







VISION

The Ombudsman strives for a public sector that operates with integrity, effectiveness, transparency and accountability.



MISSION

By conducting independent and objective research of a high qualitative level, the Ombudsman promotes in a balanced manner the integrity, effectiveness, transparency and accountability of and within the public sector.

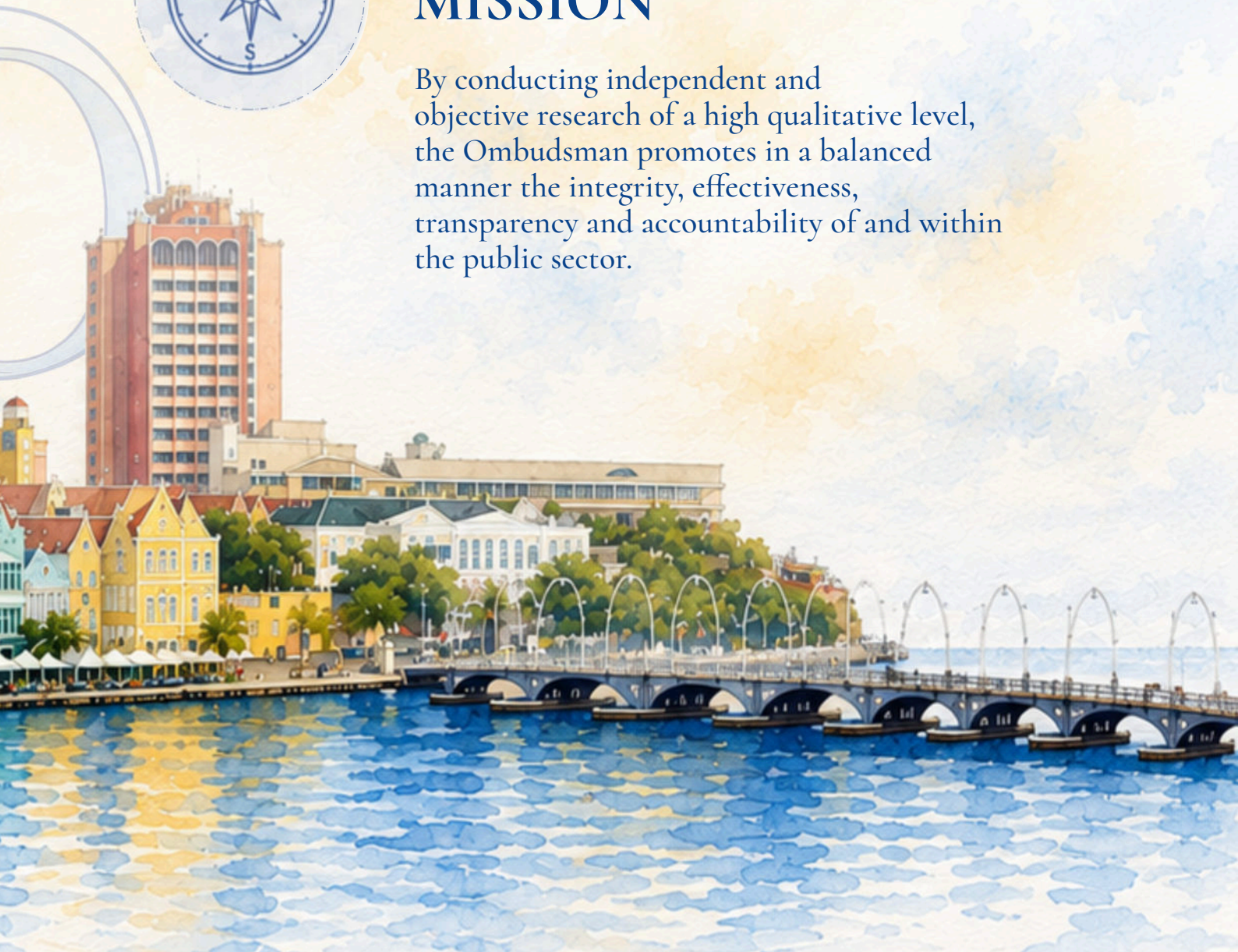


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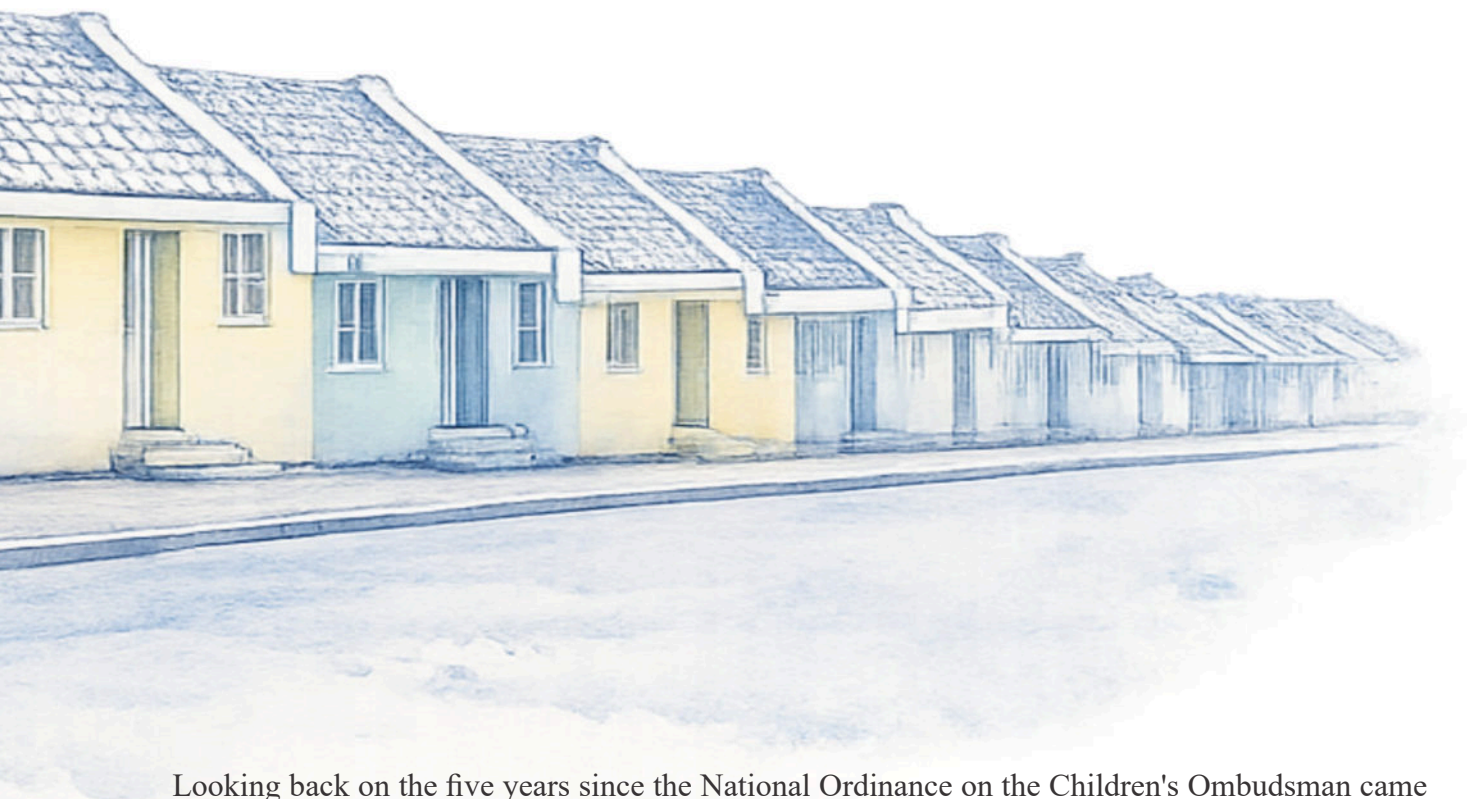
INTRODUCTION

This annual report outlines the Ombudsman's activities for the year 2025. In addition, as is customary, attention is given to several developments that were of particular importance to the institution during the reporting year.

In 2025, 1,340 requests were processed. This represents a significant increase compared to 2024, when 958 requests were registered. On the one hand, this increase can be attributed to the institution's greater visibility and accessibility; citizens were increasingly able to find their way to the Ombudsman. On the other hand, this growth underscores the ongoing need for independent mediation and handling of complaints regarding the government, particularly concerning the quality of communication and the accessibility of government organizations. This trend also confirms the necessity for the establishment of an accessible legal help desk, as previously advocated by the Ombudsman. Such a service can provide citizens with the right information and guidance at an early stage, in the so-called first line. This not only promotes citizens' self-reliance but also contributes to the effectiveness of legal protection throughout the entire chain.

With regard to the requests received during the reporting year concerning children's rights, the Ombudsman notes that the relevant authorities still do not sufficiently explicitly take the child's perspective and interests into account in practice, both in decision-making and in implementation. As a result, children's rights issues are often not addressed comprehensively, which means that children's entitlement to appropriate support is not always fully realized.

In this context, it is important to note that while the National Ordinance on the Children's Ombudsman provides a solid legal foundation that meets international standards, the practical exercise of the children's rights mandate by the Ombudsman faces barriers. For instance, it is sometimes difficult to achieve the necessary coordination among various government agencies. Furthermore, it remains insufficiently clear to private-sector actors who perform public tasks or are involved in children's rights as defined in the National Ordinance on the Children's Ombudsman that they, too, fall within the scope of the Ombudsman's supervisory authority.



Looking back on the five years since the National Ordinance on the Children's Ombudsman came into effect, the Ombudsman therefore concludes that a more active commitment to information and dialogue is necessary to increase the effectiveness of the children's rights mandate and to better ensure shared responsibility among all parties involved.

The year 2025 was also marked by the fifteenth anniversary of Curaçao's autonomy. Autonomy is inextricably linked to an honest and proper government and thus to the Ombudsman's constitutional duty to assess the propriety of government actions. An assessment of the institution's effectiveness in this regard based on the so-called “Venice Principles” shows that the National Ordinance on the Ombudsman allows for further institutional strengthening.¹ In this context, it is relevant that a draft bill has been under consideration by the Minister of General Affairs since 2023, which, among other things, provides for the introduction of a statutory response deadline for administrative bodies in cases where the Ombudsman issues a formal investigation report. Expediting this matter is essential for the effectiveness of the Ombudsman's investigations and helps prevent unnecessary uncertainty for citizens.

The findings of the past year emphasize that institutional improvements must go hand in hand with a clear prioritization of the citizen's perspective by the government, as well as a collective, fundamental reflection on the social position of the child. The Ombudsman will continue to work toward constructively strengthening the propriety of government actions and placing children's rights on the national agenda.

The Ombudsman thanks everyone for the trust placed in the institution and for the cooperation received during the reporting year. The institution will continue to carry out its duties with the same independence and consistency in the coming period.

The Ombudsman of Curaçao,
Keursly Concincion

¹ A copy of these principles is attached.

CHAPTER

1

The Ombudsman's Activities



1.1 Introduction

This chapter provides a brief overview of how the Ombudsman carried out his statutory duties in the year 2025. A large portion of the requests submitted to the Ombudsman are typically resolved through intervention with the relevant administrative bodies or by providing information and advice to citizens. In some cases, the Ombudsman chooses to take the formal route by setting forth his conclusions and recommendations in a report or a letter of concern.

1.2 Formal investigations

In 2025, 15 investigation reports (including several reports initiated in previous years) were published pursuant to Article 25 of the National Ombudsman Ordinance.² This chapter briefly discusses four of these reports.

REPORTS

1.2.1 Report of April 11, 2025 (case number 20240737) regarding the failure of the Government of Curaçao (Ministry of Finance) to provide a substantive response to a submitted complaint

What is this about?

The petitioner is a civil servant employed by the Ministry of Finance. The Ministry of Finance decided to deny the petitioner access to her workplace and to suspend her in the interest of the service.

Although the denial of access was overturned by the civil service court and the suspension had since expired, the petitioner was not allowed to return to work. She essentially complains that she never received a substantive response to her repeated requests to the Government of Curaçao, submitted through the Ministry of Finance, to be allowed to resume her duties.

² A brief overview is included as an appendix to this annual report, showing, among other things, to which administrative bodies the Ombudsman's reports pertained.

For this reason, the petitioner requested that the Ombudsman review the actions of the Ministry of Finance.

Ruling

The Ombudsman ruled that the Ministry of Finance acted in violation of the principles of justification and due diligence, as a result of which the petitioner has been in a state of serious uncertainty regarding her legal status for more than a year now. The Minister of Administration, Planning, and Services, who is responsible for the civil service and was heard by the Ombudsman during the handling of the complaint, was also unable to provide clarity on whether, and if so within what timeframe, the Ministry of Finance could allow the complainant to resume her duties. In doing so, both ministries acted in violation of the requirement that the government must act promptly and transparently. The government has also violated the principle of good employment practices.

Recommendation

The Ombudsman has recommended that the Minister of Finance respond in writing to the complainant's request to resume her duties within eight (8) weeks of the date of this report, providing a well-reasoned explanation.

Response from the administrative body

The Minister of Finance has not yet responded to this report from the Ombudsman.

“

**The Ombudsman will remain committed to
constructively strengthening standards of proper
conduct in government administration.**

”

1.2.2 Report of June 20, 2025 (case number 20240587) regarding the refusal of officials at the Ministry of Health, Environment, and Nature to ensure payment for work performed

What is this about?

