



Summary strategy 2026–2028





Rahimat (18) works on human trafficking campaign with the adolescent girls' network. ©Plan International / Pramin Manandhar

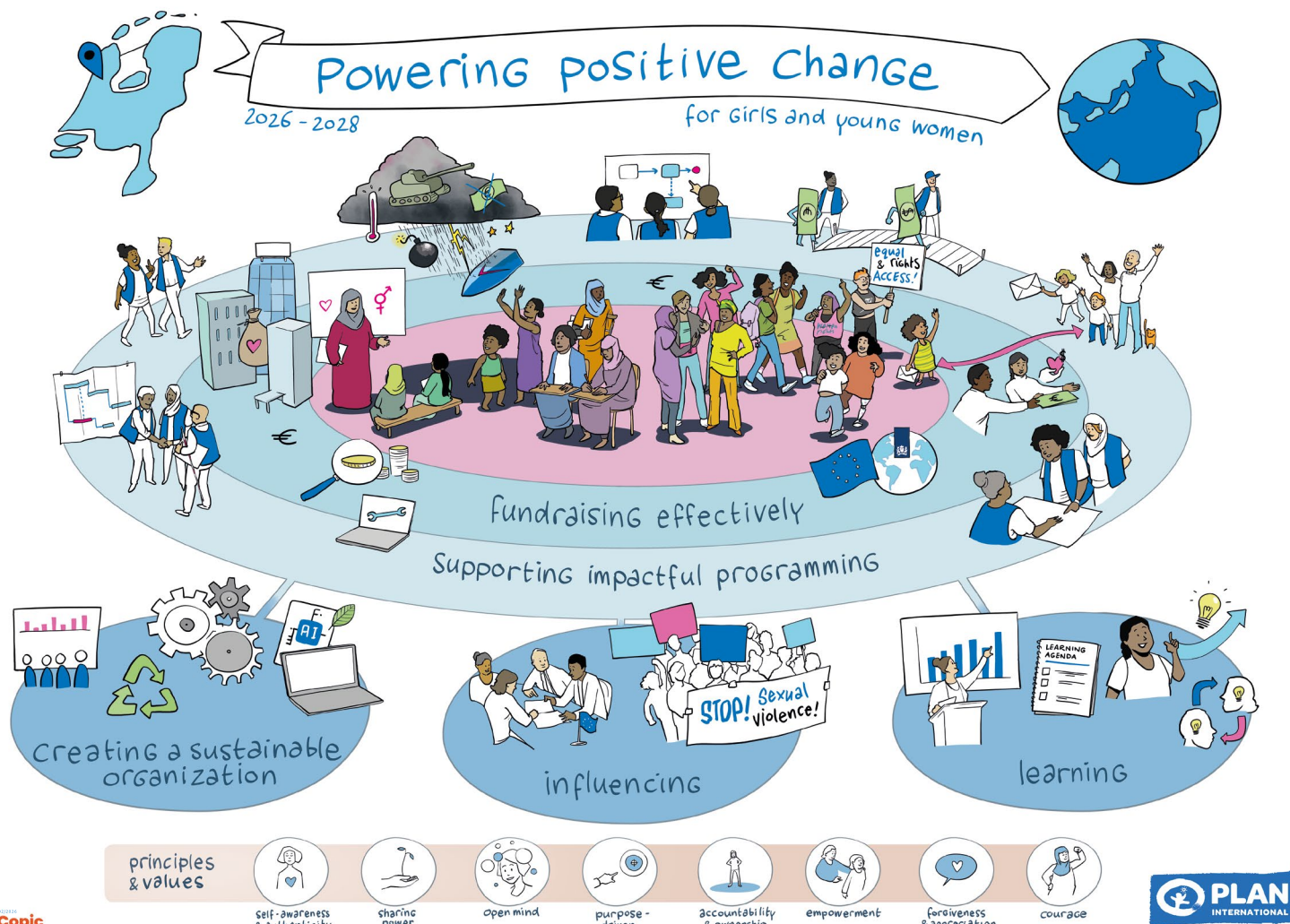
Introduction

Plan International in the Netherlands (NLNO) operates in a rapidly changing global context shaped by intersecting crises. Conflict, climate change and humanitarian emergencies disproportionately affect girls and young women. Civic space is shrinking and there is a growing backlash against gender equality and sexual and reproductive health and rights (SRHR) from ultraconservative and autocratic governments and leaders. At the same time, the development and humanitarian sector face increasing financial pressure due to declining Official Development Assistance, shifting donor priorities and stronger demands for localisation, accountability and demonstrable impact. On the positive side, youth activism and -leadership form hopeful countervailing powers. From grassroots organisations to international networks: the public is increasingly mobilised and demanding progress. Gen Z increasingly succeeds in mobilising the public to speak up for women's rights and protect the gains that were made towards gender equality in the last decades. Beyond youth activism alone, a broader progressive movement is emerging. Local women's rights organisations, researchers, journalists, community leaders and allies within governments and the private sector are actively contributing to the advancement of girls' and women's rights. Together, their collective efforts demonstrate that, despite growing resistance, the struggle for equality remains vibrant and resilient.

Against this backdrop, NLNO has sharpened its strategic positioning. Two core insights underpin this strategy. First, to be relevant globally, we must be relevant here. This requires programming, communication and fundraising that resonate with Dutch institutional donors, private sector partners and the general public. Second, meaningful localisation requires a shift in our role within the Plan International federation. Where NLNO was previously closely involved in programme implementation, our role is now shifting towards that of a reliable and responsive partner, supporting Country Offices and partner organisations where needed. This strategy provides clarity and focus, strengthens shared ownership of goals and outcomes, clarifies our added value within the federation and ensures that resources are used as effectively as possible.

Cover photo: Yuneiris and Yolenny are determined to change the course of their lives, Dominican Republic.

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Mission, goals and strategic coherence

