



FDOK STRATEGIC PLAN JUL '25 - JUN '29

Elevating Performance, Empowering Progress

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Dear Stakeholders,

In an ever-evolving world, where change is both constant and unpredictable, having a clear direction is no longer a luxury, it's essential. This strategic plan marks a pivotal moment for our organization. It is more than just a roadmap; it reflects our shared values, ambitions, and unwavering commitment to building a resilient and forward-thinking future.

This document serves as a compass, not fixed to one destination but grounded in guiding principles that will help us navigate opportunities, measure progress, and remain accountable. It is our collective vision for the coming years: one that emphasizes Innovation, Inclusion, Intelligence, Integrity and Impact.

Over the past months, we have engaged in deep reflection, analysis, and collaboration to chart the course ahead. The result is a plan that not only recognizes the challenges of our time but also embraces the possibilities that lie beyond them. By aligning our goals with our core mission and adapting to the realities of our environment, we position ourselves to lead with purpose.

We extend our gratitude to everyone who contributed to this process, our members, staff, partners, stakeholders, and community. Together, we move forward with confidence and clarity.

Let this plan be a living tool, responsive to change and always anchored in the belief that bold ideas and thoughtful strategies can shape a better tomorrow.

Warm Regards,

Board of Federashon Deporte i Olímpiko Kòrsou

“ SPORT HAS THE POWER TO CHANGE THE WORLD. IT HAS THE POWER TO INSPIRE. IT HAS THE POWER TO UNITE PEOPLE IN A WAY THAT LITTLE ELSE DOES. IT SPEAKS TO YOUTH IN A LANGUAGE THEY UNDERSTAND. SPORT CAN CREATE HOPE WHERE ONCE THERE WAS ONLY DISPAIR ”

-NELSON MANDELA

from Legacy to Momentum

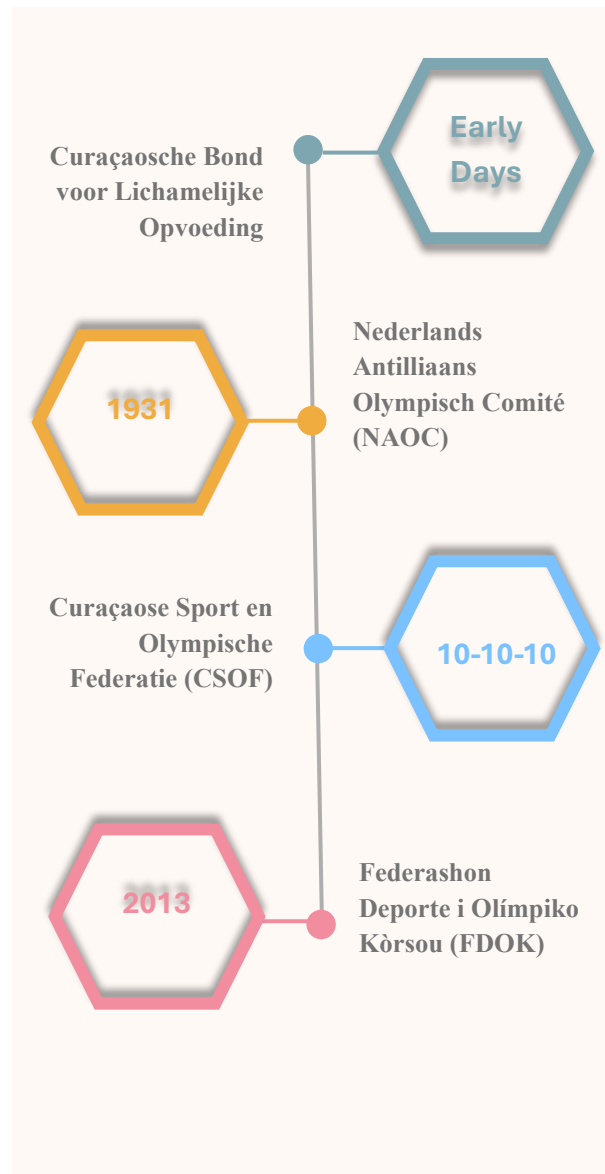
Our Story in Motion...

From its early days as the '*Curaçoesche Bond voor Lichamelijke Opvoeding*', what is now FDOK laid the foundation for organized sport on the island and has evolved alongside Curaçao itself, adapting to new realities while staying true to its core: 'Empowering athletes and elevating sport'.

In 1931, this vision took formal shape with the establishment of the '*Nederlands Antilliaans Olympisch Comité (NAOC)*', which represented the Netherlands Antilles in the international Olympic Movement for nearly eight decades.

The turning point came on 10 October 2010 (known as 10-10-10), when Curaçao became a constituent country within the Kingdom of the Netherlands and the Netherlands Antilles were officially dissolved. To keep the Olympic flame alive, the '*Curaçaoose Sport en Olympische Federatie (CSOF)*' was formed to carry the torch.

By 2013, the organization adopted its current name in Papiamentu '*Federashon Deporte i Olímpiko Kòrsou (FDOK)*', signaling a renewed identity and a broader international vision. As Curaçao's sport landscape evolved, FDOK's responsibilities were gradually absorbed into new national structures, transforming its governance, redefining its mission, and positioning it as the leading body for organized sport and the Olympic Movement in Curaçao.



What We've Built...

Over the past decade, FDOK has moved from aspiration to action:

- **International Recognition:** Achieved full membership with the Caribbean Association of National Olympic Committees (CANOC), and associate memberships with Central American and Caribbean Sports Organization (CCS), and Organización Deportiva Suramericana (ODESUR) opening new doors for Curaçaoan athletes on the international stage.
- **Athlete Representation:** Curaçaoan athletes proudly participated in the Central American and Caribbean (CAC) Games both in 2018 and 2023, gaining valuable experience and elevating their performance level. Notably, in 2023 CAC Games, Curaçao secured a silver medal in the discipline of high jump. Their involvement extended to the ODESUR Games, where Curaçao earned two silver medals in high jump (one at the Youth ODESUR Games and one at the Senior South American Games), thanks to the standout performances by Glenka Antonia and Rithemslj Daal. At the 2022 Caribbean Games, Curaçao achieved two bronze medals in swimming, awarded to Samantha Van Vuure. Curaçao also hosted the Carifta Games in 2017 (Athletics) and again in 2023 (Swimming), further reinforcing its role across regional and global sports platforms.
- **Policy Leadership:** FDOK has established a comprehensive top sport policy, aligned with governmental initiatives to build a sport system that supports excellence and strengthens strategic direction.

- **Organizational Strength:** Our administrative systems matured, and our federation network grew stronger.

What We've Learned...

Progress rarely follows a straight line. We've faced hurdles, from limited access to global platforms like panamerican and olympic games, to the absence of a national sport fund and a unified marketing strategy. These gaps aren't failures; they're signals. They show us where to focus, where to innovate, and where to lead.

What We Stand For Today...

FDOK's transformation is not just about how it works, it's also rethinking why it exists. We've redefined our purpose to reflect the growing needs of our athletes and federations.

What's Next

This strategic plan isn't just a continuation, it's a reinvention.

We're not simply building on history; we're rewriting the playbook. With bold ideas, sharper tools, and a deeper commitment to inclusion and excellence, FDOK is ready to move from momentum to mastery. Stay tuned as the chapters ahead will reveal how we plan to get there.

Our Mission

“ To empower Curaçao's athletes and federations by leading with integrity, investing in development, and building strategic pathways to excellence locally and globally, following the spirit of the Olympic Movement. ”

Our Vision

“ A Curaçao where sport is a driving force for national pride, personal empowerment, and global impact. We strive to build a future where every athlete can rise, every federation is equipped to lead, and our island stands tall on the international stage prepared, united, and unstoppable. ”

Executive Summary

FDOK is entering a new era. For years, we've operated quietly, processing requests, distributing funds, and keeping sport afloat. But Curaçao's athletes, federations, and future demand more. This strategic plan marks a decisive shift: from facilitator to leader, from transactional to transformational.

We are redefining our role as the national body for sport. That means empowering federations, growing talent, building international credibility, and boldly communicating our value. It means investing in people, systems, and partnerships that elevate Curaçao's sporting identity, locally and globally.

We're strengthening governance, modernizing operations, and investing in human capital to ensure FDOK runs with clarity, efficiency, and integrity.

To our member federations, we're stepping up as a strategic partner, aligning visions, co-creating development pathways, and supporting federations in delivering organized sport with purpose and impact.

Curaçao deserves a seat at the global table. We're pursuing IOC recognition and PANAM membership, increasing athlete participation abroad, and positioning our island as a host for regional events.

Visibility must match value. We're building a bold brand, activating media, and forging strategic alliances to amplify our mission and connect with every stakeholder.

Sport cannot thrive on passion alone. We're advocating for multi-year budget reform, diversifying revenue, and redesigning our funding model to ensure sustainability and impact.

And most importantly, we are aligning and working hand-in-hand with our government, not

just as a funder, but as a strategic ally. This is an achievement for all of us. For our athletes. For our federations. And for our beautiful island of Curaçao.

FDOK is ready to lead. Ready to be seen, heard, and understood. Ready to empower Curaçao's athletes to rise with pride, with purpose, and with global ambition.

Biba Kòrsou!



Situational Analysis

As part of the strategic planning process for FDOK, a comprehensive SWOT analysis was conducted to assess the organization's current position and inform future direction. This analysis draws from three key sources of input:

1. Federation Poll

A structured survey was carried out across all member federations, covering ten categories.

For detailed results see Appendix 4.

2. Administrative Office Interview

A targeted conversation with FDOK's administrative office provided operational insights, highlighting internal challenges, resource gaps, and opportunities for process improvement from a central management perspective.

For detailed results, see Appendix 5.

3. Board Input

Board input was gathered through a series of strategic sessions, where members actively contributed to shaping the direction of this plan. These sessions provided space for reflection, discussion, and alignment around FDOK's evolving role and priorities.

For detailed results, see Appendix 5.

Together, these inputs offer a multi-layered understanding of FDOK's internal capabilities and external environment.

The SWOT analysis that follows is grounded in this feedback and serves as a strategic lens to identify:

- **Strengths** that FDOK can leverage
- **Weaknesses** that require attention
- **Opportunities** that can be pursued
- **Threats** that must be mitigated

This situational analysis provides the foundation for FDOK's strategic context and guides the development of clear objectives, initiatives, and performance indicators.

SWOT Insights

STRENGTHS

Member Federations

- Strong International Affiliation
- Motivated Leadership and Volunteer Commitment
- Active Competition Calendar
- Notable Achievements

FDOK

- Regional Representation
- Operational Leadership and Continuity

Development Focus

- Democratic Governance Structure
- Emerging Strategic Planning Culture
- Positive Federation/Office Relations:
- Sound Financial Governance:
- Functional Financial Systems:
- Collaborative Mindset

WEAKNESSES

Financial Limitations

- Lack of Multi-Year Budget Approval
- Recurring Delays in Government Funding
- High Funding Dependency
- Insufficient Budget Coverage

Facility Limitations

- Absence of a High-Performance Sports Facility
- Insufficient and Inconsistent Facility Access
- Lack of Sport-Specific Venues
- Infrastructure Deficiencies

Administrative Capacity & Systems

- Volunteer Overload and Limited Capacity
- Manual Systems and Audit Gaps
- Outdated Governance Frameworks
- Fragmented Reporting and Limited Data Systems

Federation Engagement and Representation

- Limited Strategic Support and Responsiveness
- Decentralized Athlete Support

Brand Identity

- Visual and Cultural Disconnect

Opportunities

Global Affiliations & Recognition Pathways:

Hosting Assemblies & Games:

Facility-Driven Engagement:

Multi-Year Budget Advocacy & Reform

Strategic Partnerships with Public Private Sector

Diversified Revenue Streams

Grant Acquisition & International Funding

Enhanced Liaison Engagement & Responsiveness

THREATS

Instable Athlete Preparation

Organizational Vulnerability

Recognition Barriers at International Level

Infrastructure Gaps & Facility Constraints

Volunteer Burnout & Leadership Fatigue

Consolidated SWOT Overview

Strengths

Member Federations

Strong International Integration

Most (more than 85%) of the federations have affiliation with their respective international governing bodies, demonstrating FDOK's alignment with global standards and reinforcing its credibility on the world stage.

