

PARTOS ANNUAL REPORT 2022



CONNECTED IN VULNERABILITY AND STRENGTH



Director's foreword

Connected in vulnerability and strength was the title of our 2022 annual plan. A very appropriate title – and not just for 2022. Vulnerability and strength are constants in our professional field of development cooperation. A professional field in which crisis upon crisis piles up and where the most vulnerable groups and regions are invariably the hardest hit. To this was added the war in Ukraine in 2022, with direct and unimaginable human suffering. And again, low- and middle-income countries are affected by the new impetus towards the arms race, increased geopolitical tensions, high energy prices and food shortages, among other things. People who were already struggling to keep their heads above water are getting blow after blow.

What offers hope is that these same people, however vulnerable, still find the strength to get back on their feet and stand tall, time and again. Connecting with these vulnerable yet resilient groups is the basis of development cooperation and of our members' work. It's a connectedness based on compassion, solidarity and responsibility and expressed through hopeful and meaningful cooperation.

This insight doesn't merely apply in the big outside world. It also applies internally to the 12-member Partos team. A team with solid ambitions, as the annual plan with its many initiatives shows. A vulnerable and resilient team that did not let the various staff changes and drop-outs deter it from its purpose. And a strong team, which through interconnectedness and close cooperation with its members, has achieved results it can be proud of. And finally, an inquisitive team that is constantly looking to improve and innovate.

This annual report shows that on two spearheads, Inclusive Civic Power and Hope-based Communication, we have undertaken numerous activities with great involvement of members and (inter)national partners. And for the other two spearheads, Climate Justice and Support, a good foundation has been laid for the coming years. On all three core tasks – Advocacy & Policy Advocacy, Learning & Innovation and Communication & Public Image – as well as on 'Shared Services,' a multitude of activities have been undertaken for and by members. Are we proud? Definitely! Are we satisfied? Certainly not, as our work remains a challenging, never-ending uphill battle. It is therefore also good that the future scenario of Partos will be re-examined next year together with the members with the arrival of the new director.

This was my last contribution to a Partos annual report. It was a privilege for me to work for Partos with my team and with its members. It was meaningful work all round. And it will remain so in the future. Therefore, for now I say: Keep up the good work!

Bart Romijn

President's foreword

In 2022, we are faced with developments unforeseen by many. A ground war on European soil, for example, was considered impossible. Even apart from the unimaginable suffering in Ukraine of many deaths, injuries and destruction, this momentum marks a change in geopolitical relations. As in any crisis, Europe will hopefully reinvent itself, growing into an essential political power broker coupled with policies in which the 'soft forces' of human rights and international cooperation have their place. One of the questions will be whether we, as Partos, will also manifest ourselves more at the European level together with like-minded parties in Europe. It's a question we must ask ourselves...

The newly developing geopolitical relations also make it clear that the neo-liberal concept seems to be on its way out. In my view, the absolutisation of shareholder value in (international) companies has actually never been sustainable. All stakeholders should come into their own. For organisations that have been working with people and civil society organisations for many decades, this is obvious. Actually making climate justice part of our economic system is essential. Starting with the fair pricing of goods and services that cause damage to our climate. In this light, we can ask about our government's view on the connection between foreign trade and development cooperation. This requires critical reflection.

With a declining Covid pandemic in the year under review, it was again possible to convene more in-person meetings. I found it a relief that after two and a half years, we were able to hold live meetings again as General Meeting and Board. This does a lot to improve the dynamics, atmosphere, and results. With the absolute highlight last November being the General Assembly, Symposium and farewell to our director, Bart Romijn, in one big meeting.

Bart, our heartfelt appreciation for your efforts over the past few years. And Liana Hoornweg, our new director: welcome! Finally, our thanks to the Partos team; 12 people who do a huge job, year after year. In terms of both quality and quantity, 2022 was a banner year.

Hans Bruning
Partos President

Partos facts and figures

Meetings and members in 2022

- 104 members
- 88 meetings
- 4,196 participants in meetings
- 16 working groups and communities of practice

Some activities

- 14 publications and position papers, including the [Future Brief series on decolonisation](#), which has been published in five languages.
- Over 800 participants participated in more than 10 sessions to provide input and [recommendations](#) for the Ministry of Foreign Affairs' new Africa Strategy with actors in the Netherlands and in Africa.
- The [YouTube and podcast series](#) on leadership with 10 directors has started. The first 3 episodes came online in 2022 and were viewed 342 times.
- In the run-up to Foreign Trade and Development Cooperation (FTDC) Minister Schreinemacher's policy paper, Partos drew up a [10-point plan](#) which was presented during an introductory meeting with Minister Schreinemacher.
- A total of 11 open SP lab sessions were organised, in which 427 professionals participated. We collaborated with 22 organisations for this, including five from the Global South.

Festival

- The festival attracted a total of 380 visitors (sold-out ticket sales), most of whom were from the Netherlands, but also some international visitors from Belgium, Denmark, UK and the Czech Republic.
- The livestream of the plenary programme was followed by 225 people during the day, attracting international viewers from Europe, but also from Nigeria, Burkina Faso, Brazil and Rwanda, for example.

Website	2022	2021
→ Users	31,731	14,271
→ Sessions	56,090	30,372
→ Page views	121,580	86,309

Engagement	2022	2021
→ Twitter	4,438	4,303
→ LinkedIn	3,996	3,060
→ Facebook	1,584	1,570
→ Instagram	188	95

Abbreviations

AGM	Annual General Meeting
FTDC	Foreign Trade and Development Cooperation
CBS	Central Bureau of Statistics
CoP	Community of Practice: Learning & Innovation working group
DEI	Diversity, Equity and Inclusion
DIE	Diversity, Inclusion and Equality
DGIC	Directorate-General for International Cooperation
DSD	Directorate of Social Development
CONCORD	European NGO Confederation for Relief and Development
GDN	Goede Doelen Nederland (Dutch umbrella charity organization)
ICSR	International Corporate Social Responsibility
L&I	Learning & Innovation
CSR	Corporate Social Responsibility
NGO	Non-Governmental Organisation
ORIA	Organisational, Risk and Integrity Assessment
DC	Development Cooperation
PMEL	Planning, Monitoring, Evaluation and Learning
ARG	Annual reporting guidelines for micro and small legal entities
NEA	Netherlands Enterprise Agency
SPs	Strategic Partnerships
SDGs	Sustainable Development Goals

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Reading tip: The underlined words are hyperlinks; clicking these will take you straight to the correct article or document being discussed.

Core tasks

The core tasks of Partos are (1) Quality, Learning & Innovation, (2) Policy Advocacy & Advocacy, (3) Communication & Public Image. We describe the 2022 activities and results under these headings. Added to this is a short chapter on Shared Services. Activities focused on the Partos team itself, such as quality management and integrity, are described in the last chapter under ‘Association’.

Quality, Learning and Innovation

Development organisations and their partners work to make their efforts more effective through constant attention to quality, learning and innovation. In addition to thematic and country-specific knowledge relevant to the organisation, they share an interest in mutual learning about civil society roles and strategies and about appropriate forms of collaboration with a focus on local ownership, sustainable results and inclusiveness. Moreover, the current rapidly changing context of development cooperation is placing high demands on the adaptive capacity and innovativeness of organisations. In 2022, Partos supported members and their partners in quality, learning and innovation in which we achieved the following results.

Working on integrity

Three Moral Judgement training courses for directors were organised in 2022. In addition, one moral deliberation for directors took place. An evaluation among all participants showed that two-thirds started applying the knowledge directly in the organisation. Together with Goede Doelen Nederland (Dutch umbrella charity organization), Partos commissioned research into the attention paid to integrity by our members in their 2020 and 2021 annual reports. The outcomes were presented in two well-attended integrity meetings. The updated [Integrity System Guide](#) was presented at the second meeting. An accompanying Integrity System Roadmap was launched in 2022. Finally, we put together a well-listened-to [podcast on integrity culture](#).

Data and digitalisation

In 2022, the Partos Innovation Hub launched the Digital Lab to put data and digitalisation more firmly on the map. Our collaboration with the [Principles for Digital Development](#) is central to this, as we use the digital principles as a guide to shape all activities and tracks regarding this issue. Last year, a number of open sessions were organised together with members and partners. For instance, together with the 2022 Innovation Award Winners, we facilitated sessions on Human-Centred Design and we kicked off new Data & Digitalisation Community of Practice, with a first open session on Data Privacy and Security. Another highlight is the [Data Awareness Series](#), a 3-session learning track in collaboration with the Digital Power Data Hub, in which 22 participating organisations will work under the guidance of data experts to improve their own data strategy.

Planning, Monitoring, Evaluation and Learning (PMEL): external

In 2022, we focused on two pillars of PMEL activities. First, we facilitated activities to increase knowledge of and capacity for impact-oriented work among our members. We did this through our successful Partos basic Planning, Monitoring and Evaluation (PME) course. But also through co-creative exchange sessions with our members on midterm reviews under the umbrella of the Strategic Partnerships Lab.

