



# Annual Plan 2026

## Invest in development cooperation

Approved during the General Members' Meeting on 20 November 2025



**Samen  
Werkt.**

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# Foreword

Many organisations in the development sector are facing a period of major change. The current subsidy framework of the Ministry of Foreign Affairs will expire at the end of 2025, while new financing instruments are still being developed. And the consequences of the abolition of USAID are being felt worldwide. Even though not all our members are directly dependent on these funds, the impact affects us all: knowledge, cooperation, and continuity are under pressure.

Yet we also see something else: resilience. In recent years, we have worked with heart and soul to build partnerships that bring about real change. Together with partners, we have built bridges between the Netherlands and the global south — bridges of trust, innovation, and sustainable impact. That foundation is solid, and that gives us strength. Especially now that circumstances are changing, we must hold on to that strength and continue to reinforce each other.

In this period of transition, we need each other more than ever. By working together, sharing knowledge, and engaging in dialogue with policymakers, we can ensure that the Netherlands remains a reliable partner in international solidarity and human rights. Every day, our members and their partners demonstrate what it means to make a difference. They continue to stand up for local communities, equal opportunities, and sustainability — and continually prove how indispensable their work is.

Pressure on civil society organisations is increasing worldwide. But that is precisely why leadership committed to justice is so important. At Partos, we stand shoulder to shoulder with our members in these times of change. Together, we are working on future-proof partnerships, innovative forms of financing, and a powerful collective voice towards politics and society. Because investing in international cooperation is not a side issue — it is a necessity for a just, safe, and sustainable world.

We are not guided by fear of loss, but by confidence in what we can build together. That is the core of our campaign *Nederland is geen Eiland*, or “The Netherlands is not an Island”. This broad coalition will continue at full strength in 2026, supported by citizens, organisations, and companies that believe in solidarity across borders.

This pivotal year is not an end, but a new beginning. Let's stay the course together — with courage, vision, and the conviction that cooperation is the strongest force we have.

Liana Hoornweg

# 1. Introduction

Together with the Partos members, in 2025, we laid the foundation for a multi-year campaign that firmly puts the importance of international cooperation on the map in a changing political and social landscape. With the coalition behind the campaign *The Netherlands is not an island*, we show that solidarity is not only a sign of humanity but an investment in a just, safe, and sustainable world. The campaign will take further shape in 2026, with the aim of increasing support within politics and society, strengthening influence, and making the collective voice of the sector heard.

At the same time, the five-year Learning & Innovation program was completed in 2025 with the exciting event in November, the Partos Innovation Impulse. Many strategic partnerships in which members were actively involved were also concluded at the end of 2025. We collected impact stories and worked to safeguard the knowledge gained by producing an attractive publication, which we will promote further in 2026. Lobbying efforts concerning issues such as the ODA budget and the focus on communication with the wider public – through campaigns such as *Ontwikkeling Werkt* (Development Works) – also contributed to a stronger public debate on international solidarity. We will build on this in 2026.

Internally, Partos has taken important steps to remain future-proof. Due to the expiry of a subsidy from the Ministry of Foreign Affairs for Learning & Innovation and declining membership income, a reorganisation began in 2025 and will be completed in March 2026. This will result in a smaller core team and a new way of working. Less focus on substantive programmes, more on the role of connector, facilitator and advocate. The needs of members are central, and cooperation with partners and stakeholders is becoming more important than ever.

In 2026, we will continue to build a strong association based on connection. Our vision, mission, and ambition remain our compass: working toward a just, fair, and sustainable world for everyone. Partos supports its members in responding to the changing context, strengthens their position, and contributes to the voice of the sector—towards politics, society, and international partners. We will also work to broaden our base by involving other actors in International Cooperation or by joining initiatives from other sectors.

In the coming years, we want to further deepen our role as a connector and advocate. We will do this by actively involving members, organising knowledge exchange around their questions, developing joint services, and continuing to ensure quality and integrity. Our member meetings are moments of encounter and course setting. As Partos, we will continue to work on an association in connection, with strong and active member involvement. In this way, even in challenging times, we remain strong together – as a movement that believes in cooperation, solidarity, and hope.

