



Annual report 2024

Rutgers

For sexual and
reproductive health
and rights

**We want young people
to be free to enjoy their
sexuality and relationships,
while respecting the rights
of others, in an inclusive
society.**



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Introduction and outlook

We are proud of our progress and achievements over the past year working alongside our dedicated partners in the Netherlands and worldwide. Despite challenges at the global level and closer to home that have influenced our endeavours, we have successfully regrouped, sharpened our focus, and strategically planned for the years ahead. Our commitment to advancing sexual and reproductive health (SRH) has been unwavering, as evidenced by the publication of several significant research studies on the critical issues we confront in the Netherlands and elsewhere. This year's accomplishments reflect our perseverance, commitment to collaboration, and dedication to creating a healthier world for all young people. Together, we are making a profound impact and are inspired to continue our vital work in the coming years.



This year we reported that sexual and reproductive health and rights (SRHR) are improving in some countries and policy areas but face major setbacks in others. Luckily, countless young people, parents, health, and educational professionals and many of our partners are committed to the healthy and safe development of children and young people, as well as to freedom and equality in relationships and sexuality for all. They consistently turn to our expertise and knowledge to make these aspirations a reality.

In 2024 we ran 17 multiyear programmes - eight in the Netherlands and four internationally - in more than 20 countries. These programmes shape our work within three thematic areas sexuality education, reproductive freedom and the sexual and gender-based violence (SGBV). This year we harvested many results after building robust and inclusive partnerships with young people, civil society, and other stakeholders.

Our interventions and advocacy are grounded in our research, which we undertake with our partners to academic standards. We are constantly learning and challenging ourselves to better connect to our target audiences. This has been fruitful, enabling us to share best practices with colleagues locally and abroad. Unfortunately, like many partners around the world, we continued to face organised attacks on our work in the Netherlands. In a world full of disinformation, we are motivated to further invest in our mission to ensure that quality information and support on healthy sexual development are widely available.

Financially, 2024 showed improvements in various areas. A turn around was achieved by focusing on revenue generation by improving billability and process improvements, which resulted in preventing a further deterioration of the continuity reserve. Backlogs were resolved and the focus shifted from repairing the past to planning for the challenging period ahead focusing on working towards a sustainable business model with a changing project portfolio.

Executive Director Marieke van der Plas has focused on identifying opportunities for innovative partnerships, strengthening public and political support for issues related to sexual health and building Rutgers's sustainability. This will ensure our experts can continue working effectively on our core issues and can reach increasing numbers of young people as agents of change.

Looking ahead, 2025 is a year of transition. We expect our programmes to achieve significant impact, which we will evaluate. However, some of our international work will end. To ensure that our impact and partnerships last, we will seek new partners and supporters that are committed to supporting the work on sexuality education, the prevention of SGBV and reproductive freedom. We will be open and courageous and continue to learn to contribute to a just world where all can enjoy healthy sexual development.



Marieke van der Plas
Executive director



Femke Aarts
Chair Supervisory board

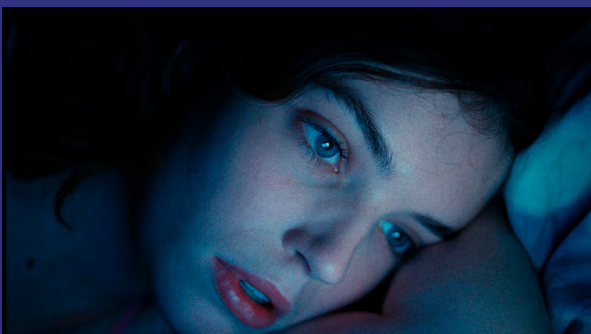
Highlights 2024



In 2024 we ran **17** multiyear programmes - eight in the Netherlands and nine internationally - in more than 20 countries.



Around half of the employees followed one or more well-received trainings around workload, practical working, energy management and mental resilience. This helped the organisation to be for instance better prepared for attacks around Spring Fever Week.



In February, in collaboration with Rutgers, Fonds Slachtofferhulp, HelpWanted, Soa Aids Nederland and KPN, singer MEAU released the song and music video for Stukje van mij. more than **57%** of the Dutch public is familiar with the campaign, the song reached number **7** in the top 40

DECODING EXECUTIVE SUMMARY TECHNOLOGY- FACILITATED GENDER-BASED VIOLENCE A REALITY CHECK FROM SEVEN COUNTRIES

In 2024, Rutgers launched research on technology-facilitated gender-based violence (GBV) across seven countries, highlighting the risks faced by women's rights defenders, public figures, children, young people, and LGBTQI+ individuals.



Her Safe Choice programme helped prevent over **159.000** unsafe abortions and 400 maternal deaths since the launch of its new phase in 2023.



Mijn lichaam in woord en beeld

In 2024, we reviewed and refreshed Zanzu.nl, an educational website with information on SRH, family planning and contraceptives provided in **16** languages.



10,000 educational professionals in the Netherlands attended Rutgers' professional development programmes, almost 3.000 more than in 2023



In Francophone West Africa, the Ado Avance Ensemble partnership engaged **92.500** parents in parent-child dialogues and reached **3,8** million people with messages on sexual health and equal relationships. Additionally, **2,5** million adolescents and young people received sexuality education, supporting them to make informed health decisions.



We launched two major periodic surveys to map the SRH of Dutch citizens - the Sexual Health Monitor (adults) and 'Sex under 25' (13-25 year olds).

2 Our strategy, in short, and indicators of progress

Who we are

Rutgers, the leading centre on sexuality in the Netherlands, has over 50 years of expertise working with young people worldwide on sexuality. We are widely recognised for our work in SRHR and meaningful youth engagement in the Netherlands and internationally.

SRHR are about being mentally and socially as well as physically healthy when it comes to sexuality and reproduction. SRHR relate to the individual, their relationships and society. They go beyond the absence of sickness: good sexual health is about having pleasurable sexual relationships, self-esteem, and relationships based on trust and communication. At Rutgers, we talk about sexuality openly and practically. We base our work and content on research and experience and dare to address complex and controversial issues. We commit ourselves to always working inclusively and respecting diversity in context and culture.

Why, what, how

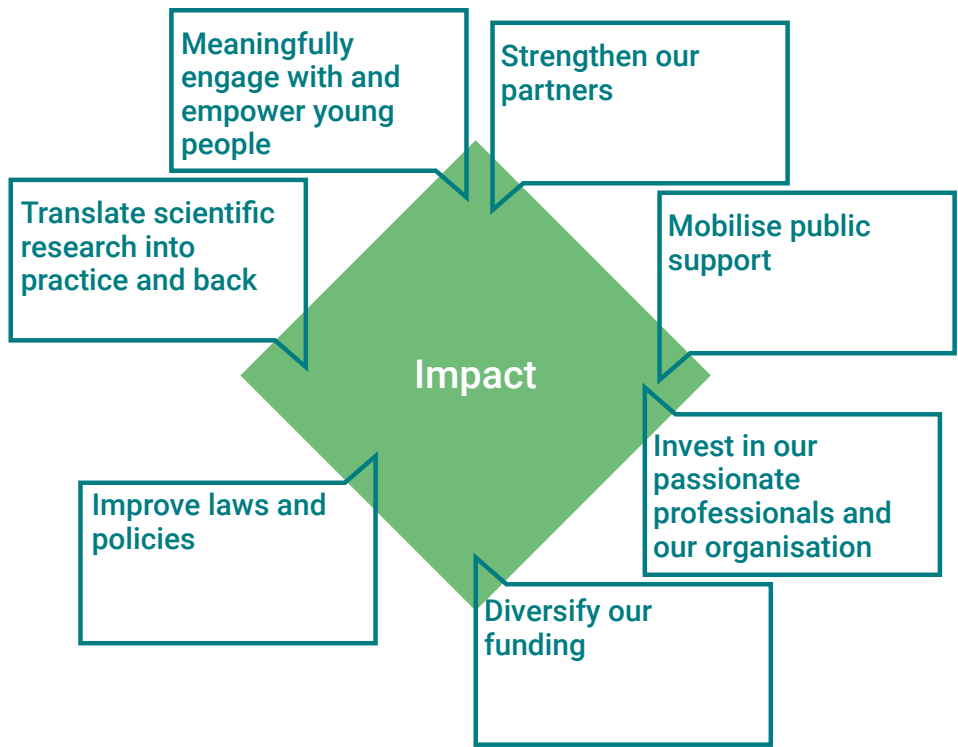
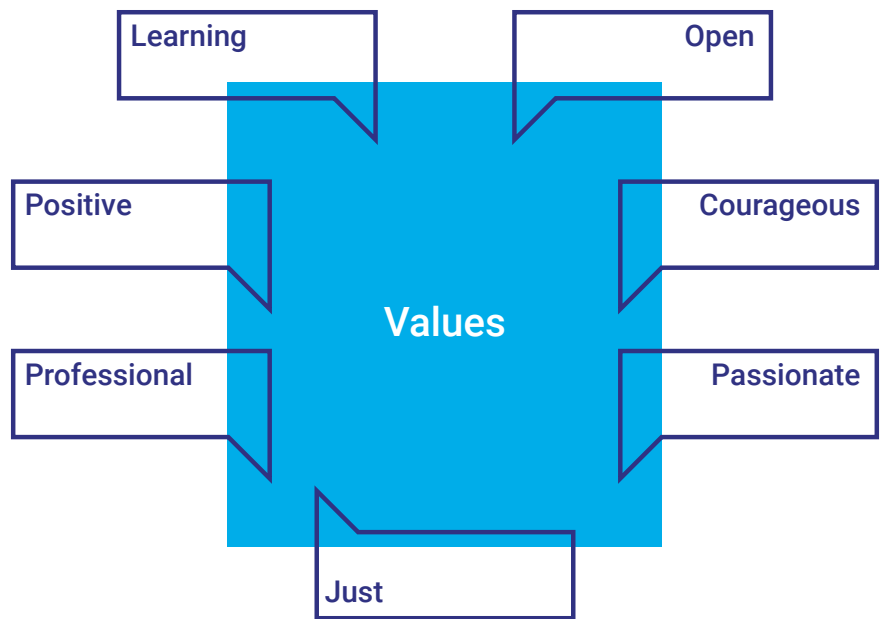
[In our Strategy \(2021-2025\)](#), we formulated the 'why' of our organisation: being free to enjoy our sexuality and relationships contributes to our happiness.


We work daily to improve young people's position, health, and rights. We work on sexuality education and information, access to contraception and safe abortion, and the prevention of sexual violence. Our priority themes lead us to strategise and collaborate with partners who are working on related issues, including HIV and AIDS, reproductive health, and those from the women's movement and lesbian, gay, bisexual, transsexual, queer and intersex (LGBTQI+) movement.

To impact these themes, we work on many programmes and projects in over 20 countries and with diverse partners. Each programme is shaped according to its context, uses participatory approaches, and translates evidence (from research) into practice (implementation and advocacy) and vice versa. This ensures the quality and relevance of our work.



Our values





**Rutgers' core values:
Just, Open, Learning
and Courageous**

The impact

The figures in Table 1 indicate Rutgers' impact and progress towards the results we aimed to achieve by 2025.

Table 1: Rutgers' corporate indicators

	2021	2022	2023	2024	Cumulative	Target*
Number of young people (up to 30) provided with comprehensive sexuality education as part of Rutgers' programmes	799.400	272.978***	505.768***	1.850.057	3.428.203	4 million
Number of people reached with SRHR information**	1 billion	99 million	59 million	82 million	1,2 billion	600 million
Number of civil society organisations (CSOs) strengthened in SRHR programming	97	66	218	389	770	135
Number of professionals trained in SRHR	14.718	14.877	15.928	25.897	71.420	40.000
Number of external publications and presentations that contribute to the SRHR knowledge base	137	207	162	131	637	1,412
Number of allies/stakeholders/influencers who actively support our SRHR work***	129	243	7.741	96.063	104.176	
Number of occasions in which youth organisations and CSOs have participated in policy decision-making processes that affect their lives	58	94	55	113	320	
Number of positive changes in (implementation of) laws and policies on SRHR	13	25	26	72	136	140
Number of regional and international agreements that maintain or strengthen progressive language on SRHR	14	19	14	10	57	

* Source: *Together we are Rutgers, Strategy 2021-2025*

** The numbers are high as this indicator includes social media, online media, print media and radio/TV at national and international levels.