There has also been a lot of focus on community management through the Partos PME platform. The Wednesday Inspiration Day campaign, which involves sharing inspiring publications and events on a fortnightly basis, has helped the PMEL network grow into an active network. In 2022, it was amicably decided to end the cooperation with Goede Doelen Nederland (GDN) with regard to the Impact Challenge and Impact Wijzer, as the goals were no longer aligned with the various target groups of GDN (Dutch-speaking clients) and Partos (largely English-speaking PMEL staff).

Inclusion

Inclusion was also central as an overarching theme within the Innovation Hub in 2022. In addition to the already embedded work on inclusion within programmes, the Innovation Hub launched a [learning track on diversity, inclusion and equality](#) within the member and partner organisations. In a [co-creative track](#), members worked together to flesh out the learning course under inclusion. The six modules of the learning track were presented during the [kick-off](#) in October, after which registration opened.

Under the ‘Leave No One Behind’ Community, the Innovation Hub also facilitates activities aimed at connecting and learning about inclusion within programmes, strategy and project implementation, with a focus on vulnerable groups in society. In October, for example, in cooperation with the Dutch Committee on Disability Development, [a learning meeting](#) was organised around the launch of a guide on Disability Inclusion and Data Management.

New ways of working together

In January 2022, Partos published the [Shift the Power](#) dream paper at Vice Versa’s World Café. This dream paper is a synthesis on the desired division of roles between northern and southern CSOs. The dream paper has been used by the likes of Oxfam Novib in their vision development on reciprocal partnerships and the Finnish trade association Fingo in their learning track on localisation. Following this, Partos launched the [Shift the Power Lab 2.0](#), in which more than 150 (inter)national professionals are developing 6 products in 6 different working groups. The progress of the 6 products was shared at the [Partos Innovation Festival](#). In addition, Partos was a partner of the (Ringo) Social Lab, with [impressive results](#). Finally, Partos has made it possible to download the book [‘Reimagining Civil Society Collaboration in Development - Starting from the South’](#) free of charge. This has now been done more than 3,000 times.

Strategic partnerships

Under the name Strategic Partnerships (SP) Lab, Partos facilitates learning and innovation for and with the strategic partner within the DGIC policy framework ‘Power of Voices’. In 2022, the SPs were in full swing with a strong need for learning. At the initiative of Partos and its members, 11 online sessions were organised, more than half of which focusing on Shift the Power or inclusiveness. There are also a number of [blogs written by members and collaborative partners](#). These are issues for which there is a lot of interest. The initiatives for the learning sessions often come from the members themselves.

In late 2022, members expressed a need to learn specifically about midterm reviews. This was taken up by the SP Lab starting in November 2022. This track will continue into the first quarter of 2023. Participants appreciate the informal and interactive nature of the online sessions. There are also two active working groups working on developing recommendations for a more effective Strengthening Civil Society policy framework. One of these two working groups focuses

on developing recommendations for the substantive accountability framework, while the other focuses on recommendations for the financial accountability framework.

Civic power

Besides the Partos Innovation Festival themed Inclusive Civic Space, two other activities were carried out under the banner of Civic Space. The first was a knowledge-sharing session on COVID and the impact on civil society organisations in collaboration with Radboud University. The second involved a series of three widely appreciated Future Briefs: *Decolonisation of the development sector*. This decolonisation triptych has been actively taken up by several international networks and institutes, including Humentum, GIZ and Fingo, which have used it in strategy development processes.

Moreover, 2022 has been a transition year for this issue. In 2022, it was decided to consider Civic Power as an overarching theme (at the impact level in Learning & Innovation's Theory of Change), rather than one of the issues. Indeed, all issues contribute to monitoring and expanding space for civil society organisations. This allows them to organise, communicate and participate without barriers.

Climate Justice

In 2022, we made preparations for a new learning track on climate justice, which will start in 2023. The focus on climate justice ties in with the Innovation Hub's other issues, as climate justice needs an inclusive, decolonial and southern-led approach to the climate crisis. The climate crisis is an overarching issue affecting all international development programming.

In 2022, interviews, focus group discussions and individual consultations with members explored opportunities for collaboration and learning on climate justice. This has resulted in a learning track focusing on climate justice in development programmes.

Quality management and Partos 9001

ISO 9001 is a globally recognised standard in quality management. It provides a measure of the reliability of a certified organisation; and provides for explicit and continuous improvement of organisational policies and management, support and primary processes. Partos 9001 is ISO 9001 specific to development cooperation and only applicable to Partos members. Parties that are Partos 9001 certified are granted an exemption from the Organisational, Risk and Integrity Assessment (ORIA) when applying for grants from the Ministry of Foreign Affairs. The ministry reaffirmed this status in 2022.

Just like over 30 of its members, Partos itself has also been Partos 9001 certified since 2020. The director of Partos participated in a European cooperation project to promote quality management for civil society organisations, coordinated by the Spanish quality institute ICONG. Among other things, the project resulted in a comparative study of European quality systems and several exchange meetings, during which Partos 9001 and the Integrity System it set up were explained.

Sustainability

A Partos Knowledge Café on Sustainability and Corporate Social Responsibility (CSR) with about 30 participants was held in 2022. This meeting was the prelude to a project-based collaboration with members to update the Partos CSR Guide, which dates back to 2014. The project was delayed but was completed satisfactorily, and the new Guide will be published in March 2023. Partos will then

also review its own internal policies and adjust them where necessary using the insights and tips and tricks in the new Guide.

Sustainability and integrity was the topic of a knowledge meeting organised by Partos, ITGD and Goede Doelen Nederland in November for about 35 supervisors. In addition to knowledge transfer, this session was also intended as teaser for Supervisory Boards of members to stay permanently updated on current topics and new insights.

Festival

In October 2022, Partos organized a vibrant 9th edition of the Innovation Festival. This year with a series of online pre-events as well as the physical event at Pakhuis de Zwijger. Together with members and (international) partners, we organised an extensive programme around the issue of Inclusive Civic Power. We invited changemakers and organisations from near and far to share with us their views and approaches to an inclusive world.

For the first time in two years, the halls were filled again; 380 visitors took part in a varied programme full of workshops, keynotes, art and performances on topics such as new leadership, climate justice and inclusive communication. The plenary programme was also full of highlights with, for example, the keynote by Chihiro Geuzenbroek on decolonial climate activism, fiery pitches from directors on the future of development cooperation and a festive closing of the Now-Us award winners.

Planning, Monitoring, Evaluation and Learning (PMEL): internal system

Considerable strides were made in 2022 to establish an internal PMEL system. This system consists of a number of elements including monthly check-ins, quarterly reflection sessions and feedback/feedforward sessions with a group of Partos 'critical external friends'. Furthermore, a results framework has been drawn up for each issue within the Innovation Hub. This will allow us to work towards concrete results in the coming years. In addition to this results framework, the learning and innovation team harvested results on a constant basis and recorded them in the Outcome Harvesting Tool. A 'lean and mean' baseline measurement was also done for most of the issues, providing a good basis for a midterm review in 2023. We will further develop this PMEL system in 2023.

Leadership

The leadership programme for members was effectively launched in 2022. Under the banner of Re-imagined Leadership, this will initially focus on Management Boards. One of the first steps was the directors' pitches during the Innovation Festival. Together with a number of members in focus groups and bilateral discussions with members and external experts, as well as a series of YouTube and podcast interviews, a preliminary exploration was done of the issues to be addressed, such as collective impact making, participatory and inclusive leadership and moral leadership. Peer coaching sessions and in-depth meetings will address these and other issues.

Lobbying and policy development

Lobbying for common goals (Coherence, Civil Society, OS budget, Climate Justice) is an important activity for Partos. Through exchange and by joining forces with members on different issues, we make joint propositions. This includes the response to the national budget, and in 2022, certainly the policy paper of the new Minister for Foreign Trade and Development Cooperation.

Mobilising and increasing political support

The new cabinet took office on 10 January. For the new Minister for Foreign Trade and Development Cooperation, a [10-point plan](#) was drawn up together with the Partos Lobby Group as the impetus for a new policy paper. When this policy paper was finished towards the summer, this 10-point plan formed the focus of the Partos Lobby. The policy paper continues many policies, such as strengthening civil society in developing countries. However, Partos did successfully draw attention to the risk of tied aid in this policy paper. See also our [comprehensive response](#). Whether policies are actually adjusted will be evaluated in two years.

In the summer and autumn, Partos organised 10 [input sessions for the new Africa Strategy](#) of the Ministry of Foreign Affairs. This involved over 800 participants in total, both from Dutch and African organisations, who gave valuable input. This Africa Strategy is expected in the first quarter of 2023.

Importance of civil society

The freedom of action of civil society organisations, both among our clients and in developing countries, is one of the spearheads of the Partos lobby. Specifically, in 2022, for instance, this issue was reflected in the 10-point plan for the new minister and as a topic for one of the input sessions for the Africa Strategy. In addition, a position paper was prepared in late 2022 together with a working group containing possible solutions to reduce the increasing financial pressure on development organisations (such as inflation and regulatory pressure). This paper should produce results by 2023. It also partnered with L&I and identified lessons on Shift the Power from the practice of strategic partnerships. This so that these lessons can be included in the preparations for the post-2025 framework for strengthening civil society organisations in developing countries at an early stage. Finally, the issue has been raised in various consultations with the Ministry of Foreign Affairs.