Motivated Leadership and Volunteer Commitment

Despite limited resources, most federation boards and volunteers demonstrate strong dedication to advancing their sport, reflecting a resilient and passionate leadership culture

Active Competition Calendar:

An average of five events hosted per federation annually reflects high engagement, organizational capacity, and commitment to athlete development.

Notable Achievements

Curaçao's athletes have earned multiple medals, international titles, and qualifications, showcasing the island's competitive potential on the global stage.

FDOK

Regional Representation

Curaçao's active presence in international sports platforms, through full membership in CANOC and associate memberships in CCS and ODESUR, enhances national visibility, fosters regional collaboration, and builds pride across the sporting community.

Member Federations & FDOK

Democratic Governance Structure

FDOK and its member federations operate under a General Assembly model, promoting inclusive decision-making, member accountability, and transparent oversight.

Operational Leadership and Continuity

Nearly all federations as well as FDOK have an Executive Board, ensuring consistent leadership, defined roles, and a mature governance framework. With an average of five board members, most boards are large enough to ensure diverse input while remaining agile and manageable.

Emerging Strategic Planning Culture

Many federations and FDOK are adopting or developing multi-year plans with defined goals and performance indicators, signaling a shift toward more structured, outcome-driven management. Others are working with annual plans, while some are actively considering multi-year strategies, reflecting growing awareness of long-term planning across the federation landscape.

Youth Development Focus

Federations place strong emphasis on identifying and nurturing young athletes, with several promising prospects already emerging across disciplines.

Positive Federation/Office Relations

Most federations report strong working relationships with the FDOK Office, highlighting accessibility, responsiveness, and supportive engagement from key staff.

Sound Financial Governance

FDOK & Most federations are compliant or ahead in approving financial statements, supported by structured drafting processes typically led by Treasurers and board members. The annual reports of FDOK are audited by an external company, and financial discharge is granted through a 'kascommissie' (Audit Committee).

Functional Financial Systems

FDOK & Federations use basic financial software (most commonly Excel) which suits their current transaction volumes and supports routine financial management.

Collaborative Mindset

Federations and FDOK express a clear willingness to engage in deeper partnerships and shared initiatives, signaling openness to collective progress and resource pooling.

Recurring Delays in Government Funding

Due to the absence of a multi-year budget approval, FDOK must request funding from the government on a per-Games basis. Lengthy and complex approval procedures often result in subsidies arriving late (sometimes only after the Games have begun) creating uncertainty for athletes and federations, disrupting program execution, and limiting international competitiveness.

High Funding Dependency

FDOK and its member federations rely heavily on external subsidies, with limited internal revenue generation or diversified income streams. This dependency makes long-term planning fragile and limits financial autonomy.

Insufficient Budget Coverage

On average, federations receive less than 20% of their budgeted needs through government funding. The annual allocation is consistently below actual requirements, forcing federations and athletes to absorb the shortfall, often at the expense of participation, preparation, and performance.

Weaknesses

Financial Limitations

Lack of Multi-Year Budget Approval

FDOK (and with this also the federations) currently operates without a confirmed budget for the full Olympic cycle. This limits long-term planning, reduces operational efficiency, and hinders the ability to prepare athletes adequately for all Games.

Facility Limitations

Contextual Note: While facility management falls outside FDOK's direct mandate, limited and inconsistent access to appropriate sports infrastructure has a tangible impact on athlete development, training continuity, and the organization of sporting events. This operational constraint, though external, directly influences FDOK's strategic outcomes. Therefore, it is included in the SWOT analysis to underscore the importance of enhanced collaboration with FDDK (the entity responsible for facility provision) and to advocate for systemic improvements that support high-performance sport in Curaçao.

Absence of a High-Performance Sports Facility

One of the primary infrastructural limitations currently facing the Curaçao Sport and Olympic Federation is the lack of a dedicated high-performance sports facility. This absence restricts the ability to provide elite athletes with centralized, state-of-the-art training environments that meet international standards. As a result, athlete development, multidisciplinary support services, and year-round preparation are fragmented and often reliant on external or improvised resources. This limitation poses challenges in achieving competitive excellence and sustaining long-term athletic performance at the highest level.

Insufficient and Inconsistent Facility Access

Limited and inconsistent access to appropriate sports infrastructure significantly affect athlete development, training continuity, and event organization. This highlights the need for stronger collaboration with FDDK, the entity responsible for facility provision.

Lack of Sport-Specific Venues

The lack of appropriate facilities for certain sport disciplines limits the effectiveness of training, compromises athlete safety, and hinders competition readiness.

Infrastructure Deficiencies

Existing facilities often suffer from issues like unsafe tracks, unreliable electricity, and poor accessibility, further hindering athlete performance and logistical planning.

Administrative Capacity and Systems

Volunteer Overload and Limited Capacity

Boards often operate without compensation, relying heavily on unpaid members. While they work with love, this limits strategic execution, reduces sustainability, and contributes to inconsistent planning, with some federations lacking structured competition calendars or clear goals.

Manual Systems and Audit Gaps

Heavy dependence on Excel for financial management under member federations increases vulnerability to errors and limits scalability. The absence of external audits further weakens oversight and accountability.

Outdated Governance Frameworks

Several federations operate under statutes dating back to 2010, which may no longer align with current legal standards or operational realities, hindering modernization and compliance.

Fragmented Reporting and Limited Data Systems

Not all federations maintain performance tracking systems, formal partnerships, or centralized databases of athlete profiles and competition results. Reporting is often incomplete or vague, with gaps in participation records and performance history. This limits strategic planning, talent identification, and evidence-based decision-making

Federation Engagement and Representation

Limited Strategic Support and Responsiveness

Several federations feel underrepresented in board-level decisions and report inconsistent responsiveness to their concerns and suggestions. This weakens trust and collaboration and contributes to a lack of strategic guidance from FDOK.

Decentralized Athlete Support

In the absence of strong federation-level coordination, athlete preparation often relies on clubs or individuals, leading to uneven support structures and missed opportunities for centralized development.

Outdated Brand Identity

Visual and Cultural Disconnect

Several federations perceive the current logo and brand identity of FDOK as overly detailed, non-descriptive, and visually outdated. It lacks appeal to younger audiences and may not reflect modern Olympic values, limiting engagement and recognition.

Athlete Commitment

Due to the lack of consistent funding, planning, and facility deficiencies, athletes face uncertainty and instability in their training journeys. This financial insecurity not only undermines their ability to fully commit to high-performance sport but also places added pressure on coaches and sport leaders who often operate without adequate support. The absence of a reliable financial structure raises questions about the seriousness and sustainability of the training environment. As a result, some of Curaçao's most promising athletes choose to pursue their careers under other flags, such as the Netherlands, where systems are more structured, resources are more accessible, and long-term development pathways are clearly defined.

Opportunities

International & Regional Collaboration

Global Affiliations & Recognition Pathways
Curaçao has the opportunity to strengthen international partnerships and pursue formal recognition by the IOC and memberships with PANAM Sports. This would enable athletes to compete under the national flag at all levels. Strategic networking at assemblies, competitions, and international forums can help map a clear pathway toward membership and recognition.

Hosting Assemblies, games, and competitions

Organizing international events and general assemblies in Curaçao can enrich local knowledge, expose athletes and board members to global best practices, and open doors to influential figures from organizations like CANOC, ODEBO, CCS, ODESUR, PANAM, and IOC

Facility-Driven Engagement

Hosting games locally not only boosts visibility but also encourages government investment in sports infrastructure. This creates a win-win scenario: upgraded facilities, stronger collaboration with public stakeholders, and broader community benefits through sport.

Funding & Financial Strategy

Multi-Year Budget Advocacy & Reform
FDOK can initiate structured dialogue with government stakeholders to advocate for multi-year budget approvals aligned with the Olympic cycle. By presenting data-driven impact reports and aligning with national development goals, FDOK can push for policy reform that enables predictable, long-term funding.

Strategic Partnerships with Public Private Sector

There's an opportunity to build sponsorship models that appeal to local and international businesses. By showcasing the visibility and social impact of sports, FDOK can attract corporate sponsors, Corporate Social Responsibility-driven partnerships, and long-term brand collaborations that reduce dependency on government subsidies.

Diversified Revenue Streams

FDOK can explore alternative income sources such as:

- Merchandising
- Ticketed events (fundraising)
- Active facility rentals
- Digital content monetization (e.g., podcasts with athlete stories, behind-the-scenes media)
- Legislated Funding Allocation together with the government (e.g. tax holiday).
- Collaborative Funding Proposals with member federations

Grant Acquisition & International Funding

FDOK can tap into international sports development grants from bodies like IOC, PANAM Sports, UNESCO, and EU-based programs. Building grant-writing capacity and aligning proposals with global development themes (e.g., youth empowerment, gender equity, sustainability) can unlock new funding channels.

Strengthening Local Collaboration with Member Federations

Enhanced Liaison Engagement & Responsiveness

FDOK can formalize and strengthen the role of liaisons as active bridges between the board and federations. By encouraging regular check-ins, feedback loops, one on one sessions and rapid response to federation needs, FDOK reinforces its commitment to support even when financial resources are limited.

Transparent Communication on Funding Constraints

Creating open channels to explain budget limitations and decision-making processes helps build trust. Federations may feel more supported when they understand the “why” behind funding gaps and see efforts to advocate for fair distribution.

Enhancing Support Programs

FDOK has the opportunity to expand its athlete support services by offering targeted programs such as mental coaching, medical aid, nutritional programs, and specialized training workshops. These services can be introduced based on demand and resource availability, ensuring relevance and sustainability.

Comprehensive Statute Revision & Alignment

There is an opportunity to initiate a full review of FDOK’s statutes, using regional benchmarking to align with international standards. This process can also encourage member federations to update their own statutes, fostering unified governance, legal clarity, and stronger institutional cohesion based on the Olympic charter.

Other

Modernizing Brand Identity

Refreshing FDOK’s logo and visual identity offers a chance to better reflect inclusiveness, youth engagement, and international relevance, strengthening public perception and stakeholder appeal.

Advocacy for Facility Development:

FDOK has the opportunity to take a more active role in lobbying for infrastructure improvements, helping drive government investment even when not directly responsible for facility management.

Centralized Data Tracking

Establishing a unified system to track athlete data, participation, results, and development progress can improve transparency, enable evidence-based planning, and support long-term performance monitoring across federations.

Strengthen Internal Procedures

There is an opportunity to improve internal workflows by formalizing processes, clarifying responsibilities, and standardizing operational guidelines. This can enhance efficiency, reduce delays, and ensure consistent service delivery across all federations.

Strategic Staffing Enhancement

Recruit a new Sport Specialist with strong policy development skills to enhance strategic support and technical guidance within FDOK.

Threats

Inconsistent Athlete Preparation

Ongoing delays and inconsistencies in subsidy approvals and the absence of multi-year budget commitments, dependency on external funding sources (government), threaten the stability of athlete preparation, federation operations, and international competitiveness.

Organizational Vulnerability

FDOK's limited financial autonomy and high reliance on government funding expose the organization to political shifts, economic instability, and budget reductions. Without diversified income streams, even FDOK's continued existence could be at risk.

Recognition Barriers at International Level

Without formal IOC recognition or full membership in key bodies like PANAM Sports, Curaçao's athletes may face limitations in competing under the national flag. This leads to demotivation, missed development opportunities, and loss of national pride. Talented athletes may seek representation elsewhere (even in games where Curaçao can participate), resulting in Curaçao's top performers shining under other flags.

Infrastructure Gaps & Facility Constraints

Insufficient or outdated sports infrastructure may hinder athlete development, causes injury risk, limit hosting capacity for international events, and reduce public engagement in sport.

“TO COMPETE WITH THE WORLD, WE MUST THINK LIKE THE WORLD. WE WILL BRING INNOVATION INTO EVERY CORNER OF SPORT FROM HOW WE TRAIN, TO HOW WE LEAD, TO HOW WE GROW CURACAO'S SPORTING FUTURE”

Stakeholder Landscape

FDOK operates within a dynamic system of stakeholders who influence, support, and are impacted by our work. Understanding these relationships is essential to delivering on our mission and vision. This stakeholder mapping identifies key actors across the sport landscape, from athletes and federations to government bodies and international partners and outlines how FDOK engages with each to drive progress.

The illustration below categorizes each identified stakeholder based on their level of Influence over FDOK and their level of interest in FDOK's mission and activities. Both dimensions are rated as either high or low. This mapping helps us guide how we engage with each group most effectively choosing to collaborate closely, empower, consult occasionally or keep informed depending on their position.



