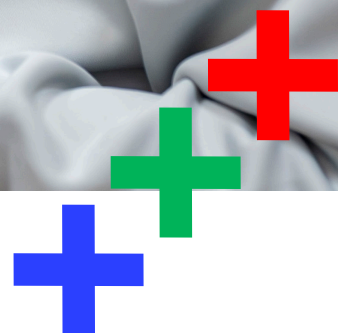


We have a dream!

Roadmap 2030



zonova | opvang & onderwijs





Foreword

Welcome to Zuidoost

Welcome to the vibrant heart of Amsterdam, where the world comes together. Home to over 92,000 incredible people, with roots in at least 173 countries. Welcome to a dynamic, creative and ambitious community of the Netherlands, full of energy and driven by the hope of a brighter future. Not just for themselves, but for their children and the generations to come. Welcome to the “City of the Future”, as our Bijlmermeer was called when it was developed in the late 1960s. An inclusive city, proud of its cultural diversity, where people celebrate differences and support each other. Welcome to Zuidoost, where we care for all children as a community. We offer them the space, encouragement, and opportunities they need to thrive, so they help create a better, fairer, and more just world—for everyone.

Welcome to Zonova opvang & onderwijs (Childcare & Education)

We are Zonova opvang & onderwijs (Childcare & Education). We are Zuidoost. We are the Bijlmer. We are woven into the DNA of this community. At Zonova, we are here to guide every child—from age 2 to 13, and soon from birth onward—on their journey through life. We are here to help and support parents, families, and all those raising the children of Amsterdam-Zuidoost with care and commitment. We offer children a second home. We offer more than education—we provide children with a second home. A safe, nurturing space where childcare and primary education are seamlessly connected. That is our promise to the children and parents of Zuidoost. We are here so that every child feels seen, valued, and accepted—just as they are. We stimulate their curiosity and imagination. We encourage children to explore their talents and give them the opportunities that every child deserves. We are here to guide all children on their journey as global citizens. Because we believe in every child in Zuidoost. We are here—for all children of Amsterdam-Zuidoost. Out of love for them.

Welcome to our Dream

We have a dream! Following in the footsteps of Martin Luther King Jr., we believe that dreams can shape a better future. In this plan, we share our vision for the children of Amsterdam-Zuidoost. This plan will be published in 2025, the year

after Zonova and Swazoom Kinderopvang join forces to become one integrated child development organisation: Zonova opvang & onderwijs (Childcare & Education). As a vital part of the Amsterdam-Zuidoost community, we are proud to make a daily impact. Over 750 dedicated educators, childcare professionals, and volunteers support more than 5,500 children each day. In 2025, we will continue to serve children aged 2 to 13, and in the years ahead, we will extend our care to include children from birth onward. We work across 25 preschools, 19 primary schools, and multiple after-school care (BSO) locations. Our presence in Zuidoost is significant, and we are proud to contribute to the growth and development of every child in our care.

By merging our childcare and education organisations, we are better positioned to make a lasting difference in the lives of children in Zuidoost—and to help build a stronger community. This 2030 Roadmap sets out our ambitions, focusing on inclusivity, innovation and collaboration. Our efforts to sustainably improve the quality of our childcare centres are guided by the theory of “multicultural education”, developed by African-American educator James Banks. This theory is also highly applicable to childcare. With this plan, we are bringing our dream to life—driven by both the heart (our passion and inspiration) and the head (our reasoning, grounded in scientific research). At its core, our goal is to give every child the space to grow and reach their full potential. That is our dream and the goal of this plan.

2030 Roadmap

This plan was developed with contributions from across our organisation, with children at the heart. They shared their dreams with us and inspired us to describe our goals and promises. The plan was further developed by professionals, parents, supervisors, employee representatives and partners from the Zuidoost community and beyond.

In this public version, we outline the key elements of our comprehensive 2030 Roadmap. Each Zonova location will contribute to bringing our goals and promises to life through its annual plans. We invite everyone to participate in realising this shared dream: children, parents, professionals, organisations and communities in the neighbourhoods, policymakers and other stakeholders. Together, we are building a solid foundation for learning and development for the next generation of global citizens.