Coherent policy

Not giving with one hand and taking away with the other: that is the essence of policy coherence for development. Partos is committed to this through its own lobby and through the Building Change partnership (together with Foundation Max van der Stoel and Woord & Daad). In February 2022, Building Change organised a #AdoptAnSDG event for some adopting MPs. During the year we stressed the importance of coherence both in our 10-point plan and in our [response to the policy paper](#) as well as in conversations with politicians. As a result, coherence was one of the recurring topics in the policy paper debate in September. Finally, Building Change issued a detailed [response to the revised policy coherence action plan](#) and preparations were made for [the Great Coherence Debate](#) in January 2023.

SDG test

In 2022, Partos mentioned the importance of adequately applying the SDG test in our 10-point plan and in our response to the policy paper. Building Change highlighted the test in several lobbying letters and in talks with MPs. During the policy paper debate, the MPs asked questions about the test and passed a relevant [motion](#). With this motion, the application of the SDG test in new laws and regulations to at least the coherence ministries will be visible to the Parliament. The test will also occupy a central place in the revised policy coherence action plan. Deputy Prime Minister Schouten pledged to draw attention to the application of the test in the Council of Ministers. To this end, we provided her assistant with an overview of relevant bills. Finally, we held discussions with officials on the planned [revision](#) of the SDG test.

Lobby network and political monitoring

In 2022, we organised several meetings for the lobby network: a lobby network meeting, a meeting on migration and 11 input sessions for the Africa Strategy in the summer and autumn. We kept the wider network informed of our lobbying activities with our monthly lobby network newsletter. Furthermore, in the Building Change context, we involved several Partos members in our lobbying for policy coherence, including through the #AdoptAnSDG campaign and by seeking substantive cooperation. With the weekly Partos Political Monitor, we informed our members about political developments regarding development cooperation. Since 2022, the monitor has also included the profiles and Parliament activities of FTDC spokespersons and an overview of expected Parliament papers.

Development cooperation funding

This broad topic was addressed in several places in 2022, as well as in the earlier explanations. Therefore, here is a brief summary. First, funding for development cooperation; this is one of the core issues of the Partos lobby and focuses on the aforementioned piece on policy coherence, for example. In addition, climate justice has been added as a core issue, including the plea to end fossil subsidy. This includes an excise duty exemption for aviation and refineries, and the lower excise duty on diesel. Finally, a position paper was drafted with a working group in late 2022. This contains proposed solutions to reduce the increasing financial pressure on development organisations, such as inflation and regulatory pressure. This paper should produce results by 2023.

Communication & Public Image

With our association communication, we aim to keep all members well informed and involved in the activities that Partos undertakes, together with members and partners. This increases involvement and participation in various activities and keeps everyone abreast of new developments and trends in the industry. We do this through newsletters, mailings, social media channels, the website and by organising relevant, sector-wide events such as the [Partos Innovation Festival](#). This year, November saw us bid farewell to our director, Bart Romijn, and host the [mini-symposium](#). In addition to association communication, it is obviously important to highlight the impact and relevance of development cooperation to politicians, media and the public. We are also firmly committed to learning and innovation with Partos' communication network. The aim is for the stories that come out to give people insight into the work development organisations do and to increase involvement in development cooperation.

Learning & Innovation Together: Inclusive Communication Community of Practice

In April, we launched an [Inclusive Communication Community of Practice \(CoP\)](#) together with the Centre of Excellence in Humanitarian Communication. This quickly grew into a thriving CoP with monthly interaction and exchange between members and partners. This year was mainly about raising awareness around ethical and inclusive communication, delving in-depth into issues and learning about the following topics: history and power relations, representation, use of language and images and [storytelling genres](#), inclusive communication processes and content production. With this, we have made good strides in learning more about inclusive communication. Together with Goede Doelen Nederland, we also organised a [College Tour](#) on inclusive communication in order to increase knowledge and exchange among peers. In 2023, we will elaborate this into practical tools for organisations to implement inclusive communication, such as with the Inclusive Communication Guide with glossaries and guidelines.

Industry-wide collaboration on support for development cooperation

Partos wants to mobilise as much support as possible in Dutch society for the commitment to development cooperation and a sustainable, fair and inclusive world. So, for politicians, we are putting our efforts into distributing lobby statements, press releases, letters, Twitter tweets and organising events. A great example of this is the handing over of the [10-point action plan](#) to Minister Schreinemacher upon her taking office and the video production made by Vice Versa Global with input from members and African partners for the [Africa Strategy](#).

In 2022, together with members, lobby and Learning & Innovation, we started working on an action-oriented plan to keep development cooperation and organisations on the agenda with politicians, the public and the media and make them more visible.

Meanwhile, we built a knowledge file on support and organised some knowledge meetings with members, such as the World Café, during the festival on [commitment to international solidarity](#), the [Hope-based Communication Strategy](#) workshop and the project on [a connecting narrative on migration and development](#). In 2023, we will further shape the long-term activation strategy with members under the guidance of Issuemakers, with the aim of inspiring and connecting members to collectively mobilise as much support as possible in Dutch society for the commitment to a sustainable, fair and inclusive world.

Strengthening member communication and the connecting role of Partos

As an association, we strive for the active participation and involvement of our members. Because working together works! We want members to know how to find us and also inform and activate the industry through our communication channels. To act as a crucial link in impactful partnerships for inclusive, sustainable developments. We worked hard to make the working processes around our socials, website and newsletters smoother with new formats and with more space for members. We notice that some of the members also know how to find us more easily with communication requests. At the same time, self-logging into the website to post events is going a bit poorly and improvement is possible. To better understand members' needs regarding our information provision and platform role, we commissioned research on this from Butterfly Works. The advisory report will follow in Q1 of 2023, after which we will develop matters further.

Shared Services

Partos offers procurement benefits to its members through Shared Services. In 2022, we had to look for a new travel agent starting on 1 January 2023, as the agreement with ATPi expired at the end of 2022. With the help of a small, active member group and external consultant Agnes van Heukelom, we were successful in this and a new, multi-year agreement was signed with Diversity Travel. In 2022, we further offered the following new Shared Services:

- Gimd 24/7 helpline
- Subscriptions from De Nieuwe Gevers
- AVG Programme (renewed agreements)

Other, already existing Shared Services are:

- CIBT visa services
- Business travel insurance through AON
- Exterus (advice and support on hiring or sending employees abroad)
- Legal and notarial services provided by various lawyers/notaries
- Translations through Acolad (formerly Livewords)
- Partos job board
- Flights by Turkish Airlines, Cathay Pacific and Garuda. With the advent of Diversity Travel, these will be offered as part of this contract starting in 2023.

Reflection and Learning Points of 2022

Connected in vulnerability and strength, the title of the 2022 annual plan, also turned out to be a very appropriate title in retrospect. Vulnerability and strength (and resilience) appear to be constants in development cooperation as well as within Partos. And connectedness – Working Together Works – is always the most important key to this. The previous chapters summarise the main activities and achievements of the past year. At the same time, we, the team and Board, also attach great importance to reflection and learning, from the good things and from the mistakes we make and from new developments and insights. Below is an overview of some of the reflections, lessons learned and the conclusions and actions we draw from them.

What was good?

1. Partos' membership base is fairly stable; membership cancellations and new registrations are balanced and staff turnover remains limited.
2. Active member engagement (participation in Partos activities) is relatively high. This applies both to governance (participation in the AGM, Board participation), and to our core activities Advocacy & Lobbying, Learning & Innovation and Communication & Public Image. The latter clearly more than before.
3. Across the Board, we have implemented the action plan satisfactorily.
4. Internally, Partos continued to improve its quality system, based on Partos 9001. Partos 9001 has again been recognised by the Ministry of Foreign Affairs as exempt from the Organisational, Risk and Integrity Assessment, which is mandatory for grants.
5. With respect to integrity, we see good continuation of activities with and for members, as well as improvements in members' annual reports. There is also an updated Guide and the new Integrity Roadmap.
6. Progress was made on substantive issues, notably sustainability with an updated CSR Guide, inclusion (the theme of the successful Partos Innovation Festival was Inclusive Civic Power), a Diversity, Inclusion and Equality in the workplace and Climate Justice track.
7. Good relations and cooperation with key partners. As in the Netherlands with the Ministry of Foreign Affairs, Goede Doelen Nederland and CBF (Netherlands Fundraising Regulator). And abroad with, for example, CONCORD, other national development umbrella organisations, the International Civic Society Centre and various critical thinkers from the global south. Through its members, Partos has also managed to mobilise input by numerous southern organisations in preparation for the Foreign Ministry's Africa Strategy.

What are key focus and learning points for the future?

1. Active member engagement is not a given. On the members' side due to financial uncertainty among members (higher costs, changing donor behaviour, possible changes in OS grants for CSOs in the medium term). On the Partos side due to putting the right topics on the agenda that resonate with members, seeking an optimal balance between online and face-to-face meetings and dealing efficiently with specific support requests from members. The 2023 annual plan foresees a number of activities that prioritize member engagement. The most important is the foresight study that will be conducted under the leadership of the new director. This study is an excellent opportunity to assess members' appreciation, needs and ideas and translate them into strategy or lines of action. An

important focus is to integrate the member appreciation survey and the support trajectory into this for the sake of consistency, and not to overask members.

