



# Actively Involved

## Annual plan Partos 2024

Approved at the General Assembly on 16 November 2023



**Samen  
Werkt.**

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## Foreword - Actively Engaged

Dear members,

We are facing a turbulent period. Wars and conflicts are flaring up and keeping minds busy. Polarisation is lurking. The space for civil society is shrinking in many countries. We also see this in our work because colleagues in fragile and conflict areas are cornered and cannot perform their work under normal circumstances. Fundamental freedoms are curtailed, and being yourself is increasingly difficult. The effects of the climate crisis are also intensifying, especially in countries in the global south. There really is no more time to lose there. So, we will have to work very hard to achieve the SDGs.

The coming year also faces major challenges in our sector. The possible cuts to the development budget, preparations for a new grant framework for the Strategic Partnerships, and the formation of a new government require continuous adaptation and innovation. It seems from time to time that every day brings new and unexpected developments to which we must respond. Especially in challenging times, we see our teams (all over the world) expressing their passion and commitment even harder.

In my first nine months as director of Partos, I experienced that we can do a lot if we work together, which works especially well when we are under pressure. Fortunately, I would almost say, the past year provided the perfect conditions for that. Members of Partos are inspired; they put their heart and soul into charity, support each other when necessary and are willing to take a good look in the mirror and be self-critical.

As a branch organisation for development cooperation, we are determined to engage with members working hard for peace, sustainability and inclusion. Innovation, trust and collaboration remain crucial to tackling complex challenges. We are keen to use this year to showcase the impact we achieve together by actively sharing stories from the countries where members are active and achieving results.

Thank you to everyone for your continued support and commitment. In 2024, let us together again make a difference in the lives of those who count on our commitment to development and progress. The Partos motto remains as relevant as ever: Together Works!

Sincerely,

Liana Hoornweg

## Association-wide activities

### Review of strategic framework: new future scenario Partos

Partos started work on a vision for the future in 2023. This activity will continue in 2024. Partos aims to develop an ambitious, transparent, achievable multi-year strategy (Future Scenario) for the next five years. This process involves the team (12 members), the board (8 members) and members (~108 organisations) during several rounds of consultations.

The strategy process will be finalised at the April 2024 AGM with member validation. Reflecting on internal and external factors is an integral part of the process. There will be reflection on the past, present and future. The vision document will be a short focus document containing decisions on what and how Partos will face the future.

### Member loyalty

Members are the *raison d'être* of Partos as a trade association. The trade association is there for and by its members. Member retention is, therefore, essential for a thriving and connecting association. It is important that members continue to see the added value of Partos and feel represented.

We organise two General Members' Meetings, hold dozens of meetings for members, including six board meetings, write blogs about what is going on in the sector and what concerns members and keep track of Partos' member rating. We aim for this rating to be higher than 7.3 (benchmark 2022). Partos also seeks contact with potentially new members and the diaspora movement to ensure that the association stays current and anticipates the future. Another path that Partos will explore is whether young people can be involved in Supervisory Boards and whether that might interest members of Partos. We will do this together with other interested parties. Finally, we are trying to organise *dinners pensants* for exchange between directors of our members and Foreign Affairs again in 2024. Finally, this year, we are looking to find a sustainable location for Partos closer to the members.

### External positioning

Partos publishes position papers with lessons learned for the sector on behalf of members (linked in Communities of Practice). By 2024, Partos will share these lessons learned from Partos members by making ourselves heard at least 12 times during key events for the sector. This could be by giving interviews or by participating as a panel member or speaker in debates, which will cover topics we want to share recommendations on to feed the discussion. We will also organise at least 6 Knowledge Cafés on relevant topics for members. Finally, we will strengthen ties with our fellow European industry organisations through the CONCORD network and a visit to one of their counterparts.

## Quality - internal

Besides numerous activities for members, Partos also invests in its own quality. In 2023, Partos obtained another ISO 9001 certification for three years. Next year, we will work on further improving our internal procedures. We will further develop our quality policy based on an audit and appoint a quality coordinator. Partos has also adopted a full CSR policy to be further rolled out in 2024. In addition, the Partos travel policy and sabbatical policy will also be implemented in 2024.

# Quality & Organisation

## Quality - External

Next year, we want to start revising the Partos Code of Conduct and see what that means for the requirements for a Partos 9001 certification. We will continue to promote the Partos 9001 to our members. Updating the Partos 9001 code will keep it relevant.