## 2. Strategic goals for 2026

In a time of political uncertainty, shrinking budgets, and a changing social landscape, our course remains clear: to strengthen development cooperation through political support, social support, and sustainable partnerships.

Partos does this with, for, and through its members: together we are building a strong, connected sector that makes its social value visible and audible. In 2026, we will shift our focus to a facilitating, connecting role, in which member needs are leading. We will no longer implement substantive programs. We will act as an advocate and connector. Our four strategic goals form the common thread of the annual plan.

### 1. **Strengthening member engagement**

Deepening member engagement by encouraging active participation, knowledge sharing, and joint initiatives, with the aim of creating a strong and cohesive association.

### 2. **Strengthen policy influence and advocacy**

Actively contribute to political decision-making to protect the ODA budget and strengthen the scope of civil society organisations, so that development cooperation can continue to operate effectively and independently.

### 3. **Increasing communication and social engagement**

Strategically promoting the value, relevance, and impact of development cooperation through targeted communication and (public) campaigns, with the aim of fostering broader support and engagement in society.

### 4. **Building sustainable strategic partnerships**

Develop new, sustainable relationships with influential partners to strengthen the sector's collective position and effectiveness.



## 2.1 Strengthening member engagement: a strong and cohesive association

Partos' strength lies in its members. In 2026, we will build an active, well-connected association in which members strengthen each other, share knowledge, and exert influence together. The reorganisation of Partos requires a new way of working with a smaller team: based on cooperation, mutual solidarity, and practical support.

### **Learning & exchange**

In the first quarter of 2026, the final evaluation of the Learning & Innovation program will be completed. The results will be shared with members. We will also make use of the lessons and outcomes from various programs by making them available to members and partners.

In 2026, we will not be starting any new substantive learning/innovation programs in which Partos plays a leading role, but we will facilitate certain needs for exchange and learning among members based on member consultation and/or requests from interested parties. We will organise meetings for this purpose in which members play a central role. The Network and Learning coordinator will encourage learning and exchange among members.

### **Quality**

As a trade association, Partos wishes to keep its members well informed about quality issues. This could include learning sessions and knowledge exchange. The revision of the Partos Code of Conduct will be addressed in 2026. In addition, due to an expected revision of the ISO 9001 standard in mid-2026, the Partos 9001 standard and the self-evaluation form will also be amended. Partos will remain in close contact with the relevant department (Expertise Centre for Malpractice) of the Ministry of Foreign Affairs.

### **Integrity**

In 2026, Partos will continue to focus on integrity, with Goede Doelen Nederland playing a pioneering role by offering training courses for integrity advisors. The annual Integrity meeting for directors and employees will be organised jointly. Partos will also remain in close contact with the Ministry of Foreign Affairs, namely the Directorate for Security, Crisis Management, and Integrity.

### **Additional income for Partos**

In 2026, Partos will continue to seek opportunities for interesting program and project funding that could potentially be taken up with its members. In addition, to generate additional income for Partos, it will be examined whether existing products, such as tools and the political monitor, can be promoted within the network for a fee.

### **Shared Services**

In 2025, Partos adapted its Shared Services to the needs of our members, including a greater focus on legal services in the areas of reorganisations and personnel issues. In 2026, shared services will remain an essential means of strengthening our members and making their work

more effective. In addition, the travel agreement with Diversity Travel will expire in 2026. Given the limited internal capacity, no new tender for a travel organisation will be issued. Partos will bring members into contact with each other in search of an affordable and attractive alternative.

## Partos activities and results

### Participation & involvement:

- **At least 40% of member organisations** will participate in at least one thematic member session in 2026
- **Attendance of at least 60%** at both General Member Meetings (spring and fall)
- **Satisfaction score of at least 3.5 out of 5** in evaluations after organised meetings (scale of 1 to 5, with 1 being the lowest and 5 the highest rating)

### Services:

- **At least 25 members** will use shared services (legal, HR, or other services) in 2026
- **80% of questions** to shared services will be answered within 5 working days
- The **new Network & Learning coordinator** will be operational by March 2026, with an agenda approved by members for the second half of the year

### Integrity & Quality:

- The **revised Partos Code of Conduct** will be submitted to the General Meeting for approval in Q4 2026
- The **amended Partos 9001 certification** (following ISO revision) will be ready for implementation in Q4 2026
- The **annual Integrity Meeting** (in collaboration with Goede Doelen Nederland) was organised with at least 30 participants

### Communication:

- **At least 10 association mailings** were sent (at least once a month)

### Additional income for Partos:

- **At least 2 applications** submitted for new programs or projects (individually or jointly with members) in 2026.
- **Business case for at least two products** (tools, Political Monitor) developed and presented to the board.