2. The foresight study will guide the core tasks Communication (also: positioning of Partos), Lobby and Learning & Innovation. It will also help strengthen the integration of Learning & Innovation within the broader Partos programme. Largely externally funded, this programme aims to not only 'follow' but also initiate. It is therefore important to monitor the balance between direction from Partos (members, Board, management/MT, strategic framework), grant provider and the Learning & Innovation team.
3. Team development, with emphasis on a healthy working atmosphere, cooperation and active, constructive feedback. This remains a subject of constant attention and learning. The team has shown in recent years that despite numerous staff changes, the work continues to go well. But there is also a widely shared feeling that it would be nice if staff turnover decreased. There is a basis for policies and actions.
4. Prioritisation and focus is needed, keeping in mind the capacity and resources of the team and synergy between sub-core teams. It is important to include this in the foresight study. The communications team in particular is under structural pressure due to the multitude of activities and expectations. This was joined in 2022 by a change of personnel and a still-expanding innovation festival. We have accommodated this through additional deployment of external staff. In 2023, we have no room for additional commitment; so focus and prioritisation are essential. Besides corporate communication, organising knowledge, learning and exchange meetings to strengthen the communication network and supporting Lobby and Learning & Innovation, the communication team will collaborate on two priorities: the foresight study and support activities. We will downsize the innovation festival, partly for capacity and cost reasons.
5. The support organisation is in good shape, where we continue to look for how to optimise the support (financial, administrative, secretarial) of the team. Also in view of (the capacity for) some specific tasks such as for integrity, quality, shared services, some of which are assigned to the office managers.
6. Partos' financial base is solid. We faced two unforeseen cost items in 2022: (i) the departure of our director and recruitment of a new director and (ii) high inflation. The price increases continue to make their way through 2023. Hopefully, the inflation-driven dues increase will be sufficient. Incidentally, the multi-year financial perspective of Partos is included in Partos' foresight study.
7. Finally, what ultimately matters: development cooperation. We must continue to fervently imbue this concept with importance, impact examples and modern developments and insights. This includes reciprocity, global cooperation as well as localisation and making our own (Dutch, European) viable ecological, social, economic and technological footprint. Consider also offering an alternative to the increasing dichotomy or rather polychotomy in society and getting and keeping citizens involved in development cooperation. Our support project focuses on this, with the ultimate goal of a well-financed and coherent development cooperation policy that has broad and active social support.

The Partos Association

Contact details

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Governance

The main, formally guiding bodies are the Annual General Meeting (AGM), the Board and the management. In addition, frequent contacts with members, as well as Dutch and international cooperation partners, contribute to choices in strategy and actions.

Partos mission

Partos' goal is impactful development cooperation for an inclusive, peaceful, just and sustainable society for all. The focus here is on the poorest and most vulnerable groups and regions worldwide. The Sustainable Development Goals (SDGs) comprise the comprehensive and guiding framework for Partos.

Partos pursues its goal by connecting, renewing, strengthening and representing members on the basis of mutual trust. The three value strategies of innovation, quality and focus make up the approach through which Partos pursues its goals. Partos continuously looks for where it can make a difference as an industry association, based on the strength of diversity, skills and willingness of members to cooperate.

The goals of the Partos Association are:

1. **Resilience.** Partos and its members are effective, innovative and forward-looking.
2. **Integrity.** Partos and its members have sound integrity policies with an extra focus on sexual misconduct and abuse of power.
3. **Political momentum.** Partos works with its members in a strategic, focused and targeted manner towards the Lower House of Parliament, government and other stakeholders, resulting in coherent, well-funded and impactful development cooperation policies.
4. **Evidence.** Partos and its members highlight conclusive evidence and stories of the effectiveness and innovative strength of the Dutch development cooperation to governments, politicians, media and the public.
5. **Active support.** Partos and its members secure active and widespread support in Dutch society for development cooperation.
6. **Civic space.** Partos and its members mobilise support among governments, politicians, the business community and knowledge and financial institutions to protect space for and input by civil society (civic space) worldwide.
7. **Connection.** Partos and its members act as active, crucial links in impactful partnerships for inclusive, sustainable development.

Within our core tasks of Knowledge, Effectiveness and Innovation, Communication and Public Image and Lobby and Advocacy (and business support activities, including Shared Services), all activities were focused on these seven goals. For a more detailed report, see the overviews of activities in earlier chapters.

In 2022, it was decided to review – in 2023 – the above strategic framework (mission, three value strategies and the seven specific goals), as well as the ‘Connecting for Renewal and Impact’ scenario adopted in 2014, as part of a new future scenario to be developed for Partos and its elaboration into a multi-year strategy.

Annual General Meeting

The highest body within the association is the Annual General Meeting (AGM), which plays an important role in formal decision-making. This meeting takes place twice a year. Here, every member organisation has voting rights and can help decide on the association’s direction. In principle, the directors attend the AGM – or authorised deputies – of the member organisations.

The AGM met in April and November in 2022, back in a physical, face-to-face setting for the first time since the lockdown began in 2020. There were 48 organisations represented in April and 43 in November. During the spring meeting, members approved both the financial statements and the 2021 annual report. Guest speaker Zohra Moosa, Executive Director of Mama Cash, gave insights into how Mama Cash deals with power sharing, managing the organisation (including through a dual directorship) and her ‘*Participatory Grant-making*’. Guest speaker Birgitta Tazelaar, deputy DGIC, explained the process of the new Foreign Trade and Development Cooperation memorandum.

At the spring AGM, two new Board members were appointed: Anna Timmerman (Pax for Peace) and Jannemiek Evelo (CHOICE for Youth & Sexuality).

At the November 2022 AGM, the appointment of Hans Heijdra (SNV) as a Partos Board member was ratified. Members also approved the annual plan for 2023 (Resilient and Actively Involved). A point of discussion on the 2023 budget concerned the contribution increase. Membership fees are indexed annually using the CBS price index (in full: harmonised consumer price index). Normally, the increase is limited to around 2%. At the time of the AGM in November 2022, the price index stood at over 11%. To mitigate the increase somewhat, but allow Partos to meet its own obligations (and price increases), a 9% increase was agreed. At the same time, partly due to cost increases, it was decided to make some cuts in the continuity capital, with the task for the coming years being to bring this capital back to previously established levels. The AGM agreed to these proposals and approved the budget. The November AGM was followed up by a mini-symposium on the Future Challenges of Dutch Development Cooperation, which was attended by members and external guests, and the farewell of Bart Romijn as director of Partos. Recruitment of the new director had not yet been finalised at the time of the November AGM.

Association Board

General

The Partos Board consists of up to seven members, including the president. The president is independent and the Board members are statutory directors at a member organisation. The president is elected by the Board and his/her appointment is confirmed by the AGM. Board members are elected by the statutory directors of the member organisations and confirmed by the AGM. Both the president and Board members are elected for a three-year term. They can stand for re-election once and thus serve a maximum of six years on the Board. The Board primarily oversees the Partos strategy and annual plan, as well as the performance of the Partos director. The Board holds annual performance reviews with the director.

Governance developments

Several Board changes took place in 2022. Ariëtte Brouwer (quit as director of Simavi), Anna Timmerman (elected to the Board in spring 2022, but quit shortly afterwards as director of Pax for Peace) and Evelijne Bruning (after completing two three-year terms on the Board) said goodbye to the Board. The treasurer position was taken over from Ariëtte Brouwer by incumbent Board member Erik Ackerman. In April, Jannemiek Evelo (director of CHOICE for Youth and Sexuality) joined as a general Board member, and Hans Heijdra (director of SNV) joined in November.

The Board met five times in 2022, including one away day/strategy session. In addition to issues on the AGM agenda, the Board discussed the following matters, among others:

- Review of the 2021 annual plan
- The current 2022 annual plan
- Risk management
- Modalities and positions of governance
- Cooperation with and policy advocacy towards the Ministry of Foreign Affairs
- Profile and the recruitment and selection process for the new director

The main outcomes of the discussion on governance modalities are:

1. The Board acts as a(n) 1) supervisor, 2) employer of management, 3) sounding board for strategy and policy and 4) ambassador and networker.
2. Within the formal frameworks (such as Articles of Association, Internal Regulations, AGM decisions) and further agreements made with the Board, the office maintains a high degree of autonomy on mandated topics.
3. An important moment for the Board to properly fulfil its sounding board role is the away day, with the main topic being the strategic framework and the outline of the new annual plan.

The Board has two subcommittees: the Audit Committee and the Remuneration Committee. The Audit Committee meets twice a year and discusses the budget and financial statements respectively, the treasury policy and the level of reserves. The Remuneration Committee meets at least once a year and is responsible for assessing the director's performance and remuneration. Board meetings are prepared and documented by Partos staff - under the coordination of the director. The director attends all Board meetings. Depending on the topic, other Partos team members also participate in the meeting by invitation.