“I want to feel safe, happy
and comfortable.”



Mission, Vision and Core Values

Our mission

At Zonova opvang & onderwijs (Childcare & Education), our renewed mission is clear:

**To help every child in Zuidoost
become the best version of
themselves—so they can shape the
future as active global citizens.**

Our vision

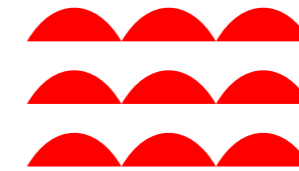
We believe in a future where every child—regardless of background or circumstance—can grow into a self-aware, active and engaged global citizen. This belief is the driving force behind everything we do. We hold high expectations for every child in Amsterdam-Zuidoost, recognising that each one has unique talents and potential. It is our privilege to help children discover those talents and support them in reaching their fullest potential.

Together with parents, the community and educators, we are building a culture where learning, exploration, and play go hand in hand. We combine the best of pedagogy and education to offer a rich and broad range of activities that meet the unique needs of children in Amsterdam-Zuidoost. This integrated approach to childcare and education requires courage and innovation. We are committed to pushing boundaries and rethinking traditions—always in pursuit of the best outcomes for children.

In line with this vision, we have further developed our vision for the child, the parents, the community and our professionals. This vision reflects our core values of ubuntu, optimism and resilience, which we describe below.



“My dream is
to take cooking and
baking lessons too.”



Our Vision for Our Children

It is possible! We believe in educational optimism and see talent in every child. Every child is unique and learns and develops in their own way, at their own pace. We view children from a holistic perspective, in which all aspects of the child are important. That’s why we give children the space to dream, explore, and thrive in ways that honour who they are. Whether a child needs extra support or simply a moment of encouragement, we meet them where they are. We adapt to the child—not the other way around. We have a special message for all children—and especially for children of colour, children growing up in poverty, and those who face instability at home: we see you, we hear you, we stand with you, we care about you and we think you are perfect – exactly as you are. You belong. You are worthy of love. You are the future of Zuidoost and the future of the world.

Our Vision for Our Parents and Caregivers

Parents are our natural educational partners. Only by working together can we guide children to become self-aware, active, and engaged global citizens. That’s why listening to parents is a top priority for us. We understand that happy, healthy children develop and learn best. That’s why we emphasize the importance of every child eating and drinking healthily, getting plenty of exercise, and spending time playing outdoors. We also recognize the critical role of a good night’s sleep. Most importantly, every child must feel physically and socially-emotionally safe—at home, in the neighbourhood, at childcare, and at school. These are fundamental conditions for learning and development, and as educators, we can only truly support these needs in collaboration with parents.

Every parent wants the best for their child. We are dedicated to supporting parents who place their trust in our educators and childcare professionals each day. This trust is not something we take for granted—it humbles us and fills us with gratitude. We hold deep respect for all parents, recognising that raising children is one of life’s greatest challenges. We are aware that some parents in

our district face complex and challenging circumstances. We approach this with deep understanding and respect. Together with our social partners and the Zuidoost community, we are committed to offering support, guidance, and assistance to help parents navigate the difficulties of raising their children. This is how we stand alongside them.

Children in Zuidoost are often supported by more than just their parents. Alongside parents, many children are cared for by foster parents, older siblings, devoted neighbours, or close family friends. What matters most is not the biological connection, but the genuine love shown to the child. When we speak of “parents”, we do so in the broadest sense—including all caregivers and educators who play a meaningful role in a child’s life. For us, working with parents means working with the entire circle of care surrounding each child.

We offer parents a wide range of childcare and education options, allowing them to choose a childcare location or primary school that suits them, their lifestyle and their vision. This includes a mix of public schools, schools with a philosophical or religious foundation, and a variety of educational approaches aligned with Zonova’s childcare philosophy. This means that every child can find suitable childcare and education in Zuidoost.

