



# Annual report 2023

Resilient and Actively Engaged



Samen  
Werkt.

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## President's foreword

The first steps focused on Partos' foresight were taken in this reporting year. This is necessary to focus on the importance of international cooperation. An importance underscored with some regularity by the increasing number of conflicts and wars growing in intensity.

The wars in Ukraine, Myanmar and Sudan, among others, continued. The war between Israel and Hamas makes and made clear what the sacrifices are for the civilian population, but also what it means when the international system cannot or will not intervene. As in the other wars, civilians and especially women and children are then the main victims.

Our part in international cooperation is the continued strengthening of broad civil society in the countries where Partos members work. The organisations they support are representatives there for their own populations and societies. It is they who provide primary aid and basic necessities of life such as food, drink, housing, sanitation and education. They can assess what is needed to promote justice, responsibility, democracy and happy coexistence in their countries. They hold their societies together.

In the Netherlands, Partos faces the question of how we and our members can win our constituencies and public opinion to this story. The stakes are high in the countries where we work and also in the Netherlands. The outcome of the November elections is tending to close the shutters, hoping to resolve it among ourselves. That risks becoming a costly mistake. In a globalised world, we not only exchange a lot economically but also a lot in terms of sports, culture, language, innovation, music and encounters.

A world that wants to move forward cannot do without such mutual (international) cooperation. Finding lasting support for this, especially in the Netherlands, is an expensive duty and vocation for Partos. The future of Partos, which will celebrate its 20th anniversary in 2024, will therefore focus on the importance of international cooperation and support for it.

In March last year, Bart Romijn handed over the baton to his successor as director: Liana Hoorneweg. We are delighted with her arrival and about the working method she has shown together with the team to tirelessly stand up for the interests of our members and discuss together the near future of Partos and our work.

Hans Bruning  
President

## Director's foreword

This annual report is full of wonderful results achieved by Partos for, by and with its members. The common thread in the report is that everything we do is dedicated to making Development Cooperation more meaningful. Even the discussion on whether we should continue to use the term Development Cooperation is conducted within the framework of this. Then there are the external forces that force us to think about this question: evaluations by IOB and OECD-DAC, media coverage of integrity issues and, of course, political parties' positions on our work. It strikes me that our sector is in a constant state of flux, and thus development, as a result.

When I started at Partos in March 2023, there was little going on. We were looking forward to the Africa Strategy being formulated in The Hague, for which SPs had provided a lot of valuable input through Partos. And then, suddenly, there was the Spring Memorandum (Voorjaarsnota), which showed that the costs of first-year asylum reception would be paid from the development budget. Cuts, in other words. Unacceptable to us! So, we rigged up a social media campaign with famous Dutch ambassadors, wrote articles and gave interviews to large daily newspapers like *Trouw* and *Nederlands Dagblad* on television at *1Vandaag* and *Radio1*. All in the hope that these unfortunate cuts would be reversed. And against all odds, it seemed we had our foot in the door, and other scenarios would be looked at.

This all seems so long ago. Shortly after, in fact, the cabinet fell. And since then, things have rapidly gone from bad to worse for our sector. The 'Choose and Change Climate' campaign we ran together with other civil society organisations was good but told a story that, for many Dutch people, did not reflect their perception. The election result is a sad, low point of the year 2023. That a right-wing extremist party has become the largest party in the Netherlands remains unreal. For our sector, this own-country-first sentiment is not at all favourable, as these parties find cuts in Development Cooperation no problem at all.

In the background of all these national preoccupations are several conflicts worldwide, which had an unprecedented upsurge in the year 2023. Gaza, Ukraine, Sudan, Ethiopia, Nagorno-Karabakh, Syria, Papua, Niger, Burkina Faso, Yemen, South Sudan, Myanmar, Democratic Republic of Congo, and so on. In these areas, people have no peace, no prospects, no dignified existence. It does not make our work any easier. Thus, we also have to convince people in the Netherlands why it is so important that we can continue to do our work in emergencies and other long-term, more preventive or healing circumstances.

At the same time, we see an enormous resilience and willingness to cooperate among our members (and their supporters). The commitment among members is palpable, and that is gratifying because our sector is facing major challenges. As far as Partos is concerned, the most important one for next year is that we continue to pull together; working together based on the conviction that all organisations matter and not letting ourselves be played off against each other. In the Partos vision of the future that we will present in 2024, optimism and conviction of the need for international cooperation remain at the top. We will go for it!

Liana Hoornweg  
Director Partos

## Lobbying and policy development

Lobbying for our common goals (Coherence, Civil Society, OS budget, Climate Justice) is an important activity for Partos. We make joint propositions by exchanging and acting with members on various themes, such as the response to the national budget and various policy debates. Regarding policy coherence for development, we cooperate with FMS and Woord & Daad under Building Change.

### Lobby towards Government and House of Representatives

2023 was an eventful political year. In the Spring Memorandum, [huge cuts in development cooperation](#) were suddenly announced due to high projections for the first-year reception of asylum seekers. A cost that may be allocated to the development budget, but which the Netherlands then also covers from that budget.

The sector succeeded in putting dissatisfaction on the agenda with a collective effort. This eventually led to several adopted motions, amendments and commitments, but the real solution - a cap on asylum costs to be covered by the OS budget - was deferred to a subsequent cabinet.

Ultimately, the 'asylum reception crisis' also turned out to be the reason for the cabinet to fall and Lower House (Tweede Kamer) elections followed in November. Under high pressure, the various political parties were provided with our input in the summer. Elements of this could be seen in many programmes. That the PVV, as a classic OS critic, became the largest in these [elections](#) is not hopeful and increases the importance of investing in the political support of the broad middle. After all, those are the parties needed in any composition to form a majority.

### Importance of civil society

The freedom of action of civil society organisations, both from our constituency and in developing countries, is one of the spearheads of the Partos lobby. In 2023, the preparations began for the successor to the Power of Voices partnerships, which run until 2025. From the Shift-the-Power lab, recommendations were drawn up on what barriers stand in the way of a power shift to more equal international partnerships. In addition, based on a broad consultation among Partos members, an overview was drawn up of what should be retained from the current partnerships and what should be changed. This process will continue in 2024, with at least another internet consultation expected from the ministry. Partos will also organise its own consultation session in early 2024.

### Coherent policy

Through our own lobby and through the [Building Change](#) coalition (together with Foundation Max van der Stoel and Stichting Woord en Daad), we are committed to policy coherence for sustainable development. This means that Dutch policies and actions in areas such as taxation, circular economy and international trade do not have a negative impact on low-income countries. In January 2023, Building Change organised the [Great Coherence Debate](#) together with Vice Versa and the Ministry of Foreign Affairs. Here, both MPs and senior officials spoke about policy coherence. A few months later, the [National SDG Report](#) was published, in which Partos/Building Change wrote the chapter on civil society's (inter)national efforts for the

SDGs. Policy coherence was also high on the agenda in the Lower House of Parliament, including in a committee debate in July. We wrote a comprehensive lobbying letter for the House with our Building Change partners and several members. In the run-up to the committee debate, we also published a [study on the poor implementation of the \*Toets Effecten Ontwikkelingslanden\*](#) (also known as the SDG test). This provides insight into the impact of policies on low-income countries. During the campaign for the Lower House elections, we made a comprehensive [voting aid](#) on coherence issues. We also [interviewed](#) outgoing MPs about their commitment to the SDGs, both in the Netherlands and elsewhere in the world.