*** These figures refer to our international work only.

We made significant progress in 2024.

- We have scaled up in reaching young people with comprehensive sexuality education (CSE), but we may not reach the ambitious target of 4 million by the end of 2025.
- We have already exceeded our target of empowering 40.000 professionals on SRHR. Additionally, we reached almost 2.000 national professionals more in 2023, mainly due to the significant increase in e-learning.
- We published fewer works than intended, but this is compensated by quality and impact.
- The surge in allies, stakeholders, and influencers supporting SRHR work is accounted for by the Ado Avance Ensemble program making an impact.
- The target of 140 positive changes to law and policy has been reached.

3 Rutgers in the Netherlands

The year 2024 was a successful year for our work in the Netherlands. We achieved significant results: in informing and engaging parents and caretakers, as well as in examining blind spots and identifying opportunities for improvements within our organisation and the wider society. A milestone was the launch of two major periodic surveys to map the SRH of Dutch citizens – the Sexual Health Monitor (adults) and 'Sex under 25' (13–25 year olds).

Our national work focuses on promoting the sexual health of the Dutch population through sexuality education for parents and educators; initiating and facilitating open and honest conversations about reproduction and contraception; the prevention of SGBV as well as continuing to promote a positive cultural shift towards a just and inclusive society.

At the core of this work is **continuous learning, research, and knowledge development**. Most research is conducted in-house. As well as the periodic population-based surveys and registered sexual health care services, other qualitative research is conducted with our target audiences, and in collaboration with other knowledge institutions. The latter include universities, RIVM, NWO, TNO, Pharos, Trimbos, Soa Aids Nederland and Fiom. The cross-fertilisation with our international work and partners overseas is another important source of learning.

In addition to knowledge development, our national work includes the following:

- **Dissemination of reliable information and knowledge.** We provide public education through media, campaigns, and online platforms to inform people and counter disinformation. Our information is easily accessible and free of charge, to promote equal opportunities and support young people and young adults in making healthy, safe and respectful choices.
- **Supporting policy and practice.** We share our knowledge with education, health care, youth services, societal organisations and policymakers, and develop supportive tools to improve the

competency of professionals working with young people. Special attention is given to professionals working with groups in more vulnerable situations, such as children, young people, people with disabilities, youth in (residential) youth- and healthcare, refugees, and migrants.

- **Collaborating with our partners and target audiences.** To be effective, efficient, integrated, and coherent, we collaborate with our key target audiences, professionals, societal organisations,

Rutgers' National Department is organised thematically along the following lines:

1. *Education and parental support.* The programme's long-term goals are based on the following principle: All children and young people (0-25 years) can develop relationally and sexually in a positive (self-aware, independent, safe, and healthy) way.
2. *Reproductive health and care.* The programme's long-term goals are based on the principle that young people and young adults (15-35 years) in the Netherlands have more self-control over their reproductive health.
3. *Prevention of sexual and gender-based violence.* The programme's long-term goals are based on the principle that for all young people (15-25 years), offline and online sexual encounters are desired, equal, and voluntary.

the private sector and public institutions. In our participatory approach, our beneficiaries are involved in the design, development, and evaluation of our knowledge and supportive tools.

Besides these three thematical programmes, two programmes support our work on the above themes and across the breadth of SRHR:

4. *Sexuality and care* focuses on young people in need of extra attention or support. The programme's long-term goals are based on the principle that young people and young adults (15-35 years) in mental healthcare, disability care, and youth care receive reliable information and support regarding relationships, intimacy, and sexuality.
5. *Monitoring and knowledge development*, monitoring the SRH of young people, adolescents and adults, and identifying significant trends and developments. The programme's long-term goal is: all interventions and policies aimed at promoting SRH are based on reliable evidence.

These five programmes are funded by the Dutch Ministry of Health, Welfare and Sports (VWS). They are supplemented by multi-year and shorter-term programmes and project funding, enabling us to

work effectively and cost-efficiently in achieving our strategic objectives and supporting the SRH of all Dutch citizens. By working together with social partners from society and the business sector, as an organisation we can guarantee our independence, increase our support base, and innovate to keep up with a rapidly changing and digitalising society.

Rutgers also participates in three strategic partnerships (2023-2027) commissioned by the Ministry of Education, Culture and Science (OCW):

1. *Alliantie Gezondheidszorg Op Maat 2* on equal physical and mental health opportunities for all, including women and LGBTQI+ people. Partners: Women INC (lead), Rutgers and COC.
2. *Act4Respect Unlimited* on reducing SGBV, with specific attention to cyber violence. Partners: Rutgers (lead), Atria and COC.
3. *Jong Gelijk* on social safety and youth participation. Partners: Rutgers (lead), the National Youth Council, Femmes for Freedom, and Colored Collective.



The following sections describe some of our results for the Netherlands by strategic theme.

Research and knowledge development

In 2024, there were 11 external publications about *Seks onder je 25e* and the *Monitor Seksuele Gezondheid*, including the publication of two books, two presentations at an international scientific conference, one internationally peer-reviewed article, and several workshops for professionals, ranging from general practitioners and sexologists to biology teachers and public health workers. Additionally, 27 other publications and presentations were released on various studies, such as the *Understanding Vulnerability* research on unintended pregnancies among low-level vocational students, early school leavers, and unemployed youth; a study on boundary-crossing and sexual violence among bi+ individuals; and research on the sexual development of intersex people.

In January we published [research](#) on information about contraceptives on TikTok. We concluded that complete and objective information about the effects, use, cost and pros and cons of all methods was lacking. We also published [research](#) on these so-called 'natural' family planning methods, intending to get a picture of sexually active women aged between 18 and 29 who use this type of method to prevent getting pregnant. This generated significant attention and discussion among the public and politicians on how to interpret these results.



In December we published [research](#) on contraceptive use among abortion seekers. Our results showed that 59% of them use a contraceptive method to prevent pregnancy; 41% do not. More than half the women who use 'natural' or fertility awareness methods state they got pregnant because they did not calculate their fertile days accurately. Overall, we

see a need for better public information on fertility awareness methods and improved knowledge of fertility and contraceptives.

Information and education

We conducted qualitative and participative research on how to better support parents and caretakers in their role in educating young people on relationships and sexuality, the barriers they face and the wishes they have. We spoke to 53 parents with varied backgrounds, expectations and views around education on relationships and sexuality. The conclusions and recommendations will be published in 2025, followed by an online campaign to support parents with the information they called for. The first campaign that was launched at the beginning of 2024 resulted in more than 2,2 million views of the educational content, 10.000 podcast listeners and 10.000 clicks on the website www.seksueleopvoeding.info



Regarding school education, Rutgers promotes structural and sexuality education (CSE). This means that children and young people receive information that suits them throughout their lives and get answers to their questions in a way that aligns with their school. In 2024, 37,9% of primary and 15% of secondary schools provided this structurally and comprehensively. A record number of schools participated in our two project weeks, the *Week of Love* for secondary and vocational education and the *Week of Spring Fever* for primary and special education. These initiatives encouraged schools to actively engage with relationships and sexuality in a structural and age-appropriate way that aligns with the development of children and their environment, as well as the identity of the school. Number of participating schools and young people: 3.119 schools and 795.691 young people.



10,000 educational professionals attended Rutgers' professional development programmes, almost 3,000 more than in 2023, giving a high-quality rating of 8,2/10.

Prevention of sexual and gender-based violence

Ben je oké, our awareness campaign on sexual harassment, merged with former Dance4Life in 2024. As a result, this campaign now has its own socials platforms. This transition was launched with the publication of new research on how young adults check consent. The launch of the campaign was realised in close cooperation with and funded by

Almost 4 million people visited our educational websites for specific target audiences:

- [Seksualiteit.nl](https://seksualiteit.nl), developed to support adults had 1,0 million visitors and more than 1,7 million views.
- [Sense.info](https://sense.info), developed to support 13-25 year olds, had more than 2 million visitors.
- [SEGGSY.nl](https://seggys.nl), related to Sense.info, had 5.000 visitors.
- [Pubergids.nl](https://pubergids.nl), for 10-13 year olds, had 70.000 visitors.
- [Seksueleopvoeding.info](https://seksueleopvoeding.info), for parents and caretakers, had 60.500 visitors.
- [Seksuelelevorming.nl](https://seksuelelevorming.nl), for teachers and professionals in childcare, had 305.000 visitors.
- [Seksindepraktijk.nl](https://seksindepraktijk.nl), for healthcare professionals, had 100.000 views.
- „ supporting people with a refugee or migrant background, had 160.000 visitors.



dating platform Tinder and MAC, with participation of influencers. At the start of the academic year, we also launched this campaign for students, student festi-

vals, and student association boards in 10 student cities. The online campaign reached over 3,4 million accounts on TikTok, Snapchat and Instagram. The Dutch Postcode Lottery has contributed the Ben je Oké campaigns generously

3 municipalities actively campaigned against street harassment with *Ben je oké* (Leiden, Zaanstad, Leeuwarden). A new stakeholder was piloted for this campaign: corporate businesses. Safety and Security company I-Sec raised awareness on sexual harassment and intimidation among staff members, which was received with great enthusiasm both by the board and by staff members. With this experience, I-Sec is now an ambassador for other corporates.

213.000 visitors used our websites and over 2.100 professionals attended professional development programmes on prevention of SGBV.

5.600 were reached with one of our other educational interventions on consent and the prevention of SGBV.





In February, in collaboration with Rutgers, Fonds Slachtofferhulp, HelpWanted, Soa Aids Nederland and KPN, singer MEAU released the song and music video for *Stukje van mij*. The singer based the song on the stories and experiences of her fans surrounding unwanted forwarded intimate images, shame sexting and sextortion. The impact of the song is immense: more than 57% of the Dutch public is familiar with the campaign, the song reached number 7 in the top 40, both national and international media reported about it. In 2025, together with Fonds Slachtofferhulp, HelpWanted, Soa Aids Nederland and KPN we will continue to raise awareness on shame sexting and safe internet use for young people with tailored information and education.

Reproductive health and care

In 2024, we reviewed and refreshed [Zanzu.nl](https://zanzu.nl), an educational website with information on SRH, family planning and contraceptives provided in 16 languages. The website is designed for people with a refugee or migrant background. We actualised the information together with various experts and our target audiences, and improved the technology, user experience and privacy. In 2025 we will launch the fully revised website and will scout new partners to ensure a wider reach. As part of the *New Perspectives on Reproductive Choice* project we have developed a guide for educators with a refugee background and published a scientific article.

On our educational website sense.info, developed in cooperation with Soa Aids Netherlands and GGD, more than 1,2 million views from young visitors (13-25 year old) could be tracked to the information specifically related to safe sex, contraceptives, family planning, prevention of unintended pregnancies and reproductive health in general.

23.500 people used our [choice tool](#) on contraception to get informed about different hormonal and

nonhormonal contraceptive methods, their usage, benefits, and risks.

651 professionals finished our e-learning on family planning and contraceptive choices, including starting conversations on the desire to have children. 234 health care professionals followed one of our online webinars, and more than 1,800 professionals attended one of our presentations.

4.800 professionals have been trained in the [Nu Niet Zwanger](#) method, giving a high rating of 8,2/10. The *Nu Niet Zwanger* programme is now available in all 25 GGD (public health services) regions, and in 303 out of 342 municipalities in the Netherlands.

In April, we organised the symposium 'The power of the own choice, contraception in a changing world' in Utrecht. Over 140 general practitioners, gynaecologists, public health nurses, doctor assistants, researchers, medical students and policy makers discussed trends, disinformation on contraception and recent publications on reproductive choice.