Our Vision for Our Community

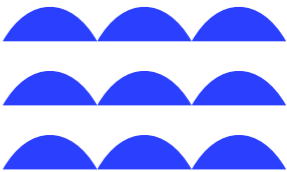
Our multi-diverse Zuidoost is home to residents from all over the world. Many have an Afro-Caribbean background and are deeply familiar with the saying: “It takes a village to raise a child.” This community is made up of both formal and informal networks—from dedicated family members and friends to neighbours, church and mosque communities, and other engaged local residents who support and guide children in their development. This community is resilient and knows how to successfully tackle major challenges. We are passing on the resilience of the Zuidoost community, our community, to the next generation of residents of Zuidoost: our children. As educators and pedagogical professionals, we are most effective in fulfilling our mission when we work in close partnership with the community. Our Integrated Child Centre (IKC) management teams are positioned at the very heart of society. Our childcare centres and schools serve as vital bridges between the formal and informal networks that surround and support children in Zuidoost.

Our Vision for Our Professionals

Our childcare professionals and educators could choose to work anywhere in the city—or the country. But they have deliberately chosen Zuidoost, drawn by their love for the unique and vibrant children in our district. They are experts, role models, and advocates for an inclusive and equitable society. Deeply committed to serving parents and families, these professionals bring not only their qualifications, but also their understanding of the local context. They know how our children grow up. They are—or aspire to be—an integral part of the Zonova community. With their knowledge, sensitivity, and skill, they provide children with the best possible support in their learning and development. This includes deep professional expertise, understanding of children’s brain development, attunement to individual needs, the ability to adapt and differentiate their approach.

Zonova professionals are given and take opportunities to continue learning and developing professionally. This commitment allows them to lead by example. They’re not afraid to think and act differently, approach their work with optimism, and embrace new opportunities. They also prioritise their well-being—both personally and professionally—enabling them to stay energetic and resilient in their roles at childcare and education locations. In doing so, they set a strong and positive example for the children. Our professionals are encouraged to be their authentic selves. There is ample space to express one’s background, religion, beliefs, culture, gender, sexual orientation, or any other identity. We are proud to be an inclusive organisation where everyone can be themselves and is respected.

“My dream is
that all children
can be their
true self.”





Our Core Values

Our core values reflect the principles that guide everything we do. They focus on the children of Amsterdam-Zuidoost, their parents, the community and our professionals. They demonstrate how we view child development and how we approach our educators and pedagogical professionals. Our core values reflect the dedication of our passionate professionals.

Ubuntu - I am because we are.

We stand for a deep connection between children, parents, the community, nature and professionals. Just as Lobi expresses love and appreciation for everything in its deepest meaning, the indigenous wisdom of Mitakuye Oyasín and Whakapapa reminds us that we are all part of a greater whole. The southern African philosophy of life, Ubuntu, invites us to experience this connectedness in compassion, empathy, love, peace, solidarity and togetherness. These values form the foundation for close collaboration —creating a safe, trusting environment where children can grow, parents are engaged, and professionals support and strengthen one another.

Optimism - It is possible!

We believe in the strength and potential of Amsterdam-Zuidoost, the energy of children, the involvement of parents, the value of the community and the passion of our professionals. We help children develop a positive outlook on the future and work constructively on the development of both our children and our professionals. Optimism is our driving force. We actively seek opportunities and trust that there is always a way forward. We prepare children for a constantly changing world by fostering skills like self-awareness, independence, creativity, critical thinking, problem-solving, and collaboration. This same optimism guides how we support and work with our professionals.

Resilience - Learning Makes Us Strong.

We guide children and professionals to develop resilience by embracing learning through mistakes. We see mistakes not as failures, but as steps forward. Resilience means rising stronger after setbacks. We encourage children to face challenges together and support one another in difficult times. We also believe in the collective strength of our professionals and community to overcome obstacles. At Zonova opvang & onderwijs (Childcare & Education), we create a safe environment, where every child feels supported and has the space to build resilience. Together, through shared learning and mutual support, we empower everyone to grow and persevere—no matter the challenges.