NLNO contributes to the global mission of Plan International: achieving a just world that advances children's rights and equality for girls and young women. We aim to be an effective fundraising organisation that enables and supports Country Offices to deliver strong development and humanitarian programmes. We seek to be recognised by donors for quality, reliability and impact, while maintaining broad public support in the Netherlands.

The strategy is built around five mutually reinforcing goals: supporting impactful programming, fundraising effectively, influencing, learning, and creating a sustainable organisation. High-quality, locally led programmes provide credibility and evidence for fundraising; fundraising enables delivery at scale; influencing creates supportive policy and funding environments; learning drives continuous improvement; and organisational sustainability underpins long-term impact.



Supporting impactful programming

NLNO is committed to programmes that are rights-based, gender-transformative and locally led, with girls and young women at the centre. We apply a dual-mandate approach: humanitarian where needed, development where possible. As crises increasingly become protracted and complex, integrating humanitarian response with long-term development is essential to achieve sustainable change.

Our thematic focus builds on Plan International's global framework and our own expertise and track record. We prioritise four interconnected thematic areas: Sexual and Reproductive Health and Rights (SRHR), Gender Equality and Inclusion (GEI), Youth Leadership (YL) and Youth Economic Empowerment (YEE). These are supported by two areas of humanitarian expertise: Child Protection in Emergencies and Education in Emergencies. Climate action and youth-driven change are cross-cutting priorities across all programming.

Localisation is a cornerstone of our approach. NLNO aims to shift power, decision-making and resources to Country Offices, local partners and communities, particularly girls, young women and youth-led organisations. This requires a shared understanding of localisation in practice, fair risk-sharing and strong, trust-based partnerships. Together with Country Offices, we facilitate local ownership that is tailored to the specific contexts of the countries where we work.

Strong Planning, Monitoring, Evaluation and Learning (PMEL) systems are essential not only for programme quality, but also for accountability and responsible use of resources. PMEL is integrated throughout the entire programme cycle, making learning an integral part of programme design, fundraising and influencing.



