



Actively Involved

Annual report 2024

Draft for GA on 17 April 2025



**Samen
Werkt.**

Foreword Hans Bruning

During our reporting year, the November 2023 election results led to the formation of the Schoof government. A cabinet that, so far, achieves few tangible results but, unfortunately, leads the culture battle with an anti-asylum and anti-development approach, and does surprisingly little in terms of actual livelihood security. On the contrary, business is further fiscally spared and further taxation of wealth is effectively ruled out.

In this context, it is not easy for members, their partners, and Partos, as a lot is being asked of them. This is especially true because there is no justification for the anticipated cuts of nearly €3 billion, other than that it is now about 'own people, own country, and own companies first'. Partos and its members fought valiantly in actions and publicity in 2024; the actual battle over pennies and substance will be fought in 2025. With the coalition parties in permanent campaign mode, the question is which will come first: clarity on the cuts or new elections. It is appropriate to thank the staff and director of Partos for their great efforts over the past year. Together with numerous representatives of our members, a significant amount of work has been done, and the sector is now on the radar of many. This is especially true for the more than 4 million volunteers and donors who support the work of our members. They are the foundation and backbone of their work and, thus, of Partos.

After the second and thus last term of my presidency, I will step down in April 2025 at the General Assembly. I am very happy with my successor, Andy Wehkamp. An experienced rock in our sector. I wish her every success.

The past few years have flown by. Development cooperation has had my heart since childhood, and it hurts to leave when the pressure on our work is so great and actually unseemly. This defines us strongly in relation to all those for whom we do this work: strong individuals in the South, beautiful civil society organisations, start-ups, and flourishing cooperatives. We will have to keep our sights set on them. We will be back here in the Netherlands now that it is storming so much.

As a football fan, I say: keep an eye on the ball and attack!

Foreword Liana Hoornweg

Last year, significant cutbacks were announced in development cooperation in general and civil society in particular. Much of what organisations do to challenge the powers that be or the business community is framed as troublesome, a left-wing hobby or obstructive. The media easily adopt this frame, turning it into a kind of truth. Not only in the Netherlands but also in Europe and the US, a harsh wind is blowing, making it even more difficult to limit the negative impact of our cutbacks on the people in the Global South.

In 2024, we had to accelerate our pace to keep up with all the developments, which we succeeded in doing at some times better than others. Taking stock at the end of the year, we can be proud of our unshakable belief in our work, our ongoing efforts to look out for one another internationally, and our dedication to safeguarding the space of civil society, however challenging that sometimes is. As a network, we have also remained close-knit.

It was important to continue telling the story about development cooperation, human rights and the climate without becoming defensive. That is why we actively sought supporters among the political community in The Hague, the business community, and the government in a broad sense. And that has resulted in several publications from those parties in the media advocating for development cooperation. Together with member organisations, Partos ran two campaigns in 2024 to highlight the importance of development cooperation. The "Nederland van de Kaart" (The Netherlands of the Map) campaign focused on securing government funding for development cooperation. With '*Ontwikkeling Werkt*', we demonstrated to the Dutch that development cooperation can indeed yield positive results for people in low-income countries. The goal is to promote active global citizenship, enabling the Dutch to look beyond their own borders without fear or confusion, at a time when politics often exploits that very fear.

For the lobby network, it was a year of continuous adaptation and formulating new messages. Because the minister was clearly not in favour of civil society as an actor, we had to switch quickly to the opposition and seek support within the coalition. We found that support was hard to come by. To say that it was a challenging period is an understatement. Yet we managed to get a lot of media attention by always having a new, relevant and thought-provoking message ready. We have not been idle.

It was also a challenging year for the Locally Led Development movement. The discussion about southern leadership has gained momentum in recent years. Partos and other organisations involved are trying to keep the movement going by developing the digital Power Awareness Tool. We will be fully committed to this next year!

What I am proud of is that in this busy year we have managed to find each other, and that we have formulated and adopted a vision for the future with the association, that the Partos team has weathered the move well, and that the relationships with members, colleagues from Foreign Affairs and other stakeholders are strong. We will build on this in the coming year, driven by an optimistic story.

Content

Lobby and Advocacy.....	6
Importance of civil society.....	6
Coherent Policies	8
Lobby network & political monitoring	8
Europe	8
Learning & Innovation - Partos Innovation Hub.....	9
Strategic Partnerships	9
Data & Digitisation	10
Feminist Monitoring, Evaluation and Learning.....	10
New forms of cooperation	10
Climate justice	11
Inclusion	11
Leadership	12
Communication and Engagement.....	13
Sector-wide communication for strong positioning	13
Driver of support and commitment.....	13
Inclusive communication	14
Strengthening Association communication	14
Organisation and Quality Management	15
Business	15
Shared Services and Purchasing Advantage for Members.....	16
Association.....	17
Governance	17
Mission Partos	17
General Assembly	18
General	18
Governance developments	19
Partos team	21
Core team	21
Working week and sick leave	21
Staff Policy.....	21
Sustainability	22
Member management	22
Integrity	22

Risk management	23
Complaints Committee	23
Organisation chart 2025	23
Membership list 2024	24
Complete overview of all members in 2024	24
Budget 2025	25
 Annual Financial Report 2024	 26
Financial statements	27
Balance sheet as of 31 December 2024	27
Statement of income and expenditure	27
Notes to the balance sheet	28
Notes to the statement of income and expenditures	33
Other data.....	37
Statutory arrangement surplus/deficit appropriation	37
Proposed allocation of the 2024 result	37
Events after balance sheet date	37
Auditor's report.....	38

Lobby and Advocacy

The year 2024 has proven to be a challenging yet exciting year marked by numerous significant developments. While the centre had been wiped out in the parliamentary elections in November 2023, in 2024, after lengthy negotiations, a radical right-wing political alliance of PVV, VVD, NSC and BBB got off the ground. This has far-reaching consequences for the development cooperation domain: structural cuts of 2.4 billion by 2027, maximising the asylum allocation to 10%, and, to top it all off, a minister who, until recently, advocated for the abolition of the development cooperation domain. See also the [Partos response](#) to the swearing in of the new cabinet in July 2024.

It has been quite a struggle for the lobby network to keep up with all the developments. The weekly lobby call, in which various lobbyists from our member organisations participate, has always been a strategic consultation, but it played an even more significant role last year. During the consultation, the most important observations, news facts and viewpoints were exchanged, and we considered how we could best engage our allies to exert political influence. From coordinating opinion pieces to [sharing](#) the intelligence we had gathered, we kept the political parties well-informed and positioned. Unfortunately, in 2024, the parties involved were not yet prepared to make real decisions, for example, about decoupling the ODA budget from GNI development. Decision-making on this issue was ultimately postponed until the negotiations on the Spring Memorandum in 2025.

Mobilising and increasing support

In 2024, Partos continued the support strategy aimed at increasing support for development cooperation. With this strategy, we strive to secure long-term political support for our sector. This will become increasingly challenging due to developments that started in 2024. You'll find More on this in the chapter on Communication and Engagement.

Importance of civil society

As in previous years, Partos championed the freedom of action of CSOs, here and elsewhere. Both at the Ministry of Foreign Affairs and at the *Tweede Kamer* (House of Representatives). The new spokespersons in the Tweede Kamer received an [Introduction Dossier](#) on development cooperation in general and the importance of a strong and vital civil society in particular

Unfortunately, it did not succeed in convincing the minister to publish a new policy framework in early 2024 as a successor to the 'Conversation and Counter Talk' strategic partnerships. Eventually, the announcement letter of the new framework was published in November 2024. Thanks in part to the sector's insistence, this letter was discussed at the budget hearing in December and is scheduled for a committee debate in January 2025.