Stakeholder Overview

Government & Ministries

The government is FDOK's primary funder and strategic enabler. Their financial support makes FDOK's existence and operations possible. Beyond funding, they shape national sport policy, provide infrastructure, and influence long-term development priorities. Maintaining a strong, collaborative relationship with government stakeholders is essential to FDOK's sustainability and impact.

FDOK Board

Provides strategic leadership and governance oversight. The board sets priorities, approves policies, and ensures alignment with FDOK's mission and long-term goals.

FDOK Office Team & Sub commissions

Responsible for day-to-day operations, administration, and coordination. As the (executive arm), the office translates strategy into action and supports all other stakeholders.

Local Sport Federations

Key partners in talent development, competition access, and policy implementation. They work closely with FDOK to deliver sport at the national level.

Tourist Boards

The Tourist Board is a key partner in promoting Curaçao as a vibrant destination for sport tourism. By supporting international events, athlete exchanges, and regional collaborations, they help position sport as a driver of economic growth and cultural visibility. FDOK works closely with the Tourist Board to align sport initiatives with tourism strategies, attract global attention, and enhance Curaçao's reputation as a host for high-quality sporting experiences.

Sport methodologist

Responsible for tracking athlete development, monitoring performance data, and advising the FDOK Board on international competition selection. Their expertise ensures that decisions are evidence-based and aligned with long-term athlete pathways.

International Sport Bodies (Membership Based)

These organizations are strategic partners where FDOK holds formal membership. They provide access to competitions, development programs, and regional representation.

Athletes

Central to FDOK's mission. They are the primary beneficiaries of development programs, representation, and support services.

Coaches & Technical Staff

Drive athlete performance and sport quality. Their expertise is essential for training, mentoring, and competitive success.

Local Clubs, Schools & Universities

Crucial for grassroots development, talent identification, and supporting dual career pathways for student-athletes.

Parents

Parents play a vital role in the development and well-being of young athletes. They provide emotional support, logistical coordination, and often financial investment in their children's sporting journeys. As key influencers in early talent development and long-term athlete commitment, parents are essential partners in fostering a positive and sustainable sport environment. Engaging them through clear communication, and inclusion helps strengthen the athlete support system and aligns families with FDOK's values and goals.

Sponsors & Private Sector

Offer financial support, visibility, and co-branding opportunities. Their investment helps sustain programs and events.

Media & Public

Shape public perception, engagement, and national pride. Media coverage and community support amplify FDOK's impact.

International Bodies (Non-member/recognition)

These are influential global organizations that shape international sport policy and competition access. FDOK does not hold formal membership but may engage through regional partners or future affiliation.

General Public

The public represents the broader community that engages with sport as spectators, supporters, and citizens. While not directly involved in FDOK's operations, they influence public perception, national pride, and the cultural value of sport. Their interest may vary but keeping them informed and inspired helps build a strong foundation of support, visibility, and legitimacy for FDOK's mission.

Health Sector

Collaborate to promote active lifestyles and preventive health through sport. Their involvement strengthens sport's social value.

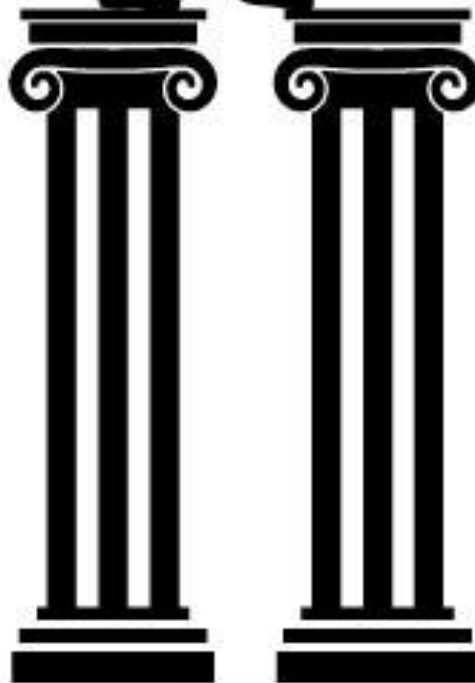


FDOK'S STRATEGIC FRAMEWORK



Empowering Federations
& Growing Talent

Glowing Recognition
& Competitive Edge



ORGANIZATIONAL EXCELLENCE

Strategic Framework

FDOK's strategic direction is built like a house, solid, intentional, and purpose driven. At the center of this structure is the **Athlete**, whose passion, dedication, and pursuit of excellence inspire every decision we make. Whether they are just beginning their journey or competing on the world stage, athletes are the reason we exist and the reason we evolve.

Foundation: Organizational Excellence

The base of our strategic house is a mother federation that operates with integrity, transparency, and professionalism.

This foundation ensures strong governance and internal systems, efficient operations and financial accountability, and responsive leadership and strategic continuity.

Without this foundation, progress cannot be sustained. It holds the structure together and enables every other ambition to rise, with the athlete always in mind.

Pillar 1: Empowering Federations & Growing Talent

This pillar focuses on deepening engagement with local federations and strengthening partnerships to build sustainable pathways for athlete development, not only for elite performers, but for all who participate in organized sport.

It includes federation capacity-building and strategic alignment, talent identification and nurturing, and support for organized sport and regular competitions

Every initiative under this pillar is designed to elevate the athlete's journey, foster community engagement, and ensure that sport remains a vibrant and accessible part of Curaçao's national identity.

Pillar 2: Global Recognition & Competitive Edge

This pillar aims to amplify Curaçao's presence on the international stage by advocating for visibility, access, and recognition for our Athletes. It includes strengthening ties with international federations and sport bodies, strategic diplomacy to pursue formal recognition by the IOC and membership with PANAM Sports.

The goal is clear: to give Curaçaoan athletes the platform they deserve to compete with pride and represent their nation with their own flag.

Roof: The 5 I's

Crowning our strategic house are five guiding principles, our roof of values:

- **Innovation:** Embracing new ideas, technologies, and approaches
- **Intelligence:** Making data-driven, evidence-based decisions
- **Integrity:** Leading with honesty, fairness, and accountability
- **Inclusion:** Ensuring sport is accessible and welcoming to all, while actively involving our member federations in decision-making, planning, and implementation
- **Impact:** Creating meaningful change for athletes, communities, and the nation

These values protect and elevate everything beneath them, and they reflect the kind of environment we strive to create for every athlete.

Porch: Honoring Excellence

FDOK also celebrates those who have shaped our sporting legacy. Through the FDOK Honors event, we spotlight individuals who have made significant contributions to sport in Curaçao, whether as athletes, coaches, administrators, or community leaders.

The Event can be imagined as the front porch of the house, where the community gathers to celebrate those who've paved the way.

It's the welcoming space that showcases legacy, pride, and inspiration, inviting others to step inside and contribute to the future.

This annual celebration includes:

- **Hall of Fame inductions** for lifetime impact
- **Athletes of the Year Awards** for standout performers and teams

These recognitions inspire future generations and preserve the stories that define our sporting identity, all centered around the athlete. Every brick, beam, and belief is built around their growth, their dreams, and their potential.

This strategic framework sets the stage for the goals and initiatives that follow. Each one is designed to empower Curaçao's athletes to rise, compete, and inspire.

“TALENT CAN COME FROM A SMALL ISLAND, BUT GREATNESS NEEDS GLOBAL EXPERIENCE. WE WILL BUILD BRIDGES THROUGH SPORT EXCHANGE, GIVING OUR ATHLETES AND COACHES THE WORLD CLASS OPPORTUNITIES THEY DESERVE.”

Strategic Goals

Building on our strategic framework, the following goals define the key outcomes FDOK aims to achieve. Each goal aligns with our foundation, pillars, and values, always keeping the athlete at the heart of our mission.

Foundation: Organizational Excellence

To perform at the highest level, our federation must be built on a foundation of structure, clarity, and accountability. Excellence begins with a well-defined organization, where roles are clear, procedures are documented, and systems are aligned to serve athletes effectively.

By investing in strong governance, efficient operations, and professional standards, we ensure that every part of our federation works in harmony to support athlete success.

Four subgoals have been defined to guide our progress toward this strategic foundation.

- A. **Strengthen Leadership & Oversight**
Establish clear roles, responsibilities, and decision-making processes for both the board and the operational office to ensure transparency, accountability, and ethical leadership. Over time, the distinct role and mandate of FDOK have become increasingly blurred, leading to confusion around responsibilities, expectations, and strategic boundaries. To restore clarity and reinforce purpose, it is essential that both the Board and the Office operate with a shared understanding of FDOK's institutional role within Curaçao's sport ecosystem.
- B. **Strengthen Financial Sustainability**
Build on our current budgeting and financial planning practices by enhancing long-term strategies and strengthening resource mobilization to

secure sustainable funding and support long-term growth.

- C. **Strengthen Systems & Human Capital**
Modernize FDOK's internal operations by implementing digital tools for data management, compliance tracking, and communication, while simultaneously investing in the recruitment, training, and retention of skilled staff and administrators. Together, these efforts will enhance organizational efficiency, elevate service delivery, and build the internal capacity needed to support athletes and federations more effectively

To ensure accountability and continuous improvement, each subgoal will be supported by a dedicated Monitoring & Evaluation Framework. FDOK will track progress using clear Key Performance Indicators (KPIs), regular performance reviews, and transparent reporting mechanisms. This approach will help measure impact, identify areas for adjustment, and keep the organization aligned with Its commitment to excellence.

Pillar 1: Empowering Federations & Growing Talent

For years, FDOK has primarily operated as a funding body, processing requests, distributing resources, and maintaining administrative oversight. While this support has been essential, it has often felt distant and transactional.

Now, we're changing course.

Federations have voiced a clear need: they want more involvement, more guidance, and more collaboration. FDOK is stepping up! Not just as a funder, but as a strategic partner and advisor. We're here to align visions, co-create development pathways, and actively empower federations to grow talent and deliver organized sport with purpose and impact.

This new approach is about working side by side, building trust, sharing knowledge, and unlocking the full potential of Curaçao's sporting community.

A. Strengthen Strategic Alignment Across Federations

Clarify FDOK's mission, vision, and strategic direction, and help federations understand their role in contributing to it. Promote alignment through regular communication, workshops, and collaborative planning sessions.

B. Sustain Support for Organized Sport Delivery

Continue supporting federations in delivering organized sport and regular competitions by providing funding and strategic assistance where possible. FDOK will help ensure that federations can maintain consistent and quality sport programming by allocating available resources as efficiently and impactfully as possible.

C. Enable Talent Identification & Development

Support federations in identifying and developing promising athletes by providing tools and criteria for talent tracking. FDOK will implement a centralized sports database to help structure athlete information, monitor progress, and guide development opportunities, including academic or international training pathways. While FDOK recognizes the value of all sports, it will also work to identify priority disciplines that can drive strategic focus and impact. In parallel, dedicated attention will be given to mental sports, highlighting the importance of balancing body and mind within the broader development of athletes.

Pillar 2: International Recognition & Competitive Impact

FDOK aims to position Curaçao as a respected and competitive force in international sport. This means securing formal recognition, increasing athlete visibility abroad, and building strategic relationships that open doors for our federations and athletes. By investing in global engagement, we amplify our national pride and create new opportunities for growth and excellence.

A. Pursue Formal International Recognition

Develop and execute a strategic roadmap toward possible recognition by the major international bodies; PANAM Sports and IOC. This includes understanding and aligning with international standards where possible and building diplomatic relationships while exploring all possible pathways (however limited) to support our case and elevate Curacao's status.

B. Increase Athlete Participation in International Competitions

Support federations in accessing qualification pathways and international events by assisting with logistics, funding, and strategic planning. To balance long-term athlete growth with the pursuit of competitive excellence, FDOK will help ensure more Curaçao athletes compete abroad and gain exposure with a dual focus:

- Participation in major games with athletes who are ready to perform at a high level, aiming for medals or top five finishes.
- Engagement in other international competitions that serve as development platforms, helping athletes gain experience and prepare for future elite events.

While funding is limited, FDOK will allocate available resources as efficiently and impactfully as possible to support both performance and development goals.

C. Promote Curaçao as a Host for Regional Events

Position Curaçao as a destination for hosting regional games, assemblies, and training camps. FDOK will work with federations and government partners to attract events that showcase our talent and strengthen our international profile.

Marketing, Communications & Partnerships

In the previous chapters, we've outlined our strategic direction. But what impact does it have if nobody knows we exist, or why we exist?