## 2.2 Strengthen policy influence and advocacy: protect the ODA budget and defend the space for civil society organisations

A strong and cohesive political lobby will remain crucial in 2026. Together with its members and a broad coalition of civil society organisations, Partos is firmly committed to influencing policy to protect the ODA budget (including restoring the link between GNI and the ODA budget) and defend the space for civil society organisations, both in the Netherlands and worldwide. The central message: “The Netherlands is not an island – invest in development cooperation”, forms the backbone of our efforts.

### **Lobbying in The Hague and Europe**

In 2026, the focus will be on intensive lobbying in The Hague towards politicians and policymakers, particularly around the formation of a new government, the coalition agreement, and the ongoing budget cycle. Partos will combine public affairs and media efforts to emphasise the urgency of a robust and effective development budget. We are actively seeking cooperation with stakeholders in the field of development cooperation, including the business community, knowledge institutions, and civil society organisations. By combining political influence with public communication—through the press and joint actions—we are strengthening the visibility and legitimacy of development cooperation in society.

Partos also remains active at the European level. Through CONCORD and other networks, we are working on a consistent European course, including in preparation for the next Multiannual Financial Framework of the European Union. In addition, we maintain close contact with members and partners to present a united, powerful voice, both nationally and internationally.

An important part of this strategy is exploring new funding opportunities for the sector within and outside the Ministry of Foreign Affairs. The reality of international cooperation is changing: in addition to the new FOCUS framework, new policies, funds, and partnerships are emerging – for example, in other ministries, knowledge institutions, and in the business community. Partos is actively exploring this expansion to better position the sector within the broader foreign and sustainability policies of the Netherlands. This also includes involvement in Building Change. We are investigating what is possible with a smaller formation and will make choices at the beginning of the year.

### **Space for civil society organisations**

As in previous years, Partos is committed to the freedom of action of civil society organisations, both here and elsewhere. Partos urges the Ministry of Foreign Affairs and other ministries to be flexible in contracts with civil society organisations in unforeseen situations. In addition, we continue to urge the ministry to involve civil society actors in all aspects of foreign policy to ensure that developments are truly sustainable and inclusive.



In the course of 2026, the new 'FOCUS' instruments for strengthening civil society in low- and middle-income countries will be launched. Partos will keep a close eye on the progress of this implementation. In addition, Partos, together with its members, will advocate for the new government to expand the framework and ensure good access for civil society organisations to other programs of the Ministry of Foreign Affairs.

## Activities and results of Partos and the network

### Political influence:

- **At least 20 discussions** held with members of parliament, government officials, and senior civil servants about the ODA budget and opportunities for civil society organisations.
- **Input for and reports on all relevant parliamentary debates** or hearings on development cooperation.
- **Position papers or joint letters** submitted at a minimum of three political moments (formation, coalition agreement, budget debate).

### Network & coalition:

- **At least 40 meetings** of the Partos Lobby Group (weekly).
- **At least 8 meetings** of the Partos Lobby Network.
- **At least 6 meetings** of the Partos EU Group.
- **Participation in CONCORD's Policy Forum and General Assembly** (2 meetings).

### Strategic consultation:

- **At least 4 structural consultations** with DGIS and other relevant departments within the Ministry of Foreign Affairs about FOCUS and other frameworks.
- **Exploratory discussions** with at least 5 relevant stakeholders (other ministries outside the Ministry of Foreign Affairs) about: (financing) opportunities, industry associations, knowledge institutions, etc.

### Visible impact:

- **At least 2 joint lobbying actions** carried out within the "The Netherlands is not an island" campaign.
- **Partos positions cited at least eight times** in (political) media coverage of ODA and space for civil society organisations.



