



Forward together: In connection, in action

Annual Plan Partos 2025

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**Samen
Werkt.**

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Foreword

Looking back at 2024, I wonder when I will start to see all the events that took place in that year in a bigger picture and understand what they were for. The cuts in development cooperation that became increasingly draconian, politics conducted from the underbelly, and the inability of the Netherlands to play a significant role in resolving international conflicts and unrest.

Philosophers, politicians, legal scholars, economists and journalists tumble over each other to explain and interpret the impact. In doing so, the finger is often pointed: right-wing or left-wing parties are extreme, civil society is silent, and the media are on the side of a political movement. From our perspective and our own bubble, 'the other' does not seem to be doing well. We cling to our own rightness and shout it loudly. It is incredibly difficult to stop this and look forward in a constructive way. At Partos, we will try anyway and call on you as members to do the same.

Next year, we will focus strongly on world citizenship and increasing support for development cooperation. We want to rekindle enthusiasm for our sector in the Netherlands. To achieve that, we will proudly share our results widely. A first inspiration for this is the 2024 card campaign, in which MPs received a card with a personal story of someone from the global south. Collecting and sharing those stories was great; we received many positive reactions.

In support, our advocacy remains focused on conveying the importance of a strong civil society and maintaining the budget for development cooperation. It is becoming increasingly difficult, but we are not giving up. We will also deepen our relationship with allies we encounter in the 'shell' around development cooperation and see how we can mobilise them to speak out for the sector.

We continue to promote learning and innovation in projects, programmes, and at the organisational level. This year, that will focus more than ever on major sector transitions. Together with you, our members, we will shape this to make it relevant to your organisations' interests.

It will not be an easy year, not even for the association, as we say goodbye to both the chairman and former vice-chairman of the Partos board. This is quite drastic for institutional memory, but we will go for it again—by and for members!

We are counting on your commitment, support and humour because we will desperately need them.

Liana Hoornweg

Association-wide activities

Future scenario Partos

One component we have been working on, unplanned for some time, is the Future Vision for Partos. The Partos team, board, and members worked on this as various sweeping developments rapidly unfolded. As a result, we faced a reality significantly different from the initial situation. While our core vision of working for a better world remains as central as ever, the way we, as Partos, together with our members, contribute to this mission needs to change.

It is necessary to reflect on the role of organisations in the Netherlands, as civil society here is coming under increasing pressure. Budget cuts will also put pressure on the budget to strengthen civil society. We remain committed to the important work being done. At the same time, we need to evaluate how we can support the valuable work of organisations in the Global South in innovative ways with fewer or different resources. All this affects the future scenario for Partos, which needs to be rewritten. At the General Assembly in November 2024, we, as an association, will discuss the new version of the future vision, setting the course for 2025.

Member loyalty

In uncertain times, it is essential to keep members committed to Partos. In 2025, Partos will continue to organise the two annual General Assembly meetings. We will also organise additional meetings where members can discuss what is needed to do the job in the short term.

Due to the uncertain period with many changes, we think it is important to bring members together more often to discuss strategy for the sector. We are implementing the 'Ready for the Future' member trajectory, which we shaped with member input at the end of 2024. This Partos-wide trajectory supports members with their challenges in 2025 and will be further fleshed out in 2025. As part of this, we will organise several informal meetings where directors can exchange information with each other. The aim of these is to be able to move quickly based on current events.

In 2025, the current chairman of the Partos board, Hans Bruning, will step down from Partos. After two successful terms as board chairman, he cannot be re-elected; therefore, it is time for a new chairman. The new chairman will be appointed at the 2025 AGM in April. Two new general board members were appointed in November 2024. One replaces Rina Molenaar, who will also step down from the Partos board in April 2025 after two terms of commitment and dedication. The other is a (temporary) addition. Together, the new board members will help cope with the increased workload.

External positioning

In its external positioning, Partos speaks out for the importance and value of development cooperation, civil society space, and sector support. We repeat this message in panel debates, interviews, media coverage and presentations at events. We have seen increased attention to the topic in 2024 and want to maintain that momentum. Also, links with CONCORD, the European umbrella, and other industry organisations from Europe, such as Bond (UK), VENRO (DU), CONCORD Sweden, 11.11.11 and the NGO Federation (BE), and others, remain important, as development cooperation is also under pressure at the European Union.