The petitioner worked as an on-call employee for a government foundation and was deployed to the Ministry of Health, Environment, and Nature's COVID vaccination project from November 17, 2021, through January 20, 2022. The petitioner was never fully paid for the work she performed in that context and repeatedly complained about this to the Ministry of Health, Environment, and Nature (hereinafter: the Ministry of GMN), without receiving a substantive response.

The petitioner has therefore decided to ask the Ombudsman to review the conduct of the Ministry of Health, Environment, and Nature.

Ruling

The Ombudsman concluded that the fact that the petitioner has not been paid for the work she performed for more than three years, and remains in uncertainty regarding payment, is not in accordance with the requirement that the government must act promptly and decisively. Furthermore, the government has not behaved as a good employer.

The Ombudsman concluded, however, that the Ministry of GMN's dependence on the Ministry of Administration, Planning, and Services (hereinafter: the Ministry of BPD) in the processing of salary payments was the primary cause of the failure to pay the petitioner's full salary. It is important to note that the Ministry of GMN itself was of the opinion that the petitioner was entitled to full payment of her salary. Furthermore, the available information shows that the relevant officials of the Ministry of GMN made repeated efforts and contacted the Ministry of BPD on multiple occasions to facilitate the payment. The fact that the Ministry of BPD nevertheless did not proceed with payment cannot be attributed to these officials personally, particularly given that the Ministry of BPD does not fall under their responsibility.

Recommendation

The Ombudsman has recommended that the Minister of Health, Environment, and Nature, in consultation with the Minister of Administration, Planning and Services, ensure the full payment of the petitioner's wages for the work she performed on behalf of the Ministry of Health, Environment, and Nature during the period from November 17, 2021, through January 20, 2022, within six weeks of the date of this report.

Response from the administrative body

The Minister of Health, Environment, and Nature has not yet responded to the Ombudsman's report.

1.2.3 Report of September 9, 2025 (case number 20250025) regarding the Ministry of Traffic, Transport, and Spatial Planning's refusal to respond to a submitted report

What is this about?

The complainant observed that construction work was taking place next to her home, causing her nuisance. She wanted to know whether this work was being carried out with a permit and, if not, she wanted the government to take action against the illegal construction. In this regard, she contacted the Spatial Development and Planning Implementation Organization (hereinafter: UO ROP) via a report form. She subsequently inquired repeatedly through UO ROP's appropriate channels about the status of her report, to no avail.

When she received no response to her complaints to the Ministry of Traffic, Transport, and Spatial Planning (hereinafter: the Ministry of VVRP), the petitioner decided to submit a request to the Ombudsman.

Ruling

In this case, the Ombudsman ruled that the fact that the petitioner had still not received a written response after more than nine months to the notification form, she had submitted to UO ROP in November 2024 was in violation of the requirement that the government must exercise due diligence in its decision-making. This is all the more relevant given that it was established during the proceedings before the Ombudsman that the construction work took place without a building permit.

Recommendation

The Ombudsman has advised the Minister of Traffic, Transport, and Spatial Planning (hereinafter: the Minister of VVRP) to take a decision—or have a decision taken—within four weeks of the date of this report regarding the notification form that the petitioner submitted to UO ROP in November 2024. The Ombudsman further advised the Minister of VVRP to require employees of the implementing organizations and agencies under his responsibility to provide citizens with adequate information about their pending cases in a timely manner.

Response from the administrative body

The Minister of VVRP has not yet responded to the Ombudsman's report.

1.2.4 Report of December 23, 2025 (case number 20241010) on the handling of a request for free legal assistance by the Ministry of Social Development, Labor, and Welfare

What is this about?

The petitioner was summarily dismissed by her employer. Because she disagreed with this dismissal, she requested free legal assistance from the Ministry of Social Development, Labor, and Welfare (hereinafter: the Ministry of SOAW) so that she could bring the dismissal before an independent judge. The Ministry of SOAW initially refused to grant the petitioner this assistance, as it believed her lawsuit had no chance of success.

After several discussions with the petitioner, the Ministry of SOAW decided to grant her the requested free legal assistance after all, but only after the deadline within which the petitioner could have approached the court had already expired. When the petitioner was informed by her attorney that the deadline for filing a lawsuit had already passed, she verbally requested the issuance of a so-called KRB card in order to bring the Ministry of SOAW's conduct before a judge. This request was denied.

The petitioner has repeatedly complained about the actions of the Ministry of Social Affairs and Employment and, upon receiving no response, subsequently filed a complaint with the Ombudsman.

Ruling

The Ombudsman determined that, under the applicable legal framework, the Ministry of Social Affairs and Employment has discretion to decide whether to grant free legal aid to a person seeking justice. In this case, it also became apparent that the Ministry demonstrably made efforts to support the petitioner in the dispute with her employer. However, granting legal assistance after the appeal period had already expired was not prudent, even though this did not actually cause the petitioner any additional harm. The conduct of the Ministry of Social Affairs and Employment was therefore deemed partially improper in this regard.

With regard to the applicant's (oral) request for free legal assistance to bring the actions of employees of the Labor Sector before an independent judge, the Ombudsman ruled that this request was not handled properly. For example, the applicant was not asked to submit her request in writing. Furthermore, the request was rejected (orally) without further justification or weighing of interests, solely because it was directed against the government's own actions. In doing so, the government acted in violation of the standard of fairness. In this context, it is relevant that Curaçao does not yet have a legal help desk where citizens can go with questions.

Recommendations

The Ombudsman has made several recommendations to the Minister of Social Development, Labor, and Welfare (hereinafter: the Minister of SOAW). The Minister of SOAW has been advised to ensure that decisions on applications for free legal aid are always made in writing and are sufficiently reasoned, stating the available legal remedies and deadlines, regardless of the outcome of the application.

Furthermore, the Minister of SOAW is recommended to adopt supplementary written policy no later than four months after the date of this report for the handling of applications for free legal aid in situations where vulnerable citizens wish to submit the government's actions to an independent judge themselves. In doing so, explicit attention must be paid to the requirement for a careful and individualized assessment of the circumstances of the case.

Response from the administrative body

The Minister of Social Development, Labor, and Welfare has not yet responded to the Ombudsman's report.



1.3 LETTERS OF CONCERN

The letter of concern is primarily used to—in the public interest—quickly draw the government's attention to issues in the community. During the reporting year, the Ombudsman wrote one letter of concern.

1.3.1 Letter of concern dated April 22, 2025 (file number 20250344) regarding the practical consequences of the introduction of the new currency

In a letter dated April 22, 2025, the Ombudsman brought to the attention of the Minister of Finance reports regarding the introduction of the new currency for Curaçao and Sint Maarten. These reports concerned the lack of a uniform implementation of the transition to the new currency. This was reflected, among other things, in the fact that certain banks charged fees for exchanging the old currency for the new one, as well as in the refusal by (financial) institutions to accept banknotes of certain denominations without any legal basis.

The Minister of Finance has been advised to ensure clear and uniform guidelines, particularly regarding:

- the ability to exchange cash free of charge and with minimal barriers;
- the continued acceptance of all banknotes during the transition period.

Response from the Minister of Finance

The Minister of Finance responded to the Ombudsman's letter of concern in a letter dated May 23, 2025. In this letter, the Minister indicated, among other things, that he had forwarded the concerns raised by the Ombudsman to the Central Bank of Curaçao and Sint Maarten, which is responsible for the transition and introduction of the new currency. The Minister attached the Central Bank's response as an appendix to his letter to the Ombudsman.

1.4 HEARINGS

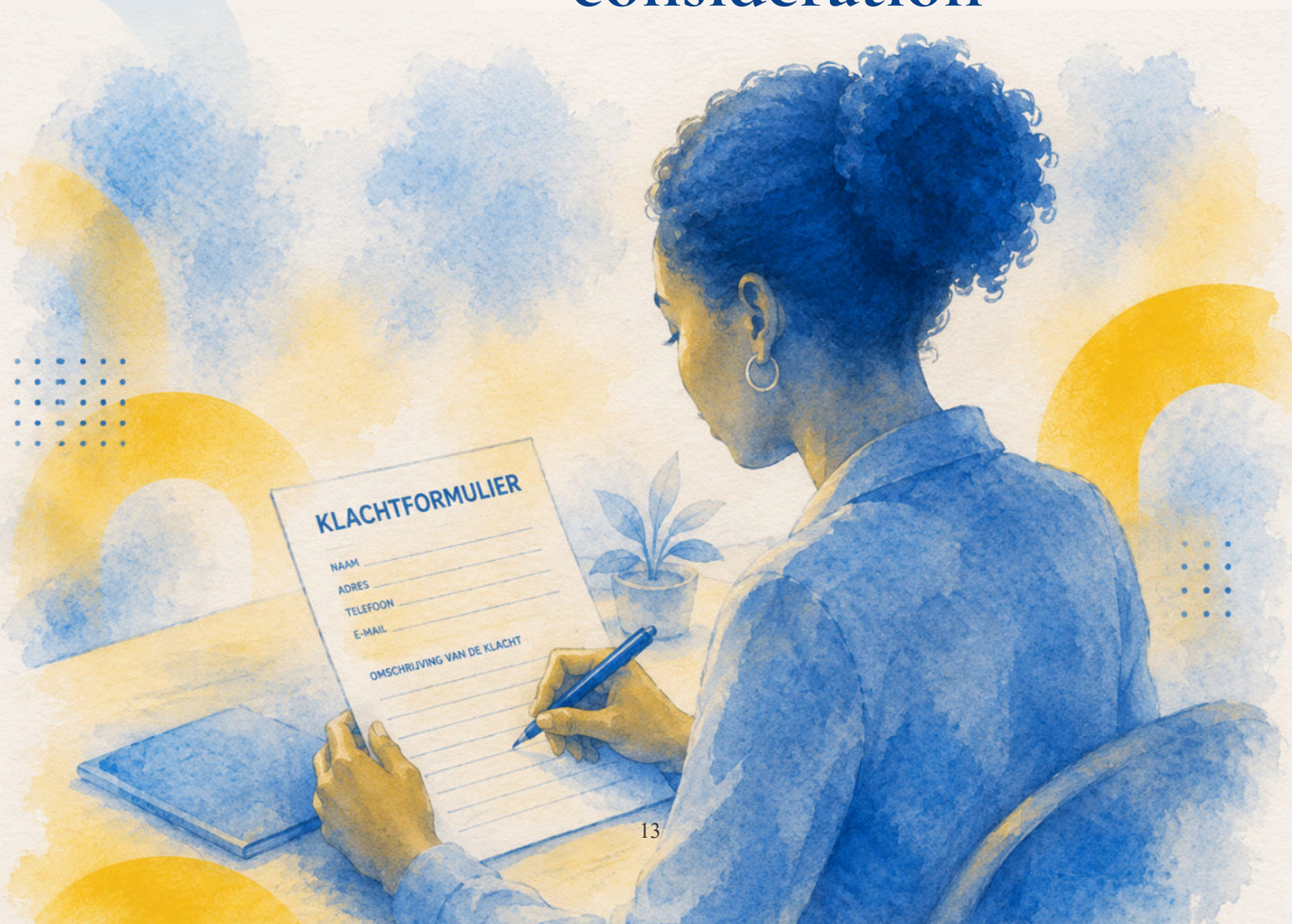
During a hearing, the Ombudsman hears the views of the parties involved as part of the information-gathering process. The information gathered is often also used to reach practical solutions for the requests submitted to the Ombudsman.

Twelve hearings were held during the reporting year.

CHAPTER

2

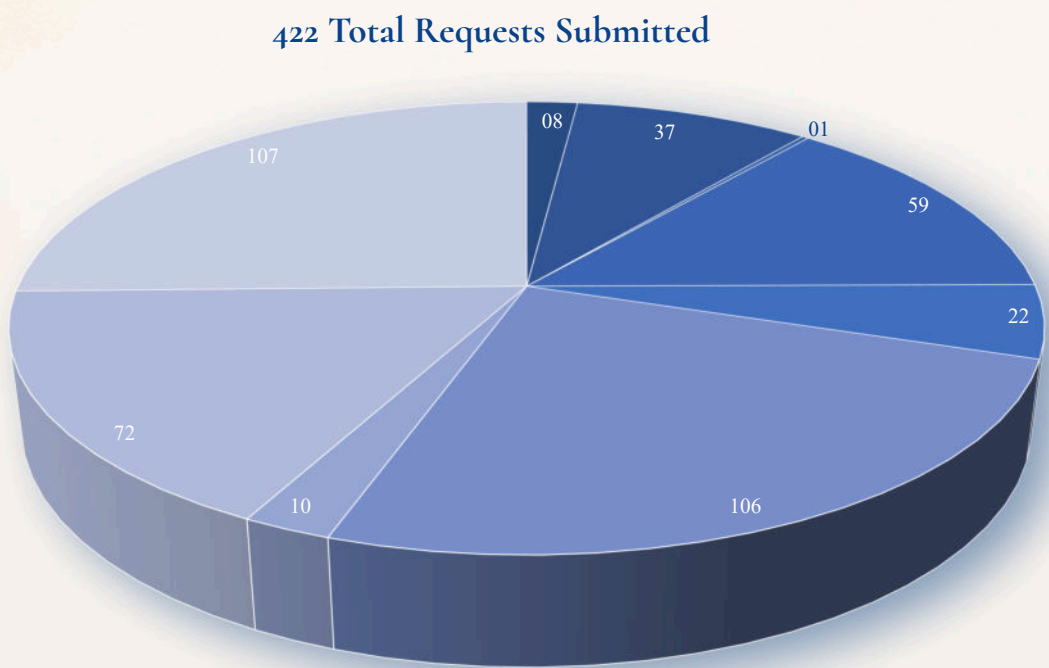
An overview of the requests under consideration



2.1 Introduction

This chapter provides a statistical overview of the Ombudsman's activities in 2025. Of the 1,340 requests handled by the Ombudsman, the vast majority were received through personal contact or by telephone. The vast majority of these requests were primarily resolved through the issuance of advice or the provision of information.