Misinformation and online hate speech

Misinformation and online hate speech continue to be a challenge for CSOs, including Rutgers. This year, our annual project week *Week of Spring Fever* once again fell victim to deliberately spread disinformation and hate campaigns from far-right opinion makers, influencers, and extreme conservative organisations. Unlike the previous year, many Dutch citizens—from parents and caretakers to politicians, policymakers, journalists, and the media—were better informed, leading to widespread countering and debunking of misinformation. However, Rutgers once again experienced threats and demonstrations both inside and outside our offices.

It is crucial to recognise that the biggest problems do not affect organisations, but rather the people they work for. Misinformation about hormonal contraception harms girls and women who are sexually active but do not wish to become pregnant and it prevents open and honest conversations about the pros and cons of specific methods. False representations of pregnancy and abortion in politics and media harm women who, for any reason, seek abortion care. Lies and hate speech about trans people threatens their wellbeing and safety—not only in public spaces and on the streets but also online. Opposing LGBTQI+ equality leads to exclusion, discrimination, and violence. And efforts to reverse societal progress regarding emancipation and equality affect everyone, including those who still believe it “does not concern them.”

Promoting health, physical and emotional wellbeing, safety, autonomy, self-determination, and freedom in the field of SRH health is what Rutgers stands for and will continue to do in the coming years. Now more than ever.



4 Rutgers International

In 2024, young people's SRHR remain under pressure, but their resilience, activism and leadership are steadfast. Across our international partnerships, we see young people demanding access to sexuality education, advocating for inclusive policies and shaping solutions that meet their needs. Their voices and actions are at the heart of our work.

Despite growing challenges—ranging from funding cuts to political opposition—Rutgers and partners have adapted, innovated and strengthened our collective impact. Through cross-programmatic collaboration, we have expanded the capacity of CSOs and youth advocates to navigate restrictive environments, counter misinformation and champion SRHR in their communities. Our global research and campaigns have provided crucial evidence to push for policies that safeguard and expand rights, while local partnerships have ensured that young people have the information and services they need. In this context of heightened opposition, Rutgers has been instrumental in equipping partners with the tools and expertise to enhance their resilience and sustain their work.

This section highlights the progress made in 2024: from amplifying youth leadership to reinforcing resilience in crisis settings, such as Lebanon, where partners have continued their work despite immense challenges. By working together, we are not only responding to setbacks but also laying the foundation for a future where SRHR are recognised as a fundamental right for all.



[Decoding technology-facilitated gender-based violence - Rutgers International](#)

Exposing and challenging online gender-based violence

In 2024, Rutgers launched research on technology-facilitated gender-based violence (GBV) across seven countries, highlighting the risks faced by women's rights defenders, public figures, children, young people, and LGBTQI+ individuals. The study, developed with ABAAD, Equimundo, and Sonke Gender Justice through the Generation G partnership, revealed how online abuse often escalates into offline violence, including sexual harassment and intimate partner violence.

The findings underscored the urgent need for collective action among civil society, governments and tech companies to create safer digital spaces. Rutgers and partners shared key insights at the Commission on the Status of Women in New York and the Human Rights Council in Geneva, contributing to a new resolution. The accompanying campaign gained media coverage in six countries and five global outlets, while national partners in Morocco and Uganda ran successful campaigns in their own countries.

Education and information

In 2024, the Right Here Right Now partnership reached 52.923.704 young people in 10 countries with SRHR information and education. By combining digital learning with offline methods, the partnership ensured that young people could access sexuality education even in difficult circumstances. This approach not only expanded its reach but also required ongoing adaptation of digital tools to meet the needs of different settings.

Key progress was made in institutionalising sexuality education in different countries. In Bangladesh, a Memorandum of Understanding was signed with the Department of Secondary and Higher Education to implement the Whole School Approach and develop new learning materials for teachers. Similarly, in Indonesia a Memorandum of Understanding with the Ministry of Religious Affairs was secured to introduce sexuality education in religion-based schools. Further strengthening these efforts, Rutgers, together with its Ghanaian IPPF partner, hosted a Centers of Excellence session in Côte d'Ivoire, convening organisations from 10 countries to drive the institutionalisation of sexuality education under the EmpowHER project.



In Francophone West Africa, the Ado Avance Ensemble partnership trained 3.000 peer educators across five countries, significantly expanding access to quality sexuality education. It also engaged 92.500 parents in parent-child dialogues and reached 3,8 million people with messages on sexual health and equal relationships. Additionally, 2,5 million adolescents and young people received sexuality education, supporting them to make informed health decisions.



["Young people know the needs of their peers"](#)
- Rutgers International





Rutgers emphasises collaboration and knowledge-sharing by bringing together partners. Hands-on learning visits and cross-regional exchanges enable partners to see effective approaches in action and supports them to adapt proven methods to their own contexts. Besides, we have organised learning exchanges on disinformation and sexuality education between European organisations.

Prevention of sexual and gender-based violence

Through a mix of online and in-person dialogues and campaigns, the Generation G partnership reached over 27 million people in 2024 with messages about gender justice, preventing GBV and promoting equal caregiving responsibilities.

Thanks to advocacy by country coalitions, governments adopted or improved eight measures to strengthen protections against GBV and improve support for survivors. Notable policy achievements include Indonesia's Presidential Regulation No. 98/2024, which establishes an integrated service system for sexual violence cases; Jordan's new guidelines for better case management and survivor support; Lebanon's reinforced National Action Plan for Women and Rwanda's adoption of a strategy engaging men and boys in advancing gender equality.

In Indonesia, 10 research studies were conducted as part of the Power to You(th) partnership, with their findings used as advocacy materials by country partners. One notable example is the "Dispenku" application, which was developed based on research insights to assist judges in assessing marriage dispensation cases. The application was adopted by the Supreme Court of Indonesia, ensuring a more standardised approach to these rulings.

Access to contraception and safe abortion

By the end of 2024, Rutgers' She Makes Her Safe Choice programme had helped prevent over 159.000 unsafe abortions and 400 maternal deaths since the launch of its new phase in 2023. This was made possible thanks to the generous support of the Dutch Postcode Lottery. A key focus of the program sponsored by the National Postcode Lottery, was ensuring women could make informed choices about their healthcare—whether through clinical services or self-care approaches.



[They say there are two sides to every story... we say there are many more! - Rutgers International](#)



Self-care played a vital role, with 490.000 women accessing online information and receiving referrals to quality providers when needed. To further improve care, 3.400+ healthcare professionals, including pharmacy staff, were trained to provide safe abortion and contraceptive services.

Misinformation about abortion remains a challenge. Rutgers responded by sharing accurate, evidence-based information, amplifying women's voices and conducting research with regional experts.

In the Netherlands, the SheDecides campaign launched in November to raise awareness about

the impact of unsafe abortion and mobilise financial support to expand access to safe abortion care worldwide.

Through the Ado Avance Ensemble partnership, 300+ decision-makers were actively involved in efforts to remove barriers to youth access to SRH services, including contraception. 12.000 service providers were trained in youth-friendly care, and 43.500 young people were referred to these services. Young people also assessed service quality using the digital evaluation tool Provide+.

Sexual and reproductive health and rights of young people

In 2024, Rutgers strengthened youth leadership in SRHR, ensuring young people's voices shaped global and local decision-making. The year began with the Global Youth Dialogue in Cotonou, Benin, where young advocates set priorities through the Cotonou Program of Action. Rutgers and its partners then brought these priorities to the Commission on Population and Development at the UN in New York, continuing Rutgers' Heart of the Matter campaign to push for stronger commitments to youth SRHR. This advocacy extended



In Ghana, the Power to You(th) partnership enabled 415 young people to participate in local policymaking, including through the YouthAtalk initiative, which facilitated young people to engage in government meetings and budget reviews.



to preparations for the UN Summit of the Future, emphasising the need for youth-led solutions to global challenges.

Beyond global advocacy, Rutgers worked with partners to support young people to drive change in their communities. The Right Here Right Now coalition in Ethiopia institutionalised youth leadership by embedding youth councils within organisations, creating a sustainable movement for SRHR advocacy. Across six out of 10 Right Here Right Now country coalitions, youth representation in governance exceeded 50%.

The YIELD Hub expanded its Action Learning Group model, a collaborative approach where organisations co-develop solutions to complex challenges. Three new groups were launched in 2024 focused on youth compensation, capacity development, and sustainable financing, engaging over 30 organisations. Additionally,

128 youth leaders received training in advocacy communication, fundraising, and youth-led research, equipping them to drive change in their communities.

By equipping young people with skills, platforms, and influence, Rutgers and its partners are ensuring youth remain at the forefront of SRHR advocacy—locally, nationally, and globally.



[Navigating nerves, excitement and responsibility in youth advocacy - Rutgers International](#)



[30 years later and time's still running out for young people - Rutgers International](#)

In Uganda, the Generation G partnership trained young people to improve access to care for survivors of GBV, successfully extending clinic hours at Binyiny Health Center III. Meanwhile, in South Africa, over 100 youth conducted a social audit on local government plans, strengthening their advocacy for gender justice.





5 Report on the organisation

Tensions in the world and closer to home were a challenge to our working environment in 2024. We were better prepared but continued to face attacks around Spring Fever Week. Our organisational values of being open, learning, positive, and courageous have prevailed. They also informed our risk management, advocacy, and strategy. The Works Council played an essential role in constructive governance practice.

Governance

A Management Team of managers from all departments assists the Executive Director. As of September, this team was reduced to only include those with line-management responsibilities. The team from then on consisted of the Manager Human Resources, Manager National Programmes, Manager General Affairs, Manager International Programmes, Manager Communications, Marketing and Fundraising and the Manager Finance and Control.

Annual work plan and budget

The Management Team adopted an annual work plan for 2024, which the Supervisory Board approved in December 2023. The team discussed progress towards the work plan quarterly. The results can be found in this annual report. The budget for 2024 is presented in the financial part of this report.

New futures for YGSI and Dance4Life

In April the launch of Yayasan Gemilang Sehat Indonesia ([YGSI](#)), formerly Rutgers Indonesia, was celebrated. This exciting development stemmed from the demerger of Rutgers Indonesia and Rutgers Netherlands per 1 January 2024. This move empowers both organisations to chart their individual future courses, laying the groundwork for a partnership that yields outcomes greater than the combined strengths of two individual Rutgers entities.

After 20 successful years, we have celebrated and said goodbye to Dance4Life. That means goodbye to the brand, but certainly not to the way Dance4Life has inspired and motivated young people. We are continuing the Dance4Life way of working under the brands 'Ben je oké?' and 'Rutgers'. This also includes working with influencers and artists, working with the dance and music world, youth participation, 'nothing about us without us' and working with (large) corporates. Dance4Life started in 2004 with a focus on HIV & AIDS. After a few years, there was more attention

for sexual health and sexual rights in general. From June 2024 we have streamlined our efforts under two remaining brands.

People and culture

We continued measuring our staff's work experience monthly and discussed the findings with our teams. The results show that staff are committed to our strategy, vision, and culture and feel a high level of meaningfulness and participation in their work. The outcomes show that our efforts on reducing workload and improving resilience and health have been effective, though these remain areas of attention.

With the growing opposition to themes that Rutgers works on, we are focusing increasingly on staff's vitality, morale, and mental resilience. In 2024, we again organised several fully booked and well-received trainings around workload, practical working, energy management and mental resilience. Around half of the employees followed one or more of these trainings. This helped the organisation to be for instance better prepared for attacks around *Spring Fever Week*. Also, we updated our vision on Justice, Equity, Diversity, and Inclusion.

In 2024, we moved quickly on preparing a new organisational model and reorganisation. The new organisational model facilitates the new organisational strategy 2026 – 2030. We will structure our workforce around three strategic themes; sexuality education, reproductive freedom and the prevention of SGBV, focusing even more on building and sharing knowledge and on fundraising. This new organisation will be implemented in 2025, preparing Rutgers for the period beyond the current strategic partnerships with the Dutch Ministry of Foreign Affairs.