## Integrity

We will continue our activities on integrity, such as organising an integrity meeting and training courses in cooperation with Goede Doelen Nederland. We are also talking with the Directorate of Security, Crisis Management and Integrity of Foreign Affairs, including the integrity clauses within the new subsidy frameworks.

## Shared Services

We want to take stock in 2024 of which Shared Services are (still) needed by our members. This may lead to new Shared Services.

# Learning and Innovation - Partos Innovation Hub

The Partos Innovation Hub aims to support Dutch development organisations in navigating the future, being resilient, inclusive and adaptive. The Hub also aims to increase the capacity of members to work together and to mobilise citizen power and Dutch public support. It is precisely this approach to addressing multiple challenges in the system that makes the Partos Innovation Hub more relevant than ever before. We address topics such as power shift, digitalisation, inclusion, and climate justice at both the individual and organisational levels.

In 2024, the Partos Innovation Hub will continue its collaborative support for Partos members through this systematic approach, with the Theory of Change (see Annex 1) forming the umbrella. The Hub is entering its fourth year of implementation. Many of our learning and innovation projects will transition from idea development and implementation to scale-up, maintenance or completion. This transition entails a shift in activities. We are emphasising less on developing new products and more on communicating and disseminating already developed products.

## Strategic partnerships (SP)

In 2024, the Strategic Partnership Lab (SP-Lab) will continue facilitating joint learning activities on several topics within and between the Strategic Partnerships. Two or three core topics will be selected to bring more coherence and depth to learning. We also aim that within the SP-Lab, joint concerns and ideas from SPs can be shared and discussed, and (where relevant) dialogue with BuZa can be sought. The extensive SP-Lab mailing list will be used more intensively and effectively. For example, to disseminate SP members' knowledge products and blogs, put topics on the agenda and interact with SP members via surveys.

## Data & digitisation

Partos will continue its efforts in 2024 to raise awareness of Data & Digitalisation in the sector. To this end, the *Digital Maturity Quick Scan* was developed in 2023. This gives organisations insight into the growth and bottlenecks in their digitisation process and gives us an overview of the sector's digital maturity state. In 2024, we are committed to further developing and distributing this tool to members. In addition, we will continue to organise learning and innovation activities within the Data & Digitalisation *Community of Practice*, focusing on data management and emerging technologies such as *Artificial Intelligence*. We also continue collaborating with the Ministry of Foreign Affairs to map data and digitalisation initiatives within the sector.

### Planning, Monitoring, Evaluation and Learning

The Data & Digitisation theme includes the Planning, Monitoring, Evaluation and Learning (PMEL) sub-theme for members. Under PMEL, we commit to the following activity streams:

- Strengthen PMEL-related knowledge and capacity.
- Develop PMEL-related recommendations for the successor to the current policy framework 'Strengthening Civil Society'.
- Community management among the members of the Partos PME platform.

## New forms of cooperation

In 2022 and 2023, six working groups of more than 150 international cooperation professionals worked on six practical solutions to implement more equal partnerships. In 2024, the Shift the Power Lab 2.0 will focus on scaling up and sustaining the products and solutions around 'shifting power' developed within the Partos Innovation Hub. The Shift the Power Lab 2.0 continues to work on developing publications or products that can help organisations create more equal partnerships. We will actively share lessons learned and recommendations collected and published in this SP Lab 2.0 through the website and while participating in various panels, presentations, guest lectures or other activities. We will also actively share the content of these papers and make recommendations during the Directorate General for International Cooperation consultations for the new grant framework; the follow-up to the Power of Voices partnerships.

## Climate justice

We launched this learning trajectory in early 2023 and aimed at supporting organisations in strengthening climate justice processes and outcomes in their programmes. In addition, we aim to mobilise members for joint action on climate justice, seeking cross-fertilisation with lobbying. This is in coordination with -and to strengthen- existing lobbying initiatives (such as the International Climate Coalition and the Green 11). In 2024, we will 1) consolidate the Community of Practice with a focus on joint action from a shared narrative, 2) continue learning activities where we look for more depth, and 3) explore which documents and tools are relevant and can be realised in 2024 and 2025.