Policy advocacy and advocacy

After the political landslide during elections in late 2023, 2024 proved to be a turbulent year with massive, announced cuts in the development cooperation budget. 2025 also promises to be eventful. In early 2025, a policy letter is expected to present the details of the outline agreement and the coalition programme for development cooperation. At the same time, the strategic partnerships are ending, and it is still unclear whether and how they will be continued. Either way, 2025 will be dominated by highlighting the importance of CSOs within development cooperation. Together with the Partos Lobby Group, the Partos commitment will be shaped, and care will be taken to serve a broad political spectrum, which is a challenge given the major political changes. Partly for this reason, a broader stakeholder management strategy will also be developed in 2025, including an analysis of the existing and desired network.

In addition, in 2025, Partos is committed to broadening and deepening its network to ensure the importance of development cooperation for the future. It will also invest in regular meetings and exchanges with members through gatherings. Partos uses three core themes as a starting point in all these activities: Civil Society/Civic Space, the quantity and quality of development assistance (ODA), and policy coherence for development.

Mobilising and increasing support

A support strategy was launched in 2023 to increase support for development cooperation and secure long-term political support for it. This activity will continue in 2025 with a more substantive focus. For more information, see Communication & Engagement.

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 and other ministries for flexibility in contracts with CSOs in case of unforeseen situations. We also continue to urge the ministry to involve civil society actors in all facets of foreign policy to ensure that developments are truly sustainable and inclusive.

The existing Power of Voices partnerships will expire in 2025. It is not yet clear if and how the succession will look. We will remain in dialogue with the State Department, actively promoting the voices 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 in relation to the SDGs as a critical-constructive, connecting, and driving player.

With Building Change, Partos members are proactively involved wherever possible. For instance, we monitor the implementation of the *Toets Effecten Ontwikkelingslanden* (formerly SDG test) and call on MPs to call the government to order if this test is not properly implemented. We will also continue with the "[Adopt an SDG](#)" campaign, drawing the attention of MPs to the negative impact of Dutch policy on the SDGs in low-income countries. Furthermore, we are trying to drive the debate on policy coherence in the Chamber by writing a response to the Annual Policy Coherence Report, with input from members.

Lobby network & political monitoring

In 2025, Partos intensifies exchanges with and between members. A monthly meeting for the lobby network is organised in which members can exchange knowledge and plans among themselves. We also organise lobby training for members of the Partos lobby network. The weekly Political Monitor will remain available to all members, containing the weekly political overview related to development cooperation and policy coherence. An improvement sheet for the Political Monitor was prepared in 2024 based on an evaluation. This will be rolled out in 2025. In addition to the Political Monitor, a monthly lobby network newsletter is sent out.

Europe

A new European Parliament will be elected in 2024. Partos will focus on the Dutch role in the EU development debate as well as the role of the Netherlands in implementation. Together with the EU lobby group and CONCORD, the European umbrella organisation for development cooperation, we drive the debate on these issues in the Lower House. We also facilitate members' contact with the Directorate for Integration Europe External of Foreign Affairs, the Permanent Representation in Brussels, Dutch MEPs concerned with development cooperation and CONCORD.

Communication & Engagement

In 2024, together with the permanent core group "sector communication", we organised joint support activities. The focus here was on making the strength and impact of development cooperation and pressing issues, such as budget cuts in our sector, more visible. We campaigned together and coordinated the media approach under the headings "*Nederland van de Kaart*" and "*Ontwikkeling Werkt*" to go out with a strong sound. In 2025, we will continue this path. It is important always to create a stage with our members to discuss the importance and impact of development cooperation. Together, we want to establish a solid position: a sector that provides reliable and effective answers to global challenges and that is recognised as a valuable partner by both politics and society.