Works Council

The Works Council meets with the Executive Director every other month to discuss operations

Sick leave for 2024 was 4.6%, slightly higher than sick leave for 2023 and just above our goal of 4%.

	2024	2023	2022
Average #FTE	104,7	104,2	100,5
Average headcount	120	119	120
Vacancies filled			
(internal and external, excluding interns)	21	39	31
Attrition rate (%)	25%	21%	16%
Attrition rate (headcount)	30	25	19
<i>Reasons for leaving Rutgers:</i>			
- Career move (own choice)	17	15	13
- End of temporary contract	6	7	4
- Retirement	4	2	0
- Other (including settlement agreement)	3	1	2
Sick leave rate	4,6%	4,3%	4,5%
Sick leave frequency	1,16	1,46	1,42
Learning & development			
- Budget	€ 199.000	€ 185.763	€ 179.083
- Expenditure	€ 126.214	€ 167.096	€ 178.926

and requests for advice and approval. It continued to focus on the three priority areas established in October 2022: (1) work pressure and work pleasure, (2) connection, both between staff and with the organisation itself and (3) creative communication with staff on the work of the Works Council. During 2024, the Works Council discussed the Rutgers Future Proof programme (new organisational strategy and organisational model a.o.), the quarterly Human Resources dashboards, and the announced budget cuts of the Ministry of Foreign Affairs. The Works Council received several requests for advice and approval: approval on the Risk Inventory and Evaluation (RI&E in Dutch), the instalment of two new prevention officers (related to accidents and sick leave) and gender transition leave. Furthermore, they provided advice on the restructuring of the Advocacy and International Communication departments, two new members of the Supervisory Board, and on the termination of the Amsterdam office lease. Two new members joined the Works Council, bringing the total

number of employees to seven and ensuring a fully constituted council.

Collective labour agreement

Rutgers is a collective agreement follower of the collective labour agreement for the mental health care sector (CAO GGZ). This means that the salary scales and all the other regulations from the CAO apply to Rutgers. Some of those regulations apply to specific target groups or functions within mental health care. As a result, these are not relevant to Rutgers. In addition, Rutgers has several regulations that supplement the collective labour agreement such as gender transition leave. In 2024 additional wage increases were announced, which led to the following salary raises: an increase of 2% as of 1 January 2024; on 1 August 2024, a one-time payment of 1% of annual salary; and on 1 December 2024 an additional 4% raise, with a minimum of € 120 and a maximum of € 240 gross per month on a full-time basis.

Quality management

Rutgers is ISO9001 certified. In 2024, we were audited by an external certified auditor on the ISO9001:2015 standard and the Partos9001:2018 standard. The auditor reviewed all our processes and systems from start to finish and spoke to different programme teams about their commitment to continuous improvement. The auditor reported the findings to the Executive Director and the management team. No non-conformities were identified.

In 2023 the whole International Department was working through SharePoint. In 2024 other departments started working on the local G-server to SharePoint. As result of this the teams can collaborate more efficiently across locations, access up-to-date documents in real time, and improve data security and version control. This process will continue in 2025, aiming for the whole organisation to be working through SharePoint by the end of the year.

Integrity

Rutgers applies the ‘zero-tolerance to inaction’ principle. This means that we invite people to report misconduct when they experience it, and we also expect people to speak up if they see (possible) misconduct. We will always follow up any reports of misconduct.

Integrity was designated as an internal project for 2024.

In 2023, the integrity committee prepared a revised [Code of Conduct and Reporting procedure and regulations](#) and delivered:

- A toolset for ensuring integrity in partnership
- Guidelines for investigating Sexual Exploitation, Abuse & Harassment (SEAH)
- Training in moral judgment and moral deliberation.

In 2024, we followed this up with the updating of a policy on preventing fraud and bribery aligning with our Code of Conduct and Reporting Procedure and Regulations; interventions on response to SEAH cases in partnerships; and small learning interventions in our Rutgers programme teams about moral compass and moral dilemmas.

Speaking up and making a report is courageous. Rutgers therefore welcomes all incoming reports and

handles them carefully. The interests and rights of the survivor(s) are paramount. Reports are registered anonymously.

Type	2021	2022	2023	2024
Rutgers Netherlands				
Fraud				
SEAH	1			
Other				
Partner organisations				
Fraud	3	3	1	1
SEAH		3	2	
Other				1
Total	4	6	3	2

In 2024 two new cases were handled in total. This is a decrease from three cases in 2023. All reports received were related to partner organisations. Of these new cases in 2024 were:

One case involving neglect of leadership responsibilities: This involved a Tunisian sub-grantee partner, and the Tunisian lead partner handled the protocol on investigation, reporting and measurements.

One case involving fraud/cyber security: A social engineering scam impacted Rutgers and our Tunisian lead partner.

Relevant stakeholders were informed of the reports and their handling, with due regard for confidentiality and their need to know. All integrity cases are evaluated with relevant stakeholders.

We have drawn the following lessons from the cases handled in 2024:

- **Reporting regulations and reporting procedure:** It is important to have several moments in a year where we remind our staff and partner organisations on our reporting procedure and the importance of reporting, so it is kept on everyone’s radar.
- **Cyber security awareness:** All Rutgers staff must complete cyber security training within two months of their start date, and it should be mandatory, with managers ensuring compliance. Strengthening cyber awareness will help staff recognise and respond to such threats effectively.

These lessons are shared within and outside the organisation to take preventive measures, adapt Rutgers' integrity system and secure this in our relationship with partner organisations.

Staff have access to an external confidential counsellor to address any instances of undesirable behaviour or uncomfortable work situations they may encounter. In 2024, two consultations were conducted with the confidential counsellor. Due to the sensitive and private nature of these sessions, no reports are provided to the organisation, ensuring confidentiality and trust in the process.

There were no reports concerning Rutgers' integrity in 2024 and fewer reports in our programmes. This raises the question of the accessibility of our reporting system and it could also be that issues are properly dealt with at an early stage. In 2025, we will again run an internal campaign to raise awareness and inform staff about reporting channels and how we ensure confidentiality in handling cases.

Risks and risk management

Rutgers manages its financial, organisational, programmatic and reputational risks at several levels. As a not-for-profit charity, Rutgers has a low appetite for financial risks.

The Management Team's annual work plan includes several indicators based on the organisational objectives. These are monitored and discussed every quarter, which allows us to steer our choices and interventions. Our strategy and policies are regularly checked and adapted if required. Rutgers uses scientific intervention development methods. Monitoring and evaluation offer regular feedback and input for improvement and innovation. Rutgers adheres to the specific monitoring and evaluation requirements formulated by Ministries of Foreign Affairs, Health and Education and non-governmental donors for the programmes they finance.

The Management Team identifies the most critical risks annually, appoints a member to manage each risk and establishes the measures to mitigate each risk to an acceptable level. The team assesses risks by assigning a rating on a scale from 1 to 5, where 1 indicates low likelihood or impact, and 5 indicates high likelihood or impact. The team reviews the risks every quarter. Given developments in 2024,



the outlook and our work plan, these were the most critical risks and how we addressed them:

- Insufficient unearmarked budget for innovation, organisational development and co-funding of programmes – we address this risk by evaluating and adapting our current fundraising strategy, improving insight into the financial figures for the Fundraising Team, and monitoring progress and the quarterly forecast in the Management Team. *Likelihood 3 - Impact 4.*
- Increased attacks on Rutgers' work threaten the support base for SRHR and our work in particular – we manage this risk by improving our risk analysis for projects and (social) media campaigns; working with the segments of our audiences that are potentially responsive to our messages; training staff around online hate; and adapting our organisational policies accordingly. *Likelihood 5 - Impact 4.*
- Increased accountability demands and Financial system flaws affect Rutgers' accountability and trustworthiness – we carried out a maturity analysis for the Finance function, developed a two-year finance roadmap and corresponding action plans, and started implementing improvements. *Likelihood 2 - Impact 4.*
- Changes in political direction in the Netherlands and abroad affect public funding for SRHR – we responded by advocating our case to relevant stakeholders, preparing scenarios for possible financial consequences, and restoring our continuity reserves. *Likelihood 3 - Impact 4.*

Corporate Social Responsibility

We invested in green and fair procurement and prioritised collaboration with B-corps, ensuring responsible sourcing. Flights taken by our staff are compensated, Rutgers purchased 384 tons of Carbon Credits to compensate for the remaining CO2e emissions in 2024. We reduced parking spaces and promoted eco-friendly commuting options. Additionally, we focused on our staff's wellbeing by offering various training programmes for professional and personal growth. These efforts reflect our dedication to creating a positive impact on both our community and the environment. Our updated CSR policy will embody this balanced approach, showcasing a strong ethical framework. We look forward to continued progress with the support of our stakeholders. In our activities and programmes, we continue to contribute to Sustainable Development Goals 3 (Health) and 5 (Gender Equality) amongst others.

Looking forward

Internal focus

Internally, we maintained a focus on finance and securing our financial position. Our systems landscape got a thorough review, and we achieved better control and oversight. After several staff changes, the finance department is in a stronger position. We updated our funding strategy, and the fundraising team is exploring new innovative partnerships on our core themes. In response to the announced budget cuts from 2026 onwards, we will review our income, and costs; 2025 will be a crucial year for ensuring that our organisation is resilient and that our impact lasts. For this purpose, the project Rutgers Future Proof was launched, which includes the development of a new organisational strategy, brand strategy, fundraising strategy, a new organisational model and business model. In addition, we will focus on problem-based working with closer monitoring of our various target audiences.

Regarding our response to widespread disinformation and organised attacks to our work, 2025 will be a year to apply the lessons we have learned in the past two years, share these with others and implement appropriate staffing, security, and communication measures. It will also require further strategic thinking and action to ensure we can continue our work and reach our target audiences.

Programmes

In 2025, we will strategically realign our efforts to maximise our impact on our core themes. Despite closing several of our international programmes, we will concentrate on knowledge development and innovation within our key areas. By doing so, we aim to foster new, creative and strategic partnerships that will drive significant advancements and ensure lasting change. Our commitment to making a difference remains unwavering, and this focused approach will enable us to achieve powerful results.

Strategy

Developments in the Netherlands and worldwide will inevitably colour how we operationalise our forthcoming 2026-2030 strategy. With a smaller organisation in 2026 we will focus on our core three themes - sexuality education, reproductive freedom, and the prevention of SGBV. We will continue our work through our distinctive approaches: research, implementation, and advocacy. We will put greater emphasis on digitalisation, broadening our audience and building new partnerships.



6 Report of the Supervisory Board

The Supervisory Board oversees Rutgers's general affairs and the implementation of organisational strategies, as well as overseeing the annual plans, reports and budget. Rutgers adheres to the charity regulator CBF guidelines and the Governance Code for charities (Code Goed Bestuur). These stipulate a separation of supervisory and governance responsibilities between the Supervisory Board and the Executive Director.

Supervisory Board composition

The Supervisory Board appoints its members for a three-year term, after which members may be reappointed for two more terms. Julia Bunting and Mirjam de Blécourt stepped down in January and June respectively. They were succeeded by Joost Smits and Rob Ruiter to support the Board from a financial and academic perspective. Femke Aarts took over as Chair of the Supervisory Board from Mirjam.

Rutgers applies the rule that at least 50% of the members should be women, and 20% of its members should be under 25 when appointed. As of the end of 2024, the Supervisory Board has the following members (between brackets: year of joining the board and end of current term):

Femke Aarts - Chair

(April 2022/April 2025, first term)

Femke Aarts is an executive consultant at Surplus, a healthcare and social work organisation in the Netherlands. Femke also serves as a member of the Supervisory Board of Avans University of Applied Sciences, the Board of Directors of FairWork, and the Global Board of Directors of the Institute of Management Accountants. In the Supervisory Board of Rutgers, Femke is also a member of the Presidium.