## Inclusion

In 2023, Partos launched a learning trajectory to support organisations in creating diverse, inclusive and equal organisations. In 2024, we will continue this trajectory, focusing on hands-on workshops, group interventions and external communication of examples within this trajectory. We are also committed to strategic collaborations to embed Inclusion and anti-racism more strongly in our sector. In 2023, it was decided to discontinue the Leave No One Behind Community (Inclusion within programmes) due to the limited capacity of the core group and Partos. At the same time, inclusion touches the core of our programme and that of our members. We will, therefore, explore in the coming year how we can integrate inclusion with themes within the Innovation Hub in a different working format.

## Leadership

In 2023, Partos started a successful pilot project to support directors of Partos members in the challenges they face on a personal and organisational level. In 2024, we will create new



peer review groups, such as an English-language peer review group, and organise several thematic *CEO meetups*.

## Lobby and Advocacy

The new members of the Tweede Kamer will be elected at the end of 2023. Therefore, the beginning of 2024 will be dominated by informing and building relationships with new spokespersons for development cooperation in the Tweede Kamer. In addition, much of 2024 will be marked by the formation of a new cabinet.

Partos is involved in the Campaign for a [Sustainable Coalition Agreement](#), which advocates putting the SDGs at the centre of a new coalition agreement. In addition, the stakes during the formation will be that the funding of the first-year reception of asylum seekers from the development budget stops.

We will organise an information meeting for new Members of Parliament (and therefore spokespersons on development cooperation) to introduce them to the development sector and the key issues effectively and efficiently.

The starting point for Partos in all these activities are the 4 core themes. These themes are: Social Midfield/Civic Space, ODA (quantity and quality), policy coherence for development and climate justice. In doing so, we aim to give the new MPs a good picture of Development Cooperation and its importance.

## Mobilising and increasing support

A support strategy was launched in 2023 to increase support for development cooperation. And, to secure long-term political support for development cooperation. This activity will continue in 2024 with a more substantive focus. For more information, see Image and Communication.

## Importance of civil society

As in previous years, Partos makes the case for CSOs' freedom of action, here and elsewhere. Partos urges the Ministry of Foreign Affairs for flexibility in contracts with CSOs in case of unforeseen situations. We also continue to encourage the ministry to involve civil society actors in all facets of foreign policy to ensure that developments are genuinely sustainable and inclusive.

In 2024, preparations will be made for the succession of the Power of Voices partnerships. In 2023, Partos identified what should be retained and what should be changed in the process. The aim is to improve the succession of the Power-of-Voices partnerships. To this end, we will actively set up consultations, remain in dialogue with the Ministry of Foreign Affairs, and actively promote the voice of southern partners.

## Coherent policy

We continue to give extra attention to policy coherence for development with the SDGs serving as a guiding framework. We do this through the Partos lobby and with the Building

Change coalition. Partos positions itself in the Netherlands concerning the SDGs as a critical-constructive, connecting and driving player.

Monitoring the implementation of the SDG test is one of the means to achieve more policy coherence for development. Through a legislative monitor, we keep ministers and MPs informed of upcoming bills requiring implementation of the SDG test.

## Lobby network & political monitoring

In 2024, Partos will continue the bimonthly meetings for the lobby network started in 2020, in which knowledge and plans can be exchanged among themselves. In addition, as in 2023, lobby training will be organised for members of the Partos lobby network. The weekly Political Monitor, containing the political overview related to development cooperation and policy coherence, will remain available to all members in 2023. In addition, a monthly lobby network newsletter will be sent out.

## Europe

A new European Parliament will be elected in 2024. Work started in 2023 to put development cooperation and climate justice on the agenda of the various political parties. This includes working closely with the European umbrella organisation CONCORD. In addition, Partos will focus on the Dutch role in the EU development debate as well as the Netherlands' role in implementation. This means investing in contact with the Directorate for Integration Europe External Relations of Foreign Affairs, with the Permanent Representation in Brussels and with CONCORD to fine-tune the agenda.

# Communication & Engagement

Partos scrutinised the current communication strategy and looked for opportunities to renew and optimise. These efforts were further sharpened by the planned budget cuts within our sector and the snap elections. This provided additional impetus to play an even more connecting and driving role in promoting sector-wide communication to support a stronger position for development cooperation. In 2024, we will continue our efforts on four pillars: sector-wide communication, support building, inclusive communication and strengthening our member communication.