With all the uncertainty surrounding the various political developments last year, two member talks were organised for directors and lobbyists. The discussion in June revolved around the

question of how to position and profile ourselves as a sector and as an organisation in this exceptional situation. The round in October focused on the potential consequences of the coalition agreement and the draft budget for our sector. Both exchanges were well appreciated and could count on more than 60 participants per session. Involving the network increased the level of commitment to the political developments and gave organisations the opportunity to express their concerns and indignation. During the meetings, it was also made clear how people expected Partos to respond. We tailored our response to the politicians and other actions.

Partos sent a [letter](#) to MPs regarding the BHO budget in early 2024, calling for the cushioning of the 2024 cut based on updated asylum figures and capping asylum costs from the PES budget. The sector's constant attention to the incoherence of covering asylum costs from the OS budget has contributed to the Schoof cabinet maximising the coverage of asylum costs from the OS budget to 10% by 2027.

Furthermore, Partos shared a [response](#) to the 2025 state budget. In it, a call to stop irresponsible cuts in development cooperation. In November 2024, an action on this was organised by Partos with the support of over 100 organisations. The message was, "Make sure the Netherlands doesn't disappear from the map!" Three international partners from Uganda, Yemen and Nepal attended and appealed to the Tweede Kamer to vote against Minister Klever's plans.

Coherent Policies

In the area of policy coherence for development, guided by the Sustainable Development Goals (SDGs), we have been collaborating for years within the Building Change context. One of the goals is to monitor the implementation of the SDG test, also known as the Development Impacts Test (TEO), to achieve greater policy coherence for development. Regarding the implementation of the International Corporate Social Responsibility (ICSR) law, specifically the European Corporate Sustainability Due Diligence Directive (CSDDD), the TEO has indeed been applied. For the rest, the use of the test in 2024 is dismal, with 0 out of 21 instances applied to relevant legislative proposals. The results of this survey will be published in January 2025.

Work was also carried out on the "[Adopt an SDG](#)" campaign. The further roll-out to 2024 has resulted in some 30 organisations and 16 politicians pledging their cooperation. The relevant SDGs were handed over to them, and they received attention on social media.

It is challenging to determine precisely the extent to which these actions contributed to strengthening support for development cooperation. The reasoning is that greater public support leads to greater political support. However, we observed that in the exceptional year of 2024, it did not immediately return. We are therefore focusing on the long term.

Lobby network & political monitoring

In 2024, Partos organised three lobby network meetings, including the two aforementioned member talks, which followed the formation and discussed the details of the budget. A monthly newsletter was sent to the network, and we provided the Partos Political Monitor every week. The end of 2024 was marked by the recruitment of a new political advisor for Partos, who will take on political monitoring, among other tasks.

Europe

Elections for a new European Parliament took place in 2024. In preparation for this, Partos took several actions. For example, Partos designed a toolkit with practical tools and information on development cooperation in European elections. This toolkit included tips for communication on social media, participation in working groups and campaigns, and a manual on CONCORD Europe's toolkit. The toolkit enabled civil society organisations to advocate for fair and social European policies in multiple ways. In doing so, Partos organised a debate on 29 May on Europe's role on the world stage ahead of the European elections. Seven prospective MEPs (from GL-PvdA, ChristenUnie, SP, Volt and D66) adopted an SDG during the campaign.

Members of the Partos EU lobby group also held introductory meetings with several officials from the Foreign Ministry responsible for development cooperation at the European level. Finally, contributions were made to CONCORD Europe's annual [Aid Watch Report](#). This states that the Netherlands and the EU are not doing enough to address global problems.

Learning & Innovation - Partos Innovation Hub

Attention to learning and innovation is crucial for responding to the rapidly changing context of international cooperation in uncertain times. This is why, in 2024, Partos has remained committed to our long-term vision with the Innovation Hub: to provide a space for learning and innovation, where we collaborate with our members and their partners to make their efforts more effective and future-proof. In this way, we work towards a resilient, inclusive and adaptive sector.

We achieved this in 2024 through learning pathways, a co-creative approach that involved collaborating with members and experts, and an iterative method with a focus on the learning and innovation needs of our members and their partners. In this penultimate year of the Innovation Hub programme, we are also already working towards sustainable final phasing, and capturing the lessons learned in our various learning and innovation pathways. With this, with flexibility and enthusiasm, we have achieved the following results.

Strategic Partnerships

With our SP Lab, we facilitated knowledge exchange and learning among the Strategic Partnerships (SP) in 2024. For instance, in collaboration with the International Civil Society Centre (ICSC), we launched the [2024 Innovation Report](#) and held a two-day workshop on reflective monitoring and evaluation. In early 2024, based on consultations with members, we published recommendations for a new policy framework [Strengthening Civil Society](#). In April, we organised a successful learning session on [Scaling](#): scaling up successful innovations and initiatives for sustainable impact.

Due to the great interest in this theme, a self-managing Community of Practice has been established as a follow-up, which will organise a follow-up session on this theme at the end of the year. Finally, a series of learning sessions was launched on the final evaluations of the Strategic Partnerships. These sessions bring together staff from different partnerships to share challenges and insights on planning and conducting the evaluations.

The participants indicated that they gained insight into common challenges and potential solutions to address them, as well as practical ideas on how to set up and carry out evaluations. They appreciated the opportunity to exchange experiences and learn from each other. One of the participants said that the learning sessions had given her more confidence in ensuring participatory processes in the final evaluation. Following two sessions in 2024, this series will continue in 2025.

Data & Digitisation

In 2024, Partos and the Data & Digitisation Community of Practice decided to wind down the work and work towards a targeted phase-out. Two projects remained relevant: Partos focuses on knowledge sharing regarding the role, impact, and opportunities of Artificial Intelligence within international cooperation, for example, through a webinar and a shared publication with RNW Media on the ethical use of AI, scheduled for launch in 2025. Second, we helped launch the Digital4Development (D4D) Mapping, a collaboration between the Ministry of Foreign Affairs, Partos, and RVO, which maps digital initiatives and solutions among Dutch NGOs.

The kick-off of the mapping will also take place in 2025. These initiatives support our members in increasing their social impact through digital solutions and in dealing with the challenges of using digital technology. For example, by deliberately and ethically utilising the opportunities of AI, but also by sharing digital innovations and connecting initiatives via the D4D Mapping. Several parties are eagerly awaiting the results of the mapping, which will also be presented in 2025.

Feminist Monitoring, Evaluation and Learning

Following a successful meeting on Feminist Monitoring, Evaluation and Learning (Feminist MEL) in 2023, the report “[Rethinking MEL: A Guide for a Feminist Approach](#)” was published in 2024. The guide explains why Feminist MEL is essential and outlines the key principles. Based on this, three learning sessions on Feminist MEL were organised to explore the themes from the publication further. Additionally, three blogs have emerged from this, which will be published in 2025. With localisation, decolonisation and shifting power playing an increasingly important role, it is also essential to reflect this in MEL practices. Through these publications and sessions, Partos is committed to putting feminist MEL into practice in the sector by offering the necessary tools, disseminating knowledge and initiating essential discussions on the subject. Participants in the learning sessions were very enthusiastic about the content and indicated that they would work to promote MEL based on feminist principles in their organisations.

New ways of collaboration

In 2024, Partos continued to be a pioneer of innovative research and solutions for equal partnerships in international cooperation. Through our activities and tools, we keep our network engaged in critical issues, current developments and research on this theme. In addition, we observe that members are working to put ‘shifting power’ into practice - for example, by mapping participation and power between partners in decision-making, utilising knowledge to shape strategy and dialogue within the organisation, and sharing tools for trust-based partnerships.

In March, Partos presented [policy recommendations](#) to the Dutch Ministry of Foreign Affairs for a more balanced power and equality in the policy instrument for international

partnerships. These policy recommendations were formulated in broad consultation with members and have often been cited by Partos and its members in the lobby for a strong civil society and a new framework for strategic partnerships.

