



Moving forward together: connected, in action

Annual Report 2025

Approved at the Annual General Meeting on 16 April 2026



**Samen
Werkt.**

Foreword by Andy Wehkamp,

I would like to begin this annual report by celebrating the positive achievements of Partos, our members and their partner organisations, and the development cooperation sector as a whole. Despite all the turbulence and crises in the world, there is also some positive news. Research by the United Nations and accounts from our members show that extreme poverty has declined slightly worldwide in 2025. There is greater access to drinking water, electricity and the internet. Ecosystems, fair trade chains, organisations, small businesses and cooperatives have been strengthened. Many young women in the Global South, particularly, have gained greater say. More people stood up for their rights.

But of course, we also know: this is not the whole story. Globally, 2025 was a year of a tropical storm that simply would not abate. Shocking geopolitical changes, horrific conflicts and a growing number of authoritarian regimes had a major impact all over the world. The relevance of development cooperation was called into question, putting budgets under severe pressure. Millions of people in dozens of countries are affected as a result.

Many Partos members are also facing difficult times themselves. Fortunately, the new Jetten government appears somewhat more supportive of development cooperation. There is more scope for civil society once again. It was disappointing to discover, upon analysing the coalition agreement, that the promised additional investment in development cooperation will be spent almost entirely within the Netherlands.

What Partos has done and achieved as an association is set out in the following pages of this report. I am proud of the results of our joint efforts. For instance, the 'The Netherlands is not an island' campaign, which we are running with coalition partners, clearly demonstrates that, as members, we can truly make a difference together. I am also delighted with the trust that members have placed in Partos and in me as the new chair in April 2025.

On behalf of the board, I would like to thank the Partos director and her team for the enormous task they have accomplished during very turbulent times. Special thanks also go to our members, their more than 4 million volunteers and donors, their partners in the Global South, and our "The Netherlands is not an island" coalition partners. Thanks to their contribution, trust and dedication, we have been able to bring Partos' ambitions closer to fruition.

If we join forces, work together effectively – including on necessary changes and innovation in international cooperation – we create real added value. That is why I conclude with a call, not only to our members, but also to potential members and partners: Join us, get involved!

Foreword by Liana Hoornweg

To all members who have shown solidarity with one another and with Partos this year: thank you very much. That was not a given. We know that many member organisations are (or have been) struggling and that remaining a member was a conscious choice that could have been financially painful. That is precisely why we are so grateful to you. Together, we remain strong and send out the message that civil society organisations matter.

In 2025, the Learning & Innovation programme came to an end. With a wonderful closing event at De Doelen in Rotterdam, we bid farewell to five years of learning, sharing and innovating within this programme. Many participants were actively involved, listened to inspiring speakers, celebrated the results of the Strategic Partnerships and discussed the future. It was a fitting highlight that we look back on with pride.

From 2026, Partos will no longer receive funding from the Foreign Office, and we expect a reduction in membership fee income. For this reason, a reorganisation was launched at the end of 2025. We said goodbye to two colleagues, with a further three leaving in 2026. This is not easy, although the colleagues left on good terms. With a smaller team, we remain committed to development cooperation. Your involvement is more important than ever.

We also look back with satisfaction on the election year in terms of lobbying and policy influence. The 'The Netherlands is not an Island' campaign had a significant impact. We worked together in a broad coalition, with the tentative result that, according to the coalition agreement, a further 275 million euros will be added to the development cooperation budget each year. This is not the only coalition in which cooperation is yielding results; Building Change is another. For Partos, this underlines the importance of targeted collaboration with others on a single issue and of making clear appeals to those in power who make decisions affecting our sector.

We are pleased that the period of cutbacks is almost over. We do not want to return to the past, but we do recognise that rapid reorganisations threaten to result in the loss of a great deal of knowledge and experience. We are therefore building on what we started in 2025: inviting others from fields such as academia, defence and the business sector to speak out on the importance of international cooperation and to increase public support. For our members, we want to remain relevant, strengthen ties and actively explore who we can connect with to share experiences.

Finally, Partos and the various partners within the Learning & Innovation programme have once again produced excellent publications, which are discussed in detail in this report. I would like to highlight one in particular: [*The Power of Partnerships: 27 stories of Civil Society driving Change*](#). Positivity guaranteed. Working together works!