Association governance in 2022

Name	Position	Member since	Member organisation	Ancillary positions
Hans Bruning	President, Member of the Remuneration Committee	18-4-2019 (second term)	Independent	→ Owner of Hans Bruning Bestuursadvies → Partner of think-tank Socires
Jannemiek Evelo	Member	21-4-2022	CHOICE for Youth and Sexuality	→ None
Ariette Brouwer	Member, Confidential Advisor, Treasurer	18-4-2019 until June 2022	Simavi	→ Secretary of the Novum Foundation → Member of the jury of the SponsorRingen Foundation
Evelijne Bruning	Vice-President	17-11-2016 to 17-11-2022 (end of second term)	The Hunger Project	→ Board Member of Both Ends → Board Member of World in Progress → Member of the AMID Advisory Board
Rina Molenaar	Vice-President, Member of the Remuneration Committee	18-4-2019 (second term)	Woord en Daad	→ Board Member of Prisma → Author for Jongbloed Publisher → Board Member of Vrienden van Leliezorg → Columnist for Reformatorisch Dagblad
Erik Ackerman	Treasurer, Member of the Audit Committee	12-11-2020 (first term)	VSO until 1 October; from 1 October Liliane Fund	→ President of the GroenLinks Board in the European Union → Director of MIVA
Edwin Visser	Member	12-11-2020	ZOA	Board Member of the Dutch Coalition for Relief and Development
Jacqueline Lampe	Member, Integrity and Confidential Advisor, Member of the Remuneration Committee	18-11-2021	RNW Media	Member of the Supervisory Board of the Amsterdam Public Library
Hans Heijdra	Member, Member of the Audit Committee	17-11-2022	SNV	None

Partos management

Bart Romijn has served as director of the Partos Association since 1 February 2014. In May 2022, he expressed his wish to step down from Partos, after which the process to recruit a successor started. The new director, Liana Hoornweg, will assume her position on 6 March 2023. Bart Romijn's employment will be terminated on 15 March 2023.

Partos core team

The Partos core team prepares and implements the annual work plan, after approval by the Annual General Meeting. The atmosphere in the office is open and inclusive. Lines of communication are short and staff and teams work in a core task- and project-oriented way. There is a weekly team meeting to coordinate activities and optimise cooperation. The director and the heads of the core tasks (Learning & Innovation, Advocacy & Policy Advocacy, and Communication & Public Image and Shared Services) coordinate activities on a weekly basis. Once a month, the finance officer also joins this consultation, which then functions as a de facto management meeting. One to two-weekly bilateral discussions take place between managers, project leaders and their employees. Performance reviews take place twice a year, and a confidential advisor has been appointed within the team as well as within the Board.

Integrity

In line with the Partos Code of Conduct, Partos itself has also energetically worked on its internal integrity system, including an internal code of conduct on integrity approved by the team and Board in 2020. There is an internal integrity officer, who is also part of the Partos working group on integrity. Partos team members have attended Moral Judgement training and regularly participate in moral deliberation. New employees also receive this training. The director has also participated in several external director moral deliberation sessions. No integrity issues were reported in 2022 either within the team or to the Board. During team meetings, regular attention is drawn to the topics of safety and integrity.

Working week and absenteeism

Partos has a 36-hour working week. The office had 12 employees (10.5 FTEs) as of 31 December 2022. After extreme spikes in the two previous Covid years (14.9% in 2020, and 10.5% in 2021), absenteeism has fortunately returned to a normal low level: 1.8%.

Human resources policy

When hiring staff, Partos looks at the most suitable candidate; there is no preference policy as yet, but the male/female/x ratio, young/old and diversity are definitely on the agenda. Job advertisements always state that Partos aims to create an inclusive working and learning environment and asks enthusiastic people who do not meet the requirements to feel welcome to respond. As part of improving quality management, Partos has further developed its human resources policy and set it forth in a Staff Guide. In terms of salaries, Partos follows the indexation of the salary scales of the Collective Labour Agreement for Social Work, but Partos does not give annual raises based on those scales. A salary growth model has been developed for salary increases in collaboration with Human Capital Group.

Core team

The core team consisted of the following staff in 2022:

Alexander Medik	Manager Learning & Innovation
Bart Romijn	Director
Cecile de Bakker	Office Manager (until September 2022)
Erika van Heeringen	Communications Advisor (as of July 2022)
Frederique Been	Impact Facilitator (as of February 2022)
Gigi Ong-Alok	Facilitator Innovation
Karin Dral	Communications Officer (until 30 June 2022)
Koos de Bruijn	Manager Advocacy & Policy Advocacy
Marion van der Knoop	Finance and HRM employee
Mariska Keizer	Office Manager, Integrity Officer and Shared Services
Marleen Kooij	Office Manager (as of November 2022)
Marije ten Have	Political Analyst (until mid-January 2022)
Niels Hoogerheijde	Political Analyst (from April 2022)
Sera Koolmees	Senior Communications Consultant
Sonja Bleeker	Learning Facilitator (as of May 2022)
Vic Klabbers	Learning Facilitator (until February 2022)

Complaints Committee

Complaints about member organisations relating to a possible breach of [the Partos Code of Conduct](#) should primarily be resolved in communication with the organisation concerned.

Recourse to Partos' compliance procedure is possible only if the complaints procedure of the organisation concerned has been followed first. The Partos complaints procedure was not used in 2022.

Internal quality management – Partos 9001

Just like over 30 of its members, Partos itself has also been Partos 9001 certified since 2020. The quality system introduced for this purpose has clearly contributed to greater clarity and better streamlining of internal processes. Based on the external audit in July 2021 and 2022, respectively, an improvement plan and improvement monitor have been put in place. The quality system proved its worth with the many staff changes in 2021 and 2022. At the same time, these staff changes also make it challenging to entrench the agreed processes into the routine. An external audit will take place in June 2023 to renew the three-year Partos 9001 certification.

Sustainability of the Partos office

Partos aims to contribute to sustainable business practices wherever possible. For example, Partos always opts for the green variety of office supplies, paper is recyclable, plastic waste and paper are collected separately and office materials are disposed of at a recycling station. We encourage the use of public transport. We also try to confer online or by phone as much as possible, rather than in-person meetings. In 2022, work was done partly from home and partly from the office. Much of the meetings took place online or hybrid. We therefore increasingly opt to 'call in' speakers rather than bringing them here. And, according to our staff, have meetings online more frequently.

We updated the Partos CSR Guide (2014) in 2022, in consultation with a core group of members. In 2023, Partos will review and adapt its own policies and practices using the new insights and tips and tricks from the Guide.

Risk management

Of in the risks updated every six months, one manifested itself during 2022: the economic crisis, which impacted members and also Partos' own financial result, particularly due to cost increases. See also the November 2022 AGM discussion on the 2023 budget. Whereas in the 2020-2021 period the Covid crisis led to high absenteeism, this significantly decreased and almost normalised in 2022. Workload remained a risk factor in 2022, particularly also due to staff changes. Workload therefore remains a key internal concern in 2023.

The Board has taken note of the risk measures and believes that Partos' monitoring of the risk system and risks is adequate.

Partos members

Three members joined in 2022: Macheo, Mensen met een Missie (People with a Mission) and 100WEEKS. On 31 December 2022, the memberships of Rainforest Alliance, FRES, BRAC Intl and Free a Girl will cease. The main consideration when cancelling membership is the membership fee, which for these organisations is disproportionate to their actual participation in and perceived usefulness of Partos. See the complete list of members on page 21. Partos has 104 members as of 1 January 2023.

Member management

The core team and Board members normally interact frequently with Partos members through the two annual general meetings, working visits, working group meetings, conferences and through all kinds of collaborative activities. Since the end of the lockdown, more physical meetings with and visits to members are taking place, which has also improved the intensity and quality of the contact. Based on one of our three value strategies, namely Quality (see our mission statement), we not only pursue high quality in all services, we also believe above all that listening and responding proactively (or not) to what members need and ask and generating engagement are important. This is not just about eyes and ears within the association, but also about identifying and interpreting external developments relevant to members.

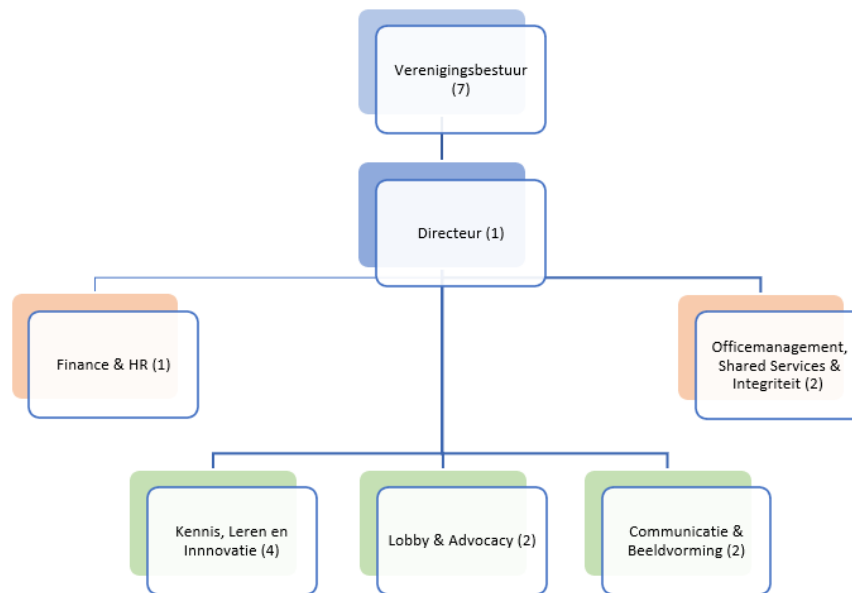
The most recent member appreciation survey was in 2021; another board member survey will take place in 2023, partly as a component of the foresight study. Besides the member appreciation surveys we conduct once every two years, Partos frequently conducts a poll at different times and for different topics among members. See also the reporting of core tasks for this purpose.