## Lobby network & political monitoring

In 2023, we organised several meetings for the lobby network: a lobby training on the budget cycle and several Lobby Network meetings. And with our monthly lobby newsletter, we kept the wider network informed of our activities. Furthermore, in Building Change, we engaged several members in our lobbying for policy coherence. For instance, we collaborated on content for the #AdoptAnSDG campaign. With our weekly Partos Political Monitor, we informed our members about political developments around international cooperation. Following the November 2023 parliamentary elections, we added profiles of new MPs working on the Foreign Trade and Development Cooperation dossier to the monitor. These profiles include an overview of relevant motions, parliamentary questions and other House activities in the field of development cooperation of the relevant political party.

## Europe

In between all the national business, we also started preparing for the elections for a new European Parliament in June 2024. With several members, we drafted the input for the election programmes that we shared with the different parties. Since early 2023, Partos has had an EU lobby group in which members meet monthly to influence EU policy on international cooperation. With members from this group, we held introductory meetings in 2023 with various Foreign Ministry officials dealing with EU development cooperation, both in The Hague and in Brussels. We also shared with CONCORD, the European umbrella organisation for international cooperation, our concerns about civil society involvement in EU development projects with the ministry. Minister Schreinemacher responded with a letter stressing the importance of civil society.

## Learning and Innovation

Our members work with their partners to make their efforts effective. Thus, they are always attentive to quality, learning and innovation. Besides relevant thematic and country-specific knowledge, they share an interest in joint learning about civil society roles and strategies. They are also interested in forms of cooperation with a focus on local ownership, sustainable results and inclusiveness. Moreover, the rapidly changing context of international cooperation places high demands on organisations' adaptive capacity and innovativeness. In 2023, Partos supported members and their partners in quality, learning and innovation. We did this through several learning processes, a co-creative (together with members and experts) and an iterative method with an eye for our members' and their partners' learning and innovation needs. In doing so, we achieved the following results.

### Strategic partnerships

To facilitate knowledge exchange and learning among Strategic Partnerships (SP), many online activities were organised together with members for a wide audience in 2023. Besides themes around localisation, strengthening civil society and recommendations for the new SCS policy framework, there was a strong focus on Monitoring, Evaluation and Learning (MEL). This stemmed from the learning needs of many MEL staff. On the one hand, a series of sessions on the preparation of Mid Term Reviews (MTRs) helped organisations better plan and implement this. On the other hand, a dialogue was initiated between SP and MFA MEL staff, which helped them understand each other's positions and views.



*"It was helpful to hear from other organisations on their approaches to the MTR and to also generally be in touch with PMEL colleagues so I know who I can get in touch with for other queries. I used some of the insights on research design to inform our own MTR. (...) Partos created a platform for partnerships to share and get to know each other - which then creates a basis for further informal collaboration."* About the SP MTR exchange session beginning of 2023

### Data & Digitalisation

In 2023, we breathed new life into the Data & Digitalisation Community of Practice. Together with an active group of members, we delved into the world of emerging technologies, highlighting the opportunities and challenges of digitalisation in our work. For example, we did this in a data visualisation session or the kick-off meeting ["Preparing and transforming your organisation for the digital age"](#). Another highlight this year was the launch of the [Digital Maturity Quick Scan](#) that we developed together with our members. This scan helps organisations understand their current status of digital development; what do you excel at, and where are the opportunities for growth?

Furthermore, we kicked off the Feminist Monitoring, Evaluation, and Learning (MEL) theme. We delved into the principles and implementation with MFA, several consortia, and more than 150 participants. With this core group, we worked hard on a report to be published in early 2024.





*"We would like to use this tool for internal strategy development or use it in partnerships to test digital maturity/spark discussion. The plan is to perform a quick scan on various country offices to identify areas for improvement, to formulate a corresponding Digitalisation Action Plan, set targets, and use the quick scan again for periodic monitoring." Quote on the Partos Digital Maturity Tool*

## New forms of cooperation

Data shows that Partos is an active driver of the shift-the-power movement internationally. In 2023, the Shift the Power Lab 2.0 launched several products. The *Power Awareness Tool 2.0* was successfully tested by our members and international partners. It is currently being digitised. The single scientific study on shifting the power "[Where do we go from here?](#)" was completed. A [policy paper](#) was developed with recommendations to the Ministry of Foreign Affairs to make the new policy framework more inclusive and flexible. This report is supported by an extensive interview report, '[Voices on Power](#)', with recommendations from programme leaders from the Global South.

## Climate justice

The Community of Practice (CoP) around climate justice was formally launched as a pilot in late February 2023. Its main objective was to explore how international development programmes can make a sustainable impact on climate justice. It is now a vibrant community with more than 40 organisations actively sharing knowledge and looking for opportunities to work together for climate justice. After 8 sessions (4 physical afternoon sessions and 4 shorter online sessions), participants report having more knowledge and input to effectively integrate climate justice into their programmes and policies. They also have more insight into where other organisations stand and possible opportunities for collaboration. This [position paper](#) describes in more detail the activities and impact of climate justice in 2023.



*"It (the CJ CoP) helps within our organisation to position ourselves: where do we stand in relation to other organisations? It allows us to reflect on how we can build bridges between the various views towards a common goal. (...) The other side is that we are more aware of elements that we might have less experience in, allowing us to learn from others. It also helps to jointly collaborate with organisations on this topic. For example, this year, we have facilitated various meetings with organisation x for Dutch policymakers on food security."*

## Inclusion

After many active years, we have decided to reshape the Community of Practice Leave No One Behind. Due to capacity constraints in the core group and the Partosteam, it was decided to discontinue activities and look for a new way to engage members in an accessible way. At the *Closing Event*, we will look back at the CoP, how the concept of Leave No One Behind has shifted in recent years, and where opportunities now lie.

After six inspiring modules, we conclude the first year of the Diversity, Equity & Inclusion (DEI) learning path. Since February 2023, we have been working with more than 35 organisations

to embed DEI more strongly in our policies, culture and leadership. The result? More than 20 dynamic exchanges on relevant topics such as policy and strategy development, making diversity & inclusion measurable, HR policies & well-being, anti-racism and inclusive leadership. One of the track's participants:

“

*"My intersectional perspective definitely benefited from these sessions. I think it also makes me more empathetic and open-minded than before. By regularly reporting on the sessions in my team, it has made colleagues also more aware of the need to champion DEI in their own work. Some colleagues want to set-up some wellbeing group and I think this kind of bottom-up initiative has been possible seeing how the DEI group develop)."*

The Decolonisation Symposium was a joint event with the Communities of Practice of DEI, Climate Justice and Inclusive & Hope Based Communication. The grassroots community centre Ru Paré brought together members of these three CoPs and other interested professionals. Current steps forward were celebrated, but there was also a critical look at how we can actively liberate our sector and the global economic system from colonial constraints.