FDOK is THE national body responsible for empowering athletes, supporting federations, and representing Curaçao in the international competitive landscape heading towards possible IOC recognition. Yet, our visibility does not match our value.

Even within our own sphere, there's been a need to reanalyze and clarify our purpose. That clarity must now be shared, boldly and consistently.

We must ensure that every stakeholder, from government officials to clubs, from international bodies to the public, understands:

- Who we are
- Why we matter
- What we do
- Where we're going

This chapter outlines how FDOK will build a stronger brand, communicate with purpose, and forge strategic partnerships that elevate our mission. It's not just about promotion. It's about connection, credibility, and co-ownership.

We are ready to be seen, heard, and understood, not just as a facilitator, but as a leader of national pride, athlete empowerment, and global ambition.

Brand Building Strategy

FDOK's brand must reflect the energy, ambition, and inclusiveness of Curaçao's sporting community. Building a strong, unified brand identity is essential to increase recognition, attract funding, and inspire public engagement.

Visual Refresh: Redesign FDOK's logo and brand assets to reflect modern Olympic values, youth engagement, and national pride. The new identity should be bold, inclusive, and instantly recognizable.

Unified Messaging: Develop consistent messaging that aligns with our strategic pillars and values. This includes tone, language, and visual style across all platforms, from official documents to social media.

FDOK and Athlete Centered Storytelling: Highlight journeys, achievements, and personal growth through compelling narratives. Use these stories to inspire the public and reinforce FDOK's role in empowering talent.

Merchandising Visibility: Launch branded merchandise to build public recognition and generate revenue.

Media Engagement Strategy

Media is a powerful tool to shape public perception, drive engagement, and celebrate success. FDOK will:

Build Media Relationships: Establish regular contact with local and regional media outlets. Offer press kits, interviews, and exclusive content to encourage coverage of FDOK events and athlete milestones.

Social Media Activation: Strengthen FDOK's presence on social media through consistent posting, interactive content, and athlete takeovers. Platforms like Instagram, TikTok, and YouTube will be prioritized for youth engagement.

Content Calendar & Campaigns: Develop a year-round content calendar that includes key events, athlete spotlights, behind-the-scenes features, and educational posts. Align campaigns with international observances (e.g., Olympic Day, Women in Sport Week).

Media Training: Provide workshops to help athletes, federation leaders and other stakeholders communicate effectively with the media, enhancing professionalism and public impact.

Stakeholder Collaboration Strategy

Strong partnerships are essential to FDOK's sustainability and influence. We will deepen collaboration through:

Government Alignment & Engagement: The government is not just a funder; it must be our right hand. FDOK will actively reposition its relationship with government ministries as a strategic alliance, built on mutual understanding and co-ownership of Curaçao's sporting future. This includes regular strategic meetings, joint planning sessions, and collaborative policy

design to ensure sport is recognized as a pillar of national development.

Federation Engagement & Support: Our member federations are the backbone of organized sport in Curaçao. FDOK will strengthen engagement by keeping federations consistently informed, assigning more active liaisons to facilitate two-way communication, and hosting regular meetings, workshops, and training sessions as needed. This approach ensures federations feel supported, aligned, and empowered to deliver quality sport experiences and develop talent effectively

Strategic Sponsorships: Develop tailored sponsorship packages for local and international businesses. Emphasize visibility, social impact, and alignment with CSR goals.

International Networking: Actively participate in assemblies, conferences, and regional events to build relationships with IOC, PANAM Sports, CANOC, and other influential bodies. These connections support recognition efforts and open doors for Curaçaoan athletes.

Marketing, communications, and partnerships are not secondary concerns, they are central to the success of Curaçao's sport federations and to FDOK's mission as a national leader. When we invest in brand identity, media visibility, and stakeholder engagement, we do more than promote, we empower.

Financial Strategy & Resource Mobilization

Sport cannot thrive on passion alone, it requires resources, planning, and financial resilience. FDOK's financial strategy is designed to move beyond survival-mode funding and into a future of sustainability, autonomy, and strategic investment.

Currently, FDOK and its member federations operate under severe financial constraints: delayed government subsidies, lack of multi-year budget approvals, and high dependency on external funding. These limitations threaten athlete preparation, federation operations, and long-term competitiveness.

This chapter outlines how FDOK will strengthen its financial foundation, diversify income streams, and advocate for systemic reform, all with one goal in mind: empowering Curaçao's athletes to rise.

Strategic Objectives

FDOK's financial strategy is built around five core objectives:

1. Advocate for Multi-Year Budget Reform

- Engage government stakeholders in structured dialogue to align sport funding with the Olympic cycle.
- Present impact reports and policy proposals to justify predictable, long-term investment.
- Position sport as a pillar of national development, deserving of sustained financial commitment.

2. Diversify Revenue Streams

- Launch initiatives beyond government subsidies, including:
 - Branded merchandise
 - Fundraising events
 - Facility rentals
 - Digital content monetization (e.g., athlete podcasts, behind-the-scenes media)
- Explore legislated funding mechanisms; FDOK will work with government partners to explore the possibility of formal legislation that secures sustainable funding for sport. This could include earmarked allocations dedicated to FDOK's operations and athlete development. By embedding sport funding into law, we aim to reduce uncertainty, strengthen long-term planning, and elevate sport as a national priority.

3. Strengthening Sponsorship & Private Sector Engagement

- Develop tailored sponsorship packages that highlight visibility, social impact, and brand alignment.
- Build long-term relationships with local and international businesses through CSR-driven partnerships.

4. International Funding

- Identify and pursue international funding opportunities from bodies like NSO*NSF, and EU-based programs.

5. Redesign the Funding Distribution Model

For years, FDOK's method of distributing financial resources across federations has remained static — lacking transparency, strategic alignment, and clear rationale. This has led to confusion, disengagement, and missed opportunities for growth.

As part of our financial reform, FDOK will undertake a comprehensive review and redesign of the funding distribution model — the logic and criteria used to allocate funding. This new model will be built on principles of fairness, performance, and strategic impact.

Monitoring & Evaluation Framework

FDOK is committed to tracking progress, learning from results, and adjusting course when needed. As a small but ambitious federation, we will implement a practical and focused Monitoring & Evaluation (M&E) approach that supports accountability and continuous improvement.

Approach

Multi-Year Strategic Plan: FDOK's strategic direction will be translated into a concrete 4-Year Implementation Plan. This plan will outline what we aim to achieve each year, broken down into specific activities, measurable KPIs, and clear deadlines.

The purpose is to move from broad ambitions to actionable steps; ensuring that progress is visible, accountable, and aligned with our strategic priorities.

Goal-Based Monitoring: Progress will be tracked against defined indicators, including athlete development, federation engagement, funding growth, and international visibility.

Periodic Reporting: Internal reports will be produced at key intervals to assess progress, identify challenges, and inform decision-making.

External reporting will be done when necessary to maintain transparency with stakeholders.

Adaptive Management: FDOK will remain flexible and responsive. If goals are not met or conditions change, we will adjust strategies and timelines to stay on track.

This framework ensures that our strategy is not just written; it's lived, measured, and refined.

Risk Management

FDOK's operations are straightforward, and so is our approach to risk. We believe that simple, focused risk management can still be meaningful, especially when it helps protect what matters most: our athletes, our federations, and our mission.

This chapter outlines the key risks (top) that could stand in the way of achieving our strategic goals. By identifying them early, we can stay alert, make smart decisions, and keep moving forward with confidence.

1. Delayed Government Funding due to misalignment

FDOK consistently receives less funding than budgeted, with subsidies limited to operational costs and federation support. For specific international events, separate requests must be submitted, a process that is often slow, exhausting, and unpredictable. This results in last-minute decisions, rushed preparations, and missed opportunities for athlete representation. Without timely and adequate funding, FDOK cannot plan ahead or commit to participation with confidence, undermining both performance and credibility.

Mitigation Strategy

Advocate for multi-year budget reform aligned with the Olympic cycle, engage in structured dialogue with government stakeholders communicating FDOK's mission, impact, strategic vision, and present impact-driven proposals to secure predictable and timely investment in sport.

2. Limited Financial Diversification

Heavy reliance on government funding creates vulnerability.

Mitigation Strategy

Develop alternative revenue streams through sponsorships, merchandising, fundraising, partnerships, and international grants.

Explore the possibility of formal legislation that secures sustainable funding for sport.

3. Lack of Athlete Information and Tracking Data

Without proper tracking data and athlete profiles, there's a significant risk of selecting the wrong individuals to represent the organization internationally. Decisions may be based on incomplete or biased information, leading to missed opportunities and unfair selections. This can cause frustration and demotivation among overlooked athletes and may result in wasted resources on athletes who aren't ready to compete at higher levels.

Mitigation Strategy

FDOK will implement a centralized athlete tracking system to monitor performance, progress, and readiness using objective metrics and standardized evaluation criteria. Federations will be supported in maintaining up-to-date athlete records, including training data, competition results, and coach feedback. Transparent selection processes will be enforced to build trust and reduce bias, while personalized development plans will be provided to non-selected athletes to keep them motivated and engaged.

4. Lack of PANAM Membership or IOC Recognition

Without official recognition from organizations like PANAM Sports or the International Olympic Committee (IOC), athletes from Curaçao may be barred from participating in major international competitions. This lack of opportunity can lead to demotivation and frustration, prompting athletes to seek representation under other national flags. As a result, on the long term, Curaçao loses valuable talent and visibility on the global stage.

Mitigation Strategy

While the decision is not in our hands we will develop and execute a strategic roadmap for recognition, including diplomatic engagement, regional alliances, and alignment with international standards. FDOK will actively participate in assemblies and build relationships to strengthen its case for future membership.

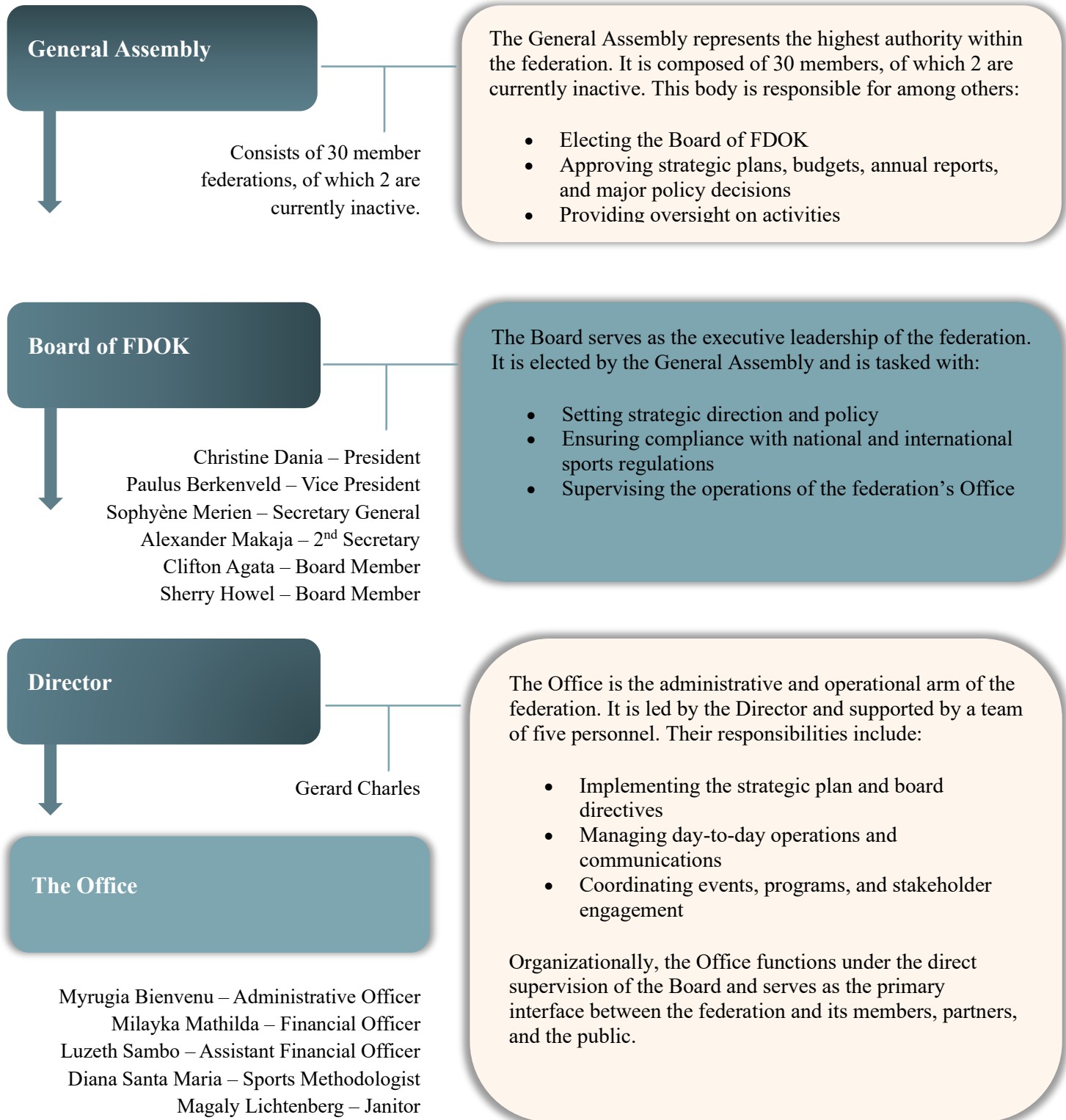
5. Local Limitations & Infrastructure Constraints

Curaçao's sport landscape faces significant local limitations from inadequate facilities and insufficient funding to a shortage of trained coaches and technical staff. These constraints create a ceiling for athlete development, where progress stalls due to lack of resources and support. Without meaningful upgrades, athletes' risk being stuck locally, unable to reach their full potential or compete internationally with confidence.