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In brief: Partos in 2025

For Partos and its members, 2025 was a year of contrasts. Despite geopolitical unrest and global cuts to development budgets, we still managed to achieve meaningful results in line with the objectives set out in the 2025 annual plan (see below in bold):

- **Exerting political pressure** – Partos championed civil society’s interests despite political unrest. Through dialogue with other networks, State Secretary de Vries, the Ministry of Foreign Affairs and members of the House of Representatives, attention was drawn to civil society space and to the preservation of development budgets. Active lobbying to maintain the link between national income and the development budget ultimately led to an additional annual allocation of €275 million to the development budget, in accordance with the coalition agreement.
- **Concluding the L&I Innovation Hub programme and embedding knowledge** – The Learning & Innovation programme (2021–2025) was brought to a grand close at De Doelen, attended by 200 participants. The external evaluation of the past five years by Rooted Otherwise revealed predominantly positive results, particularly in the areas of agenda-setting, strengthened relationships and practical tools such as the Power Awareness Tool and the Feminist Monitoring, Evaluation & Learning Guide. Key knowledge products that have been developed and are available on the Partos website include the Inclusive Communication Guide, a DEI handbook and publications on strategic partnerships.
- **Continuing public support campaigns and stimulating dialogue** – Partos built a broad civil society coalition to generate support for increased development funding. Partners in the ‘The Netherlands is not an island’ coalition included FNV, KNVB, Cordaid, Oxfam Novib, Solidaridad and the Council of Churches. This coalition fostered dialogue between politicians, civil society organisations and the public, leading to recognition of this exceptional collaboration during the Night of the Lobbyist, where the coalition won the award for ‘Most Groundbreaking Collaboration’ in early 2026.
- **Member support** – By the end of 2025, Partos represented more than 100 member organisations, which is a significant number compared to neighbouring countries. Despite financial pressure on the sector, most members remained loyal to the network. Participation in most sessions was active and positive, with favourable reviews.

Challenges

- The end of funding for the Learning & Innovation programme in 2026 led to a reorganisation and the departure of five staff members.
- Some sessions were not always sufficiently tailored to demand.
- Diversifying income streams has not yet yielded a convincing alternative.

Conclusion Partos remains connected with members and decisive under the motto ‘Together Works!’ We opt for transparency in communication, collaboration with others and the search for new forms of impact. Together with members, Partos is building a future-proof sector that makes a difference even in changing times.

Partos in action and connection in 2025

1. Policy influence and advocacy

Following the elections at the end of 2023, the political environment remained unstable in 2025, particularly in development cooperation. The sector faced further cuts, the decoupling of ODA from Gross National Income, a halving of the budget for civil society organisations, and a delayed start to new funding regimes. This situation was exacerbated by the expiry of strategic partnerships at the end of 2025 and the upcoming general elections. In this context, Partos, in close collaboration with the Partos Lobby Group, focused on influencing party manifestos and safeguarding the space for civil society.

1.1 'The Netherlands is not an island' campaign: Mobilising support

To highlight the importance of international cooperation, in 2025 Partos, together with a broad coalition (including the FNV, KNVB, Council of Churches and various Partos members), ran the ['The Netherlands is not an island'](#) campaign. The campaign resulted in concrete political gains: ten political parties gave a written commitment to continue investing in development cooperation. In addition, several parliamentary groups received and supported the accompanying petition, which was presented to the House of Representatives in September. The public campaign ['Running for Justice'](#) in October and extensive media coverage (including in AD and Trouw) ensured that the issue remained firmly on the agenda in both public and political debate.

1.2 Defending the space for civil society

Maintaining flexible funding and meaningful consultation with civil society remained a central pillar. The delay in introducing the new funding instruments for civil society and the exclusion of advocacy created a funding gap and uncertainty. Partos took the opportunity of an invitation to consult with State Secretary de Vries in November to emphasise the strategic importance of civil society organisations in foreign policy. During this meeting, the added value of partnerships was underpinned by insights from the [publication **The Power of Partnerships**](#), through which Partos highlighted the necessity and added value of a robust civil society for effective policy. We are seeing some room for civil society organisations opening up again.

1.3 Policy coherence and SDGs

In collaboration with the Building Change coalition (Woord en Daad, FMS and Partos), attention was drawn to policy coherence, particularly through the 'Adopt an SDG' campaign. Following the elections, new MPs were actively approached to recognise the impact of Dutch policy on the Sustainable Development Goals (SDGs). Partos contributed to the [National SDG Report](#) on the efforts of Dutch civil society. In addition, the coalition published the fact sheet ['Helder over Elders'](#) to encourage ministries to pay greater attention to the 'elsewhere' dimension, and the annual 'Assessment of Impacts on Developing Countries' study was presented.