## Leadership

In 2023, we started the first activities under the leadership programme for directors (CEOs). We formed 3 intervision groups in which a total of 25 directors came together to share challenges and advice. This resulted in collaborations between organisations, among other things. We also organised *CEO meet-ups* on, for instance, inclusion and congruence with Dutch constituencies in which depth is sought on relevant themes for directors. Finally, we completed the Future Leaders podcast and YouTube series, which has had more than 350 listeners so far.

## Festival

In 2023, we already organised the 10<sup>e</sup> and final edition of the Innovation Festival. Together with civil society organisations, social entrepreneurs, researchers, students and changemakers, we looked back at the highlights of 10 years of innovation and looked ahead to the role of innovation for a just, inclusive and sustainable future. To celebrate this milestone, we launched the [Impact Stories Magazine](#). In it, our members share inspiring stories of social impact and innovation. It was an inspiring day, where we gave the stage to different forms of innovation; Activism and inclusion, new forms of collaboration, dialogue, digital solutions, innovation with word art, music or dance. And during a 10<sup>e</sup> edition, the latter could not be missing! Want to relive the festival? Watch our [aftermovie](#) or read the [retrospective](#) summarising the different sessions and performances!

## Communication and Engagement

In 2023, we reviewed our current communication strategy and looked at where renewal and optimisation could be achieved. Strengthening support was a key priority within this. The planned cutbacks in our sector and the unexpected elections have also given an extra impulse to take on an even more connecting and driving role when it comes to sector-wide communication for a stronger position of development cooperation.

### Increasing engagement for international cooperation

We made ourselves well heard in 2023. When the Spring Memorandum showed that there would be substantial cuts in development cooperation, we launched a campaign together with our members. The video in which BN'ers call for the cuts to be implemented differently led to a lot of [media attention](#). Liana was a guest on [1Vandaag](#), came on several TV and radio programmes, and even the monthly magazine "Linda" quoted our statements. For a while, it looked like we had achieved a victory with 3 of the 4 parties wanting to reverse the cuts. But unfortunately, the cabinet fell. Another [election campaign "Choose Another Climate, Vote for Justice"](#) followed, together with many members, civil society organisations and partners. We called on citizens to vote based on compassion and a sustainable future perspective. Besides these campaigns, we worked on the new [core narrative on development cooperation](#), elaborating the [Issue approach](#) for long-term support building and building a knowledge base on support and engagement. At the ALV in November, there was approval to further elaborate the Issue approach on climate justice and migration.

### Learning together about inclusive communication

In 2022, we launched the Community of Practice around inclusive communication. In it, we learn with members and partners about inclusive language & images, inclusive communication processes and content production. For this, we worked with the CoP and the Expertise Centre Humanitarian Communication (HuCom) on the ['Inclusive Communication Guide for International Cooperation'](#). This guide consists of three parts that form a whole but can also be read and used separately: the Basic Principles for Inclusive Communication, the Inclusive Glossary and three Future Briefs on the history, representation and production of communication in our sector. Together, this publication offers depth and reflection for learning about ethical, inclusive and equal communication in international cooperation.



*Yes, (the CoP has led to concrete changes) in my own work practices, as I was able to deepen my knowledge in the opportunities and challenges of inclusive communication and use the learnings as guidelines in my everyday work.*

## Strengthening member communication and our connecting role

As an association, we strive for active participation and involvement of our members. Because together works! In 2023, we did so in various ways. For instance, we made ourselves heard with the campaigns towards politicians and citizens. As a sector, we sent an unambiguous message and did a lot together with our members. Partos had a connecting role in this.

In addition, for the 10<sup>e</sup> Innovation Festival, we collected [impact stories](#) from our members and shared them in our network. This is how we showcase the impact of 10 years of innovation in the sector. Another point to properly inform and engage members was the creation of the [English-language website](#), making information now more widely and easily accessible in English. Finally, in 2023, we also refreshed our corporate identity so that all our communications are in the same style, making them more recognisable.

## Quality and organisation

Partos also supports its members in effectively organising their work. Thus, we help our members create conditions for good organisation. We do this under the heading of Quality and Organisation. In 2023, integrity within organisations was an important issue that received a lot of attention. We also developed a CSR handbook and updated the Partos 9001. Finally, through Shared Services, our members can use several services with which we have made agreements at a discount.

### Integrity

In early 2023, Charities Netherlands and Partos introduced the [Integrity System Roadmap](#). This has now been downloaded some 180 times. In addition, together with a number of members and Charities Netherlands, we revised the [Screening Roadmap](#). The Roadmap forms the basis for the Ministry of Foreign Affairs' mandatory pre-employment screening (see also under 'Quality'). It has been downloaded almost 250 times via our website.

In 2023, two Moral Judgement training courses for directors and one for integrity officers took place. Evaluations show that 90% of the participants applied or plan to apply the knowledge directly in the organisation. During the [interactive integrity meeting on working together](#), more than 50 directors and integrity officers engaged in discussions on various topics, including ethical leadership and integrity in smaller organisations.

### Quality

In August 2023, [Partos 9001 certification](#) was extended to include a mandatory pre-employment screening. This obligation follows the State Department's Organisational Risk and Integrity Assessment (ORIA) changes. This gives members who are Partos 9001-certified an exemption for that ORIA. Following the change, two new members, apart from the 31 members who already have the certification, have indicated to start the process for certification. We expect more members to join in 2024.

## Corporate Social Responsibility

Corporate Social Responsibility (CSR) is becoming increasingly important, not only for our members but also for Partos itself. In early 2023, we released a [revised CSR Handbook](#). This guide helps members and other interested parties to establish and implement a comprehensive CSR policy with clear objectives and measurable results. We also drafted its own CSR policy by the end of 2023. Implementation of the policy also started in 2023, but it will be taken up on a larger scale in 2024.

## Shared Services

Through [Shared Services](#), we offer procurement benefits to our members. In 2023, at the request of some members, we have included a new service in hiring employees abroad: our members can use Papaya Global's Employer of Record services at a 20% discount. Unlike other Shared Services, members contract directly with this provider. We have also developed a manual for hiring employees abroad.

Diversity Travel has become our new travel agent, and the contract with Turkish Airlines and Acolad (translation agency) has been renewed.

Other Shared Services are:

- CIBT visa services
- AON (business travel insurance)
- Exterus (cross-border and international employment)
- Legal services provided by various lawyers
- [Partos job board](#) (best-viewed page on our website)
- Gimd (24/7 telephone helpline)
- Alpina (discount on health insurance for employees of members)
- AVG Programmes (roadmap for implementation of AVG legislation)
- De Nieuwe Gevers (subscription for hiring professionals in areas such as marketing and strategy)

# The Partos Association

## Governance

The main, formally guiding bodies are the General Assembly of Members (GAALV), the board, and the management. Frequent contacts with members, as well as Dutch and international cooperation partners, contribute to strategic and action choices.