In addition, Partos published a comprehensive research and promotional film [“Where Do We Go from Here”](#) in collaboration with seven universities in the Netherlands, England, Ghana, and Kenya on the impact of Shifting Power initiatives in the global North and South. In addition, Partos launched [the Power Awareness Tool](#) in December, which was digitised through an investment by six other members. Partos also actively contributed to critical dialogue and exchange on issues such as decolonisation and Shifting Power among members. For example, by organising events such as the book review "The INGO problem" or the leadership meeting on Shifting Power & Locally Led Development. The meetings encourage critical reflection on personal responsibility and willingness to take action, participants say.

Climate justice

The Community of Practice on Climate Justice was launched in 2023 with the primary objective of examining how international development programmes can achieve a sustainable impact on climate justice. In 2024, five sessions were organised with the community (two physical afternoon sessions and three online sessions) on topics suggested by community members. Additionally, regular planning sessions were held to ensure that activities aligned with participants' needs.

As a result, participants gained insight into various approaches and commonly discussed topics, including [nature-based solutions](#) and [climate finance](#). They also have a better understanding of where other organisations stand and possible opportunities for collaboration. One of the results is that the sessions have contributed to more understanding and cooperation between organisations. The number of participants in the session is growing considerably. In some cases, a session has more than 100 online attendees. From this, we conclude that the content of the session is appreciated and that there is a need for this type of exchange.

Inclusion

In 2024, Partos continued its focus on the [Diversity, Equity and Inclusion \(DEI\) track](#). With approximately 50 organisations involved, we worked towards a more inclusive sector through practical workshops, group interventions and knowledge products, with a specific focus on strategy and policy, leadership and management, mental well-being and [anti-racism](#). Over the past year, the DEI programme has evolved into a close-knit community, and we are seeing concrete results from organisations that, with the help of knowledge from the DEI programme, are engaging their leadership, developing policies, and implementing work processes in HR and organisation. This varies from facilitating discussions about anti-racism and DEI to setting up a DEI strategy to conduct an organisational assessment on DEI.

We also co-created, with the involvement of members, a DEI organisational checklist and related indicators that organisations can use in strategy development and monitoring their impact. In terms of programme content, we started several [Brown Bag Sessions](#) this year, short online lunch sessions with inspiring presentations on inclusion and intersectionality by our members and their partners. A working group emerged from the Brown Bag Session on Participatory Grantmaking, which then organised two more learning sessions.

Leadership

The approach of the CEO Leadership sessions gradually evolved during the year, shifting from more general inspiration sessions to additional member meetings aimed at addressing the political choices and their anticipated impact. Two of these have already been mentioned under the heading of "Lobby and Advocacy." These were joint initiatives from Lobby and the Leadership Track.

Furthermore, it proved crucial to provide directors with face-to-face meetings to exchange ideas about the future and inspire one another to remain steadfast. In May 2024, Partos organised an additional GA dedicated to gathering new input for Partos' vision of the future over the next five years. We wanted to spend enough time on this together and gather accurate input. We felt it was essential to ensure we understood members' views in the new political context. The session was well appreciated. The vision for the future was approved at the November GA.

In February, we organised a Leadership Session on Locally Led Development. In this CEO meet-up for senior leadership and experts, more than 50 Dutch organisations critically reflected on the future. They were challenged to examine their role in creating a more equitable system where communities and their aspirations, opportunities and resources are central. Finally, another successful Strategic Crisis Management Leadership session was organised in the autumn in cooperation with Partos member CSD. During this session, directors learned how to act in times of crises.

Communication and Engagement

In 2024, our communication focused on building support and standing together with our members against proposed cuts in our sector. The plans of the new Minister for Foreign Trade and Development Aid have given an extra impetus to work even more closely together to strengthen the position of development cooperation and the sector. In 2024, we are focusing on four key pillars: sector-wide communication, support building, inclusive communication and strengthening our member communication.

Sector-wide communication for strong positioning

In the run-up to the cabinet formation in 2024, we made ourselves well heard. We continued this momentum towards Budget Day with the [Nederland op de Kaart](#) lobby campaign. Together with over 100 organisations, we initiated actions against the planned cuts to demonstrate the impact of Dutch development cooperation worldwide.

Our focus in 2024 was on strengthening network relations, public affairs and media. The joint media approach with members brought results and development cooperation became more of a topic of conversation in the public debate. As part of the “[Ontwikkeling Werkt](#)” campaign, training sessions on “How to Get into the Media” were conducted. This resulted in several [opinion pieces](#) appearing in newspapers. We organised a [press café](#) and teamed up with press officers to make ourselves heard during the political moments surrounding budget cuts. This resulted in significant [media attention](#). An article, interview, or other contribution appeared in more than 45 media outlets. We also took up our role as sector spokesperson during various speeches and panel debates at networking events. On the topic of Migration and Development Cooperation, we developed [a narrative and Q&A](#) with OnMigration and our members to influence the public debate with a human and scientifically based perspective.

Driver of support and commitment

Partos, together with the core group on sector communication, worked on informing middle groups in the Netherlands more effectively and positively about development cooperation through the *Ontwikkeling Werkt* campaign. In doing so, we aim to raise awareness about the importance of international cooperation, solidarity and world citizenship. For instance, we promoted the *Voorbij de Borrelpraat* booklet, produced debunking films and created the '[Ontwikkeling Werkt](#)' website to share positive stories and factual data with Dutch citizens. Through various working groups, we worked with members and partners to build support for development cooperation and global citizenship. These activities will continue into 2025.

Inclusive communication

In the Community of Practice focused on inclusive communication, we are learning from members and partners about inclusive language and imagery, as well as inclusive communication processes and content production. In 2024, we disseminated the '[Inclusive Communication Guide for International Cooperation](#)', which we co-published with the Expertise Centre Humanitarian Communication (HuCom), and held sessions on its implementation. We also began creating videos to further explain the purpose of the guide. With a view to ending the Learning and Innovation trajectory at the end of 2025, we have also made plans to record the guide, the videos and *lessons learned*. For this, a website will be created under HuCom's banner so that all the information remains accessible.

Strengthening Association communication

As an association, we strive for active participation and involvement of our members. In 2024, we did so in several ways. As mentioned earlier, we made ourselves heard with various campaigns towards politicians and citizens. As a sector, we sent a unified message and collaborated extensively with our members on this initiative.

On our website, we have several [impact stories](#) from members, which we have collected by 2023. This way, we always show the impact of our sector. Through monthly newsletters and targeted mailings about upcoming events or specific initiatives for directors, we play a connecting role. For instance, we share member publications and articles, keeping our members informed about various interesting events organised by members or partners.

Organisation and Quality Management

Partos is a learning and innovating industry association that invests in the operations of its own organisation. Thus, there is room to develop new ideas and initiatives for business processes and products.

Business

A Head of Operations and Quality Management was appointed in early 2024 based on the recommendations of the 2023 business review. She works to improve and streamline Partos' operations. The aim is to create a future-proof organisation with greater control over internal operational work processes and finances and to establish a robust human resources policy. These recommendations were also made in last year's audit. As part of her duties, the Head of Operations and Quality Management oversaw the move to The Hague and completed all related tasks promptly.

Quality

Partos commissions an annual audit by an external certified agency to maintain ISO 9001 certification. In the meantime, Team Operations randomly checks the processes and implements improvements where necessary. In June 2024, the external quality audit was successfully completed again.

In addition, by 2024, 39 members were certified for Partos 9001, the most appropriate application of ISO 9001 for development organisations. Furthermore, Partos organised a knowledge café on Corporate Social Responsibility (CSR) in 2024. During this session, academics from the University of Amsterdam (UvA) shared insights on CSR within the sector, and the results of a pilot for a '[Sustainability Benchmark](#)' for NGOs were discussed.

