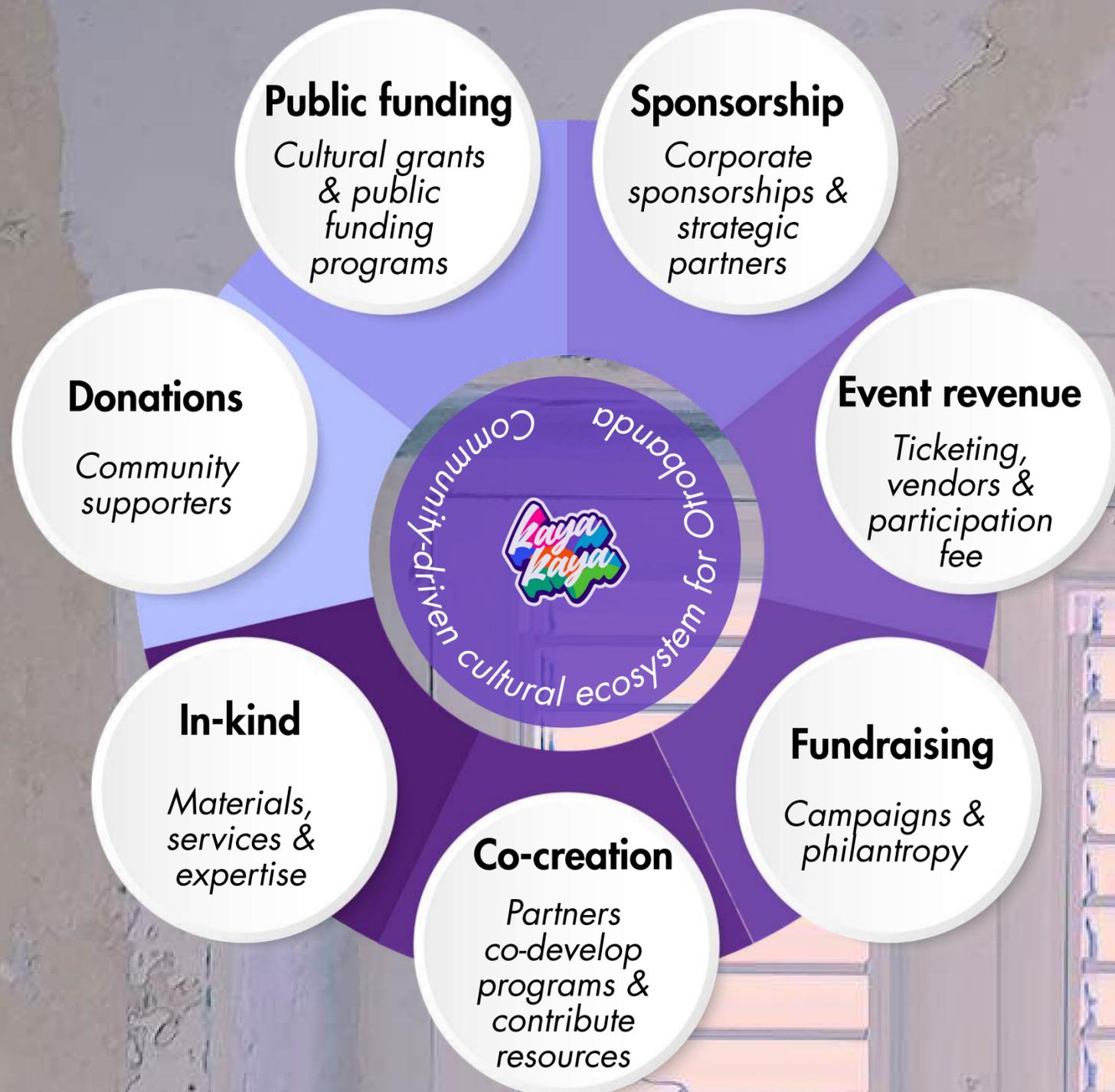- Infrastructural Projects
- Urban Greening Program

ORGANISATIONAL & ENABLING
Supporting the entire ecosystem

Organisational Capacity & Governance - Fundraising - Strategy - Marketing & Communication Strategy - Digital Unlocking of Otrobanda - Monitoring & Evaluation Framework

Financing the Kaya Kaya Movement

Public funding
Cultural grants & public funding programs

Sponsorship
Corporate sponsorships & strategic partners

Donations
Community supporters

Event revenue
Ticketing, vendors & participation fee

In-kind
Materials, services & expertise

Co-creation
Partners co-develop programs & contribute resources

Fundraising
Campaigns & philantropy

Community-driven cultural ecosystem for Otrobanda

ENABLING THE ECOSYSTEM

Kaya Kaya's approach recognises three interconnected layers of change: human (individual development), humanity (groups and communities), and ecosystem (the wider district of Otrobanda).

As a platform, Kaya Kaya works through partnerships and co-creation, rather than delivering every initiative itself. Residents, artists, entrepreneurs, organisations and institutions actively shape the movement together. This ecosystem approach is also reflected in our financing model. Kaya Kaya relies on a diversified mix of public funding, partnerships, earned income and community contributions to sustain the movement.

WHY THIS MODEL WORKS

- Diversified funding reduces risk
- Co-creation strengthens ownership and relevance
- Partners and community shape the movement together
- Enables long-term cultural programming in Otrobanda

IMPACT STRATEGY

HOW WE UNDERSTAND, MEASURE, AND LEARN FROM IMPACT

Kaya Kaya views impact as a cumulative, relational process. Change happens not from isolated events but through repeated efforts, building trust, and sustained presence. Rather than measuring success by the scale of a single event, we evaluate how temporary, recurring, and structural actions support each other over time. Impact is not a single moment; it is a trajectory. We distinguish **THREE IMPACT DOMAINS:**

PUBLIC SPACE & LIVEABILITY
Environmental - Social

What we look for:
Streets and spaces actively used, perceived as safe, and functioning as places to meet and stay, not just to pass through.

What we measure:
- Number of spatial interventions
- Perceived safety (survey data)
- Frequency and diversity of public space use.

CREATIVE & ECONOMIC OPPORTUNITIES
Economic - Cultural

What we look for:
Artists, vendors, and entrepreneurs who access real opportunities and grow as part of a broader ecosystem over time.

What we measure:
- Number of artists, vendors, and creatives participating.
- Return participants rates
- Reported economic outcomes
- Number of businesses supported or incubated.

BELONGING, PERCEPTION & ENGAGEMENT
Social - Cultural

What we look for:
A shift in how Otrobanda is seen and felt, from stigma and avoidance toward pride, curiosity, and active participation.

What we measure:
- Visitor and resident experience ratings
- Willingness to return and contribute
- Reported sense of belonging
- Community pride
- Depth of interaction between residents and visitors

OUR IMPACT FRAMEWORK

FOR EVERY INITIATIVE, KAYA KAYA APPLIES FOUR GUIDING QUESTIONS:

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.