### 1. Mission Partos

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

Partos pursues its goal by connecting, innovating, strengthening, and representing members based on mutual trust. The three value strategies innovation, quality, and focus form the approach with which Partos pursues its goals. Continuously, Partos looks for where it can make a difference as a trade association based on the strength of members' diversity, qualities, and willingness to cooperate.

### 2. The goals of Association Partos are:

1. **Resilience** Partos and members are effective, innovative and forward-looking.
2. **Integrity** Partos and members have a sound integrity policy with an extra focus on sexual misconduct and abuse of power.
3. **Political momentum** Partos and its members work strategically, focused, and targeted toward the Lower House of Parliament, government, and other stakeholders, resulting in coherent, well-funded, and impactful development cooperation policies.
4. **Evidence** Partos and members highlight conclusive evidence and stories of Dutch development cooperation's effectiveness and innovative strength from government, politics, media, and the public.
5. **Active support** Partos and members secure active and broad support in Dutch society for development cooperation.
6. **Civic Space** Partos and its members mobilise support among government, 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.

All activities within our core tasks of Learning and Innovation, Communication and Engagement, and Lobby and Advocacy (and supporting activities for business operations, including Shared Services) were focused on these seven goals. For a more detailed report, please refer to the overviews of activities in earlier chapters.

The future vision, which is currently being developed, revisits the mission and core objectives.

### 3. General Assembly

The highest body within the association is the General Assembly (AGM), which plays an important role in formal decision-making. The AGM takes place twice a year. Every member organisation has voting rights and can help decide on the association's direction. In principle, the directors - or authorised deputies- attend the AGM.

The 2023 AGM met in April and November. Both meetings were well attended, with more than 50 organisations participating. Members approved the 2022 annual accounts and the annual report at the spring meeting. Guest speaker Els Hertogen of the Belgian 11.11.11 told an inspired story about how her organisation is working on strengthening support in Flanders. At the November 2022 AGM, Lotte Prins of the Dutch Youth Council spoke about the future of young people and development cooperation. The appointment of Pepijn Gerrits (Oxfam Novib) as board member was also confirmed. Furthermore, members approved the annual plan for 2024 (Actively Involved). During this AGM, members could also provide their input on the Future Vision. Through an interactive session, they voted for or against a number of propositions, which highlighted (or not) the future work of Partos.

### 4. General

The board of Partos consists of a maximum of seven members, including the chairman. The chairman is independent, and the board members are statutory directors at a member organisation. The board elects the chairman and the AGM confirms his or her appointment. Board members are elected by the statutory directors at member organisations and confirmed by the ALV. Both the chairman and board members are elected for a period of three years. They can stand for re-election once and thus serve a maximum of six years on the board. The board primarily oversees the strategy and annual plan of Partos, as well as the performance of the director of Partos. The board holds an annual performance review with the director.

### 5. Governance developments

There was one board change in 2023. Jacqueline Lampe, who quit as director of RNW Media, was replaced by Pepijn Gerrits, COO at Oxfam Novib. The board met five times in 2023, including one strategy session. In addition to issues on the agenda of the ALV, the board discussed the following matters, among others:

- Review of the annual plan for 2022
- The current annual plan for 2023
- Modalities and positions of governance
- Vision for the future Partos
- Cooperation with and policy advocacy towards the Ministry of Foreign Affairs
- Outcome of election plus how next?

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, 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. Partos staff prepare and document board meetings under the director's coordination. The director attends all board meetings. Depending on the topic, other staff members also participate in the meeting upon invitation.

Association governance in 2023

Name	Position	Member since	Member organisation	Ancillary positions
Hans Bruning	Chairman, Member Remuneration Committee	18-4-2019 (second term)	Independent	→ Owner of Hans Bruning Bestuursadvies
Jannemiek Evelo	Member	21-4-2022	CHOICE for Youth and Sexuality	None
Rina Molenaar	Vice Chairman, Member Remuneration Committee	18-4-2019 (Second term)	Woard and Daad	<ul style="list-style-type: none"> <li>→ Board member Prisma</li> <li>→ Author Publisher Jongbloed</li> <li>→ Board Member of Vrienden van Leliezorg</li> <li>→ Columnist Reformatorisch Dagblad</li> <li>→ Author at publisher De Banier</li> <li>→ Board member Friends of Ikazia</li> </ul>
Erik Ackerman	Treasurer, member Audit Committee	12-11-2020 (First term)	Liliane Fonds	<ul style="list-style-type: none"> <li>→ Director of MIVA</li> <li>→ Board member at the Dutch Coalition for Disability &amp; Development (DCDD)</li> </ul>
Edwin Visser	Member	12-11-2020	ZOA	Board member Dutch Coalition for Relief and Development
Jacqueline Lampe	Member, Integrity and Confidentiality Officer, member Remuneration Committee	18-11-2021 (Until 16-11-2023)	RNW Media	<ul style="list-style-type: none"> <li>→ Member Supervisory Board Public Library Amsterdam</li> <li>→ Supervisor and member audit committee Human (from 17 June 2023)</li> </ul>
Hans Heijdra	Member, member Audit Committee	17-11-2022	SNV	None
Pepijn Gerrits	Member	16-11-2023	Oxfam Novib	<ul style="list-style-type: none"> <li>→ Represents Oxfam Novib as a shareholder in Triple Jump</li> <li>→ Member of the Dutch Relief Alliance (DRA) CEO meeting.</li> <li>→ Chair of the Board of Supervisors of the Defend Democracy Foundation</li> </ul>



- Member of the Board of the Window on Russia Foundation (Window on Russia)
- Treasurer of the Piet Gerrits Foundation

## 6. Management Partos

Bart Romijn had served as director of the Partos Association since 1 February 2014 and left on 15 March 2023. The new director Liana Hoornweg, started as director on 6 March 2023.

## 7. Partosteam

The Partos team prepares and implements the annual work plan, after approval by the General Assembly. 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 team meeting every fortnight to align activities and optimise cooperation. The director and the heads of the core tasks (Learning & Innovation, Advocacy & Policy Advocacy, and Communication & Public Image) coordinate activities on a weekly basis. Performance interviews are held twice a year and a confidential advisor has been appointed within the team and within the board.

## 8. Core team

The core team of Partos consisted of the following staff in 2023:

Alexander Medik	Manager Learning & Innovation
Bart Romijn	Director (until 16 March 2023)
Erika van Heeringen	Communications consultant
Frederique Been	Impact facilitator
Gigi Ong-Alok	Innovation facilitator
Koos de Bruijn	Manager Advocacy & Policy Advocacy
Liana Hoornweg	Director (as of 6 March 2023)
Marion van der Knoop	Finance and HRM
Mariska Keizer	Office manager, integrity officer and Shared Services
Marleen Kooij	Office manager
Niels Hoogerheijde	Political analyst
Sera Koolmees	Senior communications consultant
Sonja Bleeker	Learning facilitator
Stella Roos Peters	Festival coordinator (from 23 May to 25 November)

## 9. Working week and sick leave

Partos has a 36-hour working week. As of 31 December 2023, the agency had 12 employees (10.56 FTEs). Absenteeism increased by 4.5% to 6.38% compared to 2022. There were long-term sick people in 2023 who had fully recovered by the end of the year.