Integrity

In 2024, Partos organised eight meetings on integrity. As usual, three Moral Judgement Training (TMO) sessions were organised. Two for directors and one for integrity officers of Partos members. Additionally, the integrity meeting on "The NGO Halo Effect" was held in October 2024. Here, speaker and researcher Isabella de Bruin Cardoso was present to talk about why blind spots for unethical behaviour can arise within organisations. Partos also organised a webinar on the new Recognition Scheme in cooperation with Charities Netherlands and the CBF. Finally, the permanent Integrity Working Group, led by Partos and consisting of integrity officers from Partos members, held three meetings in 2024.

Shared Services and Purchasing Advantage for Members

To serve members even better in 2025, Partos not only looked at its own offerings in 2024 but also considered a name change to the term 'Shared Services'. Thus, we distinguish between the services we provide to our members directly, such as the Political Monitor, and the mediation of third-party services that benefit our members.

This mediation by Partos will be 'rebranded' as Purchase Advantage Members. With this distinction, we aim to provide our (prospective) members with greater clarity about our offer and make the benefits more visible. As part of the Purchase Advantage Members in 2024 initiative, Partos extended its contract with Diversity Travel for another year, with 17 members remaining affiliated. Additionally, members may have a Health check for NGOs conducted by ProBono Connect in 2024.

Thematic groups

Partos also maintains several thematic network groups, where information is exchanged in response to current events or based on knowledge within the network. There is an HR group where HR staff exchange information with one another on legislation, policies, and best practices. There is also a network of finance employees who exchange information and knowledge on subjects related to finance. These groups are low-threshold, and information was mainly exchanged via emails in 2024. They are an important part of the membership dynamic.

Association

Governance

Partos is managed by the board and the director is responsible for day-to-day management. The General Assembly is the highest decision-making body. Together with the Partos team, these bodies have spent the past year creating a Future Vision for Partos. This sets out the goals and strategy for the coming years. Due to the current volatile context, the document has become a so-called *rolling document*. It will be regularly updated in consultation with the board and the GA to remain relevant. Contacts with Dutch and international cooperation partners also determine the choice of strategy and activities. This year, Partos has paid extra attention to engaging the network and its members through additional meetings, including an extra General Assembly (GA) and two member interviews.

A significant change is that Partos has relocated from the Amsterdam-Duivendrecht office to the The Hague Humanity Hub, effective October 1. This puts us closer to our members, to the ministry and to politics. In the process, we are more accessible to members, as the office is a 5-minute walk from The Hague Central Station. In the Hub, Partos rents two office spaces on the fourth floor, and we use flex spaces. Members can also utilise our space as needed. In 2024, Partos celebrated its 20th anniversary. The timing was not auspicious, as it coincided with the storm created by all the political decisions. Still, we wanted to reflect on this anniversary with our vast network. It was essential to come together and reaffirm our commitment to working together and being collaborative. The drinks after the General Assembly were well attended. [The speech](#), written following research by the Broker and reflecting on 20 years of Partos, was also appreciated by those present.

Mission Partos

In the Future Vision, the mission is formulated as follows: Our mission is to support our members in adapting to the changing landscape of civil society by offering impactful programmes, advocating for international cooperation and communicating with society for greater support.

The role of Partos

Partos is the advocacy organisation for development cooperation in the Netherlands. In today's changing landscape, it is very important for members to create more support for (the whole sector of) international cooperation, and to maximise the impact of the Dutch development sector as a whole. This can be achieved by collaborating with the private sector, religious institutions, the media, and academia, such as universities and knowledge institutes.

Partos also wants to facilitate learning about public outreach and international programming experiences. And it will continue to join forces advocating for a just Dutch (and European) contribution to sustainable development. In 2024, Partos expressed itself through the media and panel debates, presentations and speeches at events organised by others. In total, there were more than 45 channels where the sound of someone from Partos or its members could be heard.

The mediums of communication

BNR Nieuwsradio, Algemeen Dagblad, het Financieele Dagblad, Nederlands Dagblad, De nacht is zwart, Vroeg!, Radio 1, Hart van Nederland, Nieuwsuur, EW, De Dikke Blauwe, de Rode Hoed, the Hague Humanity Hub, Radboud Universiteit, Route 2030, Clingendael, Klimaatmars, Vakdag Fondsenwerving, World Food Day, VENRO forum, Vice Versa, Trouw, de Volkskrant, de Tweede Kamer, de Eerste Kamer, NOS Journaal, Reformatorisch Dagblad, NRC, Telegraaf, Nederland van de kaart, Ontwikkeling werkt, het Gele boekje, VNONCW, SER, Haagse Invloeden, Katholiek Nieuwsblad, RTV Utrecht, Omroep Brabant, NPO Radio, Reformatorisch Dagblad, Spraakmakers, Dagblad van het Noorden, RTL Nieuws, BN/De Stem, Joop.nl, Dagblad de Limburger



General Assembly

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

The 2024 GA was held in April, with an additional meeting in May, and in November. Both sessions were well attended, with more than 50 organisations represented. At the spring meeting, members approved both the 2023 annual accounts and the annual report. Guest speaker Tanya Cox from CONCORD, the European umbrella organisation, told an inspiring story about how the European elections will change the landscape for development cooperation. At the November 2024 GA, we reflected on Partos's 20th anniversary. Members also approved the annual plan for 2025 and the Future Vision. And provided input on the types of sessions Partos can organise to add value for members in 2025.

General

The board of Partos consists of up to nine members, including the chairman. The chairman is independent, and the board members are statutory directors of a member organisation. The chairman is elected by the board, and his appointment is confirmed by the GA. Board members are elected by the statutory directors at member organisations and confirmed by the GA. 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 Partos director. The board holds an annual performance review with the director

Governance developments

In April 2024, Annelies Kanis, director of The Hunger Project Netherlands, joined the Partos board after receiving the most votes in the spring elections. She succeeded Jannemiek Evelo after she stepped down from the board, following her resignation as director of CHOICE. Elections for two new board members took place again in the autumn. Joke Le Poole of Max Foundation and Saranel Benjamin of MamaCash emerged as winners. Their appointment took place during the GA in November, and they are set to start officially in April 2025. It was decided to add a member to the board. Former Vice President Rina Molenaar will step down from the Partos board in April 2025. Hans Bruning will also leave the board as an independent chair. Both Rina and Hans have served two three-year terms and are no longer eligible for re-election. Recruitment for a new chairman began in 2024 and is completed in 2025 with the appointment of Andy Wehkamp as the new chairman.

The board met seven times in 2024, including one strategy session. This is two more than the usual five meetings, due to the exceptional political situation. Besides issues on the agenda of the GA, the board discussed the following matters, among others:

- Review of annual plan and financial statements for 2023
- The current annual plan and budget for 2024
- Vision for the future Partos
- Board modalities and positions, including a new chairman and two general members
- Cooperation with and policy advocacy towards the Ministry of Foreign
- Political choices, impact on members and how to respond.
- The board's own evaluation (self-assessment)
- Revision of Statutes.