Mitigation Strategy

Support federations in building international development pathways for athletes including academic or international training in the short term, while simultaneously advocating for long-term investment in facilities, coaching programs, and funding to strengthen Curaçao's sport infrastructure.

Appendix 1: Organizational Structure



Appendix 2: Liaison Overview

The liaison serves as the primary point of contact between FDOK's board and each member federation. This board member plays a key role in maintaining open communication, supporting federation needs, and ensuring alignment with FDOK's strategic goals. By fostering collaboration and accountability, the liaison strengthens the relationship between the board and its federations.

Christine Dania (President)

- ❖ Curaçaose Atletiek Bond
- ❖ Curaçaose Basketball Federatie
- ❖ Curaçao Bowling Association
- ❖ Asosiashon Paso Fino Kòrsou
- ❖ Federashon Tiru Deportivo Olimpiko Kòrsou

Paulus Berkenveld (Vice President)

- ❖ Curaçaose Rugby Federation
- ❖ Curaçao Boxing Association
- ❖ Curaçao Brazilian Jiu Jitsu Federation
- ❖ Tennis Federation Curaçao
- ❖ Curacao Futsal Federation

Sophyène Merien (Secretary General)

- ❖ Federashon Futbòl Kòrsou
- ❖ Curaçao Karate Bond
- ❖ Curaçao Softball Bond
- ❖ Curaçao Weightlifting Federation
- ❖ Federashon di Beisbòl di Kòrsou

Alexander Makaja (Second Secretary)

- ❖ Federashon di Vòlibòl di Kòrsou
- ❖ Federashon Yudo Kòrsou
- ❖ Curaçaose Wielersbond
- ❖ Federashon di Dam Kòrsou
- ❖ Federashon di Ahedres Kòrsou

Clifton Agata (Board Member)

- ❖ Federashon Aquatiko Kòrsou
- ❖ Sailing Federation Curaçao
- ❖ Curaçaose Domino Bond
- ❖ Federashon di Arkeria Kòrsou
- ❖ Curaçaose Taekwondo Bond

Sherry Howel (Board Member)

- ❖ Federashon Biyar Kòrsou
- ❖ Curaçao Amateur Schermbond
- ❖ Federashon Tennis di Mesa Kòrsou
- ❖ Curaçao Triathlon Association
- ❖ Curaçao Bodybuilding & Fitness Federation

Appendix 3: FDOK’s Sub commissions Overview

FDOK’s mission is ambitious, but our board and office operate with limited manpower. Yet our responsibilities continue to grow. To ensure we fulfill our assignments effectively and strategically, we’ve established specialized sub commissions. These commissions allow us to delegate key tasks while drawing on the expertise and passion of our broader sports community.

Each sub commission includes at least one FDOK board member and may be reinforced by volunteers from our member federations or experts in the sports world or the specific area of focus. Anyone with relevant experience or interest is welcome to contribute. All sub commissions must be formally presented and approved by the FDOK board before activation.

FDOK will also distinguish between sub commissions responsible for organizing events and those focused on policy, development, or technical areas (other). This helps clarify roles, streamline coordination, and ensure that each group operates with purpose and efficiency

Note: This list is not static and may be expanded, reduced, or restructured at any time depending on FDOK’s evolving activities, priorities, and strategic needs throughout the years.

Event Sub Commissions

◇ Commission CANOC General Assembly

Responsible for organizing the 2026 CANOC (Caribbean Association of National Olympic Committees) General Assembly, which will be hosted in Curaçao. This commission oversees planning, logistics, coordination with CANOC, and ensures the successful delivery of the event in alignment with regional standards and expectations.

Board Lead: Sophyène Merien

◇ Athlete of the Year Commission

Manages the nomination and selection process for FDOK’s annual Athlete of the Year awards. Ensures transparency, celebrates excellence, and promotes public recognition of Curaçao’s top performers. The commission is also responsible for organizing the entire event, from planning and logistics to communications and execution, ensuring it reflects the prestige and pride of Curaçao’s sporting community

Board Lead: Christine Dania

◇ Hall of Fame Commission

Curates and manages FDOK’s Hall of Fame. This commission selects and honors individuals who have made lasting contributions to sport in Curaçao, preserving legacy and inspiring future generations. It is also responsible for organizing activities and engagements for Hall of Famers throughout the year — ensuring their continued visibility, involvement, and celebration within the sporting community.

Board Lead: Alexander Makaja

Other Sub Commissions

◇ Topsport Commission

Responsible for overseeing high-performance sport development. This commission advises on elite athlete support, international competition readiness, and strategic investment in top-tier talent.

Board Lead: Christine Dania

◇ Commission Safeguarding

Ensures athlete safety and well-being across all levels of sport. Develops safeguarding policies, promotes safe environments, and addresses issues related to abuse, harassment, and misconduct.

Board Lead: Vacant

◇ Commission Law

Provides legal oversight and guidance on governance, compliance, and policy development. Supports FDOK in aligning with national and international regulations and protecting institutional integrity. This commission is specifically tasked with revising FDOK's Statutes, benchmarking them against international standards, including those of other National Olympic Committees (NOCs) and the IOC. It also oversees the review and alignment of member federations' statutes to ensure consistency, legal soundness, and a structured, unified framework for sport governance in Curaçao.

Board Lead: Paulus Berkenveld

◇ Women in Sports Commission

The Women in Sports Commission promotes gender equity and empowers female participation across all levels of sport. It advocates for inclusive policies, supports leadership development, and works to increase visibility and opportunities for women and girls in sport, both on and off the field.

Board Lead: Sherry Howel

◇ Audit Committee (Kascommissie)

The Audit Committee is an independent group responsible for reviewing FDOK's financial records and ensuring transparency and accountability. It verifies that financial statements are accurate and that funds are managed responsibly, providing formal discharge based on its findings.

Board Lead: Not Applicable

Appendix 4: Federation Poll Results

Overview

This appendix presents the detailed results of the federation poll conducted as part of FDOK's strategic planning process. The poll was distributed to all 30 federations, of which 28 are currently active. A total of 15 federations responded, representing a 54% response rate. The poll was divided into ten categories, each addressing a key area of organizational performance and strategic relevance.

The primary goal of the poll was to gather actionable insights that would inform FDOK's strategic direction and strengthen collaboration across the federation network. A key objective was also to enable FDOK to engage directly with federations based on their individual input. This approach supports:

- Personalized follow-up conversations to address specific needs
- Progress tracking over time to monitor development
- Peer-to-peer learning, by connecting federations with complementary strengths or pairing federations that face challenges in specific areas with those that demonstrate excellence, fostering mutual growth and knowledge exchange.

These results not only shape the SWOT analysis and strategic plan but also serve as a foundation for ongoing dialogue, support, and shared growth across the FDOK community to maximize the utility of the responses.

Methodology

The data presented in this appendix was collected through a multi-phase engagement process with FDOK's member federations. The methodology included:

- *Online Survey*
An initial digital survey was distributed to all federations, designed to capture structured feedback across ten strategic categories.
- *Word Document Submission*
After the deadline for the online survey passed, federations that had not yet responded but requested additional time were given the opportunity to complete the full version of the poll via Word document. This ensured that all federations had equal access to the complete set of questions and could provide thoughtful input beyond the initial survey window.

After these phases, federations were approached individually to clarify specific answers or elaborate further. This personalized follow-up ensured a richer understanding of each federation's context and helped strengthen the accuracy and relevance of the data collected.

- *Question Format*
The poll included a mix of multiple-choice questions, rating scales, and open-ended prompts to ensure both quantitative and qualitative insights.

Categories

The table below outlines the nine categories explored in the federation poll. The following sections present detailed results for each category, including a summary of the key findings based on federation responses, and a tailored SWOT analysis that highlights the strengths, weaknesses, opportunities, and threats associated with that area.

Together, these insights form a vital bridge between federation-level realities and FDOK's overarching strategic direction, ensuring that the strategic plan is grounded in lived experience and collective input.

Category	SWOT Relevance
A. General Information	Baseline context: helps identify federation diversity, size, and reach (can inform strengths or weaknesses)
B. Organizational Structure	Reveals governance strengths, gaps, or inconsistencies (strengths/weaknesses)
C. Financial Information	Highlights funding stability or vulnerability (strengths/threats)
D. Sports & Facilities	Infrastructure quality, access, and needs (strengths/weaknesses/opportunities)
E. International Competition Participation	Performance and exposure (strengths/opportunities)
F. Top Sport Prospects	Talent pipeline and development (strengths/opportunities)
G. Strategic & Operational	Planning maturity, execution gaps (strengths/weaknesses)
H. Relationship with the Board of FDOK	Governance trust and collaboration (strengths/weaknesses/threats)
I. Brand Identity FDOK	Visibility, reputation, and engagement (strengths/opportunities/threats)

Results per Category

A. General Information

Out of 30 federations, 28 are currently active. The poll received responses from 16 federations, representing a 57% response rate.

Affiliated Clubs: The average number of affiliated clubs across responding federations is **8**. The largest federation reported **31 clubs**, while some federations operate without clubs and focus solely on athlete registration. This reflects a wide range of organizational scales and structure.

Registered Athletes: On average, federations reported 236 registered athletes. The highest reported number was 3,030, while the lowest was 20, highlighting significant variation in reach and engagement across federations

International Affiliations: All 16 responding federations are affiliated with one or more international governing bodies, indicating strong global connectivity across the FDOK network.

Below is an overview of participation:

1	Ahedres	✓
2	Arkreria	✓
3	Aspafiko	✓
4	Atletismo	✓
5	Beisebol	✓
6	Basketbol (not active)	Not active
7	Biyar	X
8	Bodybuilding	✓
9	Bowling	X
10	Boxing	✓
11	Brazilian Jitjitsu	X
12	Dam	X
13	Domino	X
14	Futbol	✓
15	Futsal	✓
16	Karate	✓
17	Natashon	X
18	Rugby	X
19	Sailing	✓
20	Schermen	Not Active
21	Softbol	✓
22	Taekwondo	X
23	Tenis	X
24	Tenis di Mesa	✓
25	Tiru	✓
26	Triathlon	X
27	Volibol	X
28	Weigthlifting	✓
29	Wielrennen	X
30	Yudo	✓

SWOT General Information

Strengths

- High federation activation rate (28 out of 30) reflects strong organizational continuity.
- All responding federations maintain international affiliations, signaling global connectivity and compliance with international standards.
- Some federations already have many clubs and athletes, which shows that it's possible to grow and manage a larger organization successfully.

Weaknesses

- Response rate of 54% limits full visibility into federation-wide realities.
- Some federations don't have clubs, which makes it harder to grow sports from the ground up and connect with local communities.

Opportunities

- Use international affiliations to foster mentorship, training exchanges, and technical support.
- Leverage data to initiate peer-to-peer learning between federations with complementary strengths.

Threats

- Low engagement from non-responding federations may indicate disconnect or resource constraints.
- Different ways federations are organized can cause uneven support and give athletes very different experiences
- Risk of underrepresentation in strategic planning if federation input remains partial or sporadic.