## **10. Human resource policy**

When appointing new staff, we look for the most suitable candidate. As yet, there is no preference policy, but male/female/x, young/old and diversity ratios are definitely on the radar. 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, we have further developed our human resources policy and laid it down in a Staff Guide.

In terms of salaries, we follow the indexation of the salary scales of the Collective Labour Agreement for Social Work, but do not apply an annual periodicity from those scales. For salary increments, a salary growth model has been developed in cooperation with Human Capital Group.

## **11. Sustainability**

We strive to contribute to sustainable operations wherever possible. For instance, we always opt 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 meet online or by phone as much as possible, instead of physical meetings. A large proportion of meetings took place online or hybrid. In 2023, we reviewed our own policy and practice using the new insights and tips & tricks from the CSR Handbook. This resulted in an action plan that is being followed up.

## **12. Member management**

The core team and board members are in regular contact with our members. This includes the two annual members' meetings, working visits, working group meetings, conferences and all kinds of collaborative activities. By being present and engaging with members, the team keeps a finger on the pulse and interprets and shares relevant trends and developments. A broad member survey took place in 2023. This showed that member satisfaction was almost the same as in previous years.

In addition to the member appreciation surveys we conduct once every two years, we conduct frequent evaluations among members at different times and on different topics. For this, see also the core tasks reporting.

## **13. Integrity**

Since 2020, an internal code of conduct has been approved by the team and board. There is an internal integrity officer, who also supervises the Partos working group on integrity, and there is an external hotline. By 2023, our staff have completed a Moral Judgement training. They also regularly participate in internal moral deliberations. Following the outcome of these councils, the internal code of conduct was supplemented.

Integrity issues were not reported within the team, to the board, or to the external hotline in 2023. An employee survey showed that knowledge of the integrity procedure needs improvement. In 2023, we started writing out that procedure more precisely. We will continue this in 2024, after which it will be brought to the attention of employees.

## 14. Diversity, Equity & Inclusion

A Diversity, Equity & Inclusion (DEI) Taskforce was also set up within Partos in 2023 to take sustainable steps towards a DEI policy and more inclusive working environment. The kick-off meeting identified initial priorities, which will be further developed in 2024. In addition, seven employees participated in an anti-racism workshop organised by the Racial Equity Index at the Black Archives in Amsterdam. This was also part of the [Diversity & Inclusion learning trajectory](#) offered to the network within the Partos Innovation Hub.

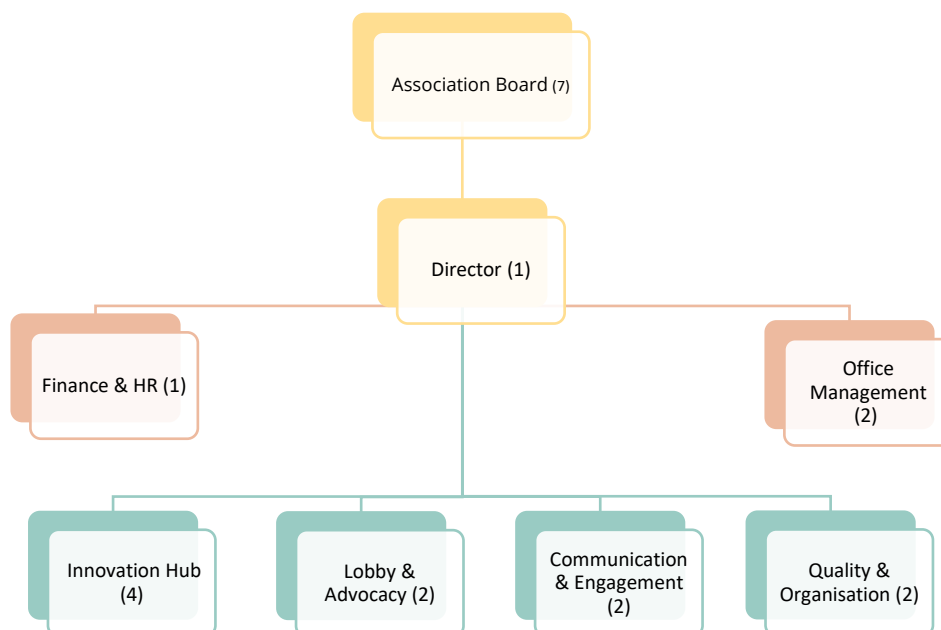
## Risk management

Of the risks updated every six months, it is mainly workload and absenteeism that posed a risk in 2023. Reducing workload by regularly not responding to requests or engaging in fewer activities will, therefore, remain a key internal focus in 2023. The board has taken note of the risk measures and believes that Partos' monitoring of the risk system and risks is adequate.

## Complaints Committee

The complaints committee received one complaint about a member organisation in 2023. This is currently still pending.

## Organisation chart



## Business

A review of Partos' business processes was launched in 2023. This review recommends several measures to improve business operations, including the appointment of a head of business operations in 2024. Improving business operations aims to create a more streamlined organisation, enabling more control over finances, workload, and absenteeism.

## Membership list 2023

The membership list was stable; at the end of 2023, Partos had 108 members. Below is the entire list. The new members of 2023 are:

- Foundation Via Don Bosco Netherlands
- CINOP Global, Homeplan Foundation
- PUM Foundation
- YOBA for Life Foundation
- Association Panel Reform International