2.2 Statistical overview of the requests

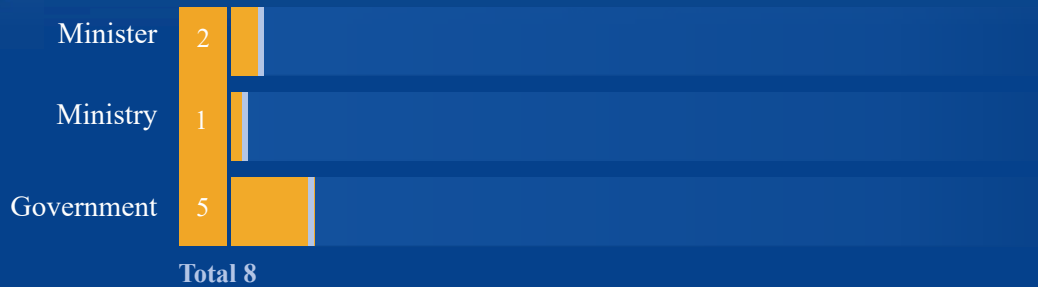


106	Minister of Justice
22	Minister of Health, Environment, and Nature
59	Minister of Finance
01	Minister of Economic Development
37	Minister of Administration, Planning, and Services
08	Minister of General Affairs
107	Minister of Traffic, Transportation, and Spatial Planning
72	Minister of Social Development, Labor, and Welfare
10	Minister of Education, Culture, Sports, and Welfare

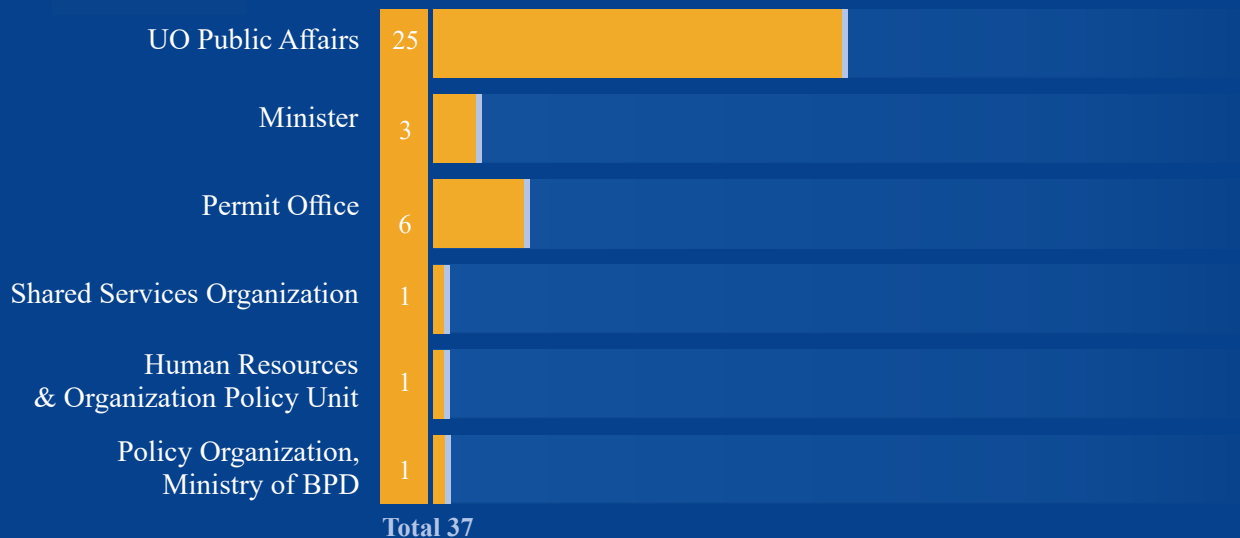
2.2.1 Ministries



Minister of General Affairs



Minister of Administration, Planning, and Services

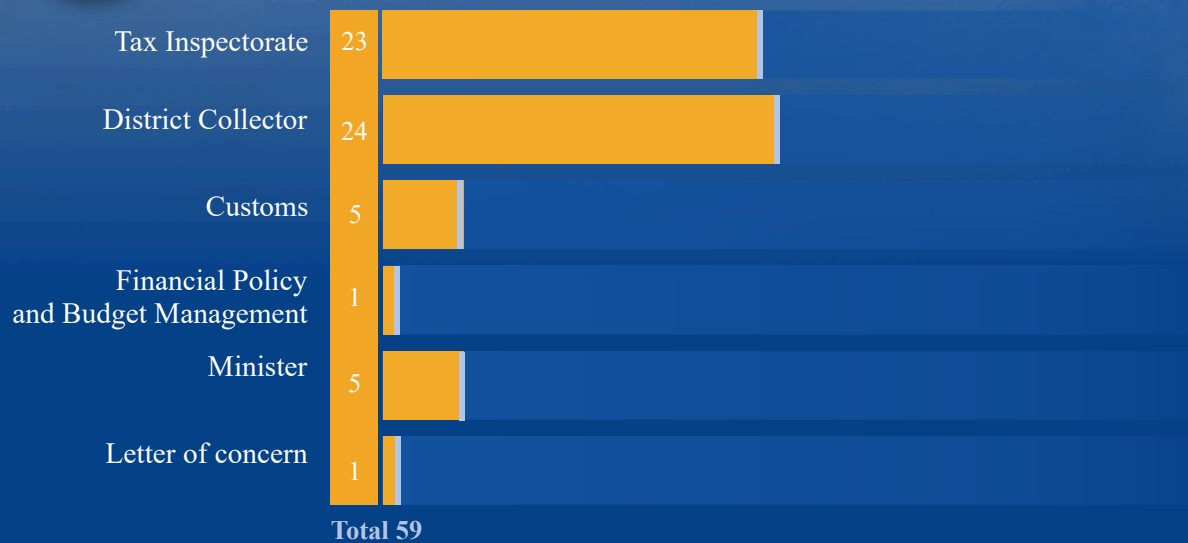


Minister of Economic Development

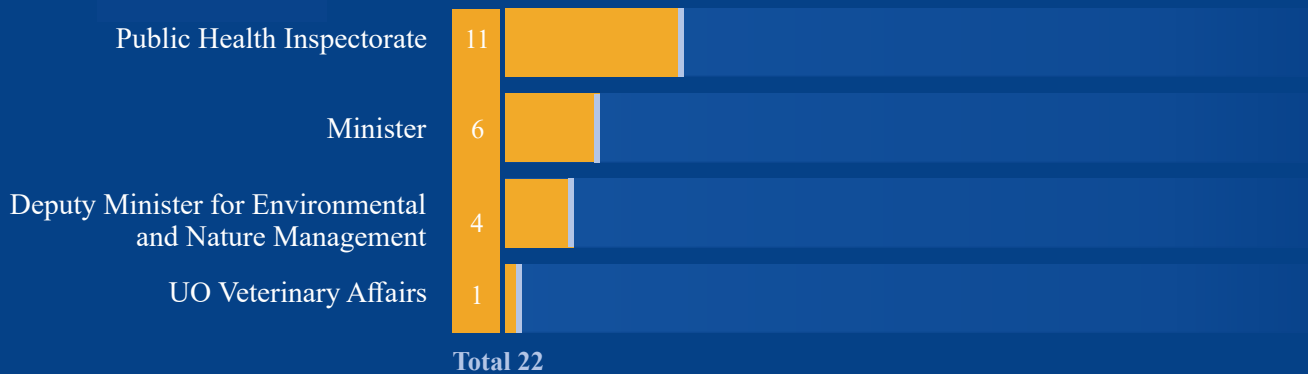




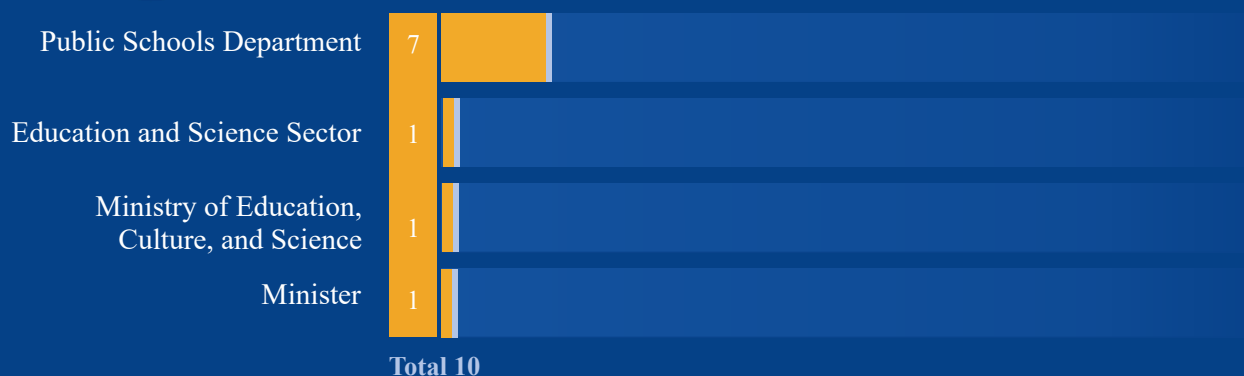
Minister of Finance



Minister of Health, Environment, and Nature



Minister of Education, Culture, Sports, and Welfare





Minister of Justice

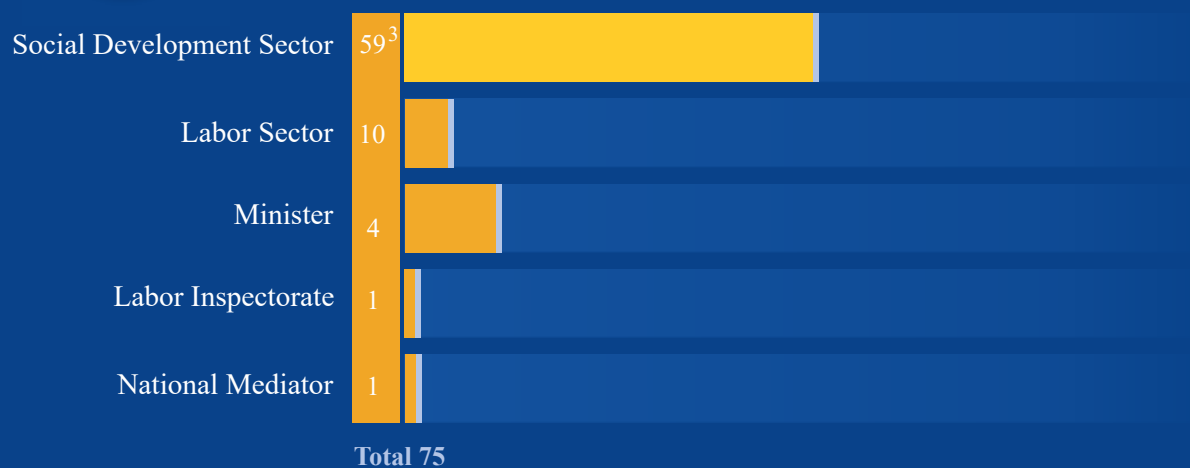
Curaçao Police Force
Admissions Office
UO Judicial Care
Public Prosecutor's Office
Detention and Corrections
Center of Curaçao
Ministry of Justice
Curaçao Fire Department
Policy Organization,
Ministry of Justice
Ministerial Staff
Minister