## 2.3 Communication and engagement: strategically promoting the value and impact of development cooperation and stimulating engagement.

In a time of polarisation, budget cuts, and declining confidence in international cooperation, clear, humane, and hopeful communication is essential. In 2026, Partos will focus on strengthening support and public engagement, in close collaboration with members and civil society partners. Our goal is to show that international solidarity is not only morally and humanly necessary, but also in the direct interest of the Netherlands. We are committed to fostering conversations about global citizenship and development cooperation and sharing impact stories and facts. We are building on the campaigns "Development Works" and "The Netherlands is not an island". With a strong positioning, supplemented with stories and facts, we want to show what international cooperation and solidarity really deliver.

### **A joint approach**

The multi-year campaigns "Development Works" and "The Netherlands is not an island – invest in development cooperation" form the backbone of our communication approach. These campaigns, developed together with various members and a broad coalition of civil society organisations, will be further pursued in 2026 in the run-up to new political moments. With a consistent and recognisable message, we show how global cooperation contributes to a safer, fairer, and more sustainable world — and thus also to a stronger Netherlands.

Our approach combines political influence with public communication. Through the press, social media, storytelling, and events, we increase the visibility of the sector and make the work of our members concrete and tangible for the public. This is not only about facts, but also about people's stories: how development cooperation changes lives and how global issues affect our own society. We seek to connect with crucial partners and broad coalitions that recognise the added value of development cooperation and are willing to commit to development cooperation and the space for civil society organisations at important moments.

### **Global citizenship: Learning and activating together**

We actively promote the theme of global citizenship among members and partners, including through educational networks, to keep this topic in the spotlight on a structural basis. Partos fulfils the role of connector and facilitator. In 2026, we will build on the experiences of the global citizenship working group and the learning educational network on global citizenship. We encourage dialogue sessions with groups and exchanges between communication professionals within our member organisations and work on joint learning moments, for example, around forms of engagement, behavioural change, framing, and young people. Due to the reorganisation, Partos will have less capacity for public-oriented events in 2026. We will therefore no longer take a leading, organising role in initiatives such as the Impact Fair, but we will continue to promote the importance of global citizenship among members and partners.

## Activities and results of Partos and the network

### Media & visibility:

- **At least 20 impact stories** published on the website and social media (an average of 2 per month) – primary source is the Strategic Partnerships publication.
- **At least 2** joint media campaigns organised, and **2 opinion pieces** published in relevant media (newspapers, online platforms).
- **At least 4 publications** in (national) media mentioning the work of Partos or campaigns.

### Campaigns:

- **Campaign “The Netherlands is not an island”**: at least 2 joint actions carried out with members.
- **Campaign “Development Works”**: a dialogue session organised on the impact of development cooperation and strategic partnerships.

### Global citizenship:

- **At least 2 dialogue sessions** facilitated on global citizenship and solidarity with members, partners, young people, and the diaspora.
- **Global citizenship event** with at least 50 participants.
- Global citizenship theme **placed on the agenda at least 3 times** with members and educational networks.

### Member engagement communication:

- **At least 4 meetings** of the Communication and/or Press Group.
- **At least 10 members** actively involved in campaigns and joint actions.

## 2.4 Building sustainable strategic partnerships: Developing new and sustainable relationships to increase impact

The sector's position will be strengthened by building sustainable relationships with influential partners. In 2026, the focus will therefore be on organising an OS Summit (working title), a strategic event that will serve as a vehicle for building (before, during, and after the event) and/or strengthening important relationships. Through this meeting, we will position our sector as crucial actors with in-depth knowledge, a broad network, and practical experience—partners who are indispensable in tackling the major global challenges of our time.

- **Stakeholder management:** We focus our stakeholder management on senior civil servants, companies, and community leaders, consciously involving them in strategic discussions and opportunities for collaboration.
- **Partnerships:** Together with our members, we build partnerships for joint international cooperation, setting clear objectives and focusing on mutual benefit. This includes strengthening ties with other ministries such as defence, knowledge institutes, the business community, diplomacy, and other stakeholders.

The format of this event will be determined in early 2026. It could be a large meeting or a small breakfast gathering, a festival or a working visit. The format will depend on the organisations and individuals who are willing to participate and on the timing of the event. The aim of the event is to convey a joint message in favour of development cooperation with various key players.