Karel van der Flier

(June 2018/June 2027, third term)

Karel van der Flier commits himself as a director and investor to companies in transition, always focused on growth and strengthening continuity. Acquisitions, sales and marketing are among his specialties. He is a member of the Audit Committee of the Supervisory Board.

Lotte Dijkstra

(May 2018/May 2027, third term)

Lotte Dijkstra is a psychiatrist in training at UMC Utrecht, where she is also a PhD student. Lotte

was the Dutch youth ambassador for SRHR at the Ministry of Foreign Affairs in 2015-2016. She is one of the youth members of the Supervisory Board.

Thikala Itaye

(June 2022/June 2025, first term)

Tikhala Itaye is a human rights lawyer and gender specialist in global health governance, communication, and policy advocacy. She is the former chairperson of the global SheDecides movement, former Director of Global Movement Building at Women in Global Health, former Global Advocacy Lead, Health and Community Systems, Frontline AIDS and currently the Executive Director, HeR Liberty Malawi.

Mina Morkoç

(June 2022/June 2025, first term)

Mina Morkoç is a law student at Erasmus University. She is also a city council member in Rotterdam and a paralegal at a law firm in Amsterdam. Mina Morkoç is the second youth member of the Rutgers Supervisory Board.

Joost Smits

(June 2024 – June 2027, first term)

Joost Smits is director of the Financial Markets Policy Directorate and deputy Treasurer-General at the Ministry of Finance. In the Supervisory Board of Rutgers, Joost is also chair of the Audit Committee and a member of the Presidium.

Rob Ruiter

(June 2024 – June 2027, first term)

Rob Ruiter is full professor of Health and Social Psychology and head of the Department of Work and Social Psychology at Maastricht University. Trained in Public Health and Social Psychology, Rob is an expert in the development, implementation and evaluation of health promotion programmes including SRHR topics.

Meetings and decisions of the Supervisory Board

The Supervisory Board held four standard meetings in 2024 and met occasionally in between. Most meetings were in a hybrid form, with the majority attending in person and some members joining online. The Executive Director attends the Board meetings, and at each meeting, different staff members of Rutgers are invited for specific agenda items and presentations.

Each meeting consists of standard agenda items, such as an organisational update from every department and the more extensive alliance programmes in which Rutgers is the lead organisation. These updates focus on recent developments, opportunities and risk management. During the year, the Supervisory Board adopted the annual report 2023, the yearplan, risks and budget 2025 (per CBF guidelines), and the Executive Director's remuneration (per the Governance Code).

Besides these standard agenda items, the Supervisory Board also discussed the following strategic items as per its yearly planning:

Human Resources. The Supervisory Board paid due attention to Human Resources and met twice with the Works Council.

Organised attacks. The Supervisory Board has weighed in on situations where Rutgers is the subject of misinformation, disinformation and false allegations.

Integrity. The Supervisory Board's presidium was informed about one report as part of the Integrity Framework and reporting mechanism.

Future proof. The Supervisory Board gave their advice on the first drafts of the new multi-annual strategy and new organisational model.

Supervision Framework. The Supervisory Board approved its Vision and Framework in 2023. In line with the latter, the Supervisory Board undertook a self-evaluation in December. It discussed the areas in which the Board could work better as a team, how commitment to the organisation could be more robust and what is needed for the coming years, both in terms of Board composition, information provision

and focus on strategic topics and finances. The relationship with the Executive Director was perceived as open, constructive and transparent.

Financial supervision. Considering some incidental setbacks and future developments, the Supervisory Board approved the budget 2025 with a task of € 535.000 on the organisation costs. The audit committee proactively engaged with the Executive Director throughout the year, holding additional meetings to collaboratively discuss and refine the roadmap for enhancing the finance function. This increased interaction underscores our commitment to continuous improvement and strategic financial management.

Standing committees

The Supervisory Board has two standing committees: the Presidium, which is responsible for employing the Executive Director, preparing the selection of new Supervisory Board members and integrity, and the Audit Committee, which supervises finances and internal control. The Presidium consists of Femke Aarts, Joost Smits and Lotte Dijkstra, and the Audit Committee consists of Joost Smits and Karel van der Flier.

Allowance

Members of the Supervisory Board receive an expense allowance of € 150 per meeting attended. Travel and hotel costs for members from abroad are refunded when applicable.

Executive director

Marieke van der Plas took on the position of Executive Director on 1 May 2022. She is also a member of the Supervisory Board of 2Samen/DAK (a Dutch children's daycare organisation), a board member of Waarborgfonds Sport (a Dutch fund for sports accommodations, until December 2024), and a member of the steering committee of the Goede Doelen Platform (Charities platform). Marieke follows the Collective Labour Agreement of Dutch Mental Health Care Services (CAO GGZ). This follows CBD guidelines, which identify the maximum salary for an organisation listed as a recognised charity (BSD score). The Executive Director is responsible for the organisation's functioning and has internal and external management duties. She has an annual performance review with members of the Presidium.



7 Finance

After a challenging year in 2023 we continued the successful project implementations in the countries we work in. Financially 2024 was a turnaround from the losses in prior years. Billability improved and organisational costs were monitored closely.

The total income was € 36,5 million, which is 0,9% below budget and an increase of 15% compared to 2023. This is fully explained by an increase in government subsidies for the larger programmes. The year 2024 was the fourth (of five) implementation year for three larger programmes funded through the Ministry of Foreign Affairs: Right Here Right Now, Generation G and Power to Youth. Increased activities in the fourth year resulted in an increase in expenses for and income from these projects.

However, Rutgers' net result in 2024 was positively affected because we needed less temporary staff compared to 2023 and reduced the organisation costs such as training costs, accommodation and office and general expenses, despite yet again significant general price increases.

Total expenses increased to € 36,3 million from € 32,5 million in 2023, mostly caused by costs related to project activities.

This increase is mainly the result of an increase in costs made by consortium members and implementing partners. Of the total costs € 8,8 million (2023: € 8,9) is related to the expenses of consortium members in programmes where Rutgers is in the lead (RHRN, GenG and Safe Choice) which are recognized in our Income statement both as income and as expenses. Within the programmes and projects that Rutgers implements € 11,8 million (2023: € 6,8) is related to expenses made by our implementing partners whose programmes are coordinated by

Rutgers. Both these items represent 57% of the total costs of Rutgers (2023: 53%).

We have a responsibility as lead agent regarding the subsidy provided to the consortium members. We have to show our own actual expenditures and those of our consortium members in our Statement of Income and Expenditure. As the income and expenditures of consortium members is reported for the same amounts, there is no impact on the result or equity of Rutgers. The audit protocol of Ministry of Foreign Affairs and the RJ650 require multi-annual partners to account for costs at the stage of signing the contract. This principle does not affect the result but does increase the amount of income and expenditure reported in the year of signing multi-annual partner contracts. Since the beginning of 2021 for risk management reasons, and to avoid large fluctuations in income and expenditure, Rutgers has contracted implementing partners year by year.

Increased project activities combined with a tight labour market again resulted in a number of vacancies filled through interim staff at additional costs in efforts to keep the workload manageable and improve results. As a result total staff costs were € 0,5 million higher than budgeted. In 2024 staff was asked to reduce the balance of leave days resulting, resulting in a decreased provision for leave days by € 0,1 million.

The private fundraising target of € 236.000, equal to last year's, proved difficult to achieve € 140.112 was realised in 2024.

Table financial monitoring

Monitoring data in %	Standard	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Budget 2024	Actual 2024
Spent on mission versus total expenses		93	90	91	91	91	90
Spent on mission versus total income		91	93	97	94	93	90
Spent on private fundraising versus fundraising income		0,8	3,1	1,0	0,8	1,0	0,8
Spent on administration and control versus total expenses	Max 10%	5,8	7,5	8,2	8,0	8,0	9,2

Fundraising

Rutgers' fundraising adheres to the Central Bureau on Fundraising (CBF) guidance on fundraising costs and has a ratio of costs compared to the total income from fundraising below 25%. Rutgers attracts institutional funds, forms partnerships with companies, and recruits individual donors through online campaigns.

Management and administration costs

Rutgers adheres to the guideline and recommendations of Goede Doelen Nederland, published in January 2008. CBF does not prescribe a target for management and administration costs. The fundraising target set by Rutgers is a maximum of 10% of the total expenditure. This was determined on the basis of various factors including project portfolio, diversity of donors, and the scale in which activities are carried out. The percentage cannot be too high, as our activities are funded by private, corporate and public donors, but also not too low, to guarantee high-quality management control.

Productivity

For 2024 we planned for 116.168 productive hours (2023: 111.817) and we realised 115.029 productive hours (2023: 113.399).

Continuity reserve

The continuity reserve aims to guarantee the organisation's sustainability, to cover risks and provide working capital. The operational costs represent staff costs (for contracts over one year), and contractual obligations (rent, office equipment lease, etc.) for the Utrecht and Amsterdam offices. The continuity reserve needs to enable Rutgers to downsize the organisation if deemed necessary in the near future. Generating such a reserve is in accordance with the internal policies. The level of the continuity reserve is assessed annually by Rutgers' Executive Director and Supervisory Board. Before 2024, parts of Rutgers' equity were earmarked by the Board according to specific objectives. Then in 2024 the Board decided to increase the continuity reserve. For that reason the appropriated reserves were reviewed and projects funded by these reserves being discontinued as far as possible. The unspent balances were transferred to the continuity reserve.

At the end of 2024 the continuity reserve was on the low end of the amount required to cover the risks. The aim is to structurally add to the continuity reserve in coming years.

Equity and cash position

Rutgers invests surplus cash and cash equivalents according to the principle that working capital is sufficient. Both surplus cash and cash equivalents are held in deposit accounts at three large Dutch banks which can be withdrawn at short notice. The interest rate on Euro accounts was positive for 2024 and 2023. This interest is transferred to programmes as an additional income. There are no securities held by the organisation. As a result of the policy not to engage in securities there are no non-financial criteria in place with regard to the reserve policy and/or treasury policies related to securities. Rutgers has limited cash and cash equivalents in foreign exchanges; only a US dollar account is in place due to grants transferred in dollars.

The solvability ratio is stable at 7,2% (up from 6,0%) and the current ratio (current assets/ short term liabilities) also stabilised at 1,06 from 1,05. A solvency between 25% and 40% is considered healthy and a current ratio above 1 is generally considered to be healthy. With the aim of adding to the continuity reserve in the coming years it is planned to increase the solvency ratio.

Preview 2025

Rutgers' budget for 2025 shows a decrease in planned activities for the three major programmes funded by the Ministry of Foreign Affairs and the three-year programme funded by the European Union which will all end in the second half of 2025. This will result in a decrease in expenses and income to a level of € 33 million. In 2024, the Rutgers - Centres of Excellence programme embarked on a new phase of development. It has been extended and supported by funding of \$ 1 million, thanks to the valuable support of Global Affairs Canada and IPPF. With this continued trust and investment, we can significantly advance our ongoing efforts to scale up CSE. In addition, programme extensions and impactful new programmes will be realised, further enhancing the scope and effectiveness of our initiatives. In 2025, the YIELD Hub will enter its second phase which will continue until 2028. Funding for this phase has been confirmed by the Packard


Foundation with a new grant of \$ 900.000. The Hewlett Foundation and Summit Foundation have also expressed interest in continuing their support for the Hub. And we expect to renew grants in 2025. As part of this second phase, we plan to expand our thematic focus and size to match the field expectations and our capacity and resources.

The budgeted result for 2025 is € 500.000 positive. A social plan was agreed with FNV for the planned reorganisation of Rutgers and the expected cost will mainly be financed by increased fundraising, newly acquired projects and cost reductions. The organisational costs for 2025 are budgeted based on expected salary increases as the collective labour agreement ends by the end of 2024, and also take into account expected price increases charged by suppliers.