1.4 Networking, monitoring and European policy

In 2025, Partos organised nine lobbying network meetings on current topics such as the Budget Memorandum and the NATO standard, attended by an average of 28 participants. These meetings serve as a platform for knowledge exchange and in-depth discussion, with coalition-building with widely supported partners remaining strategically valuable. The user-friendliness of the Political Monitor has been optimised, ensuring that members are kept continuously informed about political developments via weekly mailings and a portal. One of the followers of the monitor: *'I recommend that everyone subscribes to the Partos Political Monitor, which shares excellent weekly summaries of political issues (and debates) relating to development cooperation. It's very handy if you're busy but want to stay up to date with what's happening in politics.'*

At the European level, preparations for the new Multiannual Financial Framework (MFF) were monitored in collaboration with CONCORD and the EU Lobby Group. Contacts were maintained with Members of the European Parliament and relevant directorates within the Ministry of Foreign Affairs regarding the *Global Europe* instrument. Two specialist meetings on *EU Delegated Cooperation* and the *Global Gateway* strategy contributed to a better understanding among Partos members of the European policy framework, although it also became clear that this does not always provide a direct route to EU funding for NGOs.

1.6 Conclusions for 2025

The year 2025 has demonstrated that Partos, together with its members and within a coalition framework, can operate effectively within tight political constraints. The 'The Netherlands is not an island' campaign yielded concrete results, with ten parties making a commitment and several parliamentary groups receiving the supporting petition. At the same time, it became clear that political attention does not equate to political priority. The delay in the implementation of the new funding framework for civil society organisations following the expiry of strategic partnerships meant that organisations faced a funding gap. This poses a risk to the long-term planning and effectiveness of civil society organisations.

1.7 Outlook for 2026

For the coming year, the challenge lies in translating political goodwill into guaranteed budgetary resources. Funding from the EU may offer opportunities for diversifying funding streams, but this route is by no means guaranteed. There is currently a clear mismatch: the Netherlands is not yet sufficiently equipped to effectively attract EU funds and ensure they provide added value for civil society. It requires a strategic effort to bridge this gap and optimise access to European funding. Maintaining and deepening coalitions with widely supported partners remains essential to safeguarding the space for civil society in this changing landscape.

2. Communication & Engagement

In 2025, Partos focused on strengthening the public and political debate surrounding international cooperation, particularly in an era of global crises and severe budget cuts. By working closely with members, we succeeded in positioning the development sector as an indispensable and reliable partner within broader foreign policy. The framing and key messages we used were reflected in newspaper commentaries, articles by partners and even in the plans of political parties, demonstrating that the sector has collectively managed to forge a strong voice.

2.1 A strong sectoral voice and political influence

As a connector and driving force behind sector communication, Partos worked closely with various active members of the sector communication core group and the press group to create a single, powerful sector voice. This collaboration resulted in two major campaigns: [‘Nederland van de kaart’](#) (The Netherlands Off the Map), featuring a film and the presentation of petitions, and [‘Nederland is geen eiland’](#) (The Netherlands is not an island), following the summer. This joint effort yielded tangible results, including four motions adopted in both the Senate and the House of Representatives, and the fact that our framing gained traction in the public and political debate. The campaigns were picked up by at least twelve external news and partner platforms and led to visible political engagement and references to our message in parliamentary debates and party manifestos. In addition to these campaigns, we invested in developing narratives, including with Goede Doelen Nederland on [the story of charities](#), and provided members with concrete tools to combat [scapegoating](#) in their own communications.

2.2 Dialogue with society and global citizenship

Fostering dialogue between the sector and society was a key priority, with Partos facilitating meetings and events to deepen the conversation on international cooperation. During the [Impact Fair](#), which attracted over 7,000 visitors, Partos and eleven members jointly presented the [‘Development Works’](#) pavilion, where visitors engaged in discussions via a World Café on themes such as health, water and sustainable energy. Visitors gained a more nuanced picture of development cooperation and the sector through a quiz featuring facts and myths, which was also reflected in the many conversations at the tables. One of the participating organisations wrote in the evaluation: *“The development cooperation sector should be present at the Impact Fair. It is good for our visibility, and it is simply a valuable opportunity to interact with the Dutch public. For me, the added value lies in being there as a sector, not as individual organisations. So ‘Development Works’ was a good choice.”*

The [‘Development Works’](#) campaign continued with short films about Dutch people actively engaged in development cooperation. During Partindag, private initiatives were involved via an interactive quiz. In parallel with this, Partos worked with members to strengthen global citizenship through various meetings on the [future of global citizenship](#), its [implementation in organisational strategies](#), and the [opportunity analysis ‘Strengthening global citizenship in the Netherlands’](#). In doing so, we put global citizenship on the agenda and gave the topic further

impetus. Global citizenship once again became a topic of discussion within the Ministry of Foreign Affairs, and several relevant members explicitly included it in their multi-year strategies. There was also increased dialogue with organisations regarding education and global citizenship.