The board has two subcommittees: the Audit Committee and the Remuneration Committee. The audit committee meets twice a year to discuss the budget, financial statements, financial 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 the director and Partos office coordinator. The director attends all board meetings. Depending on the topic, other staff members also participate in the meeting by invitation

Association governance in 2024

Name	Function	Member since	Member organisation	Ancillary positions
Hans Bruning	Chairman, Member remuneration committee	18-4-2019 (second term)	Independent	<ul style="list-style-type: none"> Owner of Hans Bruning Bestuursadvies Partner think tank Socires
Rina Molenaar	Vice-chairman (until 01-09-2024, Member	18-4-2019 (Second term)	Woord en Daad	<ul style="list-style-type: none"> Board member Prisma Author Publisher Jongbloed Board member Friends of Lily Care Columnist Reformatorisch Dagblad
Erik Ackerman	Vice-chairman, Member of the remuneration committee (since 01-09-2024) Member, member Audit Committee (until 01-09-2024)	12-11-2020 (Second term)	Liliane Fonds	<ul style="list-style-type: none"> Chairman of the board of DCDD (Dutch Coalition on Disability and Development) Director of MIVA
Edwin Visser	Member, member Audit Committee (since 01-09-2024)	12-11-2020 (Second term)	ZOA	<ul style="list-style-type: none"> Board member Dutch Coalition for Relief and Development Member of the Supervisory Board of Dutch Relief Alliance
Hans Heijdra	Treasurer (since 01-09-2024) Member, member Audit Committee	17-11-2022	SNV	None
Pepijn Gerrits	Member	16-11-2023	Oxfam Novib	<ul style="list-style-type: none"> Board member Window on Russia Treasurer Piet Gerrits Foundation Member of the Supervisory Board of Dutch Relief Alliance
Annelies Kanis	Member	25-04-2024	The Hunger Project	Member of the Supervisory Board and chairman of the audit committee of the Rosa Manus Women's Shelter Foundation
Jannemiek Evelo	Member	21-04-2022 (until 25-04-2025)	CHOICE for Youth and Sexuality	None

Partos team

The Partos team prepares and implements the annual work plan, after approval by the General Assembly. The office atmosphere is open and inclusive. Lines of communication are short, and staff and teams work in a core task- and project-oriented way. Every week, there is a team meeting to align activities and optimise cooperation. The director and the heads of the core tasks (Learning and Innovation, Lobby and Advocacy, Operations and Communication and Engagement) coordinate the main lines of activities every week. Performance reviews are conducted annually, and a confidential advisor has been appointed within both the team and the board.

Core team

The core team consisted of the following staff in 2024:

Alexander Medik	Manager Learning and Innovation (until March)
Anna Gorter	Learning Experience Facilitator (from July)
Charlotte van Renselaar	Executive office manager (from February)
Christina Hillenaar	Head of Operations and Quality Management (from April)
Erika van Heeringen	Communications officer
Frederique Been	Impact Facilitator
Gigi Ong-Alok	Innovation Facilitator
Koos de Bruijn	Manager Lobby and Advocacy
Liana Hoornweg	Director
Marion van der Knoop	Finance Officer
Marieke van Horen	Communications officer (February to December)
Mariska Keizer	Office manager (until October)
Marleen Kooij	Office manager (until January)
Niels Hoogerheijde	Political Analyst (until December)
Sera Great Tit	Senior Communications Officer
Sonja Bleeker	Learning Experience Facilitator (until June)
Sophie Visser	Communications and team support (from September)

Working week and sick leave

Partos has a 36-hour working week. The organisation had 13 employees (11.56 FTEs) as of 31 December 2024. Absenteeism decreased by 1.79 percentage points to 4.59% compared to 2023. There were two long-term sick people in 2024, one of whom left during the year and the other at the end of 2024.

Staff Policy

When appointing new staff, we look for the most suitable candidate. For the time being, there is no preference policy, but diversity (in terms of the ratio of m/f/x and young/old, etc.) is definitely on the radar. Advertisements always state that Partos aims to create an inclusive working and learning environment and invites enthusiastic individuals who do not meet the requirements to feel welcome to respond. As part of our efforts to improve quality management, we have further developed our human resources policy and outlined it in our Personnel 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 the Human Capital Group.

Sustainability

We aim to contribute to sustainable operations wherever possible. A key reason for relocating to the Humanity Hub in The Hague is that we have moved into a sustainable building, where sustainable choices are made as a matter of course. We encourage the use of public transport. We also try to meet online or by phone as much as possible, rather than in person. Many of the meetings were held online or in a hybrid format. In 2024, we reviewed our own policies and practices using the latest insights and tips from the CSR Handbook. This resulted in an action plan that is being followed up. The move in October rendered many of the actions unnecessary, as the Hub already has sustainable operations and numerous green choices in place.

Member management

The core team and board members are in regular contact with our members. This includes member meetings, working visits, working group meetings, conferences and all kinds of collaborative activities. By being present and engaging with members, the team is able to stay informed and interpret and share relevant trends and developments. Due to the political situation, we maintained close contact with members in 2025, which provided us with a good understanding of what was happening within the network. After the GA in November, we sent evaluations, and their assessment was good.

Integrity

Since 2020, the team and board have approved an internal code of conduct. There is an internal integrity officer who also supervises the Partos Integrity Working Group, and an external hotline is available. Partos employees regularly participate in internal morale councils. Following the outcome of these councils, the internal code of conduct can be supplemented.

Neither within the team nor to the board and the external hotline were integrity issues reported in 2024.

Diversity, Equity and Inclusion

Additionally, in 2024, Partos was committed to taking sustainable steps towards implementing a Diversity, Equity, and Inclusion (DEI) policy and fostering a more inclusive work environment. However, due to turnover within the team and limited capacity, the DEI task force has been less active in advising and shaping DEI policy. However, it has been agreed internally that DEI will be the central starting point in the renewed HR policy, which is scheduled for review in 2024-2025. The Head of Operations, as a member of the task force, plays a central role in this process. Additionally, three employees participated in various workshops and meetings related to the anti-racism and Mental Health & Wellbeing components of the [Diversity & Inclusion learning programme](#) offered to the network within the Partos Innovation Hub.

Risk management

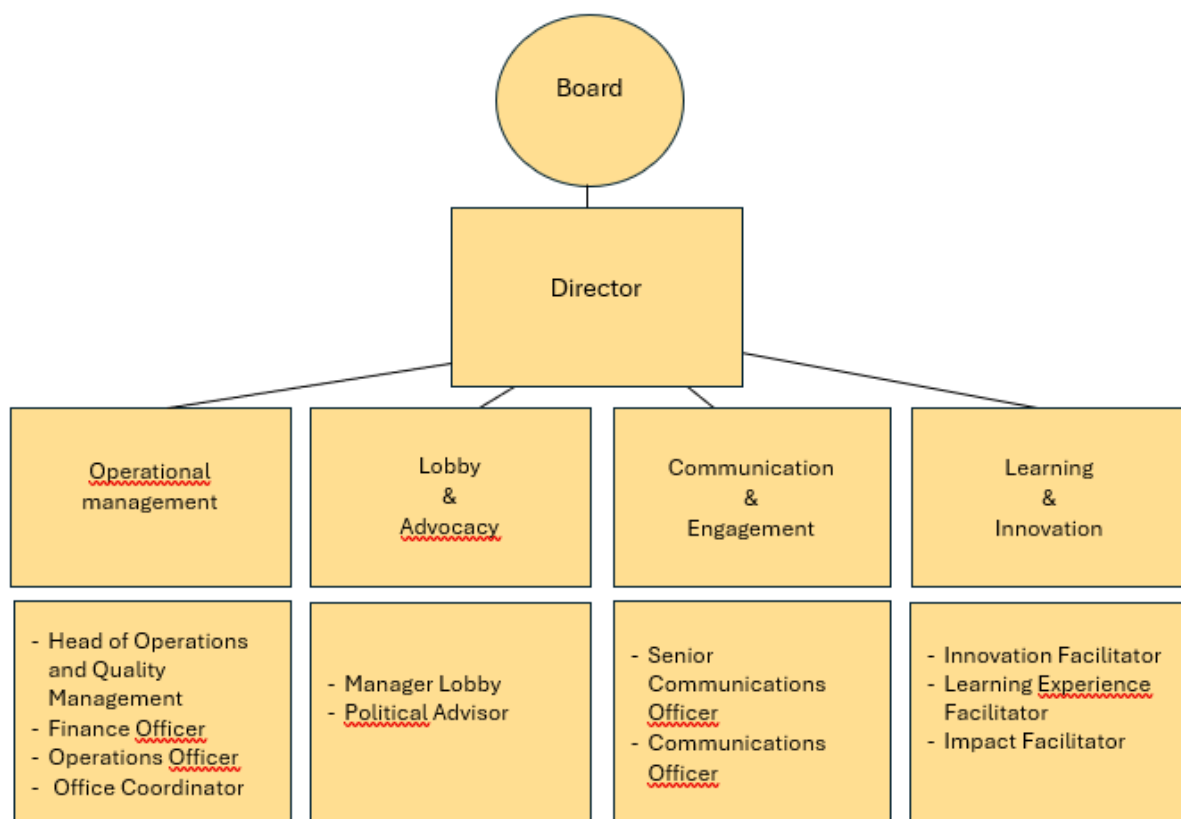
Of the risks updated every six months, workload and absenteeism primarily posed a risk in 2024. Reducing workload by regularly not responding to requests, temporarily hiring additional manpower, and developing fewer activities will, therefore, remain a key internal focus in 2024. The board has taken note of the risk measures and believes that Partos' monitoring of the risk system and risks is adequate.