## Sector-wide communication for strong positioning

In 2023, we successfully mobilised members for a joint campaign and media approach on austerity. This collaboration forms the basis for our approach in 2024. We aim for a powerful message highlighting international cooperation's importance for global justice to politicians and society. We focus on strengthening network relations, public affairs, media and cooperation campaigns. We want to make clear how our sector has an impact, puts international issues on the agenda and strengthens our role as spokesperson and booster for global justice. Specifically, this means intensive cooperation between the lobby and media for a solid development budget. We want to strengthen our joint media approach. We also enhance our role as sector spokesperson at networking events and in the political and media landscape. Partos intends to make itself heard more clearly and emphasise the importance of Development Cooperation and relations with countries in the Global South together with its members.

## Driver of support and engagement

Partos wants to focus more strongly on cooperation with members and network partners around the current urgent issues of today and tomorrow. Through an active issue approach, together with a working group on engagement, we want to operate flexibly and agile as a booster and connector in the pursuit of a better world together with members and partners. In 2024, we focus on an issue approach around international cooperation concerning climate justice. This means working with members and partners to bring the message of international cooperation and climate change into the public and political debate. We sharpen the narrative, and, as a sector, we contribute to these discussions from our own role and position. Such a substantive contribution ensures visibility, recognisability and relevance for a wider audience. Besides international cooperation concerning climate justice as a topical issue, we explore the possibilities of an issue approach around migration and international cooperation. As a result, members actively engage their supporters to create support for Development Cooperation.

## Inclusive & hope-based communication

The Community of Practice Inclusive communication learns about inclusive language and images, inclusive communication processes and content production with members and partners. This has led to several publications, including a handbook, *Inclusive Communication*, with guidelines and glossaries. In 2024, we will continue to work on the visibility of the guide and organise two events to support members and partners in implementing inclusive communication. By 'hope-based' communication, we mean learning and sharing knowledge about mobilising communication that NGOs can use towards constituencies. In 2024, we want to organise a meeting in collaboration with *Movies that Matter* on movement building and cooperation between NGOs, activists and filmmakers intending to make important themes visible to people in the Netherlands.

## Strengthening Association communication

As an association, we strive for active participation and involvement of our members. Because together works! The joint commitment to shared goals and tasks means that Partos wants to keep its members well-informed and encourage them to act together. We also allow members to reach the sector through Partos with their own news, events, impact stories, etc. Within the various working groups, we facilitate the need for substantive knowledge exchange. At the same time, we also communicate increasingly robustly to politicians and the public about the work and impact of development organisations. Here, accessible communication plays a major role. In 2024, we examine how to better differentiate to the various target groups in our content strategy while strengthening the coherence in association communication (regarding means and channels). We will develop this further. In terms of content, we will build on the impact stories and give particular attention to the impact stories and results of the Strategic Partnerships.

# Annual plan Partos 2024

## Organisation-wide activities

Subject	Ambition	Output	Planning (& budget)
<b>Member loyalty</b>	<ul style="list-style-type: none"> <li>• Through new future scenario, Partos is positioning itself as an active learning and innovative partnership.</li> <li>• A stable membership.</li> <li>• Industry association widely appreciated by members and external stakeholders (7.3+).</li> <li>• Active engagement of members across organisations.</li> </ul>	<ul style="list-style-type: none"> <li>• Recalibrated future scenario from Partos (to 2029).</li> <li>• 100+ members.</li> <li>• Consolidation and priorities improvement in member satisfaction.</li> <li>• Investigate the feasibility of a member platform (an online community where members can find each other quickly)</li> </ul>	<ul style="list-style-type: none"> <li>• New future scenario presented to ALV April 2024.</li> </ul>
<b>Organisation quality</b>	<ul style="list-style-type: none"> <li>• Quality organisation.</li> <li>• Stable, resilient, learning and high-performing team.</li> </ul>	<ul style="list-style-type: none"> <li>• Partos retains Partos 9001 certification.</li> <li>• Creating good team spirit during team-building activities</li> </ul>	<ul style="list-style-type: none"> <li>• Internal audits April/May 2024 and external Partos 9001 audit in June 2024</li> <li>• At least four training sessions in 2024.</li> </ul>
<b>Financing members</b>	<ul style="list-style-type: none"> <li>• Getting budget coverage</li> </ul>	<ul style="list-style-type: none"> <li>• New budget system</li> </ul>	<ul style="list-style-type: none"> <li>• New system approved by members at ALV in autumn 2024</li> </ul>