2.3 Innovation, inclusive communication and community life

As the Learning and Innovation programme came to an end in 2025, the [Inclusive Communication Community of Practice](#) also concluded its work. The year was focused on consolidating and embedding the knowledge gained. The Inclusive Communication Guide is now actively used by various members and has been incorporated into the curricula of several universities, including the University of Amsterdam (UvA), the University Medical Centre (UMC), Utrecht University (UU) and Astrum College. Knowledge exchange remained vibrant with sessions on [the ethical use of AI images](#), a workshop in Brussels at the invitation of 11.11.11 and the NGO Federation, our colleagues in Belgium, and during the [Innovation Impulse](#) in November, where, among other things, the video featuring the [ten guiding principles](#) was launched, and Thomas Coombes appeared as a keynote speaker. All materials and recordings are and will remain available via the [Partos website](#). A participant's feedback: *"At Musicians Without Borders, we've included your Inclusive Communication Guide and Glossary in our writing style guide, and have adjusted the language we use in our organisational documents, partnership agreements, and grant applications. It's been an eye-opening process, and one that has made us more perceptive of how we write, speak, and think."*

Within the association itself, Partos focused on active engagement by sharing news from members more frequently via mailings, the website and social media, which resulted in a noticeable increase in the number of members actively participating in communications. The [switch from X to Bluesky](#) in January 2025 emphasised the commitment to safe and inclusive online environments. The growth on LinkedIn, with around 1,600 followers, and the active presence on Instagram further strengthen the sense of community.

2.4 Conclusion: Proven power of collective action

The results from 2025 demonstrate that collaboration is the key to making an impact in an era of crises and cutbacks. Partos has proven that when the sector speaks with one voice, that voice is not only heard in politics but also resonates throughout society. From the four motions tabled in the Senate and House of Representatives to the recognition at the Night of the Lobbyist, from the nuanced portrayal at the Impact Fair to the safeguarding of knowledge through the Inclusive Communication Guide – every activity strengthened the position of international cooperation as an indispensable pillar of our foreign policy. The challenges remain, but the sector now has a proven model for collective action that forms the basis for further growth and influence in the years to come. For 2026, the focus is on continuing and strengthening these coalitions, so that the sector's collective strength continues to have a lasting impact on public and political debate in the future.

3. Learning and Innovation – Partos Innovation Hub

The five-year Partos Learning & Innovation programme, which ran from 2021 to 2025 with support from the Ministry of Foreign Affairs, has proven to be more than just a series of activities. The final year, 2025, marked not only the end of funding but, above all, the moment to celebrate the results achieved and ensure their long-term sustainability. The core of this programme lies in driving learning and innovation within the sector, with the aim of preparing members and the wider community for the future and increasing their social impact.

3.1 Positive results were externally validated

An independent final evaluation, carried out by Rooted Otherwise according to strict quality criteria and using a decolonial, feminist and systems-oriented approach, confirms that the programme has achieved predominantly positive results. The three most sustainable contributions of the programme have become clearly visible:

- (1) **Firstly, the Learning & Innovation programme has driven agenda-setting and a shift** in discourse. Themes such as equal partnerships, feminist monitoring and evaluation (MEL), and inclusive communication have not only been placed on the agenda but have also contributed to a significant shift in language use, perspective and norm-setting within the sector.
- (2) **Secondly, the strengthened relationships and network effects have led to collaborations that transcend formal frameworks.** Organisations now work together on a structural basis, partly driven by the connections forged during the programme. For example, participants had this to say about the SP'labs:
 - “The one-to-one connections are the most powerful.”
 - “After that, we were actually able to reach out to each other.”
 - “There are relationships that will actually continue beyond the programme.”
- (3) **Thirdly, the practical tools developed, such as the Power Awareness Tool and the Feminist MEL Guide, have brought about concrete changes in practice.** These tools have not been shelved, but have even found international distribution; they are now being shared by NGO platforms in countries such as Australia, France, Germany, Belgium and Ireland, and a strategic partnership has been established with the Belgian NGO federation to further embed this distribution.

Over the years, the Innovation Hub has served as a crucial meeting place where participants not only shared knowledge but also jointly explored new insights and challenges. For many participants, this was a place where meaningful, lasting connections were forged within the sector, which continue to be actively utilised in daily practice even after the formal meetings have ended.