Fundraising effectively

Effective fundraising is essential for achieving impact at scale. We aim to build a resilient and diversified income base, balancing restricted and unrestricted funding to remain flexible and sustainable. Our fundraising strategy focuses on three main sources: private, institutional and corporate fundraising. Across all fundraising streams, four priorities apply: investing in long-term donor relationships, diversifying income streams, strengthening positioning through compelling storytelling, and maximising return on investment through data-driven decision-making.



Private fundraising remains a critical source of unrestricted income. Child sponsorship and project sponsorship continue to form a strong foundation, complemented by online fundraising, one-off donations, major giving, family foundations and legacies. We will further develop The Night Against Sexual Violence (NTSG), and strive to establish one recognizable, annual fundraising campaign focused on gender-based violence.¹



Institutional fundraising remains focused on key donors such as the European Union, the Dutch Ministry of Foreign Affairs, multilateral organisations and foundations. We build on our strong humanitarian reputation while expanding both our humanitarian and development portfolio and diversifying income sources.



Corporate fundraising focuses on partnerships with companies committed to gender equality, ranging from general contributions to tailored, multi-year collaborations aligned with the Sustainable Development Goals (SDG's) and corporate partners' sustainability policies. Alongside large corporates, medium-sized enterprises will be increasingly engaged through clear and scalable partnership propositions, supported by active involvement from senior leadership and the Supervisory Board.

¹ The Night Against Sexual Violence is a fundraising event, in which Plan International, together with hundreds of participants, calls attention to stopping sexual violence.



Deuan (14) speaks at National Event on the International Day of the Girl in Vientiane, Laos. ©Plan International

Influencing

In a context of growing pressure on girls' and young women's rights, influencing is a critical strategic pillar. NLNO amplifies the voices of girls and young women and ensures that their experiences and priorities inform policy, funding and decision-making at national and international levels.