## Quality & Organisation

Subject	Ambition	Output	Planning (& budget)
<b>Quality</b>	<ul style="list-style-type: none"> <li>A good Code of Conduct in line with the current times</li> </ul>	<ul style="list-style-type: none"> <li>Revise the Code of Conduct of Partos</li> </ul>	<ul style="list-style-type: none"> <li>Late 2024/early 2025</li> </ul>
<b>Integrity</b>	<ul style="list-style-type: none"> <li>Partos members have a functioning integrity system.</li> <li>Partos is a trusted interlocutor of Foreign Affairs' Directorate of Security, Crisis Management and Integrity (VCI) when it comes to integrity</li> </ul>	<ul style="list-style-type: none"> <li>Organising an integrity meeting,</li> <li>Integrity working group meetings and training sessions.</li> <li>Talks with VCI on integrity clauses new grant frameworks</li> </ul>	<ul style="list-style-type: none"> <li>Meeting in May 2024, training sessions and working groups spread throughout 2024.</li> <li>Various interviews throughout the year</li> </ul>
<b>Shared Services</b>	<ul style="list-style-type: none"> <li>Improve Shared Services for our members</li> </ul>	<ul style="list-style-type: none"> <li>Customise Shared Services (cancel or add new ones) to suit our members' needs</li> </ul>	<ul style="list-style-type: none"> <li>Survey of Shared Services needs among members in Q2 2024</li> <li>Shared service market in Q2 2024</li> </ul>

## Learning and Innovation - Partos Innovation Hub

Subject	Ambition	Output	Planning
<b>Strategic Partnerships</b>	<p>The SP Lab facilitates joint learning between strategic partnerships funded under the Strengthening Civil Society framework. It provides a space for dialogue among SPs and between SPs and BuZa to discuss common concerns, opportunities and ideas.</p>	<ul style="list-style-type: none"> <li>• 4 co-created sessions (or mini-series) with concrete outputs.</li> <li>• Effective use of SP mailing list with at least 1 mailing every 6 weeks to disseminate knowledge (products) from SPs and SP Lab and validate activities.</li> <li>• Facilitate dialogue between SPs and between SPs and BuZa when necessary for better cooperation and coordination</li> </ul>	<ul style="list-style-type: none"> <li>• 1 session per quarter</li> <li>• 6 SP mailings</li> <li>• When needed</li> </ul>
<b>Inclusion</b>	<p>Supporting members to increase commitment and action towards more diversity, equity, and inclusion (DEI) in their organisations and programmes. Supporting organisations to share and apply tools &amp; approaches that ensure inclusivity and intersectionality in their programmes to Leave No One Behind.</p>	<ul style="list-style-type: none"> <li>• DEI Learning Trajectory 2.0, including various workshops related to DEI-Skill building.</li> <li>• Community-led DEI intervention.</li> <li>• Racial justice agenda for Partos.</li> <li>• At least two Learning sessions related to Programmatic Inclusion.</li> </ul>	<ul style="list-style-type: none"> <li>• To be determined.</li> <li>• 4 DEI interventions.</li> <li>• With members and Racial Equity Index</li> <li>• Bi-annual</li> </ul>
<b>Data &amp; digitisation</b>	<p>D&amp;D: Through the Digital Maturity Quick Scan &amp; activities of the Data &amp; Digitalisation Community, we want to support organisations to identify challenges and opportunities in their digitalisation journey. Ultimately, this would help them make better strategic choices on how they wish to engage with data, digitalisation, and technology in their programmes.</p>	<ul style="list-style-type: none"> <li>• Partos Digital maturity Quick Scan: Continue developing and improving the Quick Scan as an organisation learning tool.</li> <li>• Exploring a web-based version of the Quick Scan</li> <li>• Generate a (sector-wide) report on the State of Digital Maturity.</li> <li>• Community of Practice Data &amp; Digitalisation: three learning sessions focusing on data-smart management and emerging technologies, such as AI.</li> <li>• Explore collaboration with the Ministry of Foreign Affairs in a sector-wide mapping of existing digitisation programmes and tools.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• To be determined</li> <li>• End of 2024</li> <li>• To be determined</li> </ul>