Multi-year financial plan

Income			
	Budget 2025	Forecast 2026	Forecast 2027
Income from individuals & companies	€ 100.000	€ 400.000	€ 500.000
Income from lotteries	€ 3.149.602	€ 2.224.000	€ 1.500.000
Income from government subsidies	€ 19.805.944	€ 6.288.000	€ 6.087.000
Income from other non-profit organisations	€ 1.623.721	€ 1.367.000	€ 1.329.000
Total income fundraising	€ 24.679.267	€ 10.279.000	€ 9.416.000
Income from goods and services and other income	€ 180.000	€ 185.000	€ 191.000
Total income	€ 24.859.267	€ 10.464.000	€ 9.607.000
Expenditure			
Total direct project costs	€ 13.312.715	€ 3.146.000	€ 2.875.000
Organisation costs			
Costs of personnel	€ 10.114.603	€ 6.177.000	€ 5.680.000
Costs of management and administration	€ 991.949	€ 1.139.000	€ 1.056.000
Total organisation costs	€ 11.106.552	€ 7.316.000	€ 6.736.000
Total expenditure	€ 24.419.267	€ 10.462.000	€ 9.611.000
Financial Income	€ 60.000	€ 10.000	€ 10.000
Result	€ 500.000	€ 12.000	€ 6.000

1) Budget 2025 is excluding reorganisation costs and the costs and turnover of consortium members (budget € 8,4 million). Based on updated expectations for 2025 and including reorganisation costs the result is expected to remain positive.



“Rutgers is committed to ensure children grow up healthy, safe and happy and protected from disinformation and misinformation”.

8 Annual Financial Statement 2024

Balance sheet

(after appropriation of result)

Amounts in euros

Assets

		31-12-2024	31-12-2023
Fixed assets			
Intangible fixed assets	A	-	-
Tangible fixed assets	B	395.623	447.932
Current assets			
Receivables, prepayments and other current assets	C	3.125.296	6.090.296
Cash and cash equivalents	D	23.508.025	21.314.445
		26.633.321	27.404.741
Total assets		27.028.944	27.852.673

Liabilities

Reserves and funds	E		
Continuity reserve	E1	1.719.177	974.724
Appropriated reserves	E2	-	602.906
Subtotal reserves		1.719.177	1.577.630
Equalisation fund VWS	E3	164.503	-
SheDecides fund	E4	57.681	98.442
Reserves and funds		1.941.361	1.676.072
Provisions	F		
Provision jubilee employees	F1	47.765	47.765
Current and accrued liabilities	G		
		25.039.818	26.128.836
Total liabilities		27.028.944	27.852.673

Statement of income and expenditure for 2024

Amounts in euros

Income				
		Actual 2024	Budget 2024	Actual 2023
Income from individuals & companies	H	140.112	236.000	196.737
Income from lotteries	I	3.207.359	2.901.060	1.499.003
Income from government subsidies	J	31.450.699	31.398.210	27.868.832
Income from other non-profit organisations	K	1.354.719	1.940.235	1.838.511
Total income fundraising		36.152.889	36.475.505	31.403.083
Income from goods and services and other income	L	307.907	315.699	363.211
Total income		36.460.796	36.791.204	31.766.294

Expenditure				
		Actual 2024	Budget 2024	Actual 2023
National	M1	4.676.007	4.586.801	4.414.807
International	M2	27.439.324	28.604.409	24.589.878
Lobby and Advocacy	M3	568.383	745.523	733.236
Directly allocated to objectives	M	32.683.714	33.936.733	29.737.921
Costs of generating income	N	292.808	331.827	208.619
Costs of management and administration	O	3.331.501	3.036.951	2.600.475
Total expenditure		36.308.022	37.305.511	32.547.014
Operational result		152.774	-514.307	-780.720
Financial Income	P	112.515	-	63.004
Result		265.289	-514.307	-717.716
Result appropriation				
Continuity reserve		251.775	4.018	-494.069
Appropriated reserve		-110.228	-518.325	-235.024
Equalisation fund VWS		164.503		-11.708
SheDecides fund		-40.761		23.085
		265.289	-514.307	-717.716

Cash Flow Statement for 2024

Cash flow from operating activities

	2024	2023
Result	265.289	-717.715
Adjustments:		
Depreciation intangible fixed assets	99.568	70.070
Deconsolidation of Indonesia	-	-154.366
Changes in provision and reserve exchange rate differences	-	3.564
Changes in working capital:		
- Receivables, prepayments and other current assets	2.965.000	-2.270.627
- Current and accrued liabilities	-1.089.019	14.391.556
	<u>2.240.837</u>	<u>11.322.482</u>

Cash flow from investing activities

Adjustments for

Investments in tangible fixed assets	-47.257	-317.452
Desinvestments in tangible fixed assets		39
Total	<u>-47.257</u>	<u>-317.413</u>

Cash flow from financing activities

Adjustments for

Long term liabilities	-	-41.454
Movements cash and cash equivalents	<u>2.193.580</u>	<u>10.963.615</u>
Position of cash and cash equivalents at the end of the financial year	23.508.025	21.314.445
Position of cash and cash equivalents at the start of the financial year	21.314.445	10.350.830
Movement cash and cash equivalents	<u>2.193.580</u>	<u>10.963.615</u>

Note: To ensure consistent reporting the 2023 numbers have been adjusted

Explanatory notes related to the financial statements

‘Stichting Rutgers’ with Chamber of commerce number 41193594 (Rutgers) resides at Arthur van Schendelstraat 696, in Utrecht, The Netherlands. Under its Articles of Association, Rutgers has as its statutory objective: to support people, especially young people, in the field of sexual and reproductive health and rights or gender equality in The Netherlands and worldwide, especially in countries where young people are at increased risk. By doing so, Rutgers aims to contribute to global development and combating poverty. Rutgers does this by, among other things:

- Developing and implementing programmes under the name Rutgers with and for young people or other target groups.
- Conducting research to gain insight into the state of affairs to substantiate and furnish proof.
- Supporting professionals in education and care with information, educational materials, advice, training and tools.
- Advocating with governments and policy makers to embed sexual and reproductive health in laws and regulations and monitoring compliance therewith.
- Involving and cooperating with national and international organisations, companies, governments and ambassadors.
- And furthermore, performing all other acts that are related to the above or that may be conducive thereto in the broadest sense of the word.

General accounting principles

The financial statements have been prepared in accordance with the Dutch Accounting Standard for Fundraising Institutions (RJ 650). The RJ650 requires Rutgers to commit all expenditures to its objectives, which are defined as International, National and Lobby & Advocacy, income generation and management and administration. All amounts in this report are in Euro (€).

Use of estimates

The preparation of the financial statements requires Rutgers’ executive director to make judgments, estimates and assumptions that influence the application of accounting principles as well as the

reported value of assets, liabilities and income and expenditures.

The accounting principles are based on historical cost. Unless otherwise indicated, assets and liabilities are reported at face value.

Accounting period

These financial statements have been drawn up on the basis of an accounting period of one year. The financial year is concurrent with the calendar year.

Transactions in foreign currencies

Transactions denominated in foreign currencies conducted during the reporting period are recognised in the annual accounts at the rate of exchange on the transaction date.

Monetary assets and liabilities denominated in foreign currencies are translated into Euros at the rate of exchange ruling at the balance sheet date.

Heading Continuity

As a result of the political developments in the Netherlands, there is uncertainty about the future of the International Cooperation budget for our international work from 2026 onwards. For the next 12 months, there is no doubt that we can meet our obligations and carry out our activities as planned. The annual report has been prepared on the basis of the continuity assumption.

Error correction

In the financial year 2024, an immaterial error correction was made with regard to the Income from lotteries dreamfund. The error correction has no impact on equity or the result. For further explanation, we refer to the explanation of this item under explanation I.

Notes to the cash flow statement

The cash flow statement has been prepared using the indirect method. The funds in the cash flow statement consist of the cash and cash equivalents. Cash flows in foreign currency have been translated at an estimated monthly average exchange rate. Interest income and expenditure are included under the cash flow from financing activities.

Accounting principles for the balance sheet

(in)Tangible assets

(in)Tangible fixed assets are carried at costs less straight-line depreciation over their estimated useful lives. The depreciation is calculated as a percentage of the acquisition price according to the straight-line method on the basis of the estimated useful life. Depreciation in the first year of an asset's life is calculated on a time-weighted basis.

Software	20%
Renovation	10%
Furniture	20%
Hardware	20%

Impairment of fixed assets

Rutgers assesses at each balance sheet date whether there are indications that a fixed asset may be subject to impairment. If such indications exist, the realisable value of the asset is determined. Impairment is processed directly as an expense in the statement of income and expenditure, while simultaneously reducing the book value of the relevant asset.

Receivables

Receivables are valued at the fair value of the consideration at initial processing. After initial processing, the receivables are valued at the amortized cost and/or less a provision for bad and doubtful debts.

Cash and cash equivalents

Cash and cash equivalents are stated at face value. Cash and cash equivalents denominated in foreign currency are translated into Euros at the rates of exchange ruling at the balance sheet date. Any exchange differences are taken to the statement of income and expenditure.

Financial instruments

Financial instruments currently used by Rutgers only include receivables, cash and cash equivalents, creditors and other payables. Financial instruments are held at the fair value. The credit risk, the interest and the cash flow risks are limited. All cash and cash equivalents are held by 'systemic banks' in the Netherlands.

Other assets and liabilities

These are stated at face value. Other assets and liabilities denominated in foreign currency are translated into Euros at the rates of exchange ruling at the balance sheet date.

Continuity reserve

This reserve is meant to guarantee the organisation's continuity, to cover risks and provide working capital. The level of continuity reserve is assessed annually against the risks it is intended to cover.

Appropriated reserves

The appropriated reserves are earmarked by the executive director.

Breakdown of current programmes and projects end of year position

Rutgers' funds to large extent consist of project or programme related subsidies. Programmes are mostly multi-annual and are implemented within a consortium. In order to provide insight in the end of year position, the balance positions related the current projects and programmes are presented under section C 'grants to be received' and section G 'grants received in advance'. In order to provide insights in the end of year position of the programmes and projects, a breakdown per project/programme is included in section R.

Accounting policies for the statement of income and expenditure

Income is recognised in the year to which it relates.

Income from individuals

Donations and contributions are recorded in the year in which they are received

Income from government subsidies

Government subsidies are recognised based on the actual costs related to the progress of the implementation of the grant, with the maximum of the approved budget. The income is allocated based on the realised indirect and direct project costs, implying that this income is only reflected if and when the related costs have been made.

Rutgers is lead agent in several programmes financed by the Ministry of Foreign Affairs and a programme financed by the European Union. Our role as lead agent is also reflected in the Statement of Income and Expenditure by including the actual income and expenditure of consortium members in our Statement of Income and Expenditure. As the income and expenditure of the consortium members is reported for the same amounts, there is no impact on result or equity of Rutgers.

Expenditure

Stakeholders require insights into the level of the costs of fundraising organisations. The notes provide a breakdown of these costs in accordance with model C of the RJ650 guidelines.

Costs are allocated to the following categories:

- Objectives of Rutgers (National, International and Lobby & Advocacy).
- Costs of generating income.
- Management and administration.

The direct programme costs are allocated to the specific project/programme. The indirect costs are

allocated using allocation keys. These allocation keys are based on hours worked by staff and the use of resources and services. The management and administration costs are calculated in accordance with the guidelines published by the Fundraising Institutions Association (Goede Doelen Nederland). They include costs for the Board of directors, the Supervisory Board, the financial accounting function, the general secretariats, the project controllers and all costs indirectly allocated thereto, to the extent that these cannot be allocated directly to the goals and generation of income.

Employee benefits/pensions

Rutgers is registered with the Zorg & Welzijn Pension Fund (PFZW), formerly called PGGM. The plan is based on an average salary arrangement. Rutgers has no other obligation than to pay the yearly pension premium to the pension fund and no other risk other than future increases in premiums.