Membership List 2022

- ActionAid
- Aflatoun (St. Child Savings International)
- Aidsfonds (AIDS Foundation)
- Akvo
- AMREF Flying Doctors
- Aqua for All
- Both ENDS
- BRAC International
(membership ceased on 1-1-2023)
- CARE Nederland
- Centre for Safety and Development
- CHOICE
- CNV International
- Cordaid
- DCDD
- Defence for Children
- DOEN
- Dokters van de Wereld (Doctors of the World)
- Dorcas
- Edukans
- Fairfood
- Fair Wear
- FICDD ChristenUnie (FICDD Christian Union)
- Mondiaal FNV
- Friends of the Earth Netherlands
- Free a Girl (membership ceased on 1-1-2023)
- Free Press Unlimited
- FRES (membership ceased on 1-1-2023)
- GPPAC Foundation
- Habitat for Humanity
- HealthNet TPO
- Heifer Nederland, Foundation
- Hivos
- ICRA
- International Justice Mission Nederland
- IRC
- IUCN NL
- Karuna Foundation
- Kerk in Actie (Church in Action)
- Kinderpostzegels Nederland
(Children's Stamps Netherlands)
- KIT Royal Tropical Institute
- KNVB WorldCoaches
- Salvation Army
- Leprosy Foundation
- Leprosy Mission
- Liliane Foundation
- Macheo
- Mama Cash
- Max foundation
- Max van der Stoel Foundation
- Medisch Comité Nederland-Vietnam
(Netherlands-Vietnam Medical Committee)
- Mensen met een Missie (People with a Mission)
- Mercy Corps Netherlands
- Milieudefensie (Environmental Defence)
- Netherlands Helsinki Committee
- NEDWORC
- Netherlands Food Partnership
- NIMD
- ONE
- Oxfam Novib
- PAX
- Plan International Nederland
- Prisma
- PSI Europe
- Radio La Benevolencija
- Rainforest Alliance & UTZ
(membership ceased on 1-1-2023)
- Red een Kind (Save a Child)
- Right to Play
- RNW Media
- Red Cross, The Netherlands
- Rutgers
- Save the Children Netherlands
- Schone Kleren Campagne
(Clean Clothes Campaign)
- SeeYou
- Simavi
- SNV
- Solidaridad
- SOMO
- SOS Kinderdorpen (SOS Children's Villages)
- Sympany
- TEAR
- Terre des Hommes
- The Hague Academy for Local Governance
- The Hunger Project
- Transnational Institute
- Tropenbos (Tropical Forest)
- UNICEF
- UNOY Peacebuilders
- Vastenactie
- Volunteer Activists
- VSO Nederland

- WageIndicator
- War Child
- WECF Nederland
- 100WEEKS
- Wemos
- Wereldkinderen (World Children)
- World Wildlife Fund
- Wetlands International
- WO=MEN
- Women Win
- Woord en Daad (Word and Deed)
- World Vision
- Young Africa International
- Young in Prison
- ZOA

Partos organisational chart



Partnerships

Partos members and Partos staff are active in the many different working groups and partnerships.

Partnerships

- Partos lobby group; this group consists of lobbyists from (in alphabetical order) CARE, CNV Internationaal, Cordaid, Dorcas, FNV Mondiaal, Oxfam Novib, PAX, Prisma, Plan International – Netherlands, Woord en Daad and ZOA. They have been mandated by their Boards to work on industry-wide, cross-organisational issues. Positions and letters used by Partos for the political realm have their basis in the Partos lobby group.
- Partos works closely with the Ministry of Foreign Affairs. Quarterly consultations take place between Partos and the Directorate of Social Development (DSD).
- Partos, along with about 1,000 other organisations and companies, is a co-signatory of the Charter for the Sustainable Development Goals (SDGs). The Charter focuses on building

coalitions to achieve the SDGs, a national agenda and communication about the SDGs. Meanwhile, a secretariat funded by the Ministry of Foreign Affairs has been set up to support the Charter. Partos is represented on the Steering Committee, consisting of representatives of Dutch umbrella organisations. We also consult on joint action in the implementation of the SDGs.

- Partos participates in the Worldconnectors. The Worldconnectors form a network of prominent and committed opinion-makers from different backgrounds who are working for a sustainable, just and peaceful world.
- Together with Woord en Daad and Foundation Max van der Stoel, Partos comprises 'Building Change,' which aims to get the SDGs and policy coherence for development higher and broader on the political agenda.
- Partos is an active member of CONCORD, the European umbrella for development cooperation.
- Partos regularly collaborates with Vice Versa, a journalistic platform for global cooperation.
- Partos is a partner of OneWorld for sustainable and honest journalism.
- Partos collaborates with the Expertise Centre Humanitarian Communication (HuCom) on ethical and inclusive communication.
- Partos is a member of CIVICUS, the World Alliance for Citizen Participation. Partos is also a member of their AGNA network, focused on quality and knowledge sharing for and by national platforms.
- Partos is a member of the Horizon Scanning Platform of the International Civil Society Centre in Berlin.
- Partos is a partner of the international initiative Reimagining civil society (Ringo).
- Partos has regular consultation with national platforms in Belgium (NGO Federation and 11.11.11), the UK (BOND), Ireland (Dochas), Denmark (Globalt Fokus) and FINGO (Finland), among others.
- Partos participated in a European quality management partnership for civil society organisations, coordinated by Spain's ICONG.
- Partos regularly participates in other international NGO platforms, both at Board level and on specific dossiers such as integrity and innovation.
- Partos cooperates with Goede Doelen Nederland in many areas, such as integrity, shared services, HRM, finance, communication, knowledge sharing and supervision. The Impactwijzer is also part of the collaboration.

Working groups

Partos and members of Partos are active in various working groups. The following working groups were active in 2022:

- Working group on lobbying on intersectional feminist foreign policy (not initiated by Partos, but active participation).
- Advisory group for the leadership programme consisting of three Directors from Partos members.
- Working group that developing recommendations for the current policy framework consisting of PMEL representatives from the Strategic Partnerships.

- Working group and sounding board group developing recommendations for the new Strengthening Civil Society policy framework.
- Working group developing the Power Awareness Tool to facilitate reciprocal partnerships.
- Working group developing a 'Shift the Power' atlas to create an overview of tools from which professionals can learn.
- Working group developing a dialogue tool to help organisations talk more openly with each other about (unequal) power relations.
- Working group and sounding board group conducting a study on the '(un)intended effects of shift the power strategies' consisting of various (inter)national academics and (inter)national development cooperation professionals.
- Sounding board group for revision of Partos' CSR policy and Guide.
- Working group that, in collaboration with Partos, shaped a learning track on Diversity, Inclusion and Equality (DIE) to be offered in 2023; development of baseline indicators on DIE.
- Integrity working group: this peer coaching group consists of about 15 members who meet once a month.

Knowledge networks

Through Learning & Innovation, Partos facilitated a number of knowledge networks and Communities of Practice accessible to both members and non-members:

- Shift the Power Lab 2.0 is a large Community of Practice with six sub-working groups.
- Inclusive Communication Community of Practice – An active CoP aimed at learning about and strengthening ethical and inclusive communication with members and partners. Part of this is a sub-working group on inclusive glossaries.
- Strategic Partnerships Lab – A large knowledge network of organisations working within Strengthening Civil Society Partnerships. Monthly learning and knowledge exchange on relevant topics through online sessions. The sessions are free to other organisations and international development professionals.
- Data & Digitalisation – A Community of Practice focused on knowledge sharing and innovation within the topics of data and digitalisation in projects and programmes. The CoP is facilitated in collaboration with a core group of engaged members, who together organise online learning sessions open to wider audiences.
- Leave No One Behind – Community of Practice focusing on inclusion and intersectionality in programmes and projects, with a focus on marginalised groups.
- Diversity, Equity & Inclusion – Community of Practice focused on knowledge exchange on Diversity, Inclusion and Equity within organisations.
- Partos PME platform – A network of 144 national and international PMEL contributors. The platform provides an opportunity for PMEL employees to share challenges, lessons learned and brilliant failures.