37
20
13
5
7
6
1
2
1
14

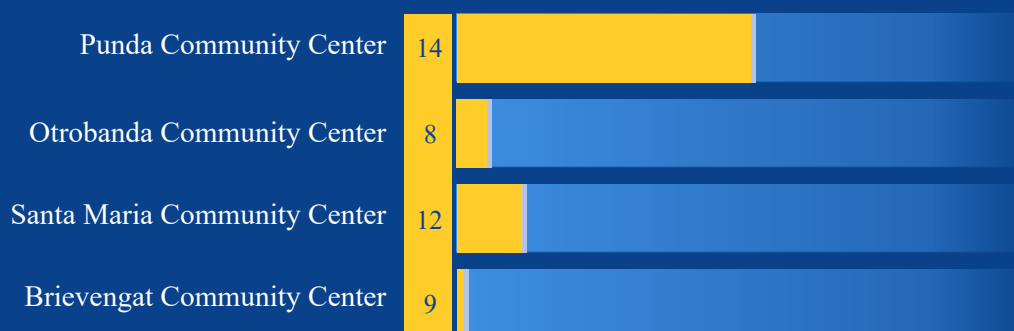
Totaal 106



Minister of Social Development, Labor, and Welfare



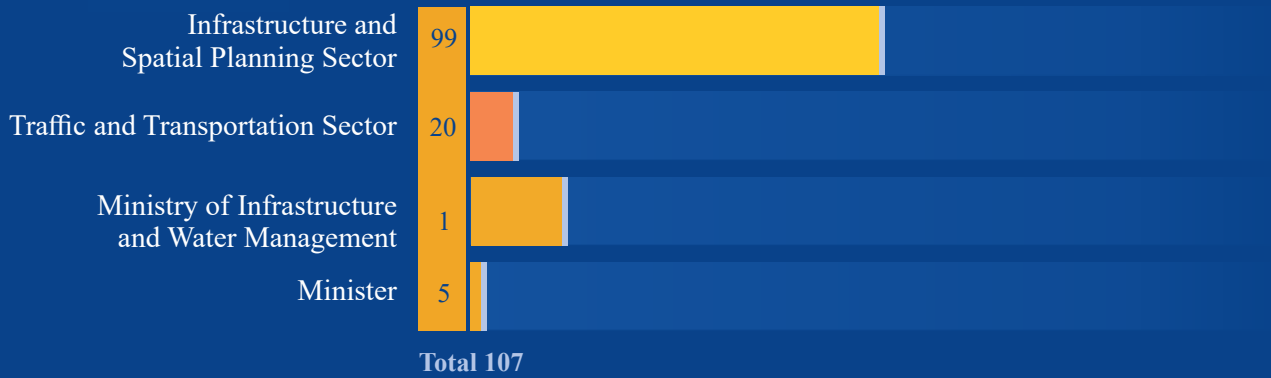
Social Development Sector



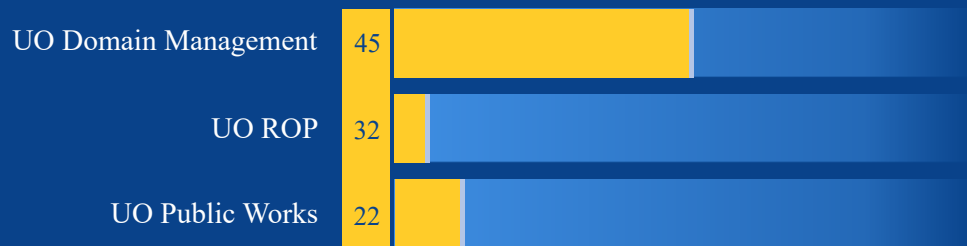
³ In 16 of these cases, it is not specified which part of the Social Development Sector the request pertains to.



Minister of Traffic, Transportation, and Spatial Planning



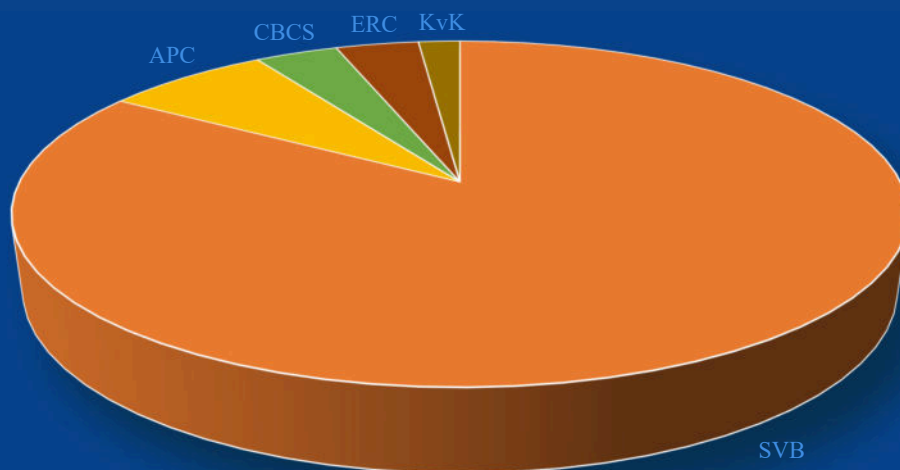
Infrastructure and Spatial Planning Sector



Traffic and Transportation Sector

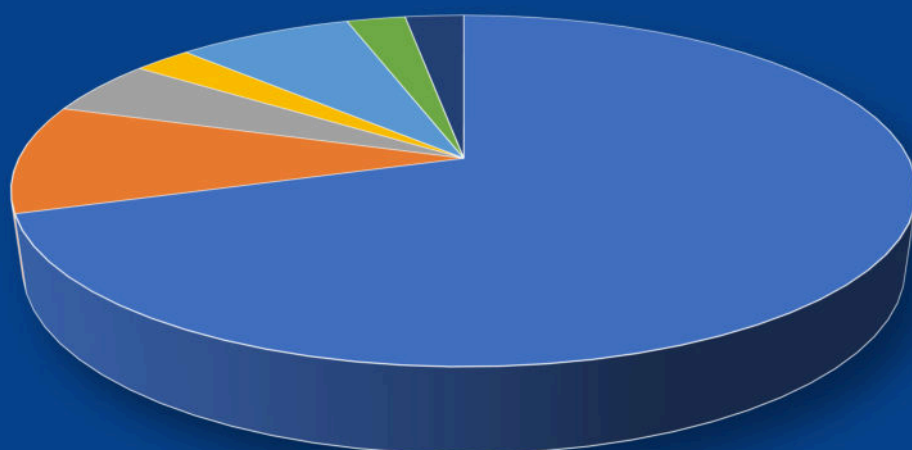


2.2.2 Independent administrative bodies

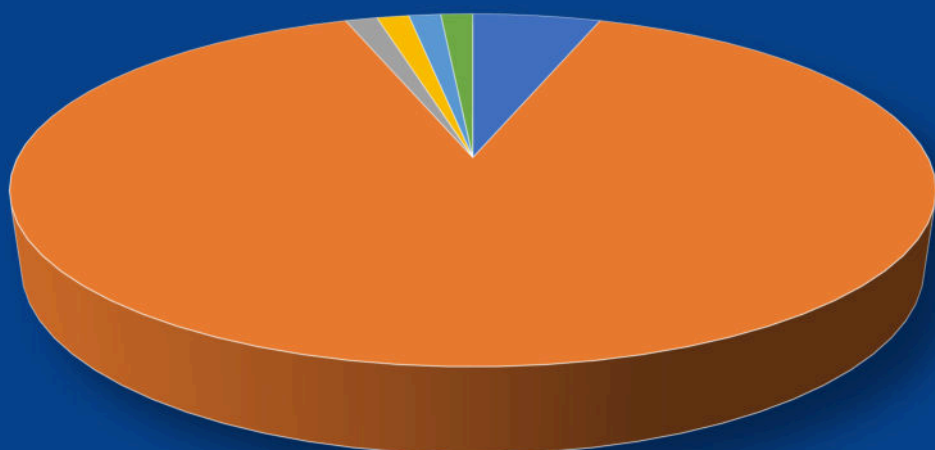


Sociale Verzekeringsbank (SVB)	47	▶ 84%
General Pension Fund (APC)	04	▶ 07%
Central Bank of Curaçao and Sint Maarten (CBCS)	02	▶ 04%
Electoral Council of Curaçao (ERC)	02	▶ 04%
Chamber of Commerce (KvK)	01	▶ 01%

2.2.3 Government foundations and corporations



Fundashon Kas Popular (FKP)	▶	28
Perspektiva and Integral Sustainability Foundation	▶	01
Stichting Studiefinanciering Curaçao	▶	01
Curaçao Land Registry and Public Registers Foundation	▶	03
Tax Accountants Bureau Foundation (SBAB)	▶	01
Fundashon Fiansa Popular (FFP)	▶	02
Stichting Gaming Control Board (GCB)	▶	04



Selikor N.V.	▶	04
Aqualectra N.V.	▶	67
Curaçao Port Authority N.V.	▶	01
C-Post International N.V.	▶	01
UTS N.V.	▶	01
Curaçao Housing Corporation N.V.	▶	01

2.2.4 Other matters



Initiator

Ex officio	4
Anonymous	105
Group	7
Natural person	1220
Legal entity	3
Letter of concern	1
Total	1340

Method of contact

Letter	15
E-mail	119
In person	619
Telephone	402
Website	91
WhatsApp	94
Total	1340



Solution

Opinion	344
Case dismissed	45
Referred	22
Formal	12
Information	745
Intervention	106
For your information	26
Total cases resolved	1300



Total

1340

Administrative bodies	422
Special-purpose agencies	56
Government entities	115
Private-law organizations	18
Other agencies	17
Private sector	12
Individuals and families	700



CHAPTER

3

The Children's Ombudsman



3.3.2 Initiative to establish an interregional Children's Ombudsman network

During the reporting year, the Ombudsman took the first steps toward the (notarized) establishment in Curaçao of an interregional network of Children's Ombudsman institutions for the Caribbean and Latin America.

The network aims to strengthen the position of regional Children's Ombudsman institutions by promoting the systematic exchange of knowledge and practical experiences. In addition, the network will focus on encouraging and supporting countries that do not yet have their own Children's Ombudsman institution, with the aim of sustainably improving the protection and promotion of children's rights in the region. The initiative offers Curaçao the opportunity to act as a regional connecting link in the field of children's rights.

The current vision is for the network to gradually develop into an authoritative organization within the international arena of children's rights, recognized by the United Nations and collaborating with other international organizations and similar networks.

The network is expected to be formally established in the second half of 2026. The continuity of the network and the regional balance will be guaranteed by its bylaws.



3.3.3 Letter dated July 16, 2025, regarding the cancellation of the Final Assessment for Primary Education for a school in the 2024–2025 school year

What is this about?

On May 13, 2025, a tragic incident occurred at a school during the administration of the Basic Education Final Exam (EFO), resulting in the death of a student. This had a particularly profound emotional impact on the child's classmates. On the advice of the Judicial Care Implementation Organization (Victim Assistance Division), the school therefore remained closed for several days.

In the period following the incident, uncertainty arose as to whether the EFO would proceed for the students of the school in question. On June 11, 2025, the Ministry of Education, Science, Culture, and Sport (hereinafter: the Ministry of OWCS) published a press release announcing that, in consultation with the school boards, it had been decided that the students of this school would not be required to take the EFO. For these students, the school's recommendation would serve as the final recommendation.

The Ombudsman naturally understood this decision, given the exceptional and far-reaching circumstances facing the school community. At the same time, the Ombudsman considers it important that fundamental rights are carefully safeguarded even under such circumstances. In that light, the question arose as to what extent parents and guardians of the students involved were given a say in the decision-making process. The right of parents and guardians to have a say on behalf of their children is a fundamental right, as enshrined, among other places, in the International Convention on the Rights of the Child. The Ombudsman has therefore requested the Ministry of Education, Science, Culture, and Sport to provide insight into the manner and extent to which parents and guardians were consulted regarding this decision.

Response from the Minister of Education, Science, Culture, and Sport

The Minister of Education, Science, Culture, and Sport has not yet responded to this letter.



3.3.4 Report of June 6, 2025 (file number 20240743) on the effectiveness of oversight of the Curaçao Childcare Ordinance

What is this about?

On June 6, 2025, the Ombudsman published an investigative report on the effectiveness of oversight regarding compliance with the Curaçao Childcare Ordinance. The investigation was prompted by reports and complaints from parents and caregivers regarding potential shortcomings in the safety and quality of childcare centers, as well as the handling of incidents and complaints. The investigation focused on how the Minister of Education, Science, Culture, and Sports (hereinafter: the Minister of OWCS) fulfilled his statutory supervisory duties during the period 2020–2024.

The investigation revealed that, in practice, the supervision exercised did not sufficiently lead to compliance with the statutory provisions. For instance, at the time the report was published, not a single officially registered childcare center held a valid license or exemption, while structural enforcement was also lacking. Furthermore, it has become apparent that the implementation of compliance oversight by the Minister of Education, Science, Culture, and Sport is influenced by both internal and external factors. A significant internal bottleneck concerns the lack of sufficient staff within the Ministry of Education, Science, Culture, and Sport to carry out supervisory tasks. External bottlenecks mentioned include the lack of inspections by the Ministry of Health, Environment, and Nature and the fact that recommendations from the Ministry of Justice (Fire Service Implementation Organization) are often not implemented in practice by childcare centers.

Conclusion

The Ombudsman concluded that, during the period under review, the Minister of Education, Science, Culture, and Sport did not sufficiently adhere to the standards of due diligence regarding promptness and good organization. In addition, the Minister of Education, Science, Culture, and Sport did not sufficiently prioritize the best interests of the child in the performance of supervision of child care.

Recommendations

The Ombudsman made several recommendations to the Minister of OWCS to improve the supervision of childcare. Among other things, it was recommended to prioritize the enforcement of the Curaçao Childcare Ordinance and to explicitly incorporate this into the supervision policy. In addition, it was recommended to establish concrete agreements regarding cooperation with other ministries involved in the supervision of the Curaçao Childcare Ordinance. The importance of strengthening the participation of parents and caregivers was also emphasized, including by enforcing effective complaint procedures at childcare centers.

Response from the Minister of Education, Science, Culture, and Sport

In a letter dated June 10, 2025, the Minister of Education, Science, Culture, and Sport informed the Ombudsman that the recommendations made will be reviewed in collaboration with the policy departments and other stakeholders. Once this process is complete, the Minister will inform the Ombudsman of any steps to be taken.

3.3.5 Report of December 17, 2025 (case number 20240650) regarding the handling of a complaint by a childcare center following an incident involving a child

What is this about?