Interest income and expenditure

Interest income and expenditure are processed on an accrual basis, considering the effective interest rate of the relevant assets and liabilities.

The table below shows the allocation

Organisational unit	Charge
Board	40% on mission objectives 20% on fundraising 40% on management and administration
General Affairs	25% on mission objectives 8% on fundraising 67% on management and administration
Human Resources	100% on Human recourses
Finance	65% on mission objectives 35% on management and administration
Communication	44% on mission objectives 1% on fundraising 55% on management and administration
Fundraising	100% on fundraising
Advocacy	99% on mission objectives 1% on fundraising
National	100% on mission objectives
International	99% on mission objectives 1% on fundraising

Explanatory notes to the balance sheet

A. Intangible fixed assets

	31-12-2024	31-12-2023
Acquisition value	329.269	329.269
Depreciation	329.269	329.269
Book value 1 January (cumulative)	-	-
Disinvestments	-329.269	-
Depreciation	329.269	-
Book value 31 December (cumulative)	-	-

The intangible fixed assets refer to software, which were maintained for operational use and depreciation was based on the expected useful period of five years.

During 2024 Rutgers stopped using this software and there for the intangible fixed assets are considered desinvested.

B. Tangible fixed assets

The development in the tangible fixed assets can be represented as follows:

	Renovation	Furniture & equipment	Hardware	31-12-2024	31-12-2023
Acquisition value (cumulative)					
Balance 1 January	602.230	418.262	562.306	1.582.798	1.223.927
Acquisitions	-	-	47.256	47.256	358.868
Balance 31 December	602.230	418.262	609.562	1.630.054	1.582.795
Depreciation (cumulative)					
Balance 1 January	317.851	391.528	425.484	1.134.863	1.064.857
Depreciation	32.302	7.145	60.121	99.568	70.006
Balance 31 December	350.153	398.673	485.605	1.234.431	1.134.863
Book value 31 December	252.077	19.589	123.957	395.623	447.932

C. Receivables, pre-payments and other current assets

	31-12-2024	31-12-2023
Debtors	220.965	147.825
Grants to be received	2.011.122	4.859.636
Provision bad debtors	-25.000	-
Advances consortium members	273.686	133.859
Advances partners	337.959	760.560
Receivable amounts	59.055	27.848
Current account Indonesia	118.416	-
Tax	2.594	55.262
Other prepaid expenses	126.499	105.306
	3.125.296	6.090.296

Receivables have a maximum term of one year. Grants to be received relate to finished and current projects and programmes. A breakdown is included in annex R. Breakdown of current programmes.

Advances to consortium members consist of paid advances exceeding the actual expenditures cumulative for the running years of the programmes and projects.

D. Cash and cash equivalents

	31-12-2024	31-12-2023
Bank current accounts	4.350.650	16.966.196
Bank current accounts foreign currency	293.049	309.228
Bank deposits	18.864.326	4.039.021
	23.508.025	21.314.445

The amounts on the bank's current accounts in Euros are higher than in 2023 because of received programme grant advances in December 2024.

The exposure on the foreign currency (USD) is around the same level as 2023 due to Rutgers' policy to only hold balances in foreign currency if offset against project commitments in foreign currency.

The cash and cash equivalents are available on short term notice, with the exception of bank guarantees amounting to € 80.389.

Rutgers invests surplus cash and cash equivalents in such a way that the principal remains intact (working capital is sufficient). Surplus cash and cash equivalents are held in deposit accounts at large Dutch banks which can be withdrawn on short term notice.

E. Reserves

	31-12-2024	31-12-2023
E1. Continuity reserve		
Situation as of 1 January	974.724	1.623.159
Effect of deconsolidation of Indonesia	-	-154.366
Situation as of 1 January, after correction	974.724	1.468.793
Reallocation appropriated reserve	492.678	-
Result appropriation	251.775	-494.069
Situation as of 31 december	1.719.177	974.724

Annually the level of the continuity reserve is assessed by the Executive Director and the Supervisory Board.

Due to the deficit in 2022 and 2023 this analysis indicates the current level is on the low end of what is needed to cover the risks. For this reason the appropriated reserves are transferred to the continuity reserve. It is the aim to structurally add to the continuity reserve in the coming years.

	31-12-2023	Continuity reserve	Withdrawals	31-12-2024
E2. Appropriated reserve				
Bodytalk	122.191	-114.010	-8.181	-
Impuls Online Education Youth	-34.025	62.072	-28.047	-
Rutgers contribution AAE-programme	45.000	-45.000	-	-
Project Organisation development	30.383	-30.383	-	-
Fundraising	109.593	-109.593	-	-
Implementation CRM	41.000	-41.000	-	-
Redesign online landscape	11.704	-11.704	-	-
Innovation	262.765	-188.765	-74.000	-
Information systems	14.295	-14.295	-	-
Situation as of 31 December	602.906	-492.678	-110.228	-

Parts of Rutgers' equity have been earmarked by the Board to several specific objectives. This gives the organisation the possibility to either anticipate on unexpected opportunities or to give extra focus to strategic priorities. In 2024 it was decided that the continuity reserve needs to be increased, for that reason the projects were reviewed and discontinued for as much as possible. The unspent balances are transferred to the continuity reserve.

	31-12-2024	31-12-2023
E3. Equalisation fund VWS		
Situation as of 1 January	-	11.708
Under-/ overspending subsidy	164.503	-11.708
Situation as of 31 December	164.503	-

Based on paragraph 6 articles 34 up to 36 of the framework VWS-grants, the differences between the annual amount granted and the actual expenditures are recognised under this reserve.

This fund holds unspent funds from the Netherlands Ministry of Public Health institutional grants.

In 2024 the addition to the fund is equal to the unspent contracted amount for 2024 that can be used for expected costs in later years.

	31-12-2024	31-12-2023
E4. She Decides fund		
Situation as of 1 January	98.442	75.357
Use	-70.372	-
Addition	29.611	23.085
Situation as of 31 December	57.681	98.442

In January 2017 Minister Ploumen launched the She Decides Global Fundraising Initiative to compensate organisations worldwide who were affected by the Mexico City Policy. Rutgers has taken on the role to collect the private donations and transfer those donations to affected organisations. In 2024 funds amounting to € 29.611 were received for the SheDecides fund. Activities are planned and will be implemented in 2024. It was decided that for 2023 onwards the fund balance and new additions to the fund will contribute towards access to safe abortion in West Africa for the coming years.

F. Provisions

	31-12-2024	31-12-2023
F1. Provision for jubilee employees		
Situation as of 1 January	47.765	44.201
Changes during the year	-	3.564
Situation as of 31 December	47.765	47.765

The jubilee provision was formed to cover jubilee benefit. In the calculation the possibility of early departure of employees is included. According to article 19, Gratification in chapter 3 of the collective labor agreement an employee is entitled to a single gratification at 12,5, 25 and 40 years' service. The provision is based on the number of years of employment and expectancy that a gratification date is achieved. The provision is frozen at the level of december 2023, after the reorganisation is implemented in 2025 the requirements for jubilee employees in the future will certainly be less.

G. Current and accrued liabilities

	31-12-2024	31-12-2023
Subsidies received in advance	20.865.999	20.399.268
Contract obligations	1.780.983	2.757.709
Liabilities consortium members	193.132	188.057
Creditors	657.378	696.459
Contributions for national insurance, income tax and pensions	231.162	993.070
Holiday provision	905.132	1.007.626
Accrued liabilities	406.032	319.135
Current account Indonesia	-	-232.488
	25.039.818	26.128.836

Subsidies received in advance are specified in annex R. Breakdown of current programmes and are higher due to a payments received in december 2024.

Liabilities of consortium members consist of accepted actual expenditures exceeding the advances this far send to consortium members.

The contract obligations are decreasing because underspent is reduced.

The wage tax for December 2024 is paid in December, where the liability for December 2023 was paid in January 2024.

The current account Indonesia is presented under the receivables as of 31 december 2024.

Off balance commitments

	End date contract	Obligation beyond 2029	Obligation 2025
Rent agreement office space Utrecht	31-05-2030	157.637	378.328
Rent agreement office space Amsterdam	30-06-2025	-	7.950
End term evaluations RHRN and GenG	31-12-2025	-	288.609
		157.637	674.888

Bank guarantees

A bank guarantee was stated on the 1st of April 2016 for the total amount of € 66.764 to NSI HNK B.V. for the rent of the building. For the rent of office space at Keizersgracht 177 in Amsterdam a bank guarantee of € 13.625 has been stated as of 31 January 2015.

Lead agent Ministry of Foreign Affairs and European Union partnerships

Rutgers is lead agent in two programmes financed by the Ministry of Foreign Affairs for the periode 2021-2025. The programmes are Right Here Right Now2 (Strengthening Civil Society, SRHR partnership fund) and Generation-G (Strengthening Civil Society for Power of Voices). Rutgers is also the lead partner in European Union funded Ado Avance Ensemble.

Because we have a responsibility as a lead agent regarding the subsidy provided to the consortium members, we have to show both the funds disbursed to our consortium members and the relevant subsidies in our Statement of Income and Expenditure. As costs and revenue are equal on balance there is no influence on result or equity of Rutgers.

Explanatory notes to the summary statement of income and expenditure

H. Income from individuals and companies

	Actual 2024	Budget 2024	Actual 2023
Income from private donations SheDecides	29.611	35.000	23.085
Income from individuals	28.352	139.000	101.878
Income from companies	82.149	62.000	71.774
Total	140.112	236.000	196.737

The income from individuals is lower than budgeted because we were less successful than anticipated in our fundraising efforts. The income was negatively affected by vacancies in the fundraising team. Income from companies amounted to € 82.149 and exceeds the budget.

I. Income from lotteries

Dutch Postcode Lottery Dreamfund	564.079	277.433	99.003
Dutch Postcode Lottery Dreamfund consortium and partners	1.143.280	1.223.627	
Dutch Postcode Lottery	1.500.000	1.400.000	1.400.000
Total	3.207.359	2.901.060	1.499.003

In 2023 we were awarded additional funding from the Dreamfund for Safe Choice amounting to € 4.530.000 of which is spent in 2024 € 1.806.362 within the consortium. Starting in 2024 expenses of partners and consortium members should have been and are recognised in the income statement 2024. The amount of costs and turn-over related to 2023 amounts to € 325.908 and is included in the 2024 overview, the amount for 2024 was € 817.372.

J. Income from government subsidies

	Actual 2024	Budget 2024	Actual 2023
Dutch Ministry of Public Health (annual institutional grant)	2.782.761	2.471.470	2.635.245
Dutch Ministry of Foreign Affairs RHRN 2 programme	10.892.909	11.136.061	10.288.160
Dutch Ministry of Foreign Affairs (alliance members RHRN2)	2.266.081	2.167.205	2.217.396
Dutch Ministry of Foreign Affairs Generation G programme	2.669.804	2.884.499	2.435.735
Dutch Ministry of Foreign Affairs (alliance members GenG)	3.594.259	3.704.704	2.992.573
Dutch Ministry of Foreign Affairs Power to you(th)	2.309.363	2.627.252	2.844.599
Dutch Ministry of Public Health (project grants)	574.758	558.065	400.259
European Union (Ado Avance Ensemble)	1.149.619	1.572.174	763.078
European Union (Alliance members Ado Avance Ensemble)	2.962.004	2.160.242	1.577.964
Dutch Ministry of Education, Culture and Science (OCW) Act4Respect	515.025	569.289	377.319
Dutch Ministry of Education, Culture and Science (OCW) AGOM	261.481	246.124	233.026
Dutch Ministry of Education, Culture and Science (OCW) Jong Gelijk	518.865	517.768	262.298
Dutch Ministry of Education, Culture and Science (OCW) other	188.866	-	-
Dutch Ministry of Education, Culture and Science (OCW) lead COC	126.717	-	-
ZonMw	252.326	155.295	323.160
United Nations Population Fund (UNFPA)	310.391	329.358	218.019
New venture fund	89.548		
Other income from government grants	-14.078	298.704	300.001
	31.450.699	31.398.210	27.868.832

Income from the government subsidies include all grants from various government departments and agencies.