Complete overview of all members in 2023

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>1. 100 Weeks Netherlands</li> <li>2. ActionAid Netherlands</li> <li>3. Aflatoun</li> <li>4. Aids Fund</li> <li>5. Akvo Foundation</li> <li>6. AMREF Flying Doctors</li> <li>7. Aqua for All</li> <li>8. Both ENDS</li> <li>9. CARE Netherlands</li> <li>10. Centre for Safety and Development</li> <li>11. Choice for Youth &amp; Sexuality</li> <li>12. CINOP Global</li> <li>13. CNV International</li> <li>14. Cordaid</li> <li>15. Dutch Coalition on Disability and Development</li> <li>16. Defence for Children</li> <li>17. DOEN, Foundation</li> <li>18. Doctors of the World</li> <li>19. Dorcas</li> <li>20. Edukans, Foundation</li> <li>21. Fairfood</li> <li>22. Fair Wear Foundation</li> <li>23. FICDD ChristenUnie</li> <li>24. Friends of the Earth International</li> <li>25. Foundation Max van der Stoel</li> <li>26. Free Press Unlimited</li> <li>27. GPPAC Foundation</li> <li>28. Habitat Netherlands</li> <li>29. HealthNet TPO</li> <li>30. Heifer Netherlands, Foundation</li> <li>31. Red Cross, the Netherlands</li> <li>32. Hivos</li> <li>33. Homeplan, Foundation</li> <li>34. ICRA (International Centre for development-oriented Research in Agriculture)</li> <li>35. IJMNL (International Justice Mission Netherlands)</li> </ol> | <ol style="list-style-type: none"> <li>36. IRC, Foundation</li> <li>37. IUCN Dutch Committee</li> <li>38. KarunaNL Foundation</li> <li>39. Kerk in Actie</li> <li>40. Kinderpostzegels Netherlands, Foundation</li> <li>41. KIT Royal Tropical Institute</li> <li>42. KNVB Worldcoaches</li> <li>43. Salvation Army</li> <li>44. Leprastichting</li> <li>45. Leprazending, Foundation</li> <li>46. Liliane Fund</li> <li>47. Macheo Netherlands, Foundation</li> <li>48. Mama Cash</li> <li>49. Max Foundation</li> <li>50. Netherlands-Vietnam Medical Committee</li> <li>51. Mensen met een missie</li> <li>52. Mercy Corps Netherlands</li> <li>53. Milieudefensie</li> <li>54. Global FNV</li> <li>55. Netherlands Helsinki Committee</li> <li>56. NEDWORC</li> <li>57. Netherlands Food Partnership (formerly Agri-ProFocus)</li> <li>58. NIMD</li> <li>59. ONE</li> <li>60. Oxfam Novib</li> <li>61. PAX</li> <li>62. Penal Reform International</li> <li>63. Plan International Netherlands</li> <li>64. Prisma</li> <li>65. PSI Europe, Foundation</li> <li>66. PUM</li> <li>67. Radio la Benevolencija</li> <li>68. Red een Kind, Foundation</li> <li>69. Right to Play, Foundation</li> <li>70. RNW Media</li> <li>71. Rutgers, Foundation</li> </ol> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

- |                                            |                                           |
|--------------------------------------------|-------------------------------------------|
| 72. Save the Children Netherlands          | 91. Volunteer Activists, Foundation       |
| 73. Schone Kleren Campagne                 | 92. VSO Netherlands                       |
| 74. SeeYou Foundation                      | 93. WageIndicator Foundation              |
| 75. Simavi, Foundation                     | 94. War Child                             |
| 76. SNV                                    | 95. WECF Netherlands                      |
| 77. Solidaridad Netherlands, Foundation    | 96. Wemos                                 |
| 78. SOMO                                   | 97. Wereldkinderen                        |
| 79. SOS Children's Villages                | 98. Wetlands International                |
| 80. Sympany+                               | 99. Wilde Ganzen, Foundation              |
| 81. Tearfund Netherlands                   | 100. WO=MEN                               |
| 82. Terre des Hommes                       | 101. Women Win                            |
| 83. The Hague Academy for Local Governance | 102. Woord en Daad, Foundation            |
| 84. The Hunger Project                     | 103. World Vision Netherlands, Foundation |
| 85. Transnational Institute                | 104. WWF - NL (World Wildlife Fund)       |
| 86. Tropenbos International                | 105. Yoba for Life Foundation             |
| 87. Unicef                                 | 106. Young Africa International           |
| 88. Unoy Peacebuilders                     | 107. Young in Prison                      |
| 89. Vastenactie                            | 108. ZOA, Foundation                      |
| 90. VIA Don Bosco Netherlands, Foundation  |                                           |

At the end of 2023, five members have also resigned:

- KNVB Worldcoaches
- Young in Prison
- KarunaNL Foundation
- Aqua for All
- Defence for Children

## Budget 2024

Approved at the AGM on 16 November 2023:

		Budgeted 2024	Budgeted 2023	Realisation 2022
<b>Income</b>				
Contributions		837.500	793.000	727.239
Other income		586.200	634.100	773.734
<b>Total income</b>	<b>€</b>	<b>1.423.700</b>	<b>1.427.100</b>	<b>1.500.973</b>
<b>Charges</b>				
Staff costs		532.200	512.700	503.754
General expenses		159.000	139.200	156.647
Activity costs		782.100	812.200	787.792
<b>Total expenses</b>	<b>€</b>	<b>1.473.300</b>	<b>1.464.100</b>	<b>1.448.193</b>

# Annual Financial Report 2023

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## Balance sheet as of 31 December 2023

After the proposed appropriation of profit

Assets	ref.	31-12-2023	31-12-2022
<b>Fixed assets</b>	4	33.313	34.766
<b>Receivables</b>	5	62.664	39.967
<b>Cash and cash equivalents</b>	6	649.288	693.839
<b>Total assets</b>	€	<b>745.265</b>	<b>766.573</b>

Liabilities	ref.	31-12-2023	31-12-2022
<b>Funds and Reserves</b>	7	573.271	545.703
<b>Current liabilities</b>	8	171.994	220.870
<b>Total liabilities</b>	€	<b>745.265</b>	<b>766.573</b>

## Statement of income and expenditures

Income	ref.	actual 2023	budgeted 2023	actual 2022
Contributions	9	814.175	793.000	727.239
Other income		741.663	634.100	773.734
Financial benefits	14	2.039	0	0
<b>Total income</b>	<b>€</b>	<b>1.557.878</b>	<b>1.427.100</b>	<b>1.500.973</b>
Charges	ref.	actual 2023	budgeted 2023	actual 2022
Staff costs	10	514.649	512.700	503.754
General expenses	11 & 12	173.040	139.200	156.647
Activity costs	13	842.621	812.200	787.792
<b>Total expenses</b>	<b>€</b>	<b>1.530.310</b>	<b>1.464.100</b>	<b>1.448.193</b>
<b>Result</b>		<b>27.568</b>	<b>-37.000</b>	<b>52.780</b>
<b>Distribution of results</b>				
Continuity reserve addition		27.568	-	12.780
Continuity reserve withdrawal			-	
Special purpose reserve addition Research			-	40.000
Special purpose reserve withdrawal Research		-85.000	-37.000	
Addition Learning & Innovation		85.000	-	
Withdrawal Learning & Innovation			-	
<b>Result after changes in funds and reserves</b>	<b>€</b>	<b>0</b>	<b>0</b>	<b>0</b>



## Notes to 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):

1. the representation and promotion of the common interests of its members and the Private Organisations for International Cooperation sector;
2. encouraging quality enhancement, including the professionalisation of the sector;
3. supporting 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;
4. maintaining 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;
5. promoting a positive image of the sector;
6. increasing 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 the Annual Reporting Guidelines for Micro and Small Legal Entities (RJK), Guideline C-1: Small Organisation-Non-Profit. The accounting policies are based on historical costs and cost prices. Assets and liabilities are valued at amortised cost. The balance sheet and statement of income and expenditure include references that refer to the notes.

#### Comparison with the previous year

The accounting policies have 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 is recharged in the activity costs under the Learning & Innovation Programme.