## Activities and results of Partos and the network

### Stakeholder management:

- **Stakeholder strategy** developed and adopted in Q1 2026
- **At least 20 meetings** held with senior civil servants, community leaders, and representatives from the business community
- **At least 5 new strategic partners** (government, business community, knowledge institutions) identified and initial cooperation agreements made.

### OS-Top (working title):

- **Concept and work plan for OS Summit** developed and finalised in Q1.
- **OS-Top organised** in Q2 or Q3 with representation from at least 5 different sectors (government, business, knowledge, MO's, diplomacy) and preferably two or more ministries represented

### Broadening partnerships:

- **Exploratory talks** with at least two ministries outside the Ministry of Foreign Affairs (e.g., Defence, Education)
- **At least 2 concrete cooperation initiatives** with knowledge institutes or the business community have been further developed.
- **Evaluation of OS Summit** completed with a satisfaction score of at least 7.5/10 and concrete follow-up actions formulated.

### 3. Monitoring and evaluation

To keep the implementation of the annual plan focused and transparent, Partos uses a clear system for monitoring and adjustment:

- **Evaluation of meetings:** A short survey is conducted after each event organised by Partos. The results are analysed every six months and used to further improve future activities.
- **Progress meetings and member involvement:** The board discusses progress during regular board meetings. During the two annual General Member Meetings, the board and members jointly assess whether the organization is on track in terms of policy influence, communication, and stakeholder management.
- **Final evaluation 2026:** At the end of the year, a final evaluation will be carried out, reflecting on the strategic goals and gathering input for the annual plan for the next period.



## Appendix: Activities and annual planning

Quarter	Activity	Responsible party(ies)
Q1	<ul style="list-style-type: none"> <li>Political lobbying regarding coalition formation, coalition agreement, and the budget cycle</li> <li>Weekly meetings Lobby Group &amp; Political Monitor</li> <li>Regular meetings Lobby Network &amp; EU group</li> <li>Political &amp; Public Actions – Campaign NL is not an island</li> <li>Meetings Communication &amp; Press Group</li> <li>Dialogue session on the impact of strategic partnerships/ Development works</li> <li>Work plan OS Summit and stakeholder strategy developed; initial partner discussions</li> <li>Deepening partnerships and progress on EU lobbying</li> <li>Completion of reorganisation and launch of new team</li> <li>First member session on the current topic</li> </ul>	Lobby Lobby Lobby Lobby & Comm Comm Comm N&L Lobby Dir TBD
Q2	<ul style="list-style-type: none"> <li>Continuation of lobbying &amp; participation in Policy Forum / CONCORD</li> <li>Follow-up campaign NL is not an island (political &amp; public actions)</li> <li>Global Citizenship Event (facilitating &amp; connecting)</li> <li>Publication of opinion piece &amp; joint media approach</li> <li>Organisation of OS Summit (as in Q2)</li> <li>General meeting &amp; annual reporting</li> <li>2nd member session</li> </ul>	Lobby Lobby and Comm Comm Comm N&L Team TBD
Q3	<ul style="list-style-type: none"> <li>Public campaigns aimed at gaining support among broad middle groups</li> <li>Organisation OS-Top (if not in Q2)</li> <li>Meeting on Integrity (in collaboration with Goede Doelen Nederland)</li> <li>Evaluation of first campaign year &amp; preparation for 2027</li> <li>3rd member session</li> </ul>	Comm N&L N&L Dir TBD
Q4	<ul style="list-style-type: none"> <li>Ongoing lobbying &amp; participation in CONCORD General Assembly</li> <li>AGM &amp; annual planning</li> <li>Joint reflection &amp; strategic outlook</li> <li>4th member session</li> </ul>	Lobby and Dir Team Team TBD
Ongoing	<ul style="list-style-type: none"> <li>Weekly Lobby Group &amp; Political Monitor</li> <li>Regular meetings Lobby Network &amp; EU group</li> <li>At least 6 network meetings on current topics</li> <li>Regular association communications (mailings, social media, website)</li> </ul>	Lobby Lobby Lobby, Comm, N&L Comm