3.2 Concrete publications that preserve knowledge

The knowledge exchange has led to a series of concrete publications that remain accessible via the Partos website even after the programme has ended. A highlight is the online magazine [*The Power of Partnerships*](#), which brings together the experiences of 27 partnerships within the *Strengthening Civil Society Policy Framework*. This publication was launched with a ceremony during the closing event and presented to Peter-Derrek Hof of the Ministry of Foreign Affairs, who affirmed the importance of local leadership. In addition, learning documents have been produced on the [ethical use of artificial intelligence](#), in collaboration with RNW Media, and [Towards a Shared Horizon for Climate Justice](#), a document full of concrete case studies and exercises. Another key outcome is [the DEI handbook and workbook](#), a practical guide to inclusive change based on the experiences of sixty civil society organisations and over twenty experts. A quote from a participant: *“Being part of these DEI modules and trajectories ensured that DEI is on the agenda... returning with information, resources, and language.”*

3.3 Network engagement and reach

The engagement of member organisations and their partners was impressive. During sessions on strategic partnerships and innovative financing, such as impact investing and impact bonds, over a hundred people attended to discuss the challenges and opportunities of collaboration between NGOs and the private sector. The learning pathway on the structural integration of learning attracted 130 participants, whilst the Ready For The Future series with the Movement for Community-Led Development reached 143 people. The sessions on inclusivity, including the Racial Justice Affinity Spaces and webinars on the anti-rights movement, also attracted 130 participants. The programme concluded with the Innovation Impulse festival at De Doelen in Rotterdam, where over 200 participants gathered for a day packed with sessions, workshops, theatre and a pitch stage. The full programme was creatively designed through an open call for collaboration, to which forty proposals were submitted from both the Netherlands and abroad. This resulted in [ten valuable sessions on topics including partnerships](#), community leadership, inclusive communication and countering anti-rights movements.

3.5 Critical reflection on challenges

Although the results are predominantly positive, the evaluation also highlights significant opportunities for growth and challenges. Genuine system transformation requires sufficient mandate, appropriate governance structures, clear donor agreements and, above all, time. A key lesson emerging from the evaluation is that, despite the intention to ensure broad involvement, participation in practice tends to be skewed towards organisations and individuals based in the Netherlands. Whilst partners from Global Majority countries were present as co-creators, time and resource constraints proved to be a stumbling block to more balanced participation. The results were primarily communicated to the partners through the members. The leadership sessions for CEOs also yielded mixed results; whilst the first session was well received, the second proved too small to deliver the desired added value, leading to the conclusion that other forms of peer review and exchange must be sought in the future.

3.6 Conclusion: a lasting foundation for the future

Unfortunately, funding for the programme has ceased, and without additional funding in the future, it will not be possible to facilitate substantive exchange with the same level of commitment, depth and regularity. With the launch of a permanent [knowledge base](#) and [overview page](#) on the Partos website, the programme's knowledge has at least been secured for the future. The Learning & Innovation programme may have formally come to an end, but the changes it has brought about in how the sector collaborates, learns and reflects will continue as far as possible. The tools, networks and insights now form a lasting foundation for the sector to adapt in times of change and look ahead.

4. Organisation, Quality Management s and Association

4.1 Operations and Quality Management

By 2025, Partos will have optimised its internal procedures, IT and data management. Work has been carried out to improve internal procedures for administrative organisation, and significant innovations have been implemented in the areas of IT and data management. The quality policy was embedded through risk management, supported by internal audits. Members were provided with advice on ISO 9001 certification upon request.

Various activities were organised in the area of integrity, including a meeting with Goede Doelen Nederland and training sessions on moral judgment. Internally, three team-building workshops were held in a safe working environment, resulting in concrete agreements. No integrity incidents were reported in 2025.

As part of Shared Services, Partos conducted a telephone survey among its members to identify their needs. This revealed a clear demand for legal support services during reorganisations. To meet this need, the existing legal service within Shared Services was further expanded. In addition, 2025 was the penultimate year of the framework agreement with Diversity Travel. Partos actively contacted the participating members to explain the pros and cons of continuing participation in the final year (2026), so that members could make an informed choice.

4.2 Board and Governance

The Partos board underwent a number of changes in 2025, with both departures and new appointments taking centre stage. In April 2025, a significant change in the board took place. Hans Bruning stepped down as chair after two terms and was succeeded by Andy Wehkamp, whose appointment as independent chair was confirmed by the General Meeting of Members. Rina Molenaar also left the board after two terms. Joke Le Poole and Saranel Benjamin joined in April, but Saranel Benjamin had to step down shortly afterwards when she moved to an organisation that is not a Partos member. As a result, the board consisted of eight members in 2025, later reduced to seven. Andy Wehkamp skilfully chaired her first General Meeting of Members in November.

The board met seven times in 2025, including one strategy day. Matters discussed included the evaluation of the 2025 annual plan and financial statements, the current annual plan and 2026 budget, a review of the Rules of Procedure, cooperation with and policy advocacy towards the Ministry of Foreign Affairs, political choices and their impact on members, a self-evaluation of the board, and a review of the articles of association. The board has two subcommittees: the audit committee and the remuneration committee. The audit committee met three times and discussed the budget, the annual accounts, the financial policy and the level of reserves. The Remuneration Committee met twice and was responsible for assessing performance and deciding on the director's remuneration. Board meetings were prepared and documented by the chair, the director and the office coordinator. The director attended all board meetings.