B. Organizational Structure

Statutes: All federations have approved statutes, with dates ranging from 2010 to 2025. Some federations may need to revise outdated statutes to align with current standards or current statutes of FDOK.

Approval Structure: All federations follow a General Assembly (GA) model for governance. The GA is responsible for electing board members, approving budgets, endorsing annual financial statements, and handling other key decisions as outlined in each federation's statutes. In federations with clubs: The clubs themselves constitute the General Assembly, representing the member base. In federations without clubs: The athletes directly form the General Assembly, ensuring democratic participation even in the absence of club structures. This model ensures that all federations maintain a participatory governance framework, regardless of their organizational size or structure.

Board Composition: The average board size across federations is 5 members, indicating a balanced governance structure. Only one federation operates with a board of just 2 members, which may limit oversight and operational capacity. All federations, with the exception of one, have an Executive Board (Dagelijks Bestuur) typically composed of the President, Secretary, and Treasurer.

This structure reflects a generally sound governance model, with most federations maintaining both strategic and operational leadership roles.

Chamber of Commerce Compliance: 4 federations report that their board structure is not currently compliant with KVK registration. Of these, 2 are actively updating their registration.

SWOT Organizational Structure

Strengths

- **Universal Governance Framework:** All federations use a General Assembly model, ensuring democratic decision-making, member accountability and oversight.
- **Established Executive Boards:** All but one federation have a Dagelijks Bestuur (Executive Board), providing operational leadership and continuity, clear role distribution and governance maturity.
- **Average Board Size:** With an average of 5 members, most boards are large enough to ensure diverse input while remaining manageable.

Weaknesses

- **Outdated Statutes:** Some federations have statutes dating back to 2010, which may no longer reflect current legal or operational realities.
- **Missing Treasurer Role:** One federation lacks a Treasurer, potentially weakening financial oversight.

Opportunities

- **Statute Modernization:** Encouraging federations to review and update statutes can improve legal alignment and governance clarity.
- **Board Development Support:** Training and recruitment initiatives could help federations strengthen board composition and fill missing roles.

C. Financial Information

This section examines the financial health, budgeting practices, and funding challenges of the federations.

Budget Approval:

- 7 federations have approved budgets for 2025
- 5 for 2024
- 2 for 2023
- 1 misunderstood the question

The fact that 7 federations have approved budgets for 2025 shows that nearly half (47%) are actively planning (ahead) and maintaining up-to-date financial governance. However, the remaining federations are operating without a current budget, which raises concerns about financial oversight and strategic planning.

Financial Statement Approval:

- 8 federations have approved financial statements for 2024
- 4 for 2023 (currently required)
- 1 is exempt (first year of operation)
- 1 has statements older than 2023

As of now, 2023 is the required year for financial statement approval. Twelve federations (86%) are compliant or ahead, one is exempt due to being newly established, and only one federation is delayed. This reflects strong overall financial governance.

Draft of Financial Statements: Most federations draft their annual financial statements through the Treasurer, often in collaboration with the Board or President. In a few cases, the Secretary or external administrators handle the drafting. Several federations only mentioned the General Assembly approval process, without detailing how the statements are prepared, indicating a need for follow-up. Additionally, some federations rely on a 'Kas Commissie' (Audit Committee) for financial oversight and advice towards the members of the General Assembly.

This reflects a well-established financial governance structure, where most federations demonstrate clear roles, collaborative drafting, and formal approval processes, contributing to transparency and accountability.

Financial Software Used:

- 9 use Excel
- 3 use QuickBooks
- 2 use both QuickBooks & Excel
- 1 uses WaveApps

The majority of federations use Excel for financial management, reflecting a preference for simple and accessible tools. While Excel is widely accepted, especially when transaction volumes are low, it is more vulnerable to human error and lacks built-in controls found in dedicated accounting software. As federations grow, transitioning to more advanced systems could enhance accuracy and financial oversight

Average Annual Budget:

- Needed: f162,786
- Available: f26,572
- Coverage: On average, federations receive only 16% of their budgeted needs

- Range: 4% to 100%, depending on the budget amount

Federations face a significant funding gap, receiving on average only 16% of their budgeted needs. This shortfall limits their ability to operate effectively. Although coverage ranges from 4% to 100%, the overall picture highlights a critical need for stronger and more sustainable funding strategies.

Primary Funding Sources:

- Government subsidy (through FDOK)
- Membership fees
- Entrance fees for championships
- Fundraising events
- Self-funding of athletes and officials

Major Financial Challenges:

- Insufficient subsidy and lack of fixed sponsors
- High operational costs (e.g., rent, equipment maintenance)
- Limited freelance or administrative support
- Self-funded international competition participation
- Difficulty acquiring coaching expertise and training tools
- Lack of development funding to scale activities and incentivize athlete commitment
- One federation reports outstanding debts

SWOT Financial Information

Strengths

- **High Compliance Rate:** 86% of federations are compliant or ahead with financial statement approvals, reflecting strong governance and accountability.
- **Established Drafting Process:** Most federations follow a structured approach to drafting and approving financial statements, often led by the Treasurer and supported by the board.
- **Transparent Approval Mechanisms:** Use of General Assembly and 'Kas Commissie (Audit Committee)' ensures member involvement and oversight.

Weaknesses

- **Limited Budget Coverage:** Federations receive on average only 16% of their budgeted needs, severely restricting operational capacity.
- **Reliance on Manual Tools:** Heavy dependence on Excel increases vulnerability to errors and limits scalability. Especially since no external audit is required.

Opportunities

- **Software Modernization:** Transitioning to more advanced financial systems (e.g., QuickBooks) could improve accuracy, control, and reporting.
- **Funding Diversification:** Expanding beyond government subsidies to include sponsorships, partnerships, and commercial activities could improve financial resilience.

- **Capacity Building:** Training in financial planning and reporting can help federations strengthen internal processes and reduce reliance on external administrators.
- **Strategic Budgeting Support:** Encouraging all federations to maintain current budgets can enhance planning and transparency.

Threats

- **Chronic Underfunding:** The large gap between needed and available budgets threatens the sustainability of programs and athlete support.
- **Operational Strain:** High costs (e.g., rent, equipment maintenance) and lack of freelance support limit federations' ability to scale or innovate.
- **Self-Funded Participation:** Athletes and officials bearing the cost of international competitions may lead to reduced participation and equity concerns.

D. Sports & Facilities

Facility Ownership & Use

- 2 federations own their facilities.
- 1 federation uses a mix of owned and rented spaces.
- The majority rely on rented or leased facilities, sometimes with limited control over availability and condition.

Facility Challenges

While the development and maintenance of sports facilities may not fall directly under the federations' responsibility, the quality, accessibility, and availability of these facilities have a direct impact on athlete safety, training consistency, and competition readiness. As such, federations are often the first to experience and report the consequences of inadequate infrastructure, making their input essential in broader facility planning and advocacy efforts. The input will be used to further work together with FDDK and the Government.

Federations report on the following infrastructure issues:

- Lack of dedicated space: Some rely on borrowed school classrooms or shared venues, with no guarantee of continued access.
- Sport-specific needs: Archery requires a permanent range; boxing needs a fixed ring; martial arts lack a dojo with mats.
- Severe deterioration: One federation's track is unsafe and causing athlete injuries which is flagged as a high-priority concern.
- Basic infrastructure gaps: Some report no water, electricity, or lighting, and poor accessibility.

- Government-owned venues (e.g., Zeilhaven Asiento) are in urgent need of renovation, with repeated calls for action.
- Maintenance and upgrades are recurring themes across nearly all federations.

Competitions Hosted

- Federations host an average of 5 competitions annually, often segmented by age group (U9 to U20+), gender, and format (tournaments, championships, exhibitions).

SWOT Sports & Facilities

Strengths

- Active Competition Calendar: Hosting an average of 5 events per year shows strong engagement and organizational capacity.
- Sport-Specific Awareness: Federations clearly understand the facility needs unique to their sport, from archery ranges to boxing rings.

Weaknesses

- Heavy Reliance on Rented Spaces: Most federations lack ownership, leading to instability and limited control over scheduling and upgrades.
- Inadequate Infrastructure: Issues like unsafe tracks, lack of electricity, and poor accessibility hinder athlete development and event hosting.
- Limited Dedicated Facilities: The absence of sport-specific venues (e.g., dojos, archery ranges) restricts training quality and competition readiness.

Opportunities

- **Government Partnerships:** Renovation of public venues could be accelerated through advocacy and collaboration.
- **Facility Development Planning:** Federations could benefit from long-term strategies to acquire or co-develop dedicated spaces.
- **Multi-sport Hubs:** Shared facilities across federations may offer cost-effective solutions for training and events.

Threats

- **Athlete Safety Risks:** Poor facility conditions, especially the damaged track, pose serious injury risks and liability concerns.
- **Event Disruption:** Dependence on borrowed or rented spaces may lead to cancellations or reduced competition quality.
- **Stagnation in Growth:** Without proper infrastructure, federations may struggle to attract new members, sponsors, or host larger-scale events.

E. International Competition Participation

Participation Overview (Past 4 Years)

Federations have participated in a wide range of international events, including:

- Olympiads (Chess: U16, Open & Female, Sub Zonal, Regional Championships)
- Pan American Championships (Youth, Senior, Junior, Masters)
- Caribbean Championships (CDC, ECASC, CFU, CAC)
- World Championships (Senior, Junior, AMF, FIFA qualifiers)
- Regional Games (South American Games, ODESUR, Dutch Championships, Buckeye Classic)
- Invitational Events and Continental Cups

Some federations reported individual athlete participation under other flags due to federation-level constraints.

Results & Achievements

- Chess Olympiad 2024: Bronze medal + 4 international titles
- CDC 2023: 1 gold, 2 silver, 3 bronze
- Canadian Grand Prix: 1 gold, 3 silver
- Pan American Championships: Multiple medals across categories
- ECASC: Champion
- Consursa: 3rd place
- FIFA World Cup Qualifiers: Historic advancement to final round
- Olympic Qualification: At least one athlete qualified for Paris 2024

- Dutch Caribbean 2024: 9 categories, 6 gold, 2 silver, 1 bronze

Contributing Factors

- Athlete preparation and coaching quality
- Funding availability and sponsorship support
- Training environment and access to facilities
- Experience level and mental readiness
- Club-level development and international exposure
- Weather conditions (notably in sailing) and travel opportunities

Some federations noted that preparation was largely athlete-driven, with limited direct investment from the federation.

Planned Competitions (Next 4 Years)

- Olympiad U16 (2025, 2027, 2029) and Open Olympiad (2026 and 2028)
- CAC, Panam, ODESUR, ECASC, Consursa, CANOC Youth
- FIFA World Cup 2026, Gold Cup, AMF World Championship 2027
- Carifta Games, NACAC Age Groups & Seniors, Dutch Caribbean Games
- Olympics 2028 (planning phase)
- Some federations are still finalizing plans or awaiting invitations

Goals & Expectations

- Youth Title Goals: Aim for 50% of youth participants to earn international titles
- Performance Targets: Qualification for final rounds, medal wins, Olympic standards
- Development Goals: Increase participation, improve local competition, raise public awareness
- Selection Criteria: Some federations have formal criteria; others are still developing plans
- Funding-Driven Planning: Participation often depends on available resources

SWOT International Participation

Strengths

- Broad International Engagement: Federations are active across regional and global events.
- Notable Achievements: Multiple medals, international titles, and Olympic qualifications.
- Ambitious Goals: Clear performance targets and youth development strategies.
- Historic Milestones: First-time FIFA final round qualification reflects rising competitiveness.

Weaknesses

- Inconsistent Planning: Some federations lack structured competition calendars or goals.
- Limited Federation-Level Support: Athlete preparation often relies on clubs or individuals.

- Funding Constraints: Participation and performance are frequently tied to financial availability.
- Fragmented Reporting: Incomplete or vague data on results and participation years.

Opportunities

- Strategic Goal Setting: Federations can formalize SMART goals for each competition cycle. Aligned with the strategic plan of FDOK.
- Enhanced Athlete Support: Investing in coaching, preparation, and mental training can boost outcomes.
- Data Tracking: Creating centralized records of participation and results will improve transparency.
- Regional Collaboration: Joint training camps and shared resources can strengthen competitiveness. Together with SXM or other Islands? Or even locally.

Threats

- Resource Dependency: Overreliance on external funding or invitations limits autonomy.
- Preparation Gaps: Without federation-led development, athletes may face uneven readiness.
- Low Domestic Competition Level: Limited local challenges may hinder international performance.
- Missed Opportunities: Lack of planning or goal setting may reduce impact and visibility.

F. Top Sport Prospects

Note: that the information in this section or the entire poll has been deducted from the poll results. This does not mean that they are accurate, complete or assessed by FDOK.

Current Top Athletes

Several federations report having athletes in the top sport category, including:

- *Glenka Antonia (25)*
High jump; silver medals at Odesur 2022 and CAC 2023; Dutch champion 2025; based in the Netherlands.
- *Matthew Sophia (21)*
110m hurdles; silver at World Championships 2022; CAC 2023 4th place; Dutch silver medalist 2025; based in the USA.
- *Philip Elhage (43)*
Shooting.
- *Cesar Briceño*
Archery, 70m recurve.
- *Odile, Philippine, Just van Aanholt, Jorden Rooijen, and Roos Wind*
World-level sailors competing under other flags due to eligibility constraints.
- Other federations list multiple unnamed top athletes or note that their selections are all considered top-level.

Training & Development Plans

- Some federations have structured plans for 2025–2026 or use pathway programs.
- Others rely on club-level training, especially for athletes based abroad.
- Common themes include participation in international competitions, mental coaching, and increasing training intensity.

- Several federations lack formal plans, citing budget constraints or pending development.

Future Prospects

Many federations identify promising youth athletes, such as:

- *Zion Sambo (17)*
100m/200m; Dutch junior champion; selected for European U18.
- *Raminge Laker Dewindt (17)*
100m/long jump; Dutch junior champion; silver medalist.
- *James Balentien, Richendly Ferrero, Christiaan Meloen*
Laser 4.7 sailing.
- *Koen van der Gulik (17)*
Wingfoil; pursuing international training due to lack of local infrastructure.
- *Johan van Delden (20)*
Chess
- *Liana Pieter (15)*
Chess
- *Vaibhav Bedi (15)*
Chess
- Other federations list youth athletes by name and age or mention ongoing scouting and pilot programs.

Federation Support

Support varies widely:

- Some federations offer financial subsidies, apply for FDOK funding, or organize training sessions.
- Others rely on volunteer coaches, club partnerships, or social media promotion.

- A few federations lack funding entirely, limiting their ability to support athlete development.
- CURsailing stands out for its award program, mentorship, and structured development efforts.

SWOT Top Sport Prospects

Strengths

- **Presence of Elite Athletes:** Federations have athletes with international medals and championship experience.
- **Youth Talent Pipeline:** Many federations actively identify and nurture future prospects.
- **Club-Level Commitment:** Clubs provide consistent training, especially for sailing and athletics.
- **Creative Support Models:** Some federations use awards, mentorship, and exposure to promote talent.

Weaknesses

- **Limited Federation-Led Development:** Many top athletes train abroad with minimal federation involvement.
- **Inconsistent Planning:** Several federations lack structured training or development plans.
- **Funding Gaps:** Financial constraints hinder access to training camps, equipment, and competitions.
- **Eligibility Barriers:** Some elite athletes compete under other flags due to national limitations.

Opportunities

- **Formalize Pathway Programs:** Structured development plans can guide athletes from youth to elite levels.
- **Strengthen Partnerships:** Collaborating with clubs, sponsors, and international federations can expand support.
- **Talent Visibility:** Promoting athletes through media and awards can attract funding and recognition.
- **National Eligibility Advocacy:** Addressing flag eligibility issues could retain top talent under Curaçao's representation.

Threats

- **Athlete Drain:** Top athletes training or competing abroad may disconnect from local federations.
- **Development Bottlenecks:** Without structured plans, youth prospects may stagnate or drop out.
- **Resource Dependency:** Overreliance on external funding or volunteers risks sustainability.
- **Sport-Specific Isolation:** Emerging disciplines like Wingfoil lack local infrastructure, limiting growth.

G. Strategic & Operational

Key Achievements (Past Years)

Federations reported a range of accomplishments, including:

- International medals and titles: Bronze at Olympiad 2024, 4 international chess titles, medals at Dutch and Pan American championships, and Olympic gold in sailing.
- New federation milestones: Archery federation established in 2022, already medaled at Caribbean Development Championships.
- Organizational growth: Renewed partnerships (e.g., AtletiekUnie), upgraded coaching and competition systems, and hosted major events like Kopa Kòrsòu.
- Infrastructure development: Initiatives like building a table tennis center and launching school-based sport projects.

Top Priorities (Upcoming Year)

Common priorities include:

- Facility development: Many federations seek their own sport-specific venues or upgrades to existing infrastructure.
- Athlete development: Focus on training, coaching, and international exposure.
- Youth engagement: Programs targeting ages 8–14, school curriculum integration (e.g., chess), and youth championships.
- Funding: Structural subsidies and increased financial support are critical to achieving goals.

- Strategic competition goals: Qualifying for FIFA World Cup 2026, reaching top 20 in MLB charts, and winning international medals.

Support Needed from the Olympic Federation

Federations consistently request:

- Increased and structural funding
- Support for facilities, coaching, and international participation
- Access to mental, nutritional, and medical support services
- Recognition and advocacy (e.g., Olympic recognition, government endorsement)

Governance & Administrative Challenges

- Funding limitations: Many federations cite insufficient subsidies.
- Volunteer dependency: Boards are often stretched thin, working without compensation.
- Compliance and recognition: Some federations face challenges aligning with international standards or gaining formal recognition.
- Lack of qualified personnel: Difficulty recruiting skilled board members or volunteers.

Partnerships

- International: Atletiek Unie, NACAC, CONFEPASO.
- Local: Collaborations with other federations, sponsors (e.g., MCB), and community organizations.
- Gaps: Several federations report no partnerships yet or are still developing them.

Strategic Planning

- Mixed adoption: Mixed adoption: Some federations have formal strategic plans, while others are still drafting, have one year plans or lack one entirely.
- Top strategic goals include:
 - Securing structural funding
 - Facility development
 - Expanding youth programs
 - Qualifying for major international events
 - Becoming self-sustainable and modernized
- Mission statements vary in clarity and formality, with some federations articulating strong visions, while others have none yet.
- Performance tracking: Some federations use annual reviews or club-level rankings; others are still developing systems.

Anticipated Challenges in Fulfilling Strategic Objectives

- Funding Limitations: Nearly all federations cite insufficient financial resources as a major barrier, both for operational needs and strategic growth (e.g., facilities, training programs, international participation).
- Facility Access & Development: Many federations lack dedicated or adequate facilities, which hinders athlete development, hosting events, and long-term planning.
- Human Capital Constraints: Recruiting and retaining qualified trainers, coaches, and board members remains difficult, especially with limited compensation and volunteer dependency.
- Stakeholder Engagement: Success depends on cooperation from key partners including FDOK, government entities, schools, and local clubs. Misalignment or weak collaboration can stall progress.
- Infrastructure Gaps at Club Level: Infrastructure Gaps at Club Level: Weak or underdeveloped club systems limit grassroots development and the scalability of strategic plans.
- Mindset & Culture: Some federations note internal challenges, such as member motivation, resistance to change, or lack of strategic thinking.
- Planning Maturity: A few federations are still in early stages of strategic planning and may face delays due to lack of structure or clarity.

SWOT Strategic & Operational

Strengths

- Clear ambition and vision: Many federations have defined goals for athlete development, competition, and infrastructure.
- Notable achievements: International medals and organizational milestones demonstrate capability and momentum.
- Emerging partnerships: Connections with international bodies and local sponsors are growing.
- Commitment to youth: Several federations are actively working on youth development, school integration and community outreach.
- Motivated Leadership: Despite limited resources, boards and volunteers show strong commitment to advancing their sport.

Weaknesses

- Inconsistent strategic planning: Not all federations have formal plans, performance indicators, or review cycles.
- Volunteer burnout: Heavy reliance on unpaid board members limits capacity and sustainability.
- Limited administrative capacity: Some federations lack qualified personnel or structured governance systems.
- Funding dependency: Many goals hinge on external financial support, with little internal revenue generation.

- Facility Deficits: Lack of dedicated or adequate infrastructure hinders training, hosting, and growth.
- Human Capital Gaps: Difficulty recruiting qualified trainers, coaches, and board members limits execution capacity.
- Volunteer Overload: Boards often operate without compensation, leading to burnout and reduced strategic follow-through.

Opportunities

- Capacity building: Training for board members, strategic planning workshops, and governance support can strengthen operations.
- Cross-federation collaboration: Shared resources and joint programs can amplify impact.
- Digital transformation: Tools like atletiek.nu and online rankings can modernize operations and increase visibility. Implementing performance tracking and planning software can streamline operations and improve accountability.
- Advocacy and recognition: Olympic Federation support can help federations gain national legitimacy and attract investment.
- Stakeholder Alignment: Strengthening ties with FDOK, government, and community organizations can unlock resources and support.

Threats

- Unstable funding: Without structural subsidies, federations risk stagnation or regression.
- Infrastructure Bottlenecks: Facility limitations may hinder athlete development, prevent federations from meeting strategic goals or expanding programs.
- Administrative overload: Volunteer fatigue and unclear roles may lead to governance breakdowns.
- Missed strategic alignment: Without clear plans and performance tracking, federations may struggle to demonstrate progress or secure support.
- Cultural Resistance: Internal mindset challenges and lack of strategic culture may slow adoption of new systems or goals.

H. Relationship with the Board of FDOK

Overall Relationship

- Most federations describe their relationship with FDOK as positive or neutral, with a few reporting very strong ties.
- However, several federations feel the relationship needs improvement, citing lack of representation and limited strategic engagement.

Representation & Voice

- Many federations do not feel adequately represented or heard in board-level decisions.
- Some report partial or inconsistent engagement, while others feel fully acknowledged.

Strategic Guidance

- Strategic support is largely absent. Most federations report receiving only operational assistance, such as financial aid or logistical help.
- A few note some guidance, but not in a structured or strategic manner.

Support Received (Last 12 Months)

- Financial assistance is the most common form of support, including annual subsidies and funding for events or materials.
- A few federations received facility access or attended workshops, but these were less frequent.

Most Impactful Support

- Financial support is consistently cited as the most impactful especially when it enables athlete participation, equipment purchases, or event hosting.
- Some federations appreciate comprehensive support, including logistics and promotion.

Areas for Improvement

- Fairer subsidy distribution and increased funding are top concerns.
- Federations request:
 - Strategic planning support
 - Mental and medical services
 - Workshops for coaches
 - Clear guidelines and transparent policies
 - Greater understanding of sport-specific needs

Suggestions for Stronger Collaboration

- Regular meetings (monthly or quarterly) to build trust and alignment.
- One-on-one sessions to understand each sport's unique challenges.
- Joint initiatives for promotion, sponsorship, and youth development.
- Improved communication and responsiveness from FDOK.

Communication Frequency & Channels

- Most federations communicate with FDOK monthly or as needed, primarily via email, phone, or WhatsApp.

- Some report frequent contact, while others only engage during subsidy periods.

Responsiveness to Concerns

- Several federations feel their concerns are not heard or addressed.
- Others report mixed experiences, with some issues acknowledged and others overlooked.

Desired Initiatives

- Gender equality programs
- Youth mentorship and training centers
- Olympic values in education
- Documentation of Curaçao's Olympic journey
- High-performance hubs for elite athletes

SWOT Relationship with the board of FDOK

Strengths

- Established financial support: Most federations receive consistent subsidies.
- Open communication channels: Email, phone, and WhatsApp are widely used.
- Willingness to collaborate: Federations express interest in deeper partnerships and shared initiatives.

Weaknesses

- Limited strategic engagement: FDOK's support is mostly operational, with little long-term planning guidance.
- Uneven representation: Many federations feel unheard in decision-making processes.
- Inconsistent responsiveness: Concerns and suggestions are not always addressed.

Opportunities

- Structured dialogue: Regular meetings and one-on-one sessions can improve mutual understanding.
- Expanded support services: Mental coaching, medical aid, and training workshops can enhance athlete development.
- Transparent policies: Clear guidelines for funding, travel, and participation can build trust.
- Joint initiatives: Collaborative programs for youth, gender equity, and Olympic education can strengthen impact.

Threats

- Frustration and disengagement: Lack of representation and support may lead to reduced federation participation.
- Funding inequities: Perceived unfairness in subsidy distribution can erode trust.
- Missed development opportunities: Without strategic guidance, federations may struggle to grow or meet long-term goals.

I. Relationship with the FDOK Office

Overall Relationship

- Most federations describe their relationship with the FDOK Office as positive or very strong.
- A few report neutral or mixed experiences, with some noting weak responsiveness or limited engagement.

Accessibility & Responsiveness

- The office team is generally seen as highly accessible and responsive, especially specific individuals like the financial officer.
- Some federations report moderate accessibility, and a few feel communication is limited to email only.

Operational & Logistical Support

- Common forms of support include:
 - Payment of yearly subsidies
 - Digital communication
 - Access to meeting rooms
 - Financial and accommodation support
- A few federations report no support beyond funding, or only basic contact via email and phone.

Timeliness of Requests

- Feedback is mixed:
- Several federations say requests are handled promptly.
- Others report delays, inconsistent follow-up, or unclear processes.

Suggested Improvements

- Digitalization: More use of digital platforms and streamlined administrative processes.
- Better communication: Clearer, more frequent updates and follow-through.
- Faster handling of petitions: Especially for travel expenses and time-sensitive requests.
- More interaction: Regular engagement between federations and the office team to build stronger collaboration.

SWOT Relationship with the FDOK Office

Strengths

- Positive relationships: Most federations feel supported and maintain good rapport with the office team.
- Responsive individuals: Key staff members are praised for accessibility and helpfulness.
- Operational consistency: Subsidy payments and basic logistical support are reliably provided.

Weaknesses

- Limited engagement for some: A few federations report minimal contact or support beyond funding.
- Inconsistent timeliness: Not all requests are handled promptly, leading to frustration.
- Communication gaps: Some federations feel communication is too formal or infrequent.

Opportunities

- Digital transformation: Expanding use of online platforms can simplify processes and improve transparency.
- Regular check-ins: Scheduled meetings or feedback sessions can strengthen collaboration.
- Clarified procedures: Clear guidelines for submitting requests, especially for travel and funding, can reduce delays.
- Expanded support: Offering more logistical help (e.g., event coordination, training resources) can enhance federation operations.

Threats

- Frustration from delays: Slow or unclear responses may erode trust and hinder planning.
- Uneven support perception: If some federations feel overlooked, it may lead to disengagement.
- Missed opportunities: Without proactive collaboration, federations may struggle to access resources or align with broader Olympic goals.

J. Brand Identity

Logo Description

Federations described the FDOK logo with a range of impressions:

- Positive descriptors: *Circular, Laurel-framed, Blue, Unity, Sport, Support*
- Neutral or critical: *Too many small details, Normal, Non-descriptive, Outdated, Nationalistic, Formal*

Perception of Current Brand Identity

- The majority support refreshments: Most federations believe the current brand identity including the logo, letterhead, and colors needs modernization.
- Reasons for change:
 - Better alignment with modern Olympic values: inclusiveness, innovation, youth engagement
 - Improved recognizability on global platforms and materials
 - Reflecting a new vision and leadership
 - Making the brand more appealing to athletes and the international public
- A few responses were neutral or non-committal, with some indicating they were unsure or not applicable.

SWOT Brand Identity

Strengths

- Recognizable elements: The circular, laurel-framed design and national colors offer a traditional and formal identity.
- Symbolic intent: Themes of unity, support, and national pride are embedded in the current design.

Weaknesses

- Outdated appearance: Several federations find the logo too detailed, non-descriptive, or visually outdated.
- Limited appeal: The current identity may not resonate with younger audiences or reflect modern Olympic values.
- Inconsistent recognition: The brand may lack strong visibility across digital and international platforms.

Opportunities

- Rebranding initiative: A refreshed visual identity can energize stakeholders and align with a new strategic direction.
- Inclusive design process: Involving federations in the redesign can foster ownership and alignment.
- Digital optimization: A modern logo can enhance visibility across social media, uniforms, and promotional materials.

Threats

- Resistance to change: Some stakeholders may prefer the traditional look or be hesitant about rebranding.
- Brand inconsistency: Without a clear rollout plan, a new identity could lead to confusion or mixed messaging.
- Missed engagement: Failing to modernize may limit the federation's appeal to youth, sponsors, and international partners.

Appendix 5: SWOT Analysis FDOK (Board and Office)

Strengths

- FDOK's existence shows that sports in Curaçao are structured and aligned with international standards.
- Curaçao is represented internationally on sports platforms, enhancing visibility and pride. Full membership with CANOC and associate memberships with CCS and ODESUR reflect strong regional and global integration.
- Small organization with short lines of communication, allowing for quick decisions and flexibility.
- Most of FDOK's member federations are officially recognized by their respective International Federations, showing strong global alignment.
- Communication with federations is generally smooth, with minimal conflicts. Initial resistance from some federations tends to soften over time, improving collaboration.
- FDOK receives core financial support from the Government, which helps sustain sports development and operations. This keeps sports alive.
- The newly appointed board is professional, enthusiastic, and aligned internally, creating strong potential to achieve long-term goals.
- Curaçao has a deep pool of athletic talent across many sports. If IOC membership is achieved, FDOK could quickly deliver high-level results.

- FDOK has the ability to represent Curaçao regionally and is recognized within the Caribbean sport community, allowing our athletes to participate in regional games even without Olympic status.
- Curaçao's results are consistently positive, even if we don't always win medals, our performances are strong and respectable.
- We have the full support of our current member federations, and we continue to welcome new federations from the moment we began our strategic journey.

Weaknesses

- On athletes' level: Lack of a centralized database to track athletes, coaches, teams, and members.
- On office level: A large amount of information exists, but it is not properly filed or structured, making it difficult to access and manage effectively.
- Financial constraints and delays in government subsidies. Limiting FDOK to plan and execute programs effectively. Creating uncertainty for athletes and federations relying on support. This can slow down progress, reduce participation and affect international representation.
- Despite being named "Federashon Deporte i Olimpiko Korsou," FDOK does not hold official Olympic status, which may cause confusion and limit recognition at the international level.
- Not all staff are included in key activities, and some lack a proactive attitude, which limits teamwork and overall effectiveness.

- Some staff are stuck in outdated routines, and many documents and workflows need to be reviewed and modernized.
- Lack of recognition remains a challenge many people don't know where FDOK is located or what we do. Back when we had NAOC, our presence was clear and widely understood. Strengthening our visibility will be key to attracting sponsors and building public trust.
- Lack of funding remains a major challenge, sport is not yet seen as a national priority, which limits investment and slows progress across all levels of development.
- Some federations are not fulfilling their responsibilities as required, they are becoming inactive, failing to present themselves, and disengaging from the structured operations of FDOK.
- Hall of Famers feel undervalued and unappreciated; their presence is not properly recognized. They seek, separate from the general Athlete of the Year celebration. Their legacy deserves distinct honor and visibility.
- FDOK does not yet hold IOC (International Olympic Committee) status, which limits access to certain global platforms, funding opportunities, and Olympic-level recognition.
- There is an opportunity to build international networks and explore pathways toward achieving IOC recognition, which would strengthen FDOK's global standing and open doors for Curaçao's athletes to compete under their own flag
- There is an opportunity to develop alternative funding streams, reducing reliance on government subsidies and increasing financial sustainability for FDOK's programs and initiatives.
- There is an opportunity to convince the community and government of the broad benefits of high-performance sports, such as improved youth mindset, reduced crime, stronger role models, better discipline, improved academic and career outcomes, and a healthier economy.
- FDOK can restructure or introduce a system to distribute subsidies through its member federations, encouraging more focused and strategic sports development.
- Now that PANAM has amended its statutes, FDOK must take action to pursue formal recognition under the new framework. This presents a strategic opportunity to strengthen our regional and international standing.
- Elevate sports in Curacao with or without IOC Status.
- Growing interest in international competition and athlete representation for Curaçao.
- Potential to unify the collaboration between FDOK, FDDK.
- Increased visibility of sports as a contributor to national well-being and youth development.

Opportunities

- A newly appointed board brings fresh ideas, a renewed strategy, and strong motivation to collaborate and maximize FDOK's potential. This creates an opportunity to define a clear path with concrete goals and work collectively toward achieving them.

- Chance to build systems that support long-term athlete tracking and federation support.

Threads

- Delays or reductions in government funding hinder timely preparation for international competitions. When financial support arrives too late, athletes cannot train adequately, and costs (such as travel and accommodation) often increase due to last-minute arrangements.
- Negative publicity involving individuals or board members from affiliated federations can damage FDOK's reputation.
- Political actors may fail to recognize the value of a well-funded FDOK, limiting support and progress.
- Limited recognition of sports' importance at the policy/government/stakeholders level.
- Weak collaboration with FDDK, especially around athlete transitions and shared responsibilities. Topsportplan.
- Limited recognition of sports' importance at the policy/government/stakeholders level.
- Uncertainty around how to manage legacy figures and the Hall of Fame moving forward.

Appendix 6: Multi-year Action Plan

This multi-year plan outlines our strategic priorities and proposed initiatives for the coming years. It serves as a preliminary framework to guide our efforts and resource allocation. The plan will be reviewed and refined internally on an annual basis to reflect evolving needs, opportunities, and challenges. Updated versions will be communicated at the end of each calendar year to ensure transparency and alignment across all stakeholders.

This document presents activities at a high level and does not include detailed internal Key Performance Indicators (KPIs), which are managed separately within the organization.

	'25	'26	'27	'28	'29
January		Monthly Board Meeting Team Building	Monthly Board Meeting Team Building	Monthly Board Meeting Team Building	Monthly Board Meeting Team Building
February		Monthly Board Meeting	Monthly Board Meeting	Monthly Board Meeting	Monthly Board Meeting
March		Monthly Board Meeting	Monthly Board Meeting	Monthly Board Meeting	Monthly Board Meeting
April		Monthly Board Meeting FDOK Honor's Event ¹ South American Youth Games (Panama)	Monthly Board Meeting FDOK Honor's Event ¹	Monthly Board Meeting FDOK Honor's Event ¹	Monthly Board Meeting FDOK Honor's Event ¹
May		Monthly Board Meeting	Monthly Board Meeting	Monthly Board Meeting	Monthly Board Meeting
June	General Assembly FDOK Elections	Monthly Board Meeting General Assembly FDOK	Monthly Board Meeting General Assembly FDOK	Monthly Board Meeting General Assembly FDOK Olympic Week	Monthly Board Meeting General Assembly FDOK Elections

¹ The honors event is typically scheduled for April, though the date may be adjusted based on other activities surrounding the Olympic calendar.

	'25	'26	'27	'28	'29
July	Monthly Board Meeting ²	Monthly Board Meeting CCS General Assembly Central American and Caribbean Games (Sto. Domingo)	Monthly Board Meeting	Monthly Board Meeting	
August	Monthly Board Meeting	Monthly Board Meeting	Monthly Board Meeting	Monthly Board Meeting	
September	Monthly Board Meeting CCS General Assembly ODESUR General Assembly Chief of Mission meeting (Bolivarian Games)	Monthly Board Meeting ODESUR General Assembly South American Senior Games (Argentina)	Monthly Board Meeting CCS General Assembly ODESUR General Assembly	Monthly Board Meeting CCS General Assembly ODESUR General Assembly	
October	Monthly Board Meeting CANOC General Assembly IOC Solidarity Workshop	Monthly Board Meeting CANOC General Assembly – <i>To be held in Curaçao</i>	Monthly Board Meeting CANOC General Assembly	Monthly Board Meeting CANOC General Assembly	
November	Monthly Board Meeting General Assembly FDOK Bolivarian Games (Peru) NOC*NSF Sports Workshop	Monthly Board Meeting General Assembly FDOK	Monthly Board Meeting General Assembly FDOK	Monthly Board Meeting General Assembly FDOK	

² Board meetings are typically held on the first Wednesday of each month, but may be rescheduled if circumstances require.

	'25	'26	'27	'28	'29
December	Monthly Board Meeting Year End Celebration	Monthly Board Meeting	Monthly Board Meeting	Monthly Board Meeting	

Appendix 7: Budget (Ideal) 2026

Disclaimer:

The attached budget (provided as a separate document) was submitted by the previous FDOK board and reflects their financial planning at the time. The current board is in the process of developing a revised budget that aligns with our strategic priorities and includes a multi-year financial framework. An updated version will be submitted to the government and shared with member federations as soon as it is finalized.