- SRHR partnership fund "Right Here Right Now2". This programme is being implemented through a consortium that consists of Rutgers (lead), RNW Media, ARROW, CHOICE for Youth and Sexuality, Bandhu, AMPF and RHU. The contract amount is € 57.460.365 for the period 2021-2025.
- Strengthening Civil Society "Generation-G". This programme is being implemented through a consortium that consists of Rutgers (lead), ABAAD, Promundo and Sonke Gender Justice. The contract amount is € 25.065.792 for the period 2021-2025.
- European Union funded Ado Avance Ensemble. This programme is being implemented through a consortium that consists of Rutgers (lead), ABPF, ABBEF, AIBEF, ATBEF, CAMNAFAW, DKT International and Ipas. The total contract amount is € 9.893.537 for the period August 2022 - July 2025.
- For around € 894.000 relates to turnover related to costs made by partners in 2023 relating to the reporting period August until December 2023. The costs are also accounted for in 2024 and therefore the result is unaffected.
- The funds received from the Dutch Ministry of Public Health for the annual institutional grant relate to the rewarded amount in 2024. The difference between the annual budget granted in 2024 and the actual expenditure is recognised in Equalisation fund VWS.

- In general procurement requirements are considered and donors are notified in time of deviations occurs when needed. The programmes financed by the Ministry of Foreign Affairs follow the guidelines published by the Ministry for the “Power of Voices” funding and include annual audited financial reports and narrative reports. In 2025 for all projects a required end term evaluation is planned.
- The projects for the Ministry of OCW and Public Health also have separate requirements for reporting and auditing on a annual basis or related to the final end report of the project.
- The other grants and subsidies are earmarked and not structural in nature. Reporting to the donor takes place at least on annual basis and most projects required a audited (end) financial statement and a narrative report including reporting on indicators defined with in the context of the project.

K. Income from other non-profit organisations

	Actual 2024	Budget 2024	Actual 2023
Bill & Melinda Gates Foundation	35.703	-	59.731
GGDGHOR	-	89.128	-
Metrics for Management	-	-	15.734
Summit/Hewled/Packard (Yield Hub)	854.975	831.030	791.230
Plan international	-	-	2.689
IPPF	366.624	626.911	710.944
NUFFIC/Niche	41.139	53.087	-
Stichting Dance4Life Internationaal	-	-	131.619
SOA Aids Nederland	52.411	-	56.229
Liliane fonds	-	-	2.689
Other income	3.867	340.079	67.646
Total	1.354.719	1.940.235	1.838.511

The funds received from other non-profit organisations are related to grant agreements for a period varying from one to four years.

Overall, acquisition goals were set too high in the budget compared to what was realistically achievable, given the increasing pressure on NGOs in general.

L. Income from goods and services and other income

	Actual 2024	Budget 2024	Actual 2023
Income webshop	163.841	100.000	139.197
Expenditure webshop	-189.564	-	-121.917
Result webshop	-25.723	100.000	17.280
Other income	333.630	215.699	345.931
Total	307.907	315.699	363.211

Rutgers, in pursuit of its objective, sells articles and/or provides services whereby persons belonging to the target group only pay a small contribution as a result of which the activities are not cost-effective. The gross result must be included as expenses spent on the objective (in accordance with RJ650). The other income consists of revenues from training and workshops. This income includes income through the webshop, as well as trainings for external parties. Both reporting lines were higher than budgeted due to increased demand and conservative budget.

M. Expenditure directly allocated to objectives

	Actual 2024	Budget 2024	Actual 2023
M1 National	4.676.007	4.586.801	4.414.807
M2 International	27.439.324	28.604.409	24.589.878
M3 Advocacy/communication	568.383	745.523	733.236
Total costs	32.683.714	33.936.733	29.737.921

The costs of the national activities are related to staff costs of the Rutgers' staff. The activities carried out with the institutional subsidy were extensively reported on to the Ministry of Public Health. The costs of national activities in 2023 were € 4,7 million against a budget of € 4,6 million. This expenditure was € 0,9 million below budget due to underspent which is added to the budget in 2024.

The total expenditure within the international programmes was € 27,4 million. This expenditure decreased compared to 2023. Within the total costs € 8,8 million (2023: € 9,0) was transferred to consortium partners in the larger programmes for the Ministry and the National Postcode Lottery. Expenditures occurred by partner organisations amounted to € 11,8 million (2023: € 10,5) in 2024.

Spending percentage

Below, the proportion of the total expenditure on the objective(s) to the total income has been represented as a percent for the relevant years:

Total direct expenditures for the objectives	32.683.714	33.936.733	29.737.921
Total income	36.460.796	36.791.204	31.766.294
Spending percentage	89,6%	92,2%	93,6%

Below, the proportion of the total expenditure on the objective(s) to the total expenditure has been represented as a percent for the relevant years:

Total direct expenditures for the objectives	32.683.714	33.936.733	29.737.921
Total expenditure	36.308.022	37.305.511	32.547.013
Spending percentage	90,0%	91,0%	91,4%

N. Costs of generating income

	Actual 2024	Budget 2024	Actual 2023
Fundraising costs	292.808	331.827	208.618

Below, the proportion of the fundraising costs to the total income fundraising has been represented as a percent for the relevant years:

Total income fundraising	36.152.889	36.475.505	31.403.086
Total fundraising costs	292.808	331.827	208.618
Cost percentage fundraising	0,8%	0,9%	0,7%

The costs of income generating amounted to € 292.808. This is lower than budgeted. In 2024 efforts for fundraising have been increased to have more diversity in funding and adjust the strategy.

O. Costs of Management and administration

	Actual 2024	Budget 2024	Actual 2023
Management and administrative costs	3.331.505	3.036.951	2.600.475
Total expenditure	36.308.022	35.750.075	32.547.013
Management and administration percentage	9,2%	8,5%	8,0%

Management and administration costs accounted for € 3,3 million, higher than budget and higher than 2023. This is 9,2% of the total expenditure. The increased expenditure is caused by cost of temporary staff for Finance and Communication and inflation corrections. The pressure in the tight labour market has made recruitment for certain positions more difficult. The target set by Rutgers for costs of management and administration is a maximum of 10% of the total expenditure. This standard has been calculated based on various factors that influence Rutgers such as project portfolio, donor diversity, the scale of programme activities etc. The Central Bureau on Fundraising (CBF) does not prescribe a target.

The departments indicated below have been broadly assigned to these main activities:

Departments	Objective	Fundraising	Management & administration
Board & management	40%	20%	40%
General affairs & Secretary	25%	8%	67%
Human Resources	0%	0%	100%
Finance & Control	65%	0%	35%
Communication	44%	1%	55%
Fundraising	0%	100%	0%
Advocacy	99%	1%	0%
National	100%	0%	0%
International	99%	1%	0%

Number of staff

During 2024 the average number of staff based in Utrecht amounted to 108,2 FTE (2023: 112,5 FTE). The number of FTE's includes external hires replacing open positions

Fte per department

	2024	2023
Advocacy	3,0	4,5
General Affairs	9,9	10,3
Communication&fundraising	14,1	13,2
Team Director	3,1	3,3
Finance & Control	11,7	11,4
International Programmes	40,5	41,5
National Programmes	23,2	25,3
HR	2,7	2,9
Total	108,2	112,5

P. Income from interest and exchange result

	Actual 2024	Budget 2024	Actual 2023
Interest	171.255	-	103.339
Exchange result	-58.740	1.838	-40.335
	112.515	1.838	63.004

Interest income is included for an amount of € 171.255. Of this amount € 101.801 (2023: € 59.956) is allocated to projects of the Ministry of Foreign affairs. The exchange result is related to the actual conversion of dollars to euro of the amounts we receive on our USD account. We do not speculate on exchange rates, when the account holds over USD 300.000 we convert dollars to euro.

Remuneration of senior executives

Q. Remuneration of senior executives according to Standards of Remuneration Act (WNT) guidelines

The WNT applies to Stichting Rutgers. The alternative remuneration maximum in 2024 is € 233.000, the general WNT remuneration maximum applies.

1a. Senior executives with employment and senior executives without employment from the 13th month of job performance

Senior executive officers with service and senior executive officers without service from the 13th month of job performance including those who are considered senior officers for another 4 years by virtue of their former positions.

Data 2024	
Amount x € 1	M.R. van der Plas
Job details	Executive Director
Commencement and end of job duties in 2024	1/1 - 31/12
Scope of employment (full-time equivalent)	1,0
Employment relationship	Yes
Remuneration	
Remuneration plus taxable expense reimbursements	153.114
Post-employment benefits	16.050
<i>Subtotal</i>	<i>169.164</i>
Individually applicable remuneration maximum	233.000
-/- Amounts unduly paid and amounts to be paid	-
Total remuneration 2024	169.164
The amount of the excess and the reason why the excess is or is not allowed	N.A.
Explanation of claim for undue payment	N.A.
Data 2023	
Amount x € 1	M.R. van der Plas
Job details	Executive Director
Commencement and end of job duties in 2024	1/1 - 31/12
Scope of employment (full-time equivalent)	1,0
Employment relationship	Yes
Remuneration	
Remuneration plus taxable expense reimbursements	145.181
Post-employment benefits	15.012
<i>Subtotal</i>	<i>160.193</i>
-/- Amounts unduly paid and amounts to be paid	-
Total remuneration 2023	160.193
The amount of the excess and the reason why the excess is or is not allowed	N.A.
Explanation of claim for undue payment	N.A.

1d. Senior supervisors with total remuneration of € 2.100 or less

Senior supervisors including those who are considered top officials by virtue of their former positions for another 4 years with total remuneration of € 2.100 or less

Data 2024	
Name of Supervisor	Position
F. Aarts (Femke)	Chair Supervisory Board
K.H. van der Flier (Karel)	Member Supervisory Board and Audit committee
L.G. Dijkstra (Lotte)	Member Supervisory Board
J.M. Bunting (Julia)	Member Supervisory Board
M.T. Morkoç (Mina)	Member Supervisory Board
T. Itaye (Tikhala)	Member Supervisory Board
J.H. Smits (Joost)	Member Supervisory Board and Audit committee
R.A.C. Ruiter (Rob)	Member Supervisory Board
M.A. de Blécourt – Wouterse.	Former Chair Supervisory Board

Other reporting requirements under the Standards of Remuneration Act (WNT)

In addition to the senior executives listed above, there are no other officials in service who received remuneration above the individually applicable threshold amount in 2024.

Remuneration of senior executives according to Vereniging Goede Doelen Nederland

Remuneration senior executive

The Supervisory Board adopted the remuneration policy, the amount of the director's remuneration and the amount of other remuneration components. The policy is updated periodically. The last review was at 10 March 2024.

In determining the remuneration policy and setting remuneration, the director follows the Regulations on Remuneration of Directors of Charitable Organisations (see www.goededoelennederland.nl).

The scheme provides a maximum standard of annual income using severity criteria. The weighing of the situation for the director was done by the Board of Supervisors. This resulted in a so-called BSD score in job group I of 480 points with a maximum gross standard annual income of € 163.473 (1 fte/12 mnd).

The director's actual income remained within the applicable ceilings.

Annual income, taxed benefits and employer pension contributions remained for the director within the maximum amount of € 202.706 in the scheme. Moreover, the taxed benefits and the employer's pension contribution were in reasonable proportion to annual income.

The amount and composition of remuneration are disclosed in the financial statements in the notes to the statement of income and expenses.

Senior executives employed in 2024	
Amount x € 1	M.R. van der Plas
Job title	Executive Director
Employment	
Employment contract	Indefinite
Scope employment (fte)	38
Parttime percentage	1,0
Period employment	Yes
	1/1 - 31/12
Remuneration for the year	
Remuneration	131.914
Remuneration other WNT organisations	-
Remuneration related WNT organisations	-
Vacation pay