Association Board in 2025

Name	Position	Member since	Member organisation	Additional roles
Hans Bruning	Chair Member of the Remuneration Committee	18 April 2019 (second term) until 17 April 2025	Independent	Owner of Hans Bruning Bestuursadvies Partner at Socires Think Tank
Andy Wehkamp	Chair Member of the Remuneration Committee	17 April 2025	Independent	Member of the Recommendation Committee for the Netherlands International Cooperation Collection Member of the Advisory Board of Byapar Briddhi Bikalpa, Nepal PUM expert in the energy sector Member of the Supervisory Board of the Deal Foundation
Rina Molenaar	Member	18 April 2019 (Second term) until 17 April 2025	Woord en Daad	Board member of Prisma Author, Jongbloed Publishers Board member of Friends of Leliezorg Columnist for Reformatorisch Dagblad
Erik Ackerman	Member Vice-chairman and member of the remuneration committee	12 November 2020 (Second term)	Liliane Fonds	Chair of the Board of DCDD (Dutch Coalition on Disability and Development) Director of MIVA
Edwin Visser	Member Member of the Audit Committee	12 November 2020 (Second term)	ZOA	Board Member, Dutch Coalition for Relief and Development Member of the Supervisory Board of Dutch Relief Alliance
Hans Heijdra	Treasurer Member of the Audit Committee	17 November 2022	SNV	None
Pepijn Gerrits	Member	16 November 2023	Oxfam Novib	Board member of Raam op Rusland Treasurer, Piet Gerrits Foundation Member of the Supervisory Board of Dutch Relief Alliance
Annelies Kanis	Member	25 April 2024	The Hunger Project	Member of the Supervisory Board and Chair of the Audit Committee of the Rosa Manus Women's Shelter Foundation
Joke le Poole	Member	17 April 2025	Max Foundation	Chair of the Board of Max Social Enterprise in Bangladesh
Saranel Benjamin	Member	17 April 2025 to 20 November 2025	Mama Cash	None

4.3 Staff and working environment

The Partos team worked in accordance with the annual plan approved by the General Meeting of Members. The atmosphere in the office was informal, open and inclusive, with short lines of communication and a focus on core tasks and projects. A weekly team meeting was held to coordinate activities and optimise collaboration. The director and the heads of the core tasks coordinated the broad outlines of activities on a weekly basis. Planning and performance reviews also took place. For the 2026 staffing structure, the existing job profiles were adjusted where necessary and benchmarked externally, including that of the director. During an internal recruitment round, colleagues were successfully placed in new roles.

Partos operates on a 36-hour working week. As of 31 December 2025, the agency had eleven staff members (12.16 FTE), two of whom were full-time. Absenteeism due to illness was zero in 2025, compared to 4.59% in 2024, which is a positive development. The average FTE in 2025 was 12.16 FTE. In 2025, four staff members left the organisation, and twelve interns were active. Salaries were indexed by 3.5% in October in accordance with the Social Work Collective Labour Agreement.

In 2025, the core team consisted of the following staff members:

Name	Position
Alba van Vliet	Impact Facilitator (from March)
Anna Gorter	Learning Experience Facilitator
Charlotte van Renselaar	Executive Office Manager (until July)
Christina Hillenaar	Head of Operations and Quality Management
Erika van Heeringen	Communications Officer
Frederique Been	Impact Facilitator (until January)
Gigi Ong-Alok	Innovation Facilitator
Ida Kuijper	Operations Officer (from July)
Koos de Bruijn	Advocacy and Policy Influence Manager
Liana Hoornweg	Director
Marion van der Knoop	Finance Officer
Sabien Rouwenhorst	Political Officer (from March)
Sera Koolmees	Senior Communications Officer
Sophie Visser	Communications and Team Support (until 1 December)

In 2025, Partos incorporated its Diversity, Inclusion and Equality (DIG) policy as a central principle in the revised Strategic Staffing Plan. This has also been implemented in the recruitment and selection procedure. As part of efforts to improve quality management, the staffing policy has been further developed and set out in a strategic staffing handbook. In terms of salaries, Partos follows the indexation of the pay scales set out in the Social Work Collective Labour Agreement, but does not apply the annual pay rises provided for in those scales. In 2025, sustainability played a central role in our operations. We are very satisfied with the office in the Humanity Hub in The Hague, not least because of the sustainable internal policy pursued by the Hub itself and made mandatory for its tenants. Many meetings were again held online or in a hybrid format this year.