A child sustained an injury after a fall on the playground of a private childcare center (hereinafter: the school) where she was enrolled. The child was admitted to the hospital and remained there for several months. It later turned out that the injury was permanent. The child's mother filed a complaint with the school following the incident. The school had this complaint investigated and resolved by an external investigation agency managed by a member of its own management. The external agency declared the mother's complaint unfounded.

The mother did not agree with the outcome of the complaint handling, particularly because she believed that the process leading to that outcome was not impartial. She therefore filed a complaint with the Ombudsman. This complaint concerned whether the school's internal complaint handling was consistent with the requirements of careful and proper complaint handling.

Ruling

In the report, the Ombudsman concluded that internal complaint handling, by definition, is carried out by the very body that is the subject of the complaint, unless otherwise agreed. The fact that, in this case, an external party affiliated with a member of the school administration was engaged does not, in and of itself, render the internal complaint handling improper. Based on the available information, it could not be established that the school's handling of the complaint was improper.

However, the Ombudsman did find that the layout of the playground where the incident occurred did not meet the legal requirements of the Curaçao Childcare Ordinance. The outdoor area consisted of a hard surface and, at the time of the incident, was not equipped with adequate fall protection. This is not in accordance with the best interests of the child.

Recommendation

The Ombudsman has ruled that the request is unfounded insofar as it concerns the school's handling of the complaint. At the same time, it was determined that the school failed to comply with the legal safety regulations for the playground. The Ombudsman therefore recommended that the school take appropriate measures within eight weeks of the date of the report to improve the safety of the playground, including the installation of adequate fall protection.

Response from the school

The school has not yet responded to the Ombudsman's report.



RIGHT TO
LOVE AND CARE



RIGHT TO
EDUCATION



RIGHT TO
FAMILY AND UPBRINGING



RIGHT TO
PROTECTION



RIGHT TO
EXPRESS AN OPINION



3.3.6 Status of two children's rights investigations

In the Ombudsman's 2024 Annual Report, two major investigations were announced and launched: the baseline study on the abuse of minors in Curaçao and the investigation into compliance with the International Convention on the Rights of the Child by Curaçaoan youth institutions. The intention was to complete these investigations in the 2025 reporting year. However, partly due to the scope and complexity of both investigations, their implementation has been somewhat delayed.

The necessary data has now been collected, and the institutions involved have cooperated. These studies are therefore at an advanced stage and will both be published in 2026.



CHAPTER

4

The Operations of
the Ombudsman's
Office



4.1 Introduction

Article 10 of the National Ombudsman Ordinance stipulates that the Ombudsman is supported in his work by an office. The Ombudsman independently determines the working methods and organization of this office. The supporting activities of the office and other matters concerning the Ombudsman are outlined in this chapter.

4.2 Financial Accountability

For the 2025 fiscal year, the Parliament of Curaçao originally allocated an operating budget of Cg 5,556,284.00 to the Ombudsman. Following a budget amendment, this amount was set at Cg 5,552,784.00.

4.3 Personnel Matters

During the reporting year, the following vacancies were filled:

- complaints handler (1 FTE)
- communications specialist (1 FTE)

4.4 Adoption of the Code of Conduct 2025

One of the Ombudsman's core statutory duties is to assess the propriety of the actions of administrative bodies. In accordance with the legislature's intent, the Ombudsman himself defines the content of the concept of “propriety.”

In 2025, the assessment framework for these activities was updated with the adoption of the Code of Proper Conduct 2025.⁵ This code contains the standards of proper conduct used in assessing the actions of administrative bodies. The update was aimed at clarifying and strengthening the existing framework of standards. In doing so, some standards were merged to reduce overlap, and others were formulated more precisely to enhance applicability and consistency in practice. No new standards of propriety were introduced.

The publication of the code on the website contributes to transparency regarding the Ombudsman's activities and the manner in which they are carried out.

⁵ A complete overview has been attached.

⁶ The 2025 Code of Proper Conduct has been included as an appendix to this annual report.



4.5 Informational Sessions

During the reporting year, various informational sessions were held on the Ombudsman's core tasks. These sessions were aimed at, among others, civil servants, minors, and other interested parties. Accurate information about the Ombudsman's activities contributes to a more effective use of the Ombudsman's powers and increases the institution's visibility.

4.6 Cooperation Protocols



During the reporting year, the Ombudsman signed two important cooperation protocols. On May 12, 2025, during a board meeting of the International Ombudsman Institute in Morocco, the Ombudsman signed a bilateral cooperation protocol with the Ombudsman of Ontario (Canada). The purpose of this protocol is to formalize cooperation and mutual support between the two institutions.



On October 20, 2025, the Ombudsman also signed a multilateral cooperation protocol with the Ombudsman of Aruba, the National Ombudsman of the Netherlands, and the Ombudsman of Sint Maarten. The signing of this protocol further formalized the existing cooperation between these institutions.



4.7 Workshop on Immigration Law

On Friday, October 3, 2025, the Ombudsman of Curaçao organized a workshop on current developments in immigration law. The meeting was specifically intended for professionals whose work involves immigration law issues, either directly or indirectly.

The workshop focused on Article 3 (prohibition of torture and inhuman or degrading treatment or punishment) and Article 8 (right to respect for private and family life) of the European Convention on Human Rights.

The workshop was led by J.Th. Drop, LL.M., Ph.D., State Councilor in the Administrative Law Division of the Council of State.



4.8 Consultation of the High Councils of State

On December 4, 2025, a meeting took place at the Office of the Ombudsman of Curaçao between the Ombudsman, the Vice Chair of the Advisory Council of Curaçao, Ms. Lizanne Dindial, and the Chair of the Court of Audit of Curaçao, Mr. Joël Felida.

The meeting focused on strengthening mutual cooperation and emphasized the importance of independent oversight and advisory bodies within Curaçao's system of government.

The three High Councils of State agreed to further intensify their cooperation in the coming period, with the aim of contributing to the further strengthening of the quality of public administration, legislation, and financial oversight in Curaçao.



*Photo courtesy of the Parliament of Curaçao



4.9 Positions held by the Ombudsman outside his official duties

In the year 2025, in addition to his official duties, the Ombudsman held the following positions:

- member of the Antillean Lawyers Association;
- member of the Caribbean Ombudsman Association;
- member and board member of the International Ombudsman Institute [hereinafter: IOI] [board position: Regional President of the IOI's Caribbean & Latin American Region];
- member (and alternate observer on the board) of the Instituto Latinoamericano del Ombudsman;
- board member of the CAROA Administration Foundation.

4.10 Legal Status of the Ombudsman

The fringe benefits associated with the office of the Ombudsman, including the pension, were not established during the reporting year.

“

Core Values
and Standards
for Good Governance:

- Open and clear
- Respectful
- People-focused and solution-oriented
- Fair and trustworthy

”







Appendices

Appendix 1	Venice Principles
Appendix 2	Overview of Reports and Recommendations 2025
Appendix 3	Decision by the States on the adoption of the Children's Ombudsman profile
Appendix 4	Budget Expenditure 2025
Appendix 5	Code of Conduct 2025

PRINCIPLES ON THE PROTECTION AND PROMOTION OF THE OMBUDSMAN INSTITUTION ("THE VENICE PRINCIPLES")



European Commission for
Democracy through Law

Council of Europe

Venice Commission



**PRINCIPLES
ON THE PROTECTION
AND PROMOTION
OF THE OMBUDSMAN INSTITUTION
("THE VENICE PRINCIPLES")**

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**PRINCIPLES
ON THE PROTECTION AND PROMOTION
OF THE OMBUDSMAN INSTITUTION
("the Venice Principles")¹**

**The European Commission for Democracy through Law
("the Venice Commission")**

Noting that there are presently Ombudsman Institutions in more than 140 States, at the national, regional or local level, with different competences;

Recognising that these Institutions have adapted into the legal and political system of the respective States;

Noting that the core principles of the Ombudsman Institution, including independence, objectivity, transparency, fairness and impartiality, may be achieved through a variety of different models;

Emphasising that the Ombudsman is an important element in a State based on democracy, the rule of law, the respect for human rights and fundamental freedoms and good administration;

Emphasising that long-standing constitutional traditions and a mature constitutional and democratic political culture constitute an enabling element to the democratic and legal functioning of the Ombudsman Institution;

Emphasising that the Ombudsman plays an important role in protecting Human Rights Defenders;

Emphasising the importance of national and international co-operation of Ombudsman Institutions and similar institutions;

Recalling that the Ombudsman is an institution taking action independently against maladministration and alleged violations of human rights and fundamental freedoms affecting individuals or legal persons;

1. Adopted by the Venice Commission at its 118th Plenary Session, Venice, 15-16 March 2019.

Endorsed by the Committee of Ministers of the Council of Europe at the 1345th Meeting of the Ministers' Deputies, 2 May 2019; by the Parliamentary Assembly of the Council of Europe, Resolution 2301(2019), 2 October 2019; by the Congress of Local and Regional Authorities of the Council of Europe, Resolution 451(2019), 30 October 2019.

Stressing that the right to complain to the Ombudsman is an addition to the right of access to justice through the courts;

Stating that governments and parliaments must accept criticism in a transparent system accountable to the people;

Focusing on the commitment of the Ombudsman to call upon parliaments and governments to respect and promote human rights and fundamental freedoms, such a role being of utmost importance especially during periods of hardship and conflicts in society;

Expressing serious concern with the fact that the Ombudsman Institution is at times under different forms of attacks and threats, such as physical or mental coercion, legal actions threatening immunity, suppression reprisal, budgetary cuts and a limitation of its mandate;

Recalling that the Venice Commission, on different occasions, has worked extensively on the role of the Ombudsman;

Referring to the Recommendations of the Committee of Ministers of the Council of Europe R (85) 13 on the institution of the Ombudsman, R (97) 14 on the establishment of independent national institutions for the promotion and protection of human rights, R (2000) 10 on codes of conduct for public officials, CM/Rec(2007) 7 on good administration, CM/Rec(2014) 7 on the protection of whistle-blowers and CM/Rec(2016) 3 on human rights and business; to the Recommendations of the Parliamentary Assembly of the Council of Europe 757 (1975) and 1615 (2003) and in particular its Resolution 1959 (2013); as well as to Recommendations 61(1999), 159 (2004), 309(2011) and Resolution 327 (2011) of the Congress of Local and Regional Authorities of the Council of Europe; to ECRI General Policy Recommendation No. 2: Equality bodies to combat racism and intolerance at national level, adopted on 7 December 2017;

Referring to United Nations General Assembly Resolution 48/134 on the principles relating to the status of national institutions for the promotion and protection of human rights ("the Paris Principles") of 20 December 1993, Resolution 69/168 of 18 December 2014 and Resolution 72/186 of 19 December 2017 on the role of the Ombudsman, mediator and other national human rights institutions in the promotion and protection of human rights, Resolution 72/181 of 19 December 2017 on National institutions for the promotion and protection of human rights, the Optional Protocol to the Convention against Torture and other Cruel Inhuman or Degrading

Treatment or Punishment, adopted by the General Assembly on 18 December 2002, the Convention on the Rights of Persons with Disabilities adopted by the General Assembly on 13 December 2006;

After having consulted the United Nations Human Rights Office of the High Commissioner, the UN Special Rapporteur on the situation of human rights defenders, the Council of Europe Commissioner for Human Rights and the Steering Committee for Human Rights of the Council of Europe (CDDH), the OSCE Office for Democratic Institutions and Human Rights (OSCE/ODIHR), the European Union Agency for Fundamental Rights, the European Ombudsman of the European Union, the International Ombudsman Institute (IOI), the Association of Mediterranean Ombudsmen (AOM), the Association of Ombudsman and Mediators of the Francophonie (AOMF), the Federation of Ibero-American Ombudsman (FIO), the European Network of National Human Rights Institutions (ENNHRI);

Has, at its 118th Plenary Session (15-16 March 2019), adopted these Principles on the Protection and Promotion of the Ombudsman Institution ("the Venice Principles")

1. Ombudsman Institutions have an important role to play in strengthening democracy, the rule of law, good administration and the protection and promotion of human rights and fundamental freedoms. While there is no standardised model across Council of Europe Member States, the State shall support and protect the Ombudsman Institution and refrain from any action undermining its independence.
2. The Ombudsman Institution, including its mandate, shall be based on a firm legal foundation, preferably at constitutional level, while its characteristics and functions may be further elaborated at the statutory level.
3. The Ombudsman Institution shall be given an appropriately high rank, also reflected in the remuneration of the Ombudsman and in the retirement compensation.
4. The choice of a single or plural Ombudsman model depends on the State organisation, its particularities and needs. The Ombudsman Institution may be organised at different levels and with different competences.

5. States shall adopt models that fully comply with these Principles, strengthen the institution and enhance the level of protection and promotion of human rights and fundamental freedoms in the country.

6. The Ombudsman shall be elected or appointed according to procedures strengthening to the highest possible extent the authority, impartiality, independence and legitimacy of the Institution.

The Ombudsman shall preferably be elected by Parliament by an appropriate qualified majority.

7. The procedure for selection of candidates shall include a public call and be public, transparent, merit based, objective, and provided for by the law.

8. The criteria for being appointed Ombudsman shall be sufficiently broad as to encourage a wide range of suitable candidates. The essential criteria are high moral character, integrity and appropriate professional expertise and experience, including in the field of human rights and fundamental freedoms.