Linker and booster of sector communication

Together with the core group on sector communications, we aim to create a powerful sector voice that communicates our shared values and impact. The sector wants to be recognised as a trusted partner for positive global change and international cooperation. In 2025, we will strengthen our role as a connector by collaborating with members in campaigns, media outreach, spokesperson and support activities. In doing so, we focus on:

- Emphasising the importance of development cooperation, global citizenship and international solidarity.
- Reducing stereotypes about the sector and increasing knowledge and awareness about development cooperation
- Continuing the collaboration between lobbying and communications to pursue our interests, such as a solid development budget.

Encouraging dialogue with society

One of our core goals in 2025 is to encourage dialogue between the sector and society further. We organise events and develop knowledge dossiers to promote exchange. We will continue to work on strengthening support for international cooperation and global citizenship through dialogue, education and events, such as the "World Citizen Day" and participation in the Impact Fair. Support activities under the motto "Development works" will continue through 2025.

Completion of Innovation Hub & CoP inclusive communication

The Community of Practice Inclusive Communication learns with members and partners about inclusive language and images, inclusive communication processes and content production. This Community of Practice is part of the Learning and Innovation programme that ends in 2025. Next year will, therefore, be dedicated to consolidating the lessons learned. We will continue to work on the visibility of the inclusive communication handbook and help members and partners with its implementation. In 2025, we will do so with 2 knowledge sessions and intervision sessions. At the intervision sessions, members will discuss among themselves what they encounter when implementing inclusive communication principles. We

will also launch a website with the Expertise Centre Humanitarian Communication, where the inclusive communication guide, with examples and videos, can be found. This will ensure that the ideas on inclusive communication remain accessible even after the Learning and Innovation programme is completed.

Strengthening Association communication

As an association, we strive for active participation and involvement of our members. Because together works! We have also seen this in 2024 with the various campaigns. By standing strong together, we achieve more. In 2024, we made extra efforts to share our members' stories and knowledge. We see that our members are also using this more and more. We will, therefore, continue to do so. Through newsletters, our social media channels and the website, we inform members and our network about all the association's priorities. By the end of 2024, a separate public-friendly website has been developed under the title Development Works, which focuses mainly on citizens from the broad middle. Various campaign activities will have a place around this website. In 2025, we will continue promoting this platform. We will also give members the opportunity to reach out to the sector through Partos with their own news, events, impact stories and the like.

Learning & Innovation: Partos Innovation Hub

Learning and Innovation is and will continue to be a primary process within Partos. The Partos Innovation Hub provides a space for learning and innovation in which we support our members in getting ready for the future and increasing their impact. This is how we contribute to a resilient, inclusive and adaptive sector. In 2025, we will complete the current programme funded by the Ministry of Foreign Affairs. Our focus is on ensuring that the content, lessons learned, and good practices of the past years are adopted and embedded in *Civil Society Organisations (CSOs)* and other network organisations. We also help our members navigate the future through the membership process.

Strategic partnerships

The year 2025 marks the conclusion of the current Strategic Partnerships (SP). We wrap up with members by facilitating learning sessions on the final evaluations, lessons learned, and outcomes of the partnerships, both within organisations and in the sector as a whole. We also organise learning sessions that help organisations prepare for the future beyond these SPs.

Data & digitisation

In 2024, Partos started phasing out activities around Data & Digitalisation. In 2025, we will only complete the sector-wide 'digital mapping'. This mapping, conducted by RVO and coordinated by the Ministry of Foreign Affairs and Partos, should increase the visibility of digital initiatives and show the innovation power of Dutch NGOs in the digital field. Originally planned for 2024, completion is now expected in the second quarter of 2025. We also continue to promote previous projects and solutions under this track, such as Artificial Intelligence.

Planning, Monitoring, Evaluation and Learning

Monitoring, evaluation and learning (MEL) has become an important theme in learning and innovation. We distinguish between three sub-aspects of MEL: the process aspect, with a focus on evaluation milestones such as mid-term and final evaluations; the technical aspect, which is covered in our basic PME course; and power dynamics in MEL, which we explore through our Community of Practice on Feminist MEL. In the final year of the current programme, we see embedding our insights on Feminist MEL in civil society organisations and networks as a priority.