4.4 Member Retention and Risk Management

In 2025, Partos organised three General Meetings: two regular meetings in April and November, and an additional meeting in May to approve the amended articles of association, as well as an online members' meeting. During the regular General Meetings, important documents were approved, including the amended Articles of Association, a new membership fee structure, the Internal Regulations, the 2024 Annual Report and Financial Statements, and the 2026 Annual Plan and Budget. The keynote speakers were Raj Kumar (DEVEX) in April and Rolien Sasse (Pax) in November, who spoke respectively on trends in international cooperation (see link for his [inspiring keynote speech](#)) and the urgency of peacebuilding.

The core team and board members maintain regular contact with Partos members through members' meetings, working visits, working group meetings, conferences and collaborative activities. Due to the political situation, we maintained particularly frequent contact with members in 2025, ensuring they were well informed about developments within the network. Following the General Meeting in November, evaluations were sent out, and the feedback on that meeting was positive.

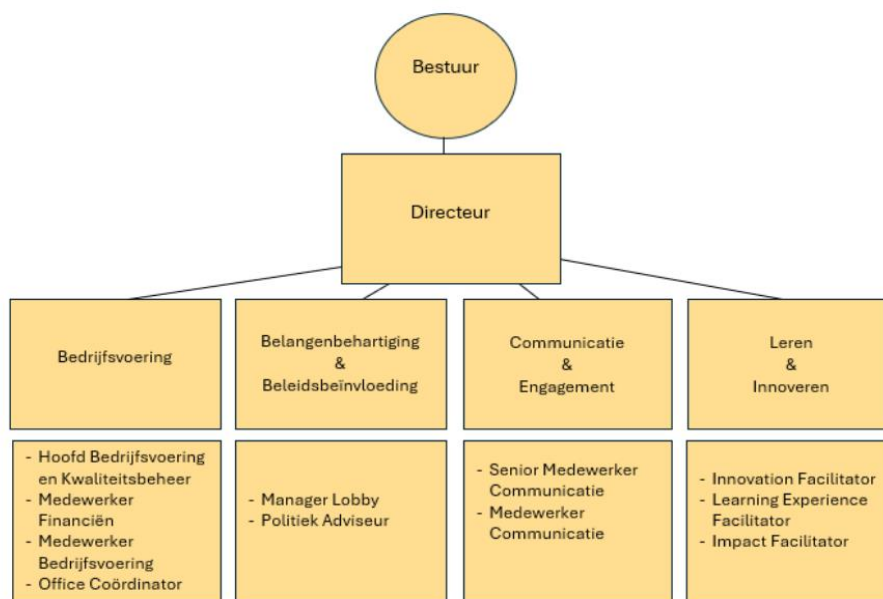
In its external positioning, Partos spoke out in favour of the importance and value of development cooperation, of space for civil society and of public support for the sector. We reiterated this message in panel debates, interviews, activities to generate media attention and presentations at events. Links with CONCORD, the European umbrella organisation, and other sector organisations from Europe, such as Bond (UK), VENRO (DE), CONCORD Sweden, 11.11.11 and the NGO Federation (BE), also remained important, as development cooperation is under pressure within the European Union too. In May, Partos spoke in Vienna at the Austrian umbrella organisation Globale Verantwortung about the political situation in the Netherlands. This was an interactive session, which received positive feedback from the participants. To enhance cooperation and coordination with umbrella organisations in the Global South – an area where progress has unfortunately lagged behind in 2025 – exploring membership of the international network FORUS is on the agenda for the new year.

The main risks in 2025 were the loss of income and staff departures. In light of the reorganisation initiated in 2025, the primary focus was on ensuring continuity and staffing for Partos's various tasks. This led to the drafting of an efficient staffing plan for 2026, so that Partos's members can continue to be served in much the same way. Given the loss of funding from the Ministry, Partos, together with an external consultant, has focused on diversifying its income. This has not yet yielded a convincing picture of alternative sources of income, but work on this will commence in the coming year.

In 2025, Partos hired an external individual to handle complaints about member organisations, as insufficient time could be set aside internally to respond adequately. The handling of complaints has therefore been outsourced. In 2025, two complaints were dealt with by the external individual.

In conclusion, Partos is striving to maintain its social role in a changing landscape, but must make difficult choices between quality, capacity and financial viability. The coming year will be dominated by these choices.

4.7 Organisation chart 2025



4.8 List of members 2025

At the end of 2025, Partos had 107 members.