Complaints Committee

The complaints committee received two complaints about member organisations in 2024. In one case, it appeared that the complaints procedure at the member organisations concerned had not yet been fully completed, so Partos could not settle the complaint.

The second case is currently pending. Partos will hire an external person to handle complaints in 2025. Internally, we cannot allocate sufficient time for this and therefore cannot respond adequately. The handling of the second complaint will, therefore, be transferred.

Organisation chart 2025



Membership List 2024

The membership list was fairly stable. At the end of 2024, Partos had 108 members.

The new members of 2024 are:

- COC Netherlands
- Impunity Watch Foundation
- Madamfo Foundation
- PharmAccess Foundation
- MDF Training and Consultancy became a donor to Partos.

At the end of 2024, 3 members have also resigned:

- YOBA for Life Foundation
- CINOP Global
- FICDD Christian Union

Complete overview of all members in 2024

- | | |
|---|--|
| 1. 100 Weeks Netherlands | 31. Hivos |
| 2. ActionAid Netherlands | 32. Homeplan, Foundation |
| 3. Aflatoun | 33. ICRA (International Centre for Development-oriented Research in Agriculture) |
| 4. AIDS Fund, Foundation | 34. IJMNL (International Justice Mission Netherlands) |
| 5. Akvo Foundation | 35. Impunity Watch, Foundation |
| 6. AMREF Flying Doctors | 36. IRC, Foundation |
| 7. Both ENDS | 37. IUCN Dutch Committee |
| 8. CARE Netherlands | 38. Church in Action |
| 9. Centre for Safety and Development | 39. Children's Welfare Stamps Netherlands, Foundation |
| 10. Choice for Youth & Sexuality | 40. KIT, Royal Tropical Institute |
| 11. Cinop Global | 41. Salvation Army |
| 12. CNV International | 42. Leprosy Foundation |
| 13. COC Netherlands | 43. Leprosy Mission, Foundation |
| 14. Cordaid | 44. Liliane Fund |
| 15. Dutch Coalition on Disability and Development | 45. Macheo Netherlands, Foundation |
| 16. DOEN, Foundation | 46. Madamfo, Foundation |
| 17. Doctors of the World | 47. Mama Cash |
| 18. Dorcas | 48. Max Foundation |
| 19. Edukans, Foundation | 49. MDF Training and Consultancy (donor) |
| 20. Fairfood | 50. Netherlands-Vietnam Medical Committee |
| 21. Fair Wear Foundation | 51. People with a mission |
| 22. FICDD Christian Union | 52. Mercy Corps Netherlands |
| 23. Friends of the Earth International | 53. Environmental Defence, Association |
| 24. Foundation Max van der Stoel | 54. Global FNV |
| 25. Free Press Unlimited | |
| 26. GPPAC Foundation | |
| 27. Habitat Netherlands | |
| 28. HealthNet TPO | |
| 29. Heifer Netherlands, Foundation | |
| 30. The Netherlands Red Cross | |

55. Netherlands Helsinki Committee
56. NEDWORC Association
57. Netherlands Food Partnership
58. NIMD
59. ONE
60. Oxfam Novib
61. PAX
62. Penal Reform International
63. PharmAccess Foundation
64. Plan International Netherlands
65. Prisma
66. PSI Europe, Foundation
67. PUM
68. Radio la Benevolencija
69. Save a Child, Foundation
70. Right to Play, Foundation
71. RNW Media
72. Rutgers, Foundation
73. Save the Children Netherlands
74. Clean Clothes Campaign
75. SeeYou Foundation
76. Simavi, Foundation
77. SNV
78. Solidaridad Netherlands, Foundation
79. SOMO
80. SOS Children's Villages
81. Sympany+
82. Tearfund Netherlands
83. Terre des Hommes
84. The Hague Academy for Local Governance
85. The Hunger Project Netherlands
86. Transnational Institute
87. Tropenbos International
88. Unicef
89. Unoy Peacebuilders
90. Lenten action
91. VIA Don Bosco Netherlands, Foundation
92. Volunteer Activists, Foundation
93. VSO Netherlands
94. WageIndicator Foundation
95. War Child
96. WECF Netherlands
97. Wemos
98. World Children
99. Wetlands International
100. Wild Geese, Foundation
101. WO=MEN
102. Women Win
103. Word and Deed, Foundation
104. World Vision Netherlands, Foundation
105. WWF - NL (World Wildlife Fund)
106. Yoba for Life Foundation
107. Young Africa International
108. ZOA, Foundation

Budget 2025

Approved at the GA on 21 November 2024:

INCOME	Budget 2025	Budget 2024	Realisation 2023
Contributions	945.000	837.500	814.175
Other income	622.000	585.800	741.663
Total income	€ 1.567.000	1.423.300	1.555.838
EXPENSES			
Staff costs	580.000	532.200	514.649
General expenses	170.000	159.000	173.040
Activity costs	800.920	782.100	842.621
Total expenses	€ 1.550.920	1.473.300	1.530.309
Result before financial income/expense	16.080	-50.000	25.529
Financial benefits/costs	2.500	400	2.039
RESULT	€ 18.580	-49.600	27.568

Annual Financial Report 2024

Financial statements	27
Balance sheet as of 31 December 2024	27
Statement of income and expenditure	27
Notes to the balance sheet	28
Notes to the statement of income and expenditures	33
Other data.....	37
Statutory arrangement surplus/deficit appropriation	37
Proposed allocation of the 2024 result	37
Events after balance sheet date	37
Auditor's report.....	38

Financial statements

Balance sheet as of 31 December 2024

After the proposed appropriation of profit

Assets	ref.	31-12-2024	31-12-2023
Fixed assets	4	10.945	33.313
Receivables	5	67.277	62.664
Cash and cash equivalents	6	673.148	649.288
Total assets	€	751.370	745.265
Liabilities	ref.	31-12-2024	31-12-2023
Funds and Reserves	7	601.938	573.271
Current liabilities	8	149.432	171.994
Total liabilities	€	751.370	745.265

Statement of income and expenditure

Income	ref.	Actual 2024	Budgeted 2024	Actual 2023
Contributions	9	874.203	837.500	814.175
Other income		642.581	585.800	741.663
Total income	€	1.516.784	1.423.300	1.555.838

Charges	ref.	actual 2024	budgeted 2024	actual 2023
Staff costs	10	568.123	532.200	514.649
General expenses	11 and 12	197.037	159.000	173.040
Activity costs	13	727.796	782.100	842.621
Total expenses	€	1.492.956	1.473.300	1.530.310

Result before financial income/expenses	€	23.828	-50.000	25.528
Financial income/expenses	14	4.838	400	2.038
Result	€	28.666	-49.600	27.568

Distribution of results

Addition Continuity Reserve	11.728	-	27.568
Withdrawal Continuity Reserve	-	-	-
Addition Earmarked Research Reserve	-	-	-
Withdrawal Appropriated Research Reserve	-	-	-85.000
Addition Learning & Innovation	68.238	-	85.000
Withdrawal Learning & Innovation	-51.300	-49.600	

Result after distribution	€	0	0	0
----------------------------------	---	----------	----------	----------

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) to:

- a. represent and promote the common interests of its members and the Private Organisations for International Cooperation sector;
- b. encourage quality enhancement, including the 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 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. References in the balance sheet and statement of income and expenditure are provided in the notes.