Annual financial report

2023 BUDGET APPROVED BY THE AGM ON 17 NOVEMBER 2022

	Budgeted 2023	Budgeted 2022	Implement ation 2021
INCOME			
Contributions	793,000	695,000	696,012
Other income	634,100	588,140	548,620
TOTALE INCOME	€ 1,427,100	1,283,140	1,244,632
EXPENSES			
Staff costs	512,700	430,300	462,188
General expenses	139,200	113,000	112,774
Activity costs	812,200	761,000	627,173
TOTAL EXPENSES	€ 1,464,100	1,304,300	1,202,135
RESULT	-37.000	-18,765	42,497
FUNDS AND RESERVES			
Continuity reserve balance 1-1-2023	391,661		
Withdrawal/addition	-6,569		
Continuity reserve 31-12-2023	385,092		
Special purpose reserve Learning & Innovation 1-1-2023	13,591		
Withdrawal/addition	-13,591		
Special purpose reserve Learning & Innovation 31-12-2023	-		
Special purpose reserve Research 1-1-2023	16,840		
Withdrawal/addition	-16,840		
Special purpose reserve Research 31-12-2023	-		
RESULT AFTER DISTRIBUTION	=	-	-
Continuity reserve accrual:			
5 months of continued salary payments	360,000		
1 year continued rent payment excl. service costs	42,000		
	<u>402,000</u>		

The reserve and fund balances in the budget differ from actual amounts, as the budget is prepared and adopted before the year-end.

Financial statements

Balance sheet as of 31 December 2022

After proposed appropriation of profit

Assets	ref.	31-12-2022	31-12-2021
1. Fixed assets	5		
<i>1.1 Intangible fixed assets</i>			
→ Software Political Monitor		7,810	13,318
<i>1.2. Tangible fixed assets</i>			
→ Renovation		1,081	1,886
→ Inventory and equipment		25,875	2,576
		34,766	17,780
2. Current assets			
<i>2.1 Receivables</i>	6		
→ Debtors		9,833	-
→ Sales tax		8,059	5,409
→ Other receivables and prepayments and accrued income		20,075	10,587
<i>2.2 Cash and cash equivalents</i>	7	693,839	627,688
		731,807	643,684
Total assets	€	766,573	661,464

Liabilities	ref.	31-12-2022	31-12-2021
3. Funds and reserves	8		
3.1 Continuity reserve Partos General		435,703	422,924
3.2 Special purpose reserve Research		85,000	45,000
3.3 Special purpose reserve Learning & Innovation		25,000	25,000
		545,703	492,924
4. Debts			
<i>4.1 Current liabilities</i>	9		
→ Creditors		74,906	1,627
→ Pension fund/payroll tax		43,449	39,736
→ Reserved holidays		15,541	14,581
→ Grant received for Learning & Innovation Programme		45,752	83,576
→ Other liabilities and accrued liabilities		30,091	15,813
→ Career budget commitment		11,131	13,207
		220,870	168,540
Total liabilities	€	766,573	661,464

Statement of income and expenditures

Income	ref.	actual 2022	budgeted 2022	actual 2021
	10			
Contributions		727,239	695,000	696,012
Training and meetings		85,127	13,000	47,766
Shared Services		22,457	4,500	230
Learning & Innovation programme		666,150	570,640	500,624
Total income	€	1,500,973	1,283,140	1,244,632

Expenses	ref.	actual 2022	budgeted 2022	actual 2021
	14			
Cost of activities				
Lobby & Advocacy		17,942	13,000	13,068
Training and meetings		55,550	12,000	44,208
Communication		12,893	22,000	5,108
Knowledge & Effectiveness		4,049	7,000	6,877
Research		-	5,000	-
Future exploration and member appreciation survey		-	-	21,859
Participation in CONCORD		8,500	17,000	17,000
Learning & Innovation programme		688,858	685,000	519,053
Subtotal of activities costs		787,792	761,000	627,173
Other costs				
Staff costs	11	503,754	430,300	462,188
Housing costs	12	55,716	51,000	50,072
Management costs	13	100,931	62,000	62,702
Subtotal other expenses		660,401	543,300	574,962
Total expenses	€	1,448,193	1,304,300	1,202,135

Result	€	52,870	-21,160	42,497
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Distribution of results

Continuity reserve addition		12,780	-	31,263
Continuity reserve withdrawal			-	-
Special purpose reserve addition Research		40,000	-	35,359
Special purpose reserve withdrawal Research			-12,160	-20,359
Addition Learning & Innovation			-	12,734
Withdrawal Learning & Innovation			-9,000	-16,500

Result after changes in funds and reserves €		0	0	0
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Notes on the balance sheet

1. General

These financial statements show the balance sheet and results of the Partos Association.

Purpose

The purpose of the Partos Association is (Articles of Association, Article 2) to:

- a) represent and promote the common interests of its members and the Private Organisations for International Cooperation sector;
- b) encourage quality enhancement, including professionalisation of the sector;
- c) support members and third parties in their business operations, including entering into collective bargaining agreements and offering services for remuneration, all in the broadest sense of the word;
- d) maintain good relations on behalf of the members with interested parties in the environment of the branch of Dutch private organisations working in the field of international cooperation;
- e) promote a positive image of the sector;
- f) increase social recognition and appreciation of the sector.

2. Principles for valuation of assets and liabilities

General

These financial statements have been prepared in accordance with Annual Reporting Guidelines for Micro and Small Legal Entities Guideline C-1: Small Organisation - Non-Profit. The accounting policies are based on historical costs and cost prices. Assets and liabilities are valued at the amortised cost. The balance sheet and statement of income and expenditures include references that refer to the notes.

Comparison with the previous year

The accounting policies adopted remained unchanged from the previous year. For a proper comparison with previous years, the charged staff costs for the Learning & Innovation Programme have been included in the 2021 budget under Partos staff costs since 2021. The amount has been charged in the activity costs under the Learning & Innovation Programme.

Tangible fixed assets

Tangible fixed assets are valued at the acquisition price less accumulated depreciation and, if applicable, impairments. Depreciation is based on the estimated economic useful life and calculated on the basis of a fixed percentage of the acquisition price, taking into account any residual value. Depreciation is applied from the time the assets are put into use.

Intangible assets

Intangible assets are valued at the acquisition price less accumulated depreciation and, if applicable, impairment. Depreciation is based on the estimated economic useful life and calculated on the basis of a fixed percentage of the acquisition price, taking into account any residual value. Depreciation is applied from the time the assets are put into use. Intangible assets are valued at the acquisition price less linear depreciation over the estimated economic useful life, or lower business value.

Receivables

Receivables are valued at the amortised cost. Provisions for bad debts are deducted from the nominal value of the receivable.

Cash and cash equivalents

Cash and cash equivalents consist of bank balances payable on demand.

3. Principles for determining the result

General

The result is determined as the difference between income and expenses for the year. Income and expenses are accounted for in the year in which they are realised.

Income statement

Income from contributions is fully allocated to the year to which it relates. Other income is accounted for to the extent that it is realised during the financial year.

Expenses

Expenses are determined on a historical basis and allocated to the reporting year to which they relate.

Employee benefits

Wages, salaries and social security contributions are incorporated in the statement of income and expenditures under the terms of employment to the extent they are payable to employees.

Depreciation

Fixed assets are depreciated from the time they are put into use over the expected economic useful life of the acquisition. The following depreciation rates were used:

- Renovations 20% per year
- Inventory (including hardware) 33% per year
- Software 33% per year

Purchases of fixed assets up to €1,000 each are fully expensed in the year of purchase.

Depreciation on fixed assets is based on the acquisition cost. Depreciation is applied using the linear method based on the estimated economic useful life.

Financial income and expenses

Interest income and interest expenses have been valued at the nominal value and netted. Interest received or charged on advances (negative interest) is deducted from income.

4. Budget

The 2022 budget was adopted at the Annual General Meeting of 18 November 2021.

5. Tangible and intangible assets

	<i>Verbouwingen</i>	<i>Inventaris</i>	<i>Software</i>	<i>Totaal</i>
Stand per 1 januari 2022				
Aanschafwaarde	41.008	13.017	28.655	82.681
Cum. afschrijvingen	39.123-	10.441-	15.338-	64.902-
Boekwaarden	1.885	2.576	4.461	17.778
Mutaties				
Investerings	-	25.883	-	25.883
Desinvesterings	-	2.399-	-	2.399-
Afschrijvingen	804-	2.233-	5.508-	8.545-
Afschrijvingen desinvesterings	-	2.049	-	2.049
Saldo	-804	23.299	-5.508	16.987
Stand per 31 december 2022				
Aanschafwaarde	41.008	36.501	28.655	106.164
Cum. afschrijvingen	39.927-	10.626-	20.846-	71.399-
Boekwaarden	1.081	25.875	7.810	34.766
Afschrijvingspercentages	20%	33%	33%	

Notes regarding tangible assets:

New desks were delivered on the last day of 2022 for an office redesign. Fewer workstations and rooms have been set up for consultations. Depreciation of this purchase will start on 1 January 2023.

6. Receivables

	31-12-2022	31-12-2021
Debtors	9,833	-
Receivables prepaid	11,272	3,433
Other receivables	8,803	7,154
Sales tax receivable	8,059	5,409
<i>Subtotal other receivables</i>	<i>37,967</i>	<i>15,996</i>
Total receivables	€ 37,967	15,996

Notes on other receivables

The amount on other receivables includes a security deposit of the rent.