The new members in 2025 are:	By the end of 2025, 10 members had resigned:
<ul style="list-style-type: none"> • Aqua for All • Impunity Watch Foundation • Madamfo Foundation • PharmAccess Foundation • MDF Training and Consultancy became a donor to Partos. 	<ul style="list-style-type: none"> • 100 Weeks Netherlands • Fairfood • HealthNet TPO • Macheo Netherlands, Foundation • Madamfo • Pharm Access • SOMO • Sympany+ • VIA Don Bosco Netherlands • Stichting Wereldkinderen

Complete list of all members in 2025

- | | | |
|--|---|---|
| 1. 100 Weeks Nederland | 38. Kinderpostzegels
Nederland, Stichting | 73. Save the Children
Nederland |
| 2. ActionAid Nederland | 39. KIT, Royal Tropical Institute | 74. Schone Kleren Campagne |
| 3. Aflatoun | 40. Leger des Heils | 75. SeeYou Foundation |
| 4. Aidsfonds, Stichting | 41. Leprastichting | 76. Simavi, Stichting |
| 5. Akvo Foundation | 42. Leprazending, Stichting | 77. SNV |
| 6. Aqua for All | 43. Liliane Fonds | 78. Solidaridad Nederland,
Stichting |
| 7. AMREF Health Africa | 44. Macheo Nederland,
Stichting | 79. SOMO |
| 8. Both ENDS | 45. Madamfo | 80. SOS Kinderdorpen |
| 9. CARE Nederland | 46. Mama Cash | 81. Sympany+ |
| 10. Centre for Safety and
Development | 47. Max Foundation | 82. Tearfund Nederland |
| 11. Choice for Youth & Sexuality | 48. MDF Training and
Consultancy (Vriend Partos) | 83. Terre des Hommes |
| 12. CNV International | 49. Medisch Comité Nederland-
Vietnam | 84. The Hague Academy for
Local Governance |
| 13. COC Nederland | 50. Mensen met een missie | 85. The Hunger Project |
| 14. Cordaid | 51. Mercy Corps Netherlands | 86. Transnational Institute |
| 15. DOEN, Stichting | 52. Milieudefensie, Vereniging | 87. Tropenbos International |
| 16. Dokters van de Wereld | 53. Mondiaal FNV | 88. Unicef |
| 17. Dorcas | 54. Nederlands Helsinki Comité | 89. Unoy Peacebuilders |
| 18. Dutch Coalition on Disability and
Development | 55. NEDWORC | 90. Vastenactie |
| 19. Edukans, Stichting | 56. Netherlands Food
Partnership | 91. VIA Don Bosco Nederland,
Stichting |
| 20. Fair Wear Foundation | 57. NIMD | 92. Volunteer Activists, Stichting |
| 21. Fairfood | 58. ONE | 93. VSO Nederland |
| 22. Foundation Max van der Stoel | 59. Oxfam Novib | 94. WageIndicator Foundation |
| 23. Free Press Unlimited | 60. PAX | 95. War Child Alliance |
| 24. Friends of the Earth International | 61. Peace Direct NL | 96. WECF Nederland |
| 25. GPPAC Foundation | 62. Penal Reform International | 97. Wemos |
| 26. Habitat Nederland | 63. Pharm Access | 98. Wereldkinderen |
| 27. HealthNet TPO | 64. Plan International
Nederland | 99. Wetlands International |
| 28. Heifer Nederland, Stichting | 65. Prisma, Vereniging | 100. Wilde Ganzen, Stichting |
| 29. Het Nederlandse Rode Kruis | 66. PSI Europe (Stichting) | 101. WO=MEN |
| 30. Hivos | 67. PUM | 102. Women Win |
| 31. Homeplan, Stichting | 68. Radio la Benevolencija | 103. Woord en Daad, Stichting |
| 32. ICRA (International Centre for
development oriented Research in
Agriculture) | 69. Red een Kind, Stichting | 104. World Vision Nederland,
Stichting |
| 33. IJMNL (International Justice
Mission Nederland) | 70. Right to Play, Stichting | 105. WWF - NL (Wereld Natuur
Fonds) |
| 34. Impunity Watch | 71. RNW Media | 106. Young Africa International |
| 35. IRC, Stichting | 72. Rutgers, Stichting | 107. ZOA, Stichting |
| 36. IUCN Nederlands Comite | | |
| 37. Kerk in Actie | | |

Results 2025

Approved by Dubois 02/04/2026

	Budget 2025	Realisation 2025	Budget 2026
INCOME			
Contributions	945.000	963.942	870.000
Other income	622.000	678.354	17.100
Totale income	€ 1.567.000	1.642.296	887.100
Expenses			
Staff costs	580.000	546.108	758.500
General expenses	170.000	197.264	157.900
Activity costs	800.920	745.419	105.900
Total expenses	€ 1.550.920	1.488.791	1.022.300
Result before financial income/expense	16.080	153.303	-135.200
Financial benefits/costs	2.500	7.942	2.000
RESULT	€ 18.580	161.445	-133.200