Subject	Ambition	Output	Planning
<b>Data &amp; digitisation</b>	PMEL: By facilitating learning and innovation on impact-oriented working, Partos members can learn while implementing their programmes and projects, use the lessons learned for steering towards outcomes and impact, be accountable to beneficiaries and donors, and communicate results to the public	<ul style="list-style-type: none"> <li>• PMEL recommendations for the successor of the current SCS framework</li> <li>• 1 PME course</li> <li>• Partos PME platform</li> <li>• 2 informal, inspiring session</li> <li>• 1 official PME session (Community LED MEL or Feminist MEL)</li> </ul>	<ul style="list-style-type: none"> <li>• Q2 &amp; 3</li> <li>• To be determined</li> </ul>
<b>New ways of collaboration</b>	Building upon past work in 2022, Partos launched the Shift the Power Lab 2.0, concentrating on co-creating six practical solutions to accelerate the change towards more equitable partnerships. <a href="#">Six working groups</a> of more than 150 international development professionals have worked on six concrete actions in 2022 & 2023. In 2024, the focus of the Shift the Power Lab 2.0 will be scaling & sustaining the products and solutions around 'shifting power' that were developed under the Partos Innovation Hub.	<ul style="list-style-type: none"> <li>• Recommendations for a more effective policy framework MOFA included in new policy framework.</li> <li>• X roundtables hosted to influence a more effective policy framework MOFA</li> <li>• 1 Online tool developed for Power Awareness Tool 2.0, and usage increased via IT, communication, marketing, and partnerships with networks from the Global South.</li> <li>• 1 event hosted on "The Research on (un)intended effects of shifting the power strategies" and recommendations included in relevant tracks.</li> <li>• &gt; 50% of our members have used their Future briefs on the decolonisation of development cooperation in their organisation &amp; programmes.</li> <li>• 1 Innovation report on the 'local power shift' developed &amp; scaled in partnership with the International Civil Society Centre.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<b>Leadership</b>	In 2022, Partos conducted a needs assessment among CEOs. In 2023, we started with two pilot activities focusing on peer-to-peer coaching sessions and thematic meetups. The pilot activities were successful,	<ul style="list-style-type: none"> <li>• At least 2 new peer-to-peer coaching groups established, including English-speaking.</li> <li>• 3 thematic CEO meetups organised that promote intervision and allow directors to work together and improve practices</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>

	hence our decision to continue with the current activities in 2024.		
Subject	Ambition	Output	Planning
<b>Climate justice</b>	<ul style="list-style-type: none"> <li>• Sharing knowledge, learning and co-creation to improve the outcomes of climate justice development programmes.</li> <li>• Mobilising Partos members to jointly contribute to climate justice.</li> <li>• Collaboration with Partos Communications, Lobby and Members to elaborate climate justice as an 'issue' in the carrier track. With attractive narrative, media approach, cross-fertilisation between lobbying, programming, communications.</li> </ul>	<ul style="list-style-type: none"> <li>• At least 4 face-to-face co-created learning sessions on climate justice in development programmes and validation/agenda-setting meetings.</li> <li>• Creation and dissemination of min. 3 products/outputs (e.g., videos or blogs) aimed at sharing and disseminating lessons learned and insights to a broader audience.</li> <li>• Joint action by members for climate justice.</li> <li>• Support process: co-organisation of broad Network Event, press release &amp; media statements on international climate justice, higher activation of their supporters by members</li> </ul>	<ul style="list-style-type: none"> <li>• At least 1 session per quarter</li> <li>• Further ongoing</li> </ul>