7. Cash and cash equivalents

	31-12-2022	31-12-2021
Triodos R.C.	205,783	72,251
ASN Sparen (ASN Savings)	99,934	69,954
Rabo R.C.	98,648	235,665
Rabo Bonus sparen (Rabo Bonus Savings)	289,475	249,818
Total	€ 693,839	627,688

Notes on cash and cash equivalents

Partos has current accounts with Triodos Bank and Rabobank. In addition to these accounts, Partos has savings accounts at ASN and Rabobank. All monies are payable on demand. Partos has no funds invested in shares or anything like that. The policy was adopted after a risk analysis by the Board where funds were placed partly with ideal banks and partly with a systemic bank.

8. Reserves and funds

The € 52,780 positive result in 2022 will be distributed as follows:

Special purpose reserve Research: In 2023 another Partos member appreciation survey and a foresight study will take place, and strengthening support will be a priority; €40,000 will be added to the reserve for these activities.

The remainder of the positive result of €12,780 will be added to the continuity reserve so that Partos has sufficient funds to meet its obligations and can fund spontaneous projects.

Basic principles for the distribution are:

- The special purpose reserve Learning & Innovation serves to finance further development of the new website.
- The special purpose reserve Research serves to fund research such as capacity building, foresight studies and member appreciation surveys.

On 28 February 2013, the Audit Committee of the Partos Board set the target amount for the continuity reserve as of 31 December 2012 at: the annual rent of the accommodation and five months' salary of the permanent staff, which for 2023 de facto amounts to €407,000.

Unbudgeted actions will be charged to the continuity reserve as far as it allows.

The movements in Equity during 2022 are as follows:

Distribution of reserves and funds	A	B	C	D=B-C	E=A+D
	<i>Balance as of 1-1-2022</i>	<i>Addition</i>	<i>Withdrawals (expenses)</i>	<i>Change 2022</i>	<i>Balance as of 31-12-22</i>
Continuity reserve	422,924	12,780	-	12,780	435,705
Special purpose reserve Research	45,000	40,000	-	40,000	85,000
Special purpose reserve Learning & Innovation	25,000	-	-	-	25,000
Total	€ 492,924	52,780	-	52,780	545,705

9. Current liabilities

	31-12-2022	31-12-2021
Creditors	74,906	1,627
Remittance of wage taxes	43,449	39,736
Holidays	15,541	14,581
Learning & Innovation programme	45,752	83,576
Other liabilities and accrued liabilities	30,091	15,813
Career budget	11,131	13,207
Total	€ 220,870	168,540

Notes on the Learning & Innovation Programme

Co-funded by the Ministry of Foreign Affairs, this programme was approved in 2020 for the 2021-2025 period.

Notes on other liabilities and accrued liabilities

This amount largely relates to recognised costs for the accountant regarding the audit of the financial statements and a pending PFZW invoice for December 2022.

Off-balance sheet commitments:

Rental obligations

From 2015, Partos signed a new four-year contract ending in December 2018. This agreement is then continued for consecutive periods of 1 year each. The annual commitment is 43,000.

Notes on the statement of income and expenditures

10. Income

Income	actual 2022	budgeted 2022	actual 2021
Contributions	727,239	695,000	696,012
	727,239	695,000	696,012
Other income			
Training and meetings	85,127	13,000	47,766
Learning & Innovation Programme (allocation)	666,150	570,640	500,624
Shared Services and other income	22,457	4,500	230
	773,734	588,140	548,620
Total income	€ 1,500,973	1,283,140	1,244,632

Contribution and membership administration

As of the end of 2022, there were 102 members. Members that joined in 2022 are: Stichting Macheo Nederland (Macheo Netherlands Foundation), Mensen met een Missie (People with a Mission) and Stichting 100WEEKS (100WEEKS Foundation).

The organisations that terminated their membership with effect from 1 January 2023 are Rainforest Alliance, BRAC, Free a Girl and FRES.

Contribution to training and meetings

This includes contributions to PME courses, Moral Judgement Training and the Partos Innovation Festival.

Shared Services and other income

Covers in part members' contributions to reimburse procurement costs incurred for a new business trip contract starting in 2023 and management costs for the 2022 ATP business trip contract.

11. Staff costs

	actual 2022	budgeted 2022	actual 2021
Gross wages	621,399	584,100	590,536
Social security expenses and contributions	142,525	172,700	140,916
Charged wage costs for the Learning & Innovation Programme	-341,795	-369,000	-325,594
Travel costs	9,859	5,000	4,562
Expertise development	5,213	2,500	2,915
Hiring of staff	-	-	43,609
Sick pay received	-7,950	-	-26,647
Staff absenteeism insurance	12,592	11,000	7,600
Other personnel costs	61,911	24,000	24,291
Total	€ 503,754	430,300	462,188

Notes on personnel costs

Ten interns were active in 2022, each for about six months. Twelve employees were employed at the end of 2022, totalling 10.56 FTE (2021: 10.2 FTE). Eight employees left in 2022, of which three were temporary in 2022. The vacancies created in the permanent Partos team were filled by five new staff members.

Absenteeism was low at 1.81% (2021 – 10.5%).

The cost of recruiting a new director is included in other personnel costs.

Remuneration of management and the Board in 2022

Gross salary	100,911
Social contributions	4,150
Employer's pension contribution	-
Total	105,061

The management consisted of Mr A. Romijn, who has a full-time position and a gross monthly salary of €7,183 (2021 - €7,183). In 2021, management salary costs amounted to € 112,931 The Board is unpaid.

12. Housing costs

	actual 2022	budgeted 2022	actual 2021
Rent and service charges	39,776	43,000	39,084
Supporting services	5,253	2,000	1,418
Small purchases	559	1,500	359
Other housing costs	1,582	1,000	-
Depreciation costs	8,545	3,500	9,210
Total	€ 55,716	56,500	50,071

13. General management costs

	actual 2022	budgeted 2022	actual 2021
Administrative expenses general	1,380	1,000	249
Cost of the AGM	20,831	6,500	-
Meeting costs	1,369	700	-
Representation costs	1,275	800	577
Automation costs	18,670	17,000	28,433
Administration fees	200	1,500	78
Audit fees	14,415	13,500	13,931
Consultancy fees	23,994	6,000	3,515
Other	18,797	15,000	15,919
Total	€ 100,931	62,000	62,702

Annual General Meeting

The AGM was held in person again in 2022. The November AGM, held in Nieuwspoord, coincided with the departure of the current Director A. Romijn in the form of a symposium.

Consultancy fees

Consultancy costs include outsourcing the procurement of the business trip contract and the office redesign.

14. Activities

	actual 2022	budgeted 2022	actual 2021
Lobby & Advocacy	17,942	13,000	13,068
Training, meetings, Innovation Festival	55,550	12,000	44,208
Communication	12,893	22,000	5,108
Quality, knowledge & effectiveness	4,049	7,000	6,877
Participation in CONCORD	8,500	17,000	17,000
Research	-	5,000	-
Member appreciation survey	-	-	1,500
Foresight study	-	-	20,359
Learning & Innovation Programme	688,858	685,000	519,053
Total	€ 787,792	761,000	627,173

Training, meetings and Innovation Festival

The festival took place in October 2022 at Pakhuis de Zwijger in Amsterdam. The Learning & Innovation programme contributes to this.

Learning & Innovation Programme 2021-2025

This programme is subsidised by BuZa for the period 2021 to 2025.

An AMID joined the L&I team in 2022. Various activities were carried out under the various themes of the Learning & Innovation Programme, including Shift the Power, Strategic Partnerships,

Climate Justice, Hope-based communication and Integrity. Numerous meetings were also organised, including the Partos Innovation Festival.

Partos has its own contribution to staff and external costs.

Other data

Statutory arrangement regarding surplus/deficit appropriation

Pursuant to the articles of association, the Annual General Meeting must decide on the use of the surplus or deficit achieved in a financial year, based on a proposal by the Board.

Proposed allocation of the 2022 result

The Board proposes to apply the profit distribution generated for 2022 to reserves and funds as follows.

Distribution of reserves and funds	A	B	C	D=B-C	E=A+D
	<i>Balance as of 1-1-2022</i>	<i>Addition</i>	<i>Withdrawals (expenses)</i>	<i>Change 2022</i>	<i>Balance as of 31-12-2022</i>
Continuity reserve Partos	422,924	12,780	-	12,780	435,704
Special purpose reserve Research	45,000	40,000	-	40,000	85,000
Special purpose reserve Learning & Innovation	25,000	-	-	-	25,000
Total	€ 492,924	52,780	-	52,780	545,704

Events after balance sheet date

There are no subsequent events with significant impact on the financial statements.

ADOPTED BY THE BOARD OF THE PARTOS ASSOCIATION

Amsterdam, DATE 2023*

The Management

L. Hoornweg

Amsterdam, DATE 2023

President,

J. Bruning

Treasurer,

E. Ackerman

Board Member,

R. Molenaar

Board Member,

J. Lampe

Board Member,

E. Visser

Board Member,

J. Evelo

Board Member,

H. Heijdra

Partos Association, Ellermanstraat 18b, 1114 AK Amsterdam

*Original with signatures in the Partos archive.

Auditor's report

Original signed in the Partos archive.