Strategic Goals

Zonova opvang & onderwijs (Childcare & Education) is ambitious and driven to make a positive impact on the world. We balance idealism with realism, setting high yet achievable goals because we are committed to delivering on our promises.

Developing a Zonova Quality Standard for Good Childcare and Education

Our Zonova quality standard for excellent childcare and education is based on a holistic view of child development. It is based on the model for multicultural education developed by our inspiration, the African-American educator James Banks. At Zonova, we apply this model to childcare, grounding all our work in high, positive expectations for our children. Through our quality standard, we help shape children in Amsterdam-Zuidoost into self-aware, active and engaged global citizens.

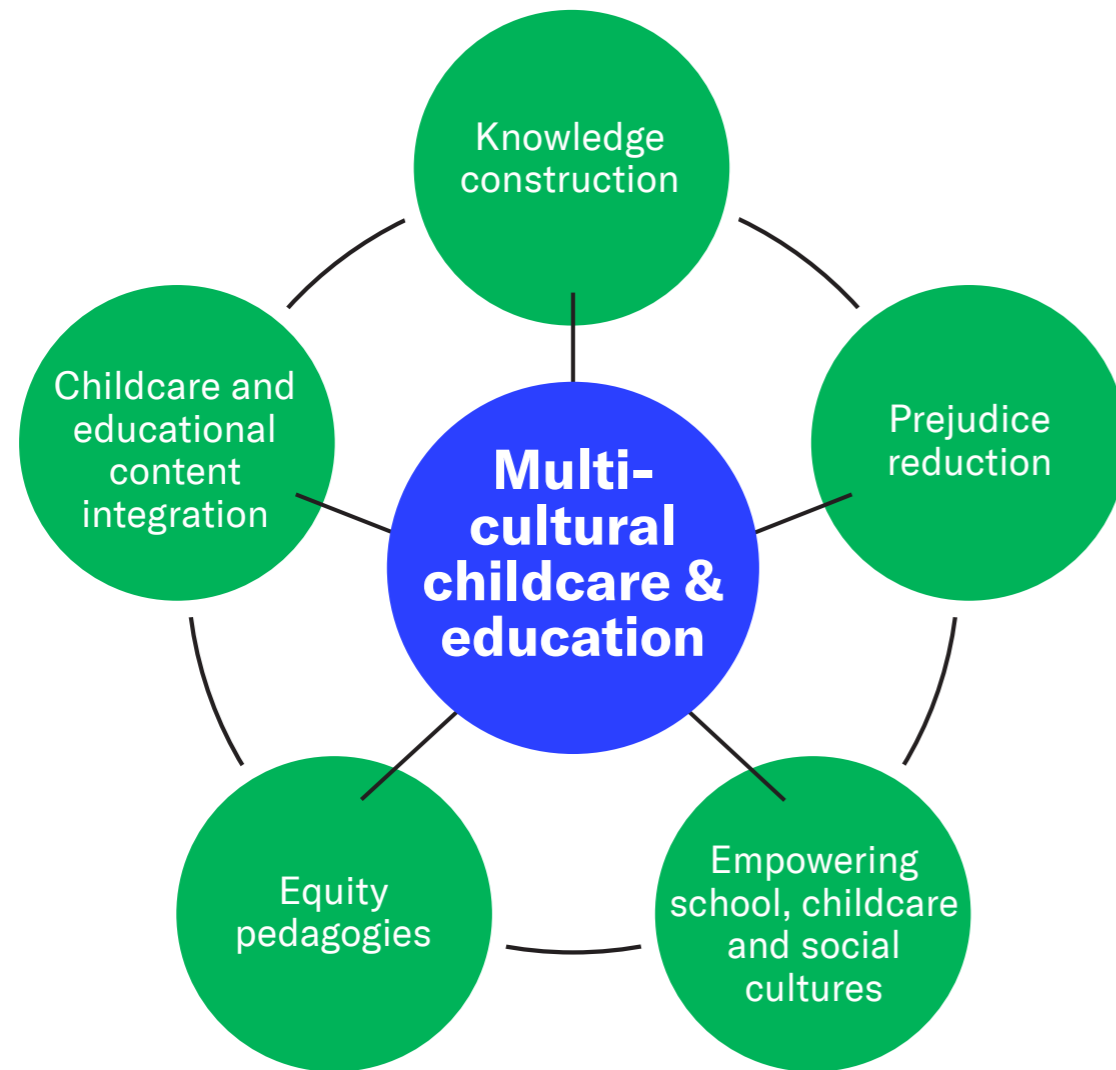
Strategic Objectives for Effective Childcare and Education