Comparison with the previous year

The accounting policies have remained unchanged from the previous year. For proper comparison to prior years, the recharged personnel costs for the Learning & Innovation Programme have been included in the budget under personnel costs Partos 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 useful life and calculated as a fixed percentage of the acquisition price, taking into account any residual value. Depreciation is applied from the moment the assets are put into use.

Intangible assets

Intangible fixed assets are valued at acquisition price less accumulated amortisation and, if applicable, impairments. Depreciation is based on the estimated useful life and calculated as a fixed percentage of the acquisition price, taking into account any residual value. Depreciation is applied from the moment the assets are put into use. Intangible assets are valued at acquisition price less straight-line depreciation over the estimated useful life, or lower value in use.

Receivables

Receivables are measured at the amortised cost. Provisions for bad debts are deducted from the face 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 financial 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 useful life of the acquisition. The following depreciation rates have been used:

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

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 are measured at nominal value and netted. Interest received or charged on advances (negative interest) is deducted from income.

4. Tangible assets

		<i>Renovations</i>	<i>Inventory</i>	<i>Total</i>
Position as of 1 January 2024				
Acquisition value		46.293	41.780	88.073
Accumulated depreciation		-41.617	-15.444	-57.061
Book values	€	4.677	26.336	31.012
Changes				
Investments		-	2.390	2.390
Divestments		-46.293	-25.437	-71.731
Depreciation		-1.328	-13.728	-15.056
Depreciation of disposals		42.944	17.832	60.776
Balance	€	- 4.677	- 18.942	- 23.621
Balance at 31 December 2024				
Acquisition value		-	18.732	18.732
Accumulated depreciation		0	-11.339	-11.339
Book values	€	0	7.394	7.394
Depreciation rates		20%	33%	

Notes to tangible assets

Partos moved from Amsterdam to The Hague on 1 October. The refurbishment, including newly purchased furniture in 2022, had not yet been fully written off, which was recognised as disinvestment in 2024.

Intangible assets:

		<i>Software</i>
Position as of 1 January 2024		
Acquisition value		28.655
Accumulated depreciation		-26.355
Book values	€	2.300
Changes		
Investments		3.872
Divestments		-
Depreciation		-2.621
Depreciation of disposals		-
Balance	€	1.251
Balance on 31 December 2024		
Acquisition value		32.527
Accumulated depreciation		-28.976
Book values	€	3.551
Depreciation rates		33%

Note intangible assets

Intangible assets concern the political monitor and the websites www.partos.nl and www.ontwikkelingwerkt.nl

5. Receivables

	31-12-2024	31-12-2023
Debtors	5.596	16.601
Receivables prepaid	22.843	32.234
Other receivables	37.485	12.119
Sales tax receivable	1.353	1.710
Total Receivables	€ 67.277	62.664

Notes on receivables

Besides the interest yet to be received on the savings account, the receivables item concerns the deposit for the office in The Hague Humanity Hub of €18,410 and the deposit of €7,154 paid for the office in Amsterdam, which will be reimbursed in early January 2025.

Prepaid expenses include rent for the first quarter of 2025.

6. Cash and cash equivalents

	31-12-2024	31-12-2023
Triodos R.C.	39.371	48.027
ASN Savings	150.312	300.604
Rabo R.C.	364	658
Rabo Bonus Savings	483.101	300.000
Total	€ 673.148	649.288

Notes to cash and cash equivalents

Partos has current accounts with Triodos Bank and Rabobank. In addition to these accounts, Partos has savings accounts with 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 positive result of €28,666 is distributed as follows:

- *Continuity reserve*: €11,728 will be added to the continuity reserve, ensuring that Partos has sufficient funds to meet its obligations again.
- *Earmarked reserve Learning & Innovation*: in 2024, the costs of €51,300 relating to the completion of the foresight study (€22,900), the preparation of World Citizens' Day and support (€22,100) and The Broker's study on 20 years of development cooperation (€6,300) will be financed from this earmarked reserve.

In December 2024, The Hunger Project Netherlands transferred the remaining balance of €8,456 from the 'Voorbij de Borrelpraat' booklet campaign to Partos for further support activities in 2025.

The total is combined with part of the positive result (€8,473), resulting in a balance of €126,938.

The balance of the Research earmarked reserve was added in its entirety to the Learning & Innovation earmarked reserve and dissolved in 2023.

The starting points for the distribution are:

- The earmarked Learning & Innovation reserve is used to finance studies, such as capacity building and further website development.

On 5 March 2024, the audit committee of the Partos board re-set the target amount for the continuity reserve from 31 December 2024 to one year's rent of the housing and five months' salary of the permanent staff, which de facto amounts to €472,000.

The movements in Equity during 2024 are as follows:

Distribution of Reserves and Funds	A	B	C	D=B-C	E=A+D
	<i>Balance at 1-1-2024</i>	<i>Addition</i>	<i>Withdrawals (expenses)</i>	<i>Change 2024</i>	<i>Balance at 31-12-2024</i>
Continuity reserve	463.272	11.728		11.728	475.000
Earmarked reserve Learning & Innovation	110.000	68.238	-51.300	16.938	126.938
Total	€ 573.272	79.966	-51.300	28.666	601.938

8. Current liabilities

	31-12-2024	31-12-2023
Creditors	21.344	16.933
Remittance of wage taxes	-	50.100
Pension fund remittance	36.624	10.632
Holidays	11.360	27.788
Learning & Innovation programme	45.436	35.441
Other liabilities and accruals	21.188	17.991
Career budget	13.480	13.108
Total	€ 149.432	171.993

Note: The December payroll tax was paid in December 2024.

Notes on the Learning & Innovation Programme

This programme, co-financed by the Ministry of Foreign Affairs, was approved in 2020 for the period 2021-2025 and is expected to be completed by the end of 2025.

Notes on other liabilities and accrued liabilities

This amount covers the costs incurred by the auditor for auditing the 2024 financial statements. Additionally, a budget remains from the “*Nederland van de Kaart*” campaign.

Off-balance-sheet liabilities:

- **Rental obligations**

In October 2024, Partos signed a new lease at The Hague Humanity Hub, which will run until 30 September 2026. This agreement is then tacitly continued for consecutive periods of 1 year each. The annual commitment amounts to €76,000.

Notes to the statement of income and expenditures

9. Income

Income	Actual 2024	Budgeted 2024	Actual 2023
Contributions	874.203	837.500	814.175
	874.203	837.500	814.175
Other revenue			
Training and meetings	11.736	23.200	55.676
Learning & Innovation Programme (allocation)	550.505	558.300	602.511
Shared Services	4.522	4.300	4.876
Contributions received to campaigns	75.818		78.600
	642.581	585.800	741.663
Total income	€ 1.516.784	1.423.300	1.555.838

Contribution and member administration

At the end of 2024, the membership consisted of 108 members. In 2024, there were 5 new applications and 3 cancellations. The following members joined in 2024: St. COC Netherlands, St. Impunity Watch, PharmAccess Foundation, St. Madamfo, and MDF Training & Consultancy, all of which are donors. The organisations that terminated their membership at the end of 2024 are Yoba for Life Foundation, Cinop Global and FICDD Christenunie.