## Policy advocacy & advocacy

Subject	Ambition	Output	Planning
<b>Partos lobbying towards Government and House of Representatives</b>	<ul style="list-style-type: none"> <li>Partos' central lobbying themes are undoubtedly known to the development minister.</li> <li>Tweede Kamer spokespersons with the development cooperation portfolio are well-informed about Partos' four central lobbying themes: the ODA budget, the importance of civil society, policy coherence for development and climate justice.</li> <li>The development minister is well-informed about Partos, the sector and Partos' four central lobbying themes.</li> <li>The application of the SDG test is monitored and critically reviewed.</li> <li>Partos is on top of public and political current affairs, both passively (following policy, incl. reporting in the monitor) and actively (influencing daily political reality).</li> </ul>	<ul style="list-style-type: none"> <li>Organising introductory sessions/masterclasses for new MPs.</li> <li>Coordinated joint effort by Partos and members towards the Tweede Kamer in consultation with the Partos lobby group. In 2024, the introduction files new MPs.</li> <li>Coordinated joint efforts towards forming parties and later towards the new OS minister in consultation with the Partos lobby group.</li> <li>Partos is organising several meetings with Building Change on using the SDG test for member organisations, MPs, and staff.</li> <li>Responding to current events (e.g., the budget cycle and unexpected circumstances such as the COVID-19 pandemic).</li> <li>We are in regular contact with DSO and, when necessary, the minister.</li> </ul>	<ul style="list-style-type: none"> <li>Jan/Feb</li> <li>Q1 and Q2 (and perhaps longer)</li> <li>September: Prince's Day response</li> <li>November: Budget debate</li> <li>Further ongoing</li> </ul>
<b>Strengthen Partos lobby network</b>	<ul style="list-style-type: none"> <li>Partos facilitates good cooperation with and between members of the lobby network.</li> <li>Knowledge among our members on lobbying and policy advocacy has been increased.</li> <li>Members were informed about lobbying activities and each other's activities.</li> </ul>	<ul style="list-style-type: none"> <li>3 or 4 lobby network meetings (lobby cafes).</li> <li>Lobby training to increase knowledge in lobbying and policy advocacy.</li> <li>Monthly mailing to lobby network about our lobbying activities.</li> </ul>	<ul style="list-style-type: none"> <li>Every other month</li> <li>Lobby training</li> <li>Monthly mailing</li> </ul>

Subject	Ambition	Output	Planning
<b>Policy coherence for development</b>	<ul style="list-style-type: none"> <li>Members are actively engaged in policy coherence for development and the SDGs.</li> <li>We do this, for example, by contributing to the Building Change partnership.</li> <li>The SDG Test was introduced in 2019. It will be updated in early 2023. Our supporters and the House of Representatives know how this test can be used. The application of the SDG Test is critically monitored.</li> </ul>	<ul style="list-style-type: none"> <li>Building Change: we coordinate with Woord &amp; Daad and Foundation Max van der Stoel. We actively involve our supporters.</li> <li>Building Change contributes to the Voluntary National Review and the annual National SDG Report, involving member organisations.</li> <li>The 'Adopt an SDG' campaign is being re-run with new MPs adopting an SDG.</li> <li>Building Change coordinates input for debates on coherence themes and works with Partos members.</li> </ul>	<ul style="list-style-type: none"> <li>Continuous</li> <li>Contribution to National SDG Report on Accountability Day (May)</li> <li>Coherence is explicitly included as one of the four lobbying priorities in lobbying letters.</li> <li>May: coordination sector-wide response to coherence report</li> </ul>
<b>CONCORD and European Development Agenda</b>	<ul style="list-style-type: none"> <li>Partos and members are well connected to the European OS debate and translate it to the Dutch context. We focus on the role of the Netherlands in the European OS discourse.</li> <li>The Dutch input within CONCORD is well coordinated.</li> <li>Ministry and House of Representatives know the CONCORD/Partos input for RBZ/OS councils.</li> <li>Dutch political parties have a good development cooperation programme for the June 2024 European Parliament elections.</li> <li>Dutch MEPs have sufficient knowledge about (EU) development cooperation and sit on the DEVE committee (OS committee) in the European Parliament.</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate Dutch input to CONCORD through coordination between members in the EU lobby group.</li> <li>The EU lobby group prepares input for the Parliamentary debates before the RBZ/OS Councils in cooperation with CONCORD.</li> <li>Facilitate exchange with L&amp;I on institutional donors, such as through a Funding Knowledge Café.</li> <li>Establish and maintain contact with DIE/EX and the Permanent Representation in Brussels.</li> <li>Coordinate the EU Election Group's influence on political parties' election programmes.</li> <li>Liaise with (candidate) MEPs to brief them on (EU) development cooperation in close collaboration with Partos members.</li> <li>Organise an introductory event on OS after the elections.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare committee debate RBZ/OS 2-3 times a year.</li> <li>CONCORD-General Assembly in June.</li> <li>Talks with DIE/EX prior to RBZ/OS (2-3 times a year), at least 1x talk with PV EU</li> <li>Influencing election programmes in Q1 with roll-out to Q2</li> <li>Contact with MEP candidates Q1, Q2 and Q3.</li> <li>Intro event Q2 or Q3.</li> </ul>
<b>Political Monitor</b>	<ul style="list-style-type: none"> <li>Our members know the political situation of development cooperation and policy coherence for development and have the necessary (background)</li> </ul>	<ul style="list-style-type: none"> <li>Our members receive a weekly monitor containing political news on development cooperation in the House of Representatives.</li> </ul>	<ul style="list-style-type: none"> <li>Weekly</li> </ul>