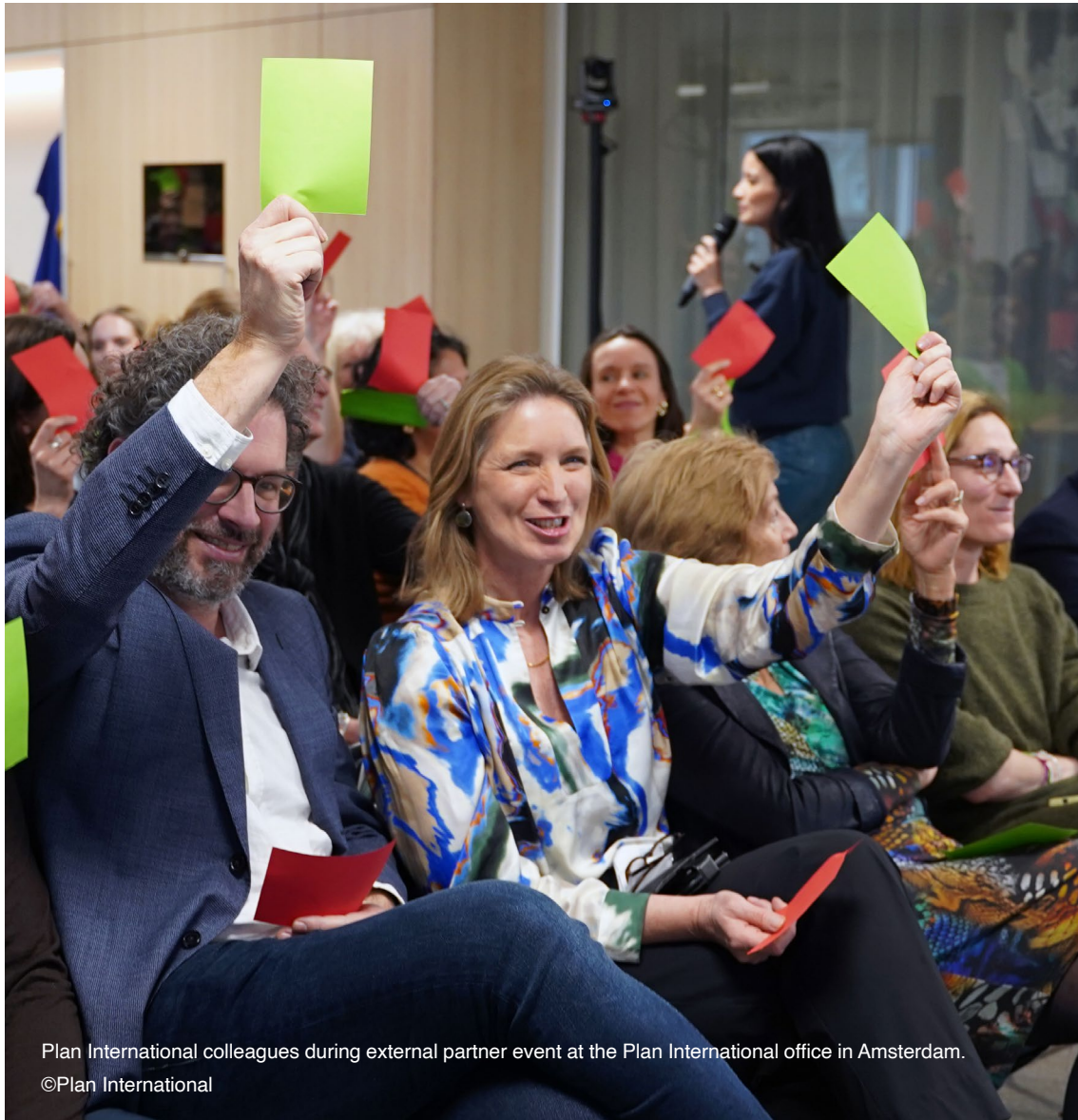
Our influencing focuses on gender equality, prevention of and response to gender-based violence, SRHR, education, youth economic empowerment and the Women, Peace and Security agenda. We pursue two complementary objectives: ensuring that funding and policies support girls by engaging with governments, the European Union and sector-wide alliances; and strengthening international advocacy by supporting girls' and young women's participation in UN processes and global policy forums, bringing local evidence and lived experiences to global decision-making spaces.



TUI Academy students celebrate their graduation, Dominican Republic. ©Plan International

Learning

Learning is essential to remain relevant and effective. NLNO is committed to becoming a knowledge- and learning-driven organisation, where evidence, reflection and adaptation are embedded in daily work. We will strengthen a learning culture grounded in curiosity, openness and shared responsibility. Learning agenda's and champions guide and empower teams to share internally and externally and apply what we learn. All learning efforts are directed towards achieving NLNO's strategic objectives, improving decision-making and increasing organizational effectiveness.



Plan International colleagues during external partner event at the Plan International office in Amsterdam.
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Creating a sustainable organisation

Organisational sustainability underpins all strategic ambitions. We aim to be an agile, efficient and resilient organisation that uses its resources wisely and adapts to change without losing focus on its mission and values.

Sustainability rests on four pillars: People, Finance & Control, Systems & Processes, and Environmental Sustainability. We invest in staff wellbeing, skills and leadership, grounded in feminist leadership principles and a commitment to anti-racism and inclusion. Strong financial management and compliance ensure stability and credibility with donors, while efficient systems and smart use of technology enable data-driven decision-making and reduce administrative burden. Environmental sustainability is integrated through reducing our organisational footprint and mainstreaming climate resilience in programmes.



Fabiana and Carmen took part in various training sessions on advocacy and sexual and reproductive rights, Bolivia.
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Conclusion

Through this strategy, Plan International in the Netherlands is focused and future-ready. By strengthening impactful programming, effective fundraising, strong influencing, continuous learning and organisational sustainability, we aim to maximise our contribution to gender equality and the rights of girls and young women worldwide, even in an increasingly challenging global context.