Contribute to trainings and meetings

This mainly concerns contributions to the PME course and the Moral Judgement Training. Fewer trainings were conducted, resulting in lower income than budgeted.

Shared Services

This relates partly to members' contributions to reimburse management costs for the contract with Diversity Travel 2024, in which 28 members participate.

Campaign contributions received

These contributions concern the actions 'Stop budget cuts in development cooperation' in the summer of 2024 and the election campaign in autumn. These actions were undertaken in collaboration with several members and other civil society organisations. The remaining balance of € 8,456 from The Hunger Project Netherlands is included in the income.

10. Staff costs

	Actual 2024	Budgeted 2024	Actual 2023
Gross wages	796.639	698.400	666.161
Social security expenses and contributions	196.033	209.000	163.801
Charged wage costs Learning & Innovation Programme	-462.872	-448.600	-408.495
Travel costs	14.519	20.000	16.531
Expertise development	3.241	10.000	4.981
Hiring of staff	12.511	8.000	30.335
Sick pay received	-20.431	-	-7.994
Staff absenteeism insurance	27.736	14.000	7.254
Other personnel costs	747	21.400	42.075
Total	€ 568.123	532.200	514.649

Notes on personnel costs

In 2024, 10 interns were active. At the end of 2024, 13 employees were employed. The average FTE in 2024 was 14.09 FTE (2023: 11.24 FTE), of which 3 were full-time. This is more than budgeted. As of the end of December, there is 1 vacancy. In 2024, 4 employees left employment.

Salaries were indexed by 4% in both January and July, according to the Collective Labour Agreement for Social Work.

At 4.59%, sick leave in 2024 was lower than in 2023 - 6.38%. By the end of 2024, the long-term sick had either fully recovered or were out of service. In contrast, sick pay received in 2024 is higher than in 2023; this is due to the transfer of sick pay received in 2023 to the Learning & Innovation programme.

Leave insurance is calculated retrospectively on actual salary costs and was higher than budgeted.

Notes on other personnel costs

In 2024, there is a decrease in turnover leave hours of over € 16,000, making the item 'other personnel costs' lower than budgeted. The cost of daily groceries was also eliminated in the fourth quarter due to the move to The Humanity Hub from 1 October 2024.

Remuneration of management and board in 2024

	L. Hoornweg
Number of hours per week	36
Gross salary	102.182
Social charges	11.767
Employer's pension contribution	13.107
Total	€ 127.055

The managing director was L. Hoornweg. The gross monthly salary was € 8,692 (after indexation in July). Due to a change of director in 2023, the total salary cost of the board was € 131,658. The board is unpaid.

11. Housing costs

	Actual 2024	Budgeted 2024	Actual 2023
Rent and service charges	59.512	46.000	42.638
Supporting services	7.134	5.300	4.989
Small purchases	40	1.200	696
Other housing costs	1.528	-	1.720
Depreciation and disposal costs	27.631	17.000	19.105
Total	€ 95.845	69.500	69.148

Notes on housing costs

Partos moved to The Hague on October 1, 2024, and had double rent in the last quarter. The 2022 remodelling of the office and the purchase of desks had both not yet been entirely written off, requiring € 10,400 to be disinvested.

12. General management costs

	Actual 2024	Budgeted 2024	Actual 2023
Administrative expenses general	4.960	1.500	2.831
Cost of GA	11.027	10.000	10.678
Meeting costs	468	-	-
Representation costs	254	1.000	385
Automation costs	39.275	40.000	49.127
Administration fees	14	500	118
Audit fees	17.828	14.500	16.918
Consultancy fees	1.172	2.000	3.021
Other	26.193	20.000	20.852
Total €	101.192	89.500	103.931

Notes on general management costs

The GA took place at ZZIIN in April. In November, the GA was at The Hague Humanity Hub, where attention was paid to 20 years of Partos, concluding with drinks.

Other costs include the €7,000 buyout of the printer contract that had to be terminated early due to the move.

13. Activities

	Actual 2024	Budgeted 2024	Actual 2023
Lobby and Advocacy	11.932	14.000	11.432
Training and meetings	4.298	18.800	26.078
Communication	9.029	16.000	15.342
Quality, Knowledge & Effectiveness	4.912	5.000	4.667
Participation CONCORD	8.500	8.500	8.500
Research	24.099	30.000	26.499
Member appreciation survey	-	-	10.800
Future Exploration	22.909	16.000	27.568
Learning & Innovation programme	574.755	673.800	626.658
Campaign costs	67.362	-	85.077
Total	€ 727.796	782.100	842.621

Training and meetings

Fewer PME and TMO training courses were conducted in 2024 due to insufficient applications.

Communications

The contribution of € 7,500 from the communication budget to the 'Nederland van de Kaart' campaign will be postponed to 2025. The costs were expected to fall as early as 2024.

Research and foresight

The future vision process, which began in 2023, was completed in 2024. An additional GA was organised in May.

The Broker researched on 20 years of Partos, which was presented at the GA. Additionally, Partos contributed to the support campaign conducted by The Hunger Project Netherlands.

Campaign costs

In the summer of 2024, the Netherlands on the Map Campaign took place in collaboration with members to halt the proposed cut in the development budget. In 2025, the Netherlands on the Map Campaign will have a follow-up.

Learning & Innovation Programme 2021-2025

This programme is subsidised by the Ministry of Foreign Affairs (MFA) for the period 2021 to 2025. In 2024, efforts were made on the Power Awareness Tool, a learning process on Diversity, Equity & Inclusion, consultations for a new policy framework Strengthening Civil Society, and knowledge and learning sessions on themes such as climate justice, integrity, hope-based communications, feminist MEL and the final evaluations of the Strategic Partnerships.

Interest		Expenditure 2024 L&I programme	Covered by MFA grant	Covered by own contribution Partos
Salary costs		554.872	462.872	92.000
Activity costs		111.883	87.633	24.250
Total	€	666.755	550.505	116.250

The salary costs (€462,872) covered by the Ministry of Foreign Affairs are returned to personnel costs as recharged salary costs under the Learning & Innovation Programme. The amount of € 574,755 in activity costs consists of the expenses covered by the Ministry of Foreign Affairs € 550,505 plus the activity costs from Partos' contribution € 24,250.

14. Financial benefits

Interest		Actual 2024	Budgeted 2024	Actual 2023
Interest received		5.659	400	2.039
Bank charges		-821	-	-
Total	€	4.838	400	2.039

Other data

Statutory arrangement surplus/deficit appropriation

Under 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 2024 result

The board proposes to apply the 2024 result distribution to reserves and funds as follows.

Distribution of reserves and funds	A	B	C	D=B-C	E=A+D
	Balance as at 1-1-2024	Addition	Withdrawals (expenses)	Change 2024	Balance as at 31-12-2024
Continuity reserve Partos	463.272	11.728		11.728	475.000
Earmarked reserve Learning & Innovation	110.000	68.238	-51.300	16.938	126.938
Total	€ 573.272	79.966	-51.300	28.666	601.938

Events after balance sheet date

There are no post-balance sheet events that have a significant impact on the financial statements.

ADOPTED BY THE BOARD OF THE PARTOS ASSOCIATION

The Hague, XX XXXX 2025* Management, L.H. Hoornweg	The Hague, XX XXXX 2025 President, J. Bruning
Treasurer, J.T.G. Heijdra	Board member, R.F. Molenaar
Board member, P. Gerrits	Board member, C.W.A. Visser
Board member, J.E. Kanis	Board member, E.J.M. Ackerman

Vereniging Partos, Fluwelen Burgwal 58, 2511 CJ The Hague

*Original with signatures in the Partos archive.

Auditor's report

Original signed in the Partos archive.