	<p>information to carry out their own (Partos-wide) lobbying.</p> <ul style="list-style-type: none"><li>• Demonstrable satisfaction among recipients of the monitor.</li></ul>	<ul style="list-style-type: none"><li>• In 2023, we brainstormed how to improve the monitor. In 2024, based on this brainstorming, we will survey monitor users and start implementing improvements based on this survey.</li></ul>	<ul style="list-style-type: none"><li>• Summer 2024</li></ul>
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## Communication & Engagement

Subject	Ambition	Output	Planning
<b>Sector-wide communication for strong Positioning</b>	<ul style="list-style-type: none"> <li>• Intensive collaboration between lobby &amp; media for a robust development budget.</li> <li>• Sustainable engagement of media group and strengthening public affairs approach towards media, key people and our network.</li> <li>• Obtain a podium for international issues and themes in the network.</li> </ul>	<ul style="list-style-type: none"> <li>• Campaign activities for a solid development budget.</li> <li>• Media coverage of sector cuts aimed at reversing them.</li> <li>• Public affairs plan solid budget.</li> <li>• Firm spokesperson for director Partos towards network via events &amp; media</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous</li> </ul>
<b>Driver of support and commitment</b>	<ul style="list-style-type: none"> <li>• Elaborate issue approach around Climate Justice, with attractive narrative, media approach, cross-fertilisation between lobbying, programming, communications.</li> <li>• Putting the international side of climate justice on the agenda and making it more visible within climate movements, politics and media</li> <li>• Encourage member engagement by facilitating events and knowledge sharing.</li> <li>• Exploring Migration &amp; Development as a pilot issue with OnMigration and concerned members.</li> </ul>	<ul style="list-style-type: none"> <li>• Active working group engagement</li> <li>• Issue approach worked out with members and partners around international cooperation and climate justice.</li> <li>• Narrative elaborated on international dimension climate justice propagated by members.</li> <li>• Broad Networking Event on issue organised.</li> <li>• Press releases &amp; media statements.</li> <li>• Narrative migration &amp; development elaborated for members and lobby, plus Q&amp;A for media releases.</li> <li>• Collaboration and issue approach mapped on migration &amp; development.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous</li> </ul>
Subject	Ambition	Output	Planning

<b>Implementation of Inclusive Communication</b>	<ul style="list-style-type: none"> <li>• Increase visibility of the Inclusive Handbook and glossaries within the sector through the website, online magazine and social media channels.</li> <li>• More members (at least 10) establishing and adopting inclusive communication working practices.</li> <li>• Facilitate exchange between members in implementing inclusive communication. Concrete support in the pursuit of inclusive communication practice.</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion content: Inclusive Handbook and glossaries + website on inclusive communication.</li> <li>• 2 exchange meetings with members and the Expertise Centre of Humanitarian Communication on implementing inclusive communication.</li> <li>• Event on the power of inclusive storytelling in collaboration with Movies that Matter &amp; Changemaker studio.</li> </ul>	<ul style="list-style-type: none"> <li>• 2<sup>e</sup> &amp; 4<sup>e</sup> quarter</li> </ul>
<b>Strengthening Association communication</b>	<ul style="list-style-type: none"> <li>• Explore how to better differentiate in content strategy to different audiences. With the aim of coherence, association communication &amp; sector communication.</li> <li>• Facilitate member communication by expanding and supporting our platform role. Add member news function on the website and social media channels.</li> <li>• Increase production and sharing of impact communication on the development sector, particularly around the strategic partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Detailed plan of action coherent content strategy.</li> <li>• Website further expanded with member platform (news feature) &amp; on social media more focus on news and impact of members.</li> <li>• Production &amp; promotion impact stories Strategic Partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous</li> </ul>

# Appendix 1: Theory of Change - Partos Innovation Hub