9. The Ombudsman shall not, during his or her term of office, engage in political, administrative or professional activities incompatible with his or her independence or impartiality. The Ombudsman and his or her staff shall be bound by self-regulatory codes of ethics.

10. The term of office of the Ombudsman shall be longer than the mandate of the appointing body. The term of office shall preferably be limited to a single term, with no option for re-election; at any rate, the Ombudsman's mandate shall be renewable only once. The single term shall preferably not be stipulated below seven years.

11. The Ombudsman shall be removed from office only according to an exhaustive list of clear and reasonable conditions established by law. These shall relate solely to the essential criteria of "incapacity" or "inability to perform the functions of office", "misbehaviour" or "misconduct", which shall be narrowly interpreted. The parliamentary majority required for removal – by Parliament itself or by a court on request of Parliament- shall

be equal to, and preferably higher than, the one required for election. The procedure for removal shall be public, transparent and provided for by law.

12. The mandate of the Ombudsman shall cover prevention and correction of maladministration, and the protection and promotion of human rights and fundamental freedoms.

13. The institutional competence of the Ombudsman shall cover public administration at all levels.

The mandate of the Ombudsman shall cover all general interest and public services provided to the public, whether delivered by the State, by the municipalities, by State bodies or by private entities.

The competence of the Ombudsman relating to the judiciary shall be confined to ensuring procedural efficiency and administrative functioning of that system.

14. The Ombudsman shall not be given nor follow any instruction from any authorities.

15. Any individual or legal person, including NGOs, shall have the right to free, unhindered and free of charge access to the Ombudsman, and to file a complaint.

16. The Ombudsman shall have discretionary power, on his or her own initiative or as a result of a complaint, to investigate cases with due regard to available administrative remedies. The Ombudsman shall be entitled to request the co-operation of any individuals or organisations who may be able to assist in his or her investigations. The Ombudsman shall have a legally enforceable right to unrestricted access to all relevant documents, databases and materials, including those which might otherwise be legally privileged or confidential. This includes the right to unhindered access to buildings, institutions and persons, including those deprived of their liberty.

The Ombudsman shall have the power to interview or demand written explanations of officials and authorities and shall, furthermore, give particular attention and protection to whistle-blowers within the public sector.

17. The Ombudsman shall have the power to address individual recommendations to any bodies or institutions within the competence of the Institution. The Ombudsman shall have the legally enforceable right to demand that officials and authorities respond within a reasonable time set by the Ombudsman.

18. In the framework of the monitoring of the implementation at the national level of ratified international instruments relating to human rights and fundamental freedoms and of the harmonisation of national legislation with these instruments, the Ombudsman shall have the power to present, in public, recommendations to Parliament or the Executive, including to amend legislation or to adopt new legislation.

19. Following an investigation, the Ombudsman shall preferably have the power to challenge the constitutionality of laws and regulations or general administrative acts.

The Ombudsman shall preferably be entitled to intervene before relevant adjudicatory bodies and courts.

The official filing of a request to the Ombudsman may have suspensive effect on time-limits to apply to the court, according to the law.

20. The Ombudsman shall report to Parliament on the activities of the Institution at least once a year. In this report, the Ombudsman may inform Parliament on lack of compliance by the public administration. The Ombudsman shall also report on specific issues, as the Ombudsman sees appropriate. The Ombudsman's reports shall be made public. They shall be duly taken into account by the authorities.

This applies also to reports to be given by the Ombudsman appointed by the Executive.

21. Sufficient and independent budgetary resources shall be secured to the Ombudsman institution. The law shall provide that the budgetary allocation of funds to the Ombudsman institution must be adequate to the need to ensure full, independent and effective discharge of its responsibilities and functions. The Ombudsman shall be consulted and shall be asked to present a draft budget for the coming financial year. The adopted budget

for the institution shall not be reduced during the financial year, unless the reduction generally applies to other State institutions. The independent financial audit of the Ombudsman's budget shall take into account only the legality of financial proceedings and not the choice of priorities in the execution of the mandate.

22. The Ombudsman Institution shall have sufficient staff and appropriate structural flexibility. The Institution may include one or more deputies, appointed by the Ombudsman. The Ombudsman shall be able to recruit his or her staff.

23. The Ombudsman, the deputies and the decision-making staff shall be immune from legal process in respect of activities and words, spoken or written, carried out in their official capacity for the Institution (functional immunity). Such functional immunity shall apply also after the Ombudsman, the deputies or the decision-making staff-member leave the Institution.

24. States shall refrain from taking any action aiming at or resulting in the suppression of the Ombudsman Institution or in any hurdles to its effective functioning, and shall effectively protect it from any such threats.

25. These principles shall be read, interpreted and used in order to consolidate and strengthen the Institution of the Ombudsman. Taking into consideration the various types, systems and legal status of Ombudsman Institutions and their staff members, states are encouraged to undertake all necessary actions including constitutional and legislative adjustments so as to provide proper conditions that strengthen and develop the Ombudsman Institutions and their capacity, independence and impartiality in the spirit and in line with the Venice Principles and thus ensure their proper, timely and effective implementation.

The Venice Commission of the Council of Europe

The European Commission for Democracy through Law - better known as the Venice Commission - is the Council of Europe's advisory body on constitutional matters. It is an enlarged agreement, counting 61 members: the 46 Council of Europe member States¹, plus 15 others.²

The Commission assembles, develops and disseminates the constitutional and legal experience of its member States, contributing to a common constitutional heritage.

The role of the Venice Commission is to provide legal advice to its member states and, in particular, to help states wishing to bring their legal and institutional structures into line with European and international law standards in the fields of democracy, human rights and the rule of law.

1. Albania, Andorra, Armenia, Austria, Azerbaijan, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Georgia, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Liechtenstein, Lithuania, Luxembourg, Malta, Republic of Moldova, Monaco, Montenegro, Netherlands, North Macedonia, Norway, Poland, Portugal, Romania, Serbia, Spain, Slovakia, Slovenia, San Marino, Sweden, Switzerland, Türkiye, Ukraine, United Kingdom.

2. Algeria, Brazil, Canada, Chile, Costa Rica, Israel, Kazakhstan, Kosovo, Kyrgyzstan, Mexico, Morocco, Peru, Republic of Korea, Tunisia, USA.

Four States have an Observer status: Argentina, Holy See, Japan, Uruguay.

FOR MORE INFORMATION PLEASE CONTACT:

Venice Commission
Council of Europe - DGI
F 67075 Strasbourg - France
E-mail: venice@coe.int

www.venice.coe.int

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The Council of Europe is the continent's leading human rights organisation. It comprises 46 member states, including all members of the European Union. All Council of Europe member states have signed up to the European Convention on Human Rights, a treaty designed to protect human rights, democracy and the rule of law. The European Court of Human Rights oversees the implementation of the Convention in the member states.



#	File number	Description	Ministry or body/agency	Recommendations	Response from administrative body/agency	Violated standards of propriety
1	202403/4	Ex officio investigation by the Ombudsman into the manner in which the Ministry of Traffic, Transport, and Spatial Planning (hereinafter: Ministry of Traffic, Transport, and Spatial Planning) handles, in practice, complaints from citizens regarding the allocation of public land for housing construction purposes. This ex officio investigation covers the period from January 1, 2020, through December 31, 2024.	Ministry of Traffic, Transport, and Spatial Planning	The Ombudsman concluded that the Ministry of Traffic, Transport, and Spatial Planning is not proper and must be improved. The ultimate responsibility for this lies with the Minister of Traffic, Transport, and Spatial Planning. In this regard, several recommendations were made, including: 1. Strengthen the position of the Ministry of Traffic, Transport, and Spatial Planning 2. Conduct an internal evaluation of the complaint handling process 3. Reform the way in which citizens' complaints are viewed and reform the ministry's bureaucratic culture 4. Handle complaints with a human touch as a guiding principle	None	-
2	202403/7	On September 16, 2024, the petitioner requested the Ombudsman to investigate the propriety of conduct attributable to the Minister of Finance. The petitioner is a self-employed employee by the Ministry of Finance. The Ministry of Finance decided to deny the petitioner access to her workplace and to suspend her in the interest of the service. Although the full service court overturned the denial of access and the suspension had since expired, the petitioner was not allowed to return to work. She essentially explained that she never received a satisfactory response to her repeated requests to the Government of Curacao, submitted through the Ministry of Finance, to be allowed to resume her duties.	Ministry of Finance	In this case, the Ombudsman concluded that the conduct under investigation was improper. The Minister of Finance was advised to respond in writing, with proper justification, to the request for reinstatement submitted by the petitioner within eight weeks of the report's date.	None	Efficiency, transparency
3	202403/3	Based on several incidents that occurred at various daycare centers, the Ombudsman has decided to initiate an ex officio investigation into the effectiveness of government oversight of the provisions of the Curacao Childcare Ordinance. The focus of this investigation is, in principle, on the extent to which government oversight sufficiently contributes to the safety of minors attending daycare centers. This ex officio investigation covers the period from January 1, 2020, through December 31, 2024.	Ministry of Education, Science, Culture, and Sport	The Ombudsman concluded that the government oversight needs to be improved and recommended that the Minister of Education, Science, Culture, and Sport take the following steps within four months of the report's date: 1. prioritize enforcement and align the oversight policy accordingly 2. communicate with childcare centers in a timely and clear manner 3. establish clear agreements on administrative cooperation 4. strengthen the participation of parents and caregivers 5. modernize oversight methods 6. commission a comprehensive evaluation of the Curacao Childcare Ordinance	Yes	-
4	202403/87	On September 2, 2024, the petitioner requested that the Ombudsman investigate the propriety of the conduct of two employees of the Ministry of Health, Environment, and Nature (hereinafter: the Ministry of HEN). The petitioner filed a complaint that, since early 2022, these employees have failed to ensure full payment for work she performed for this ministry from November 17, 2021, through January 20, 2022.	Ministry of Health, Environment, and Nature	The Ombudsman concluded, among other things, that some of the conduct under investigation was improper and recommended that the Ministry of HEN respond substantively to the petitioner's complaints. Furthermore, the Ministry of HEN, in consultation with the Minister of Health, Environment, and Nature, must ensure, within six weeks of the date of this report, the full payment of the petitioner's wages for the work she performed during the period from November 17, 2021, through January 20, 2022.	None	Efficiency
5	20241023	On November 19, 2024, the petitioner requested the Ombudsman to investigate the propriety of conduct attributable to the Minister of Health, Environment, and Nature (hereinafter: Minister of HEN). The petitioner noted that the Health Inspectorate (Inspectoraat) has not issued a decision on her complaint of July 17, 2019, in that complaint, she alleged—in brief—that a surgeon performed a medical procedure on June 27, 2017, in a negligent manner, and that the same surgeon provided inadequate post-operative care. The petitioner claims that she has suffered permanent bodily injury as a result of this surgeon's actions.	Ministry of Health, Environment, and Nature	The Ombudsman concluded that the conduct under investigation was improper. The complainant's complaints must still be addressed. In this regard, the Ombudsman advises the Minister of HEN, pursuant to Article 2, paragraph 4, of the National Ordinance on the Public Health Inspectorate (P.B. 2016, No. 261) to instruct the inspectorate to provide a substantive response to the petitioner's complaint of July 17, 2019, within six weeks of the date of this report. The Ombudsman further advised the Minister of HEN to impose an obligation on the staff of the implementing organizations and agencies under his responsibility to provide citizens with adequate information regarding their pending matters in a timely manner.	None	Efficiency and respectful treatment