This includes the following objectives:

- Promoting education in basic skills and new educational standards
- Further developing the quality of childcare provision
- Innovation as a driver of quality
- Focusing on the Zonova quality standard with the help of a quality assurance cycle

Strategic Objectives for Inclusive Childcare and Education

In the multi-diverse community of Amsterdam-Zuidoost, our primary mission is to ensure inclusion, diversity, and equal opportunities for all children and professionals. This requires decolonising childcare and education—actively addressing and dismantling the lasting effects of colonialism. This means acknowledging how inequality and exclusion persist based on various characteristics and working to break free from the colonial past. Our goals are guided by Banks' five dimensions of multicultural education, which inspire our entire organisation and inform our approach to childcare and education.



Strategic goals for our organisation

This includes the following goals, among others:

- Further merging of two organisations
- Integrating vision and core values into our joint actions
- Organising responsibility
- Challenging individuals to pursue personal growth, development and expertise
- Enhancing good and attractive employment practices
- Growing in servant and inclusive leadership

Strategic Commitments: Zonova's Table of 10

Children are the future: the future of the world, of the Netherlands, of Amsterdam-Zuidoost and of Zonova opvang & onderwijs (Childcare & Education). But what will our childcare and education look like in 2030? What promises do we make to our children for the years ahead? And what do these promises mean in practical terms for every childcare location, school, and child centre? We answer these questions with promises to children.

Just as every child at Zonova eventually learns the "Table of 10," we are introducing "Zonova's Table of 10"—a set of goals we aim to achieve by 2030.

1. We uphold Zonova's own quality standards with ambitious goals, aligned with official inspection criteria and James Banks' five dimensions of inclusive childcare and education.
2. All children feel safe at our childcare locations, schools and child centres.
3. At least 10 of the 19 Zonova locations have become true family child centres.
4. Parents feel at home at our childcare locations, schools and child centres.
5. Community stakeholders across Amsterdam-Zuidoost recognise Zonova as a valuable partner.
6. Our partners value their collaboration with Zonova.
7. At all childcare locations, schools and childcare centres, we aim for the highest level of professional competency, with 100% of preschool staff fully qualified.
8. All our professionals can work at Zonova in a healthy and responsible manner.
9. Our professionals recommend Zonova to others as an excellent employer.
10. Zonova is a financially sound organisation.



A Roadmap to Realisation

To realise our dream for the children in Amsterdam-Zuidoost, we are drawing up an implementation-oriented programme. The action and implementation plan will serve as a guideline for achieving the goals set out in our 2030 Roadmap.

From 2025 to 2030, dedicated task forces—composed of our top professionals and, where needed, supported by external experts—will work under the guidance of a transition coach on these key strategic projects:

1. Zonova-wide quality policy
2. Strategic HRM policy
3. Formation of Inclusive Child Centres (IKC)
4. Diversity, inclusion and global citizenship
5. PR and communication: Zonova as a strong brand
6. Innovation and entrepreneurship
7. Professionalisation of business operations