#### Tangible fixed assets

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

#### Intangible assets

Intangible assets are valued at acquisition price less accumulated depreciation and, if applicable, impairments. Depreciation is based on the estimated economic useful life and calculated as a fixed percentage of the acquisition price, considering any residual value. Depreciation is applied from the moment 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 measured at amortised cost. Provisions for bad debts are deducted from the nominal value of the receivable.

## Cash at bank and in hand

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 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 recognised insofar as it is realised in 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. Tangible and intangible assets

	<i>Renovations</i>	<i>Inventory</i>	<i>Software</i>	<i>Total</i>
<b>Position as of 1 January 2023</b>				
Acquisition value	41.008	36.501	28.655	106.164
Cum. depreciation	39.927-	10.626-	20.846-	71.399-
<b>Book values</b>	<b>1.081</b>	<b>25.875</b>	<b>7.810</b>	<b>34.766</b>
<b>Changes</b>				
Investments	5.285	12.368	-	17.653
Divestments	-	7.088-	-	7.088-
Depreciation	1.689-	11.906-	5.510-	19.105-
Depreciation of disposals	-	7.088	-	7.088
<b>Balance</b>	<b>3.595</b>	<b>462</b>	<b>-5.510</b>	<b>-1.453</b>
<b>Balance at 31 December 2023</b>				
Acquisition value	46.293	41.780	28.655	116.728
Cum. depreciation	41.617-	15.444-	26.355-	83.415-
<b>Book values</b>	<b>4.677</b>	<b>26.336</b>	<b>2.300</b>	<b>33.313</b>
Depreciation rates	20%	33%	33%	

#### 5. Receivables

	<b>31-12-2023</b>	<b>31-12-2022</b>
Debtors	16.601	9.833
Receivables prepaid	32.234	11.272
Other receivables	12.119	8.803
Sales tax receivable	1.710	8.059
<i>Subtotal other receivables</i>		
<b>Total Receivables</b>	<b>€ 62.664</b>	<b>37.967</b>

##### Notes on receivables

Receivables prepaid concerns, in addition to prepaid rent and absence insurance 1<sup>e</sup> quarter 2024, the second part of the invoice for the vision of the future amounting to € 20,000.

The amount on other receivables includes a deposit of rent and interest yet to be received on the savings account.

## 6. Cash and cash equivalents

	31-12-2023	31-12-2022
Triodos R.C.	48.027	205.783
ASN Sparen (ASN Savings)	300.603	99.934
Rabo R.C.	658	98.648
Rabo Bonus sparen (Rabo Bonus Savings)	300.000	289.475
<b>Total</b>	<b>€ 649.288</b>	<b>693.839</b>

### Notes to 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 funds are payable on demand. Partos has no funds invested in shares or the like. The policy was adopted after a risk analysis by the board in which funds were placed partly with idealistic banks and partly with a systemic bank.

### 7. Reserves and funds

The result is distributed as follows:

*Special purpose reserve Research:* this earmarked reserve will be abolished and the balance will be added to the Learning and Innovation earmarked reserve as there is a substantive overlap.

*Earmarked reserve Learning and Innovation:* the balance from the special purpose reserve Research is increased by €85,000, bringing the total balance to €110,000.

For the completion of the Future Vision study in April 2024, €20,000 will be reserved. Also, this earmarked reserve will finance an unbudgeted part of circa €20,000 for additional efforts on communication and operations.

In 2024, the European elections will take place for which budget can be made available. And 2023 has taught us that given the political development in the Netherlands, there should be budget available for cooperation with members.

Also, further development of the website is still in planning.

The positive result of €27,368 will be added to the continuity reserve so that Partos has sufficient funds to meet its obligations.

Basic principles for the distribution are:

- The earmarked Learning & Innovation reserve serves to finance studies, such as carrying capacity building, the Future Vision studies and further development of the new website.

On 28 February 2013, the audit committee of the Partos board set the target amount for the continuity reserve from 31 December 2012 at: the annual rent of the accommodation and five months' salary of the permanent staff, which for 2024 de facto amounts to €444,000.

The movements in Equity during 2023 are as follows:

Distribution of Reserves and Funds	A	B	C	D=B-C	E=A+D
	<i>Balance as of 1-1-2023</i>	<i>Addition</i>	<i>Withdrawals (expenses)</i>	<i>Change 2023</i>	<i>Balance as of 31-12-23</i>
Continuity reserve	435.703	27.568	0	27.568	463.271
Special purpose reserve Research	85.000		-85.000	-85.000	0
Special purpose reserve Learning & Innovation	25.000	85.000	0	85.000	110.000
<b>Total</b>	<b>€ 545.703</b>	<b>112.568</b>	<b>-85.000</b>	<b>27.568</b>	<b>573.271</b>

## 8. Current liabilities

	31-12-2023	31-12-2022
Creditors	16.933	74.906
Remittance of wage taxes	50.100	43.449
Pension fund remittance	10.632	-
Holidays	27.788	15.541
Learning & Innovation programme	35.441	45.752
Other liabilities and accrued liabilities	17.991	30.091
Career budget	13.108	11.131
<b>Total</b>	<b>€ 171.993</b>	<b>220.870</b>

### Notes to 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 the included costs for the accountant regarding the audit of the 2023 financial statements.

## Off-balance sheet commitments

### Rental obligations

In 2015, Partos signed a new four-year contract, ending in December 2018. This agreement will then be continued for consecutive periods of 1 year each. The annual commitment amounts to €44,000.

## Notes to the statement of income and expenditures

### 9. Income

Income	actual 2023	budgeted 2023	actual 2022
Contributions	814.175	793.000	727.239
	814.175	793.000	727.239
<b>Other revenue</b>			
Trainings and meetings	55.676	37.600	85.127
Learning & Innovation Programme (allocation)	602.511	592.200	666.150
Shared Services	4.876	4.300	22.457
Contributions received to campaigns	78.600	-	-
	741.663	634.100	773.734
<b>Total income</b>	<b>€ 1.555.838</b>	<b>1.427.100</b>	<b>1.500.973</b>

#### Contribution and Partos membership administration

As of the end of 2023, there were 108 members (including 6 applications and 5 cancellations). Members that joined Partos in 2023 are: Via Don Bosco Netherlands Foundation, CINOP Global, Homeplan Foundation, PUM Foundation, YOBA for Life Foundation, Panel Reform International Association.

The organisations that terminated their membership with effect from 1 January 2023 are: KNVB Worldcoaches, Young in Prison, Karuna NL Foundation, Aqua for All and Defence for Children.

#### Contributions from trainings and meetings

These include contributions to PME courses, Moral Judgement Training and the Partos Innovation Festival.

#### Shared Services

This relates partly to members' contributions to reimburse procurement costs for the contract with Diversity Travel in 2023, in which 29 members participated.

#### Campaign contributions received

These contributions concern the 'Stop cuts in development cooperation' actions in the summer and the election campaign in the autumn of 2023. These actions were in collaboration with several members and other civil society organisations.