#	File number	Description	Administrative body/agency	Recommendations	Response from administrative body/agency	Violated standards of propriety
6	20250025	On January 26, 2025, the petitioner requested that the Ombudsman conduct an investigation into the propriety of conduct attributable to the Minister of Traffic, Transport, and Spatial Planning (hereinafter, the Minister of VWRP), in short, the petitioner complains that she has not yet received a response from the Spatial Planning and Development Implementation Agency (UD RQI) to the notification form she submitted on November 20, 2024. In this form, after request that construction work taking place at 88888 88888 Y ² be monitored and that it be verified whether a building permit has been granted for it.	Ministry of traffic, Transport, and Spatial Planning	The Ombudsman concluded that the conduct under review was improper. In this case, the Minister of VWRP was advised to make a decision on the notification form that the petitioner submitted to UD RQI in November 2024. In view of the fact that UD RQI has already conducted some investigation in this case, the Ombudsman considers a period of four weeks from the date of this report to be reasonable for concluding this matter. The Ombudsman has advised the Minister of VWRP to require the staff of the implementing organizations and agencies under his responsibility to provide citizens with adequate information about their pending cases in a timely manner.	None	Efficiency, transparency, and reliability
7	20250170	On February 20, 2025, a political party requested the Ombudsman to investigate the propriety of conduct by the Electoral Council of Curacao (ECC). The party argues—in short—that it disagrees with the ECC's decision of February 5, 2025, regarding its complaint of February 4, 2025. In this regard, the party argues, among other things, that the ECC did not address all of the delinquent issues and that the decision on the complaint was, moreover, delivered too late.	Electoral Council of Curacao	In this case, the Ombudsman concluded that the Electoral Council did not act improperly. However, it is true that the ECC failed to establish and publish a formal complaints procedure. In accordance with Article 26, paragraph 5, of the Law on the Supreme Electoral Council, the Ombudsman recommended that the ECC establish this complaint procedure within six months of the date of this report.	None	None
8	20250721	The petitioner requested the Ombudsman, by petition dated March 31, 2023, received by the Ombudsman on May 10, 2023, to investigate the propriety of conduct by the Minister of Traffic, Transport, and Spatial Planning (hereinafter, Minister of VWRP). The petitioner states, in short, that to date he has not received a response from the Minister of VWRP to his letter of December 23, 2022, in that letter, he complains about significant obstacles to accessing his home, caused by work in the area to install so-called community mailboxes.	Ministry of traffic, Transport, and Spatial Planning	The Ombudsman concluded that the conduct under investigation was improper and made the following recommendations to the Minister of VWRP in this regard: I. Respond in writing to the petitioner's letter of December 23, 2022, within four weeks of the date of this report. II. Follow through on the commitment made during the hearing on February 12, 2025, to remove the foundation installed in the street in question, in order to remove the obstruction to access to the petitioner's property. III. Impose an obligation on the staff of the implementing organizations and agencies under his responsibility to inform citizens in a timely and adequate manner about the progress of their pending cases.	None	Efficiency, transparency, and reliability
9	20240475	On May 26, 2024, the petitioner requested the Ombudsman to investigate the propriety of conduct attributable to the Minister of Traffic, Transport, and Spatial Planning (VWRP). The petitioner states that she has not received a response to her claim for compensation, which she submitted on October 16, 2023, through the complaints office of the Ministry of VWRP. The claim for compensation was prompted by a crash falling on the petitioner's vehicle while she was driving on Schottegatweg Oost near Mensing's Caminada on June 9, 2023.	Ministry of traffic, Transport, and Spatial Planning	The Ombudsman concluded that the conduct under investigation was improper. The following recommendations were made to the Minister of VWRP: I. The Ombudsman recommends that the Minister of VWRP issue a written, reasoned decision on the petitioner's claim for damages dated October 16, 2023, within four weeks of the date of this report. II. Finally, the Ombudsman recommends that the Minister of VWRP require employees of implementing organizations and other agencies under his responsibility to inform citizens in a timely and adequate manner about the progress of their pending cases.	None	Efficiency and open and transparent conduct

#	File number	Description	Administrative body/agency	Recommendations	Response from administrative body/agency	Violated standards of propriety
10	20250179	On February 19, 2025, the petitioner requested that the Ombudsman investigate the propriety of conduct by the Minister of Finance. In short, the petitioner states that he has not yet received a response to his letter of October 12, 2023, which was registered with the government under reference number 2023/YYYYV. In that letter, the petitioner requests that the Minister of Finance respectfully inform him of the allowance he received from 2005 through 2010, while he was on active duty, into his base salary.	Ministry of Finance	The Ombudsman concluded that the conduct under review was not proper. The Ombudsman recommends that the Minister of Finance, after consultation with the Minister of Finance, take a decision (or have a decision taken) on the petitioner's request of October 12, 2023, within eight weeks of the date of this report.	None	Efficiency and open and transparent conduct
11	20240650	On August 5, 2024, the petitioner requested that the Ombudsman investigate a possible violation of her daughter's (hereinafter: the child) rights by a day-care center (hereinafter: the school). According to the complainant, the school in question did not properly handle the complainant's child's illness regarding an incident that took place on May 22, 2024, and in which the child was involved. The complainant believes, among other things, that the school's response to her complaint was not handled impartially.	A day-care center	The Ombudsman concluded that the school's handling of the complaint was proper. However, the Ombudsman recommends that the school, in accordance with Article 18 of the Curaçao Children's Ordinance and the best interests of the child, take appropriate measures within eight weeks of the date of this report to improve playground safety, including the installation of adequate fall protection.	None	Efficiency and Reliability
12	2024/0/51	On September 17, 2024, a group of police officers (hereinafter: the petitioners) requested that the Ombudsman conduct an investigation into the propriety of the conduct of the Minister of Justice. The petitioners argue—in short—that to date they have not received a response from the Minister of Justice to their letter of March 2, 2023, in which they requested, through the intervention of the Chief of the Curaçao Police Force, a reclassification and revaluation of their position.	Ministry of Justice	The Ombudsman concluded that the Minister of Justice's failure to respond to the petitioners' letter was improper. The Ombudsman advises the Minister of Justice to respond in writing to the petitioners' request, dated March 2, 2023, no later than twelve weeks after the date of this report, taking into account the agreements made during the hearing.	None	Efficiency and Reliability
13	20241010	On November 16, 2024, the petitioner submitted a request to the Ombudsman to investigate the propriety of two instances of conduct attributable to the Minister of Social Development, Labor, and Welfare (hereinafter: Minister of SDAW). The petitioner argues—in short—that employees of the labor sector of the Ministry of SDAW handled her request to challenge her dismissal by her former employer in court carelessly and without the required diligence. In addition, the petitioner argues that the labor sector wrongly refused to grant her free legal aid (714) in order to bring the alleged improper conduct of the labor sector staff before an independent judge.	Ministry of Social Development, Labor, and Welfare	In this case, the Ombudsman concluded that the actions under review were, for the most part, improper. The Ombudsman recommends that the Minister of Social Affairs and Employment: I. ensure that decisions on applications for free legal aid are always issued in writing and sufficiently substantiated, stating the available legal remedies and deadlines, regardless of the outcome of the application. II. to formalize in writing, within six weeks of the date of this report, the rejection of the petitioner's application for free legal aid to bring the allegedly improper conduct of the labor sector staff before an independent judge, within six weeks of the date of this report, to be formally documented in writing in the form of a reasoned and appealable decision, stating the available legal remedies and deadlines. III. no later than four months after the date of this report, to adopt supplementary (written) policy for the handling of applications for free legal aid in situations where vulnerable citizens wish to bring the government's actions before an independent court themselves, with explicit attention paid to, among other things, the requirement for a careful and individual assessment of the circumstances of the case.	None	Good communication and fair play

H.	File number	Description	Administrative body/agency	Recommendations	Response from administrative body/agency	Wider standards of propriety
14	20240070	On November 12, 2024, the petitioner requested that the Ombudsman investigate the propriety of the conduct of the Minister of Justice. The petitioner states: "In short — but to date: he has not received a response to the letter of December 22, 2023, which he sent to the Minister of Justice and in which the Minister of Justice is reminded of the implementation of the judgment of the Civil Service Court of Curacao dated May 29, 2022."	Ministry of Justice	The Ombudsman concluded that failing to respond to the petitioner's letter — and thereby effectively refusing to implement the administrative body's ruling — was improper. The Minister of Justice has been advised to respond to the petitioner's letter of December 22, 2023, taking the report into account and doing so within eight weeks of issuance.	None	Fiduciary and good communication
15	20240180	On June 19, 2025, the petitioner requested that the Ombudsman conduct an investigation into the propriety of conduct attributable to the Minister of Traffic, Transport, and Spatial Planning (VVRP). The petitioner states: "In short — but to date he has received no response from the Public Works Implementation Agency (UO CW) to his complaint regarding sewage and other nuisances in his residential neighborhood. The petitioner further states in this regard that the government has not performed any structural maintenance on the drainage system for years."	Ministry of Traffic, Transport, and Spatial Planning	In this case, the Ombudsman concluded that the conduct under investigation was improper. The Minister of VVRP was advised to inform the petitioner in writing, within six weeks of the date of the report, regarding how his various complaints have been or will be handled.	None	Transparency and good communication



PROFIEL KINDEROMBUDSMAN

De Landsverordening kinderombudsman [P.B. 2020, no. 128] is op 20 november 2020 bij landsbesluit van de 20^{ste} november 2020, no.20/1705 [P.B. 2020, no. 129] in werking getreden. Hierdoor is de wettelijke verplichting ontstaan om een ombudsman-plaatsvervanger aan te wijzen die het ambt van Kinderombudsman zal moeten uitoefenen. De werving en selectie van de kandidaten die aan de Staten van Curaçao zullen worden voorgelegd voor benoeming in het ambt van Kinderombudsman, geschiedt door de Ombudsman van Curaçao, overeenkomstig de bepalingen van de Landsverordening ombudsman [A.B. 2010, no. 87] zoals gewijzigd bij de Landsverordening kinderombudsman].

Als onderdeel van een Hoog College van Staat wordt van de Kinderombudsman een zelfstandige uitvoering verwacht van minstens de volgende taken:

- het geven van voorlichting en informatie over rechten van jeugdigen;
- het gevraagd en ongevraagd advies geven aan de regering en aan de Staten over respectievelijk wetgeving die en beleid dat de rechten van jeugdigen raken;
- het instellen van onderzoek naar de eerbiediging van de rechten van jeugdigen;
- het houden van toezicht op de wijze waarop klachten van jeugdigen of hun wettelijke vertegenwoordigers door de daartoe bevoegde bestuursorganen of privaatrechtelijke organisaties worden behandeld.

Functie-eisen

De Kinderombudsman bevordert de eerbiediging van de rechten van jeugdigen door bestuursorganen en privaatrechtelijke organisaties. Hierbij houdt de Kinderombudsman expliciet rekening met het belang en de mening van de jeugdige die in staat is om een eigen mening te vormen. Vanzelfsprekend onderhoudt de Kinderombudsman contact met de wettelijke vertegenwoordiger(s) van jeugdigen, en verder met alle stakeholders die op de een of andere manier betrokken zijn bij de behartiging van de belangen van jeugdigen. Als een gezaghebbende deskundige op het gebied van kinderrechten, levert de Kinderombudsman een onafhankelijke bijdrage aan het realiseren van de doelstellingen van het Internationaal Verdrag inzake de Rechten van het Kind [IVRK] in de Curaçaose gemeenschap. Om het ambt van Kinderombudsman uit te kunnen oefenen, voldoet de kandidaat tenminste aan de volgende functie-eisen:

- een afgeronde academische opleiding [een rechtenstudie is een pre];
- ruime en gedegen kennis van kinderrechten;
- oprechte motivatie voor de inhoud van het werk van Kinderombudsman;
- gedegen kennis van de lokale sociale, politieke, culturele en bestuurlijke verhoudingen en ontwikkelingen;
- sterk ontwikkeld analytisch vermogen;

- uitgebreide ervaring met het doen van onderzoek;
- aantoonbare managementervaring en managementvaardigheden;
- onpartijdig en onafhankelijk;
- onbesproken en onberispelijke persoonlijke reputatie;
- diplomatieke houding;
- bruggenbouwer;
- teamspeler;
- oplossingsgerichte instelling;
- stressbestendig;
- uitstekend ontwikkelde sociale- en communicatieve vaardigheden;
- goede mondelinge en schriftelijke beheersing van de officiële talen van Curaçao [beheersing van de Spaanse taal is een pre].

Appendix 4 : Budget Expenditure 2025

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AP0004 per dienst
SAOMATH Vanaf 1 januari t/m 31 Periode 14 2025

Beschrijving	Oorspronkelijk budget	Begrotingswijziging	Totaal budget	Werkelijke inkomsten/uitgaven	Openstaande verplichtingen	Totale uitputting	Restant budget
10 Staatsorganen en ov.Alg.Org.							
02 Algemeen beheer Staatsorganen							
100203 Ombudsman							
4211 Salarissen,Lonen&Bezoldiging	758.000,00	76.394,00	834.394,00	834.393,93		834.393,93	,07
4212 Overwerk	7.700,00	7.700,00-					
4213 Kindertoelage		3.680,00	3.680,00	3.240,00		3.240,00	440,00
4214 Vakantietoelage	45.500,00	14.607,00	60.107,00	59.974,91		59.974,91	132,09
4216 Over. Uitg.Salarissen&Lonen	485.000,00	463.720,00-	21.280,00	10.639,88		10.639,88	10.640,12
4221 Afdracht AOV//AWW	84.000,00	14.864,00-	69.136,00	69.136,39		69.136,39	,39-
4222 Afdracht AVBZ	4.100,00	236,00	4.336,00	4.256,37		4.256,37	79,63
4225 APNA Pensioenbijdragen	91.000,00	14.758,00	105.758,00	105.757,89		105.757,89	,11
4229 Afdracht BVZ premie	73.000,00	1.943,00	74.943,00	74.942,63		74.942,63	,37
4321 Inhuur van Personeel	259.000,00	106.500,00-	152.500,00	152.446,37		152.446,37	53,63
4322 Kosten Rechtsbijstand	75.000,00	75.000,00-					
4323 Kosten Vertaling&Vertolking	8.000,00	2.000,00-	6.000,00	5.296,96		5.296,96	703,04
4324 Stag. Vrijw. & Vakantiejobs	12.000,00	4.000,00-	8.000,00	7.460,00		7.460,00	540,00
4331 Werving Personeel	50.000,00	50.000,00-					
4332 Uitzending & Detachering	85.000,00	24.500,00-	24.500,00-				24.500,00-
4334 Opleiding & Training	25.400,00	37.000,00-	48.000,00	47.830,79		47.830,79	169,21
4337 Vervoer	45.000,00	22.500,00-	2.900,00	3.780,00		3.780,00	880,00-
4338 Vergaderkosten&Presentiegeld	250.000,00	28.000,00-	17.000,00	16.916,24		16.916,24	83,76
4339 Representatie&Voorlichting	75.000,00	70.000,00-	180.000,00	174.671,46	6.442,05	181.113,51	1.113,51-
4341 Vervoer, Reis&Verblijfkosten	900.000,00	30.000,00	105.000,00	104.780,14		104.780,14	219,86
4352 Onderhoud Gebouwen&Terreinen	40.000,00	559.500,00	1.459.500,00	1.458.386,11		1.458.386,11	1.113,89
4353 Verz. & Belast. Huisvesting	84.000,00	16.000,00-	24.000,00	22.102,42		22.102,42	1.897,58
4354 Verbruik Nutsvoorzieningen	6.800,00	16.200,00	100.200,00	99.247,62		99.247,62	952,38
4355 Huur Duurzame Roerende Goed.	50.000,00	2.500,00-	4.300,00	3.667,16	246,98	3.914,14	385,86
4356 Onderhoud Duurz.Roer. Goed.	25.000,00	23.500,00-	26.500,00	23.398,09	1.356,80	24.754,89	1.745,11
4357 Overig Huisvesting	15.000,00	13.500,00-	11.500,00	11.020,47		11.020,47	479,53
4371 Huur & Lease Kantooruitrust.	200.000,00	13.700,00	28.700,00	27.805,00		27.805,00	895,00
4372 Onderhoud Kantooruitrusting	165.000,00	1.000,00-	199.000,00	198.860,66		198.860,66	139,34
4373 Kleine Inventarisgoederen	45.000,00	6.000,00-	39.000,00	160.685,35	5.003,62	165.688,97	688,97-
4374 Telefoon & Faxkosten	2.000,00	1.900,00-	100,00	37.492,71	266,07	37.758,78	1.241,22
4375 Porto & Vrachtkosten	30.000,00	8.500,00-	21.500,00	86,03		86,03	13,97
4376 Abonnementen & Lektuur	6.000,00	6.000,00-		21.423,92		21.423,92	76,08
4377 Contributies&Lidmaatschappen	200.000,00	102.100,00-	97.900,00	97.812,33		97.812,33	87,67
4378 Publieke Voorlichting	80.000,00	48.700,00	128.700,00	128.589,80		128.589,80	110,20
4379 Advieskosten	45.000,00	55.000,00-	10.000,00-				10.000,00-
4380 Accountantskosten	3.000,00	3.000,00-					
4381 Overige Kantoorexploitatie							