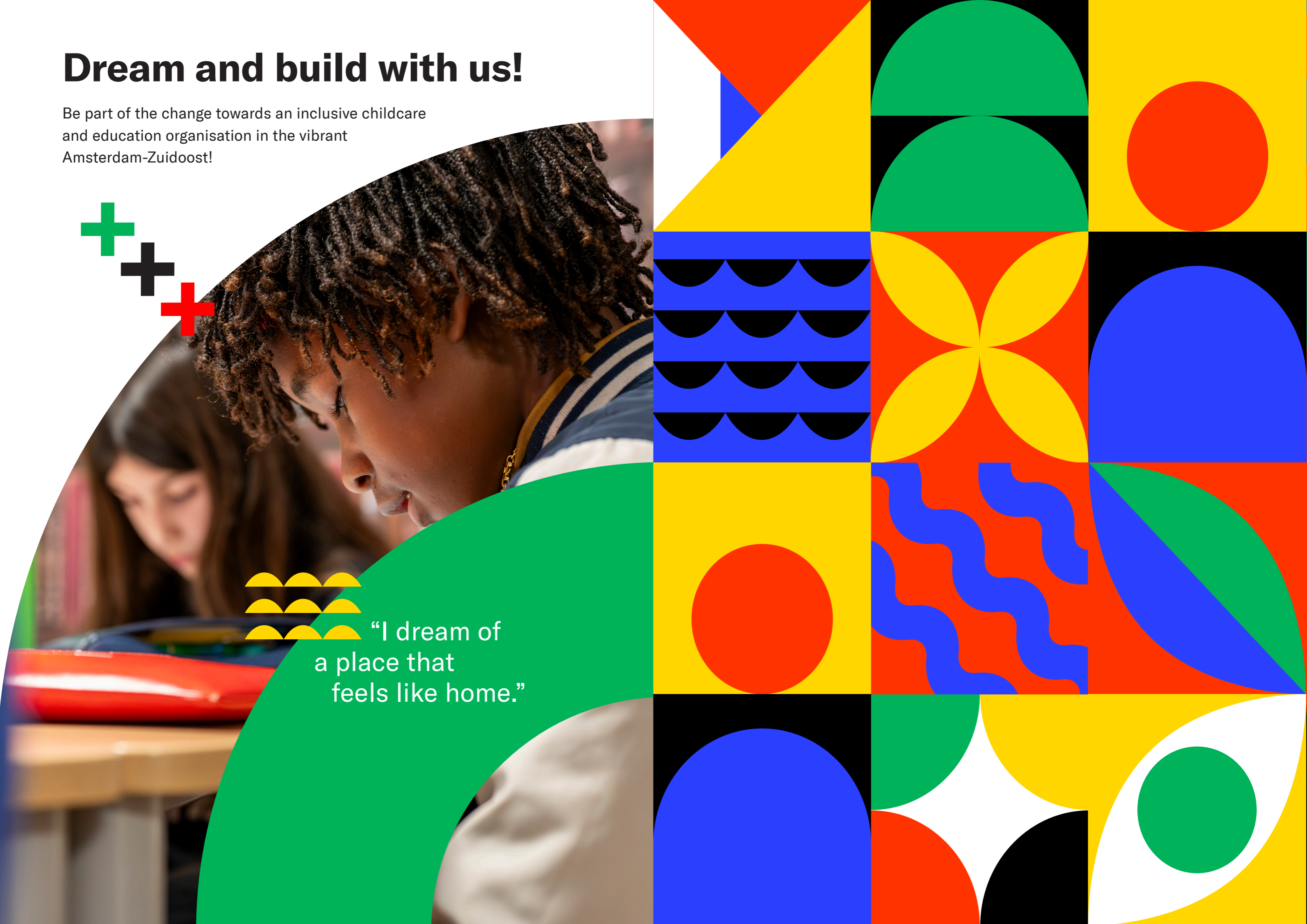
“We want a teacher who is kind, but firm when necessary.”

Dream and build with us!

Be part of the change towards an inclusive childcare
and education organisation in the vibrant
Amsterdam-Zuidoost!



“I dream of
a place that
feels like home.”





We, the world

We, the world

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