New forms of cooperation

Since its inception, the Innovation Hub has been a key driver of new forms of collaboration, decolonisation and equal partnerships in international cooperation. Especially at this time when financial room for manoeuvre is tight, Partos wants to support its members and partners in remaining engaged, innovative, and adaptive in their long-term vision of equal power relations with global partners. We will do this in the coming year by making our knowledge, products and experiences accessible and more widely disseminated in our international network. In doing so, we also integrate the theme of innovation and equal partnerships into our membership programme. In addition, we actively strengthen cooperation and connections between organisations, initiatives and networks on *Shifting the Power* and decolonisation, so that this *community* remains self-managing and engaged after the completion of the programme.

Climate justice

Since 2023, the Climate Justice Community of Practice provides a space where organisations can exchange and learn about different perspectives and approaches to climate justice. By 2025, the Innovation Hub is phasing out the Community of Practice activities and handing them over to the group itself. This may mean that an active community steering committee takes over the coordinating role, or that another organisation assumes this role.

Inclusion

Since 2023, the Innovation Hub has launched the Diversity, Inclusion and Equality track, in which we support members and engaged leadership in developing a strategy for inclusion, equality and anti-racism in organisation and policy. In 2025, we work towards transfer and strategic self-reliance among participants and make the lessons learned, solutions and products developed over the past years available to a wider audience. At the same time, we continue to champion the importance of inclusion within international programmes with the Leave No One Behind online meetings and Participatory Grantmaking working group. We will also document the inspiring examples and results of these initiatives.

Leadership

By 2025, Partos aims to support organisation leaders in future-proofing their organisations and exploring new grant opportunities or other funding sources. The topics on which we offer Partos-wide support were collected from members through a survey in 2024 and reflect the

needs of organisations. For directors, we expect to organise at least four sessions, which will run in parallel with sessions for members' employees. These topics will also be integrated into our Shared Service offering.

Final event

The final year of the programme will conclude festively with a closing event. Together with our partners and network, this event will celebrate the five vibrant years of learning and innovation and reflect on what the Innovation Hub has achieved with the programme, what challenges remain and what role innovation can play in the future for a more inclusive, equitable and sustainable world.

Organisation and Quality Management

Business

Partos is a learning and innovating industry association that invests in the operations of its own organisation. This allows room to come up with new ideas and initiatives for business processes and products. Next year, we will continue to work on improving our internal procedures around administrative organisation. Innovations will also be made in ICT and data management.

Furthermore, in 2025, in addition to an update of the Partos Personnel Manual, a multi-year strategic HR policy plan for the internal organisation will be drawn up, focusing on the professionalism, flexibility and agility of the organisation and its employees. The biggest human resources challenge remains finding, recruiting and retaining sufficient staff who are skilled and flexible enough to move with the organisation and events in the sector. When drawing up future-proof personnel policies, diversity, inclusion, and equality themes will be considered integrally. Finally, the Partos workation policy will be implemented in 2025.

Quality - internal

Besides numerous activities for members, Partos also invests in its own quality. In 2025, we will further develop our internal quality policy based on a risk management model yet to be drawn up, and the Quality Manual will be adapted accordingly. This will allow us to ensure internally that we work and archive documents uniformly. The implementation of the internal policy and the progress of possible improvement actions will be monitored through internal evaluations and audits.

Quality - external

Next year, we will continue to promote the [Partos 9001](#) to our members. The Partos Code of Conduct revision has been pushed forward from the 2024 annual plan to 2025. This will be done with a working group of members. Due to this revision and political developments, Partos 9001 will also be updated later in 2025.

Integrity

We continue our activities on integrity, such as organising integrity meetings and training courses in cooperation with *Goede Doelen Nederland*. We also inform our members about new developments, such as the upcoming integrity changes in the Accreditation Regulation (important for our fundraising members). Finally, we stay in good contact with the Directorate of Security, Crisis Management and Integrity of Foreign Affairs.

Shared Services

Partos aims to adapt [Shared Services](#) more to the needs of our members by 2025. This may lead to reconsidering existing and/or new Shared Services. The focus will be more on facilitating, bringing together and supporting members in the field of organisational (further) development, drafting and implementing a future-proof business model and providing guidance on HR processes.