## 10. Staff costs

	actual 2023	budgeted 2023	actual 2022
Gross wages	666.161	633.050	621.399
Social security expenses and contributions	163.801	202.700	142.525
Charged wage costs Learning & Innovation Programme	-408.495	-400.000	-341.795
Travel costs	16.531	19.500	9.859
Expertise development	4.981	11.000	5.213
Hiring of staff	30.335	-	-
Sick pay received	-7.994	-	-7.950
Staff absenteeism insurance	7.254	16.000	12.592
Other personnel costs	42.075	30.500	61.911
<b>Total</b>	<b>€ 514.649</b>	<b>512.750</b>	<b>503.754</b>

### Notes on staff costs

Seven interns were active in 2023, each for about six months. Twelve employees were employed at the end of 2023, totalling 10.56 FTE (2022: 10.56 FTE). Two employees left employment in 2023. Two new employees, one permanent and one temporary, filled the resulting vacancies. Partos follows the Collective Labour Agreement (CAO) for Social Work with its salaries, which resulted in an indexation of 7% in July 2023.

At 6.38%, sick leave in 2023 was higher than in 2022 - 1.81%. By the end of 2023, the long-term sick had fully recovered.

### Remuneration of management and board in 2023

	A. Romijn until 15 March	L. Hoornweg from 6 March
Number of hours per week	36	36
Gross salary	21.258	90.174
Social charges	959	9.334
Employer's pension contribution	-	9.933
<b>Total</b>	<b>€ 22.217</b>	<b>109.441</b>

The management consisted of Mr A. Romijn for the period from January to 15 March. From 6 March, L. Hoornweg took over. The gross monthly salary is €8,036 (after indexation in July). In 2022, the salary costs of the board amounted to €105,061. The board is unpaid.

## 11. Housing costs

	actual 2023	budgeted 2023	actual 2022
Rent and service charges	42.638	47.000	39.776
Support services	4.989	6.000	5.253
Small purchases	696	1.500	559
Other housing costs	1.720	-	1.582
Depreciation costs	19.105	13.700	8.545
<b>Total</b>	<b>€ 69.148</b>	<b>68.200</b>	<b>55.716</b>

## 12. General management costs

	actual 2023	budgeted 2023	actual 2022
Administrative expenses general	2.831	1.500	1.380
Cost of AGM	10.678	8.000	20.831
Meeting costs	-	500	1.369
Representation costs	385	1.000	1.275
Automation costs	49.127	27.000	18.670
Administration fees	118	1.000	200
Audit fees	16.919	13.500	14.415
Consultancy fees	3.021	2.000	23.994
Other	20.813	16.500	18.797
<b>Total</b>	<b>€ 103.892</b>	<b>71.000</b>	<b>100.931</b>

### Notes on general management costs

#### Automation costs

In 2023, Partos fully outsourced its ICT. The cost of this was not yet known when the 2023 budget was prepared. The set-up with the service provider amounted to over € 14.000,-. Partos also received a fine in connection with the late termination of the outsourcing of payroll with Visma Raet.

## 13. Activities

	actual 2023	budgeted 2023	actual 2022
Lobby & Advocacy	11.432	13.000	17.942
Training, meetings, Innovation Festival	26.078	28.000	55.550
Communication	15.342	16.000	12.893
Quality, knowledge & effectiveness	4.667	5.000	4.049
Participation in CONCORD	8.500	8.500	8.500
Research (support)	26.499	27.000	-
Member appreciation survey	10.800	-	-
Foresight study	27.568	8.000	-
Learning & Innovation programme	626.658	706.700	688.858
Campaign costs	85.077	-	-
<b>Total</b>	<b>€ 842.621</b>	<b>812.200</b>	<b>787.792</b>

#### Training, meetings and Innovation Festival

The 10<sup>e</sup> festival took place in October 2023 at Pakhuis de Zwijger in Amsterdam. As usual, the Learning & Innovation programme contributed to this festival.

#### Research, member appreciation survey and Future Vision study

The Issue Makers conducted a support survey. The biennial member appreciation survey took place in 2023, and the Future Vision process started in autumn 2023 and will be completed in the first quarter of 2024.

#### Learning & Innovation Programme 2021-2025

MFA subsidises this programme, which runs from 2021 to 2025. Under the various themes of the Learning & Innovation Programme, including Shift the Power, Strategic Partnerships,



Climate Justice, Hope-based communication, and Integrity, various activities were carried out. In addition, numerous meetings were organised, including the 10th Innovation Festival.

	Expenditure 2023 L&I programme	Covered by MFA grant	Covered by own contribution Partos
Salary costs	500.493	408.495	92.000
Activity costs	218.165	194.015	24.148
<b>Total</b>	<b>€ 718.658</b>	<b>602.510</b>	<b>116.148</b>

The salary costs covered by MFA are reflected in personnel costs as charged salary costs Learning & Innovation Programme.

### Campaign costs

In the summer of 2023, there was a concerted action with several members to halt the proposed cut in the development budget.

It is known that early elections were coming and, again, joint campaigning with a number of members and other civil society organisations. Partos contributed €6,500.

## 14. Financial benefits

	actual 2023	budgeted 2023	actual 2022
Receiving bank interest	2039	-	32
<b>Total</b>	<b>€ 2.039</b>	<b>-</b>	<b>32</b>

## Other details

### Statutory arrangement regarding surplus/deficit appropriation

Pursuant to the articles of association, the General Assembly 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 2023 result

The board proposes to apply the 2023 result distribution to reserves and funds as follows.

Distribution of Reserves and Funds	A	B	C	D=B-C	E=A+D
	<i>Balance as of 1-1-2023</i>	<i>Addition</i>	<i>Withdrawals (expenses)</i>	<i>Change 2022</i>	<i>Balance as of 31-12-2023</i>
Continuity reserve Partos	435.703	27.568	-	27.568	463.271
Special purpose reserve Research	85.000	-	- 85.000	- 85.000	-
Special purpose reserve Learning & Innovation	25.000	85.000	-	85.000	110.000
<b>Total</b>	<b>€ 545.703</b>	<b>112.568</b>	<b>- 85.000</b>	<b>27.568</b>	<b>573.271</b>

## Events after the balance sheet date

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

## Adopted by the Board of the Partos Association

<p><b>Amsterdam, date 2024*</b> Management,</p> <p><b>L. Hoornweg</b></p>	<p><b>Amsterdam, date 2024</b> President,</p> <p><b>J. Bruning</b></p>
<p>Treasurer,</p> <p><b>E. Ackerman</b></p>	<p>Board member,</p> <p><b>R. Molenaar</b></p>
<p>Board member,</p> <p><b>P. Gerrits</b></p>	<p>Board member,</p> <p><b>E. Visser</b></p>
<p>Board member,</p> <p><b>J. Evelo</b></p>	<p>Board member,</p> <p><b>H. Heijdra</b></p>

Vereniging Partos, Ellermanstraat 18b, 1114 AK Amsterdam

\*Original with signatures in the Partos archive.

### Auditor's report

Original signed in the Partos archive.