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Budgetuitputting
per dienst
Vanaf 1 januari t/m 31 Periode 14 2025

Beschrijving	Oorspronkelijk budget	Begrotingswijziging	Totaal budget	Werkelijke inkomsten/uitgaven	Openstaande verplichtingen	Totale uitputting	Restant budget
4422 Onderhoud Voertuigen	7.500,00		7.500,00	6.555,60	10,80	6.566,40	933,60
4423 Verbruik Benzine & Olie	7.000,00	5.000,00-	2.000,00	2.000,00		2.000,00	
4424 Verzek.&Belast.Openb.vervoer	14.200,00	8.100,00-	6.100,00	6.090,68		6.090,68	9,32
4426 Overig Openbaar Vervoer	300,00		300,00				300,00
4467 Overig Uitbesteed Werk	240.000,00		240.000,00	239.502,11		239.502,11	497,89
4511 Normale Afschrijvingen	117.784,00		117.784,00	283.502,89		283.502,89	165.718,89-
4913 Gebouwen	240.000,00		240.000,00	240.000,00		240.000,00	
4921 Kantoor Inrichting	400.000,00		400.000,00	399.961,26		399.961,26	38,74
4922 Kantoor Apparatuur	200.000,00		200.000,00	199.057,30	6.052,60	205.109,90	5.109,90-
100203 Ombudsman	5.556.284,00	378.166,00-	5.178.118,00	5.342.771,47	19.378,92	5.362.150,39	184.032,39-
02 Algemeen beheer Staatsorganen	5.556.284,00	378.166,00-	5.178.118,00	5.342.771,47	19.378,92	5.362.150,39	184.032,39-
10 Staatsorganen en ov.Alg.Org.	5.556.284,00	378.166,00-	5.178.118,00	5.342.771,47	19.378,92	5.362.150,39	184.032,39-



Behoorlijkheidscode

Toetsingskader voor overheidshandelen door de
Ombudsman van Curaçao

2025



www.ombudsman.cw



Ombudsman Curaçao

INLEIDING

Een behoorlijk functionerende overheid vormt de ruggengraat van een rechtvaardige samenleving. De Ombudsman ziet hierop toe door burgers te beschermen tegen tekortschietend overheidsoptreden, zowel bij de voorbereiding en uitvoering van besluiten als bij de wijze waarop burgers en andere verzoekers worden bejegend.

De Behoorlijkheidscode biedt een helder en herkenbaar toetsingskader voor gerechtvaardigde verwachtingen ten aanzien van het handelen van de overheid in al haar verschijningsvormen. Dit toetsingskader is gebaseerd op actuele maatschappelijke en bestuurlijke inzichten en vertaalt deze naar vier kernwaarden die richtinggevend zijn voor behoorlijk overheidshandelen:

- A. Open en duidelijk
- B. Respectvol
- C. Mensgericht en oplossingsgericht
- D. Eerlijk en betrouwbaar

Deze kernwaarden zijn nader uitgewerkt in negentien normen die samen het uitgangspunt vormen voor de onafhankelijke en onpartijdige beoordeling van het handelen van de overheid door de Ombudsman.

Daarnaast bieden de normen burgers en andere verzoekers een concreet instrument om het handelen van de overheid zelf te toetsen. Voor bestuursorganen en overheidsentiteiten vormen zij een praktische leidraad voor zelfreflectie en verdere professionalisering van de dienstverlening. Daarmee bevordert de Behoorlijkheidscode het vertrouwen tussen burger en overheid.

KERNWAARDEN EN NORMEN VOOR BEHOORLIJK OVERHEIDSHANDELEN

A. *Open en duidelijk*

1. **Transparant**

De overheid verschaft tijdig inzicht in haar algemene besluiten en processen, en maakt de daarbij behorende procedures en belangenafwegingen inzichtelijk voor burgers. Burgers en anderen moeten in algemene zin kunnen begrijpen waarom een bepaalde beslissing wel of niet is genomen, en op welke wijze een genomen beslissing zal worden uitgevoerd.

2. **Goede informatieverstrekking**

De informatie die door de overheid in concrete gevallen wordt verstrekt, al dan niet op verzoek, is juist, duidelijk, volledig en (afhankelijk van de persoonlijke situatie van de burger) toegankelijk. Burgers moeten kunnen weten waar zij aan toe zijn om weloverwogen keuzes te kunnen maken.

3. **Goede motivering**

Beslissingen van de overheid moeten inhoudelijk deugdelijk en begrijpelijk zijn. Dit betekent onder meer dat de feitenvaststelling klopt en dat de afweging van belangen zorgvuldig, inzichtelijk en juridisch correct is opgebouwd. De burger moet concreet kunnen begrijpen waarom een bepaalde beslissing is genomen.

4. **Luisteren naar de burger**

De overheid biedt burgers actief de mogelijkheid tot inspraak en luistert naar hun signalen en ervaringen. De overheid erkent de waarde van deze inbreng en betreft die op zichtbare wijze bij de voorbereiding, uitvoering en evaluatie van haar optreden.

B. Respectvol

5. Fatsoenlijke bejegening

Burgers hebben recht op een respectvolle en hulpvaardige bejegening door de overheid, ongeacht hun achtergrond of standpunt. In de communicatie houdt de overheid zoveel mogelijk rekening met de persoonlijke omstandigheden van de burger en treedt zij op met empathie en vriendelijkheid, waarbij burgers steeds gelijkwaardig worden behandeld.

6. Fair play

De overheid handelt volgens duidelijke en kenbare regels en maakt geen oneigenlijk gebruik van haar machtspositie. Burgers worden actief en tijdig gewezen op hun procedurele mogelijkheden tot rechtsbescherming en het doorlopen van klachtenprocedures. De overheid waarborgt de mogelijkheid voor burgers om op gelijke wijze hun standpunt naar voren te brengen.

7. Respecteren van grondrechten

De overheid eerbiedigt bij al haar handelen de grondrechten van burgers en weegt deze zorgvuldig af. De overheid beperkt grondrechten alleen als dit wettelijk is toegestaan, noodzakelijk is en in verhouding staat tot het doel. Bij klassieke grondrechten, zoals het recht op privacy of de vrijheid van meningsuiting, houdt respect in dat de overheid zich onthoudt van onnodige inmenging. Voor sociale grondrechten, zoals het recht op onderwijs, bestaanszekerheid of gezondheidszorg, betekent respect juist dat de overheid zich actief inzet om deze rechten te realiseren en te beschermen.

8. Evenredigheid

De overheid handelt evenredig en houdt bij haar beslissingen en optreden rekening met de gevolgen voor burgers. De ingezette middelen mogen niet zwaarder zijn dan noodzakelijk is om het beoogde doel te bereiken. Waar mogelijk kiest de overheid voor de minst ingrijpende oplossingen.

9. Bijzondere zorg

De overheid verleent bijzondere zorg aan personen die feitelijk of juridisch onder haar toezicht of hoede zijn geplaatst, zoals gedetineerden of jongeren in gesloten instellingen, maar ook mensen in opvangsituaties. De overheid draagt zorg voor passende voorzieningen, begeleiding en (rechts)bescherming, afgestemd op de specifieke situatie en behoeften van deze personen.

C. *Mensgericht en oplossingsgericht*

10. Maatwerk

De overheid past haar handelen aan op de individuele omstandigheden van burgers wanneer standaardprocedures of algemene regels tot onevenredige gevolgen leiden. Daarbij zoekt de overheid naar oplossingen die juridisch en praktisch haalbaar zijn, en die zijn afgestemd op de concrete situatie en het perspectief van de burger.

11. Samenwerking

Overheidsinstanties werken, op verzoek of uit eigen beweging, samen wanneer dit nodig is om burgers effectief en klantgericht van dienst te zijn. Goede samenwerking vindt plaats zowel tussen verschillende organisaties (extern) als binnen een overheidsorganisatie zelf (intern tussen afdelingen of teams). De overheid voorkomt in ieder geval dat burgers zelf knelpunten tussen instanties moeten oplossen en bevordert adequate afstemming tussen haar organisaties.

12. Coulante opstelling

De overheid toont zich bereid om fouten te erkennen, hiervan te leren en biedt waar nodig haar excuses aan. Wanneer de overheid aantoonbaar onbehoorlijk heeft gehandeld, wordt een billijke compensatie (bijvoorbeeld excuses, herstel of financiële compensatie) aangeboden, ook wanneer er geen juridisch afdwingbaar recht meer bestaat, bijvoorbeeld op schadevergoeding.

13. Voortvarendheid

De overheid handelt zo snel en slagvaardig mogelijk bij het uitvoeren van haar taken. Wettelijke termijnen gelden daarbij als uiterste grenzen en worden, indien mogelijk, verkort. Wanneer geen wettelijke termijn geldt, handelt de overheid binnen een redelijke termijn die afhankelijk is van de omstandigheden van het geval. Als besluitvorming of uitvoering vertraging oploopt, informeert de overheid de burger tijdig, met een duidelijke uitleg over de reden en de concrete vervolgstappen die zullen worden genomen.

14. De-escalatie

De overheid voorkomt of beperkt escalatie in het contact met burgers door professioneel en beheerst op te treden. Als een situatie toch escaleert, doet de overheid er alles aan om deze te de-escaleren met een gepaste en proportionele reactie, om zo het vertrouwen te herstellen.

D. Eerlijk en betrouwbaar

15. Integriteit

De overheid handelt integer, eerlijk en onafhankelijk, en altijd in het algemeen belang. Burgers moeten erop kunnen vertrouwen dat personen die bij de overheid werkzaam zijn, hun persoonlijke positie, bevoegdheden, werktijd en kantoormiddelen uitsluitend inzetten voor het doel waarvoor deze zijn gegeven.

16. Betrouwbaarheid

De overheid respecteert de pijlers van de democratische rechtsstaat en legt verantwoording af over haar handelen. Burgers moeten de zekerheid hebben dat de overheid binnen het wettelijk kader handelt, rechterlijke uitspraken respecteert, toezeggingen nakomt en gewekte verwachtingen serieus neemt.

17. Onpartijdigheid

De overheid handelt zonder vooroordelen en behandelt iedere burger zoveel mogelijk op gelijke wijze. Beslissingen worden genomen op basis van feiten, en de overheid laat zich niet oneigenlijk beïnvloeden. Ook de schijn van partijdigheid of voorkeursbehandeling wordt actief vermeden.

18. Goede voorbereiding

De overheid handelt op grond van volledige en betrouwbare informatie. Zij verzamelt daartoe alle relevante feiten, documenten, inlichtingen en zienswijzen, en verwerkt deze zorgvuldig.

19. Goede organisatie

De overheid richt haar organisatie en administratie zo in dat de dienstverlening aan burgers efficiënt en toegankelijk is. Burgers moeten de overheid via verschillende kanalen (bijvoorbeeld digitaal, telefonisch of fysiek) kunnen bereiken. De continuïteit van de dienstverlening wordt ondersteund door goed functionerende (digitale) systemen en effectieve samenwerking. Bij het gebruik van digitale systemen, algoritmen of kunstmatige intelligentie waarborgt de overheid uitlegbaarheid, transparantie en menselijke controle. Verzamelde informatie wordt veilig beheerd en duurzaam gearchiveerd.

 **Schottegatweg Oost 112, Curaçao**
 **+5999 4610303**
 **info@ombudsman.cw**
 **www.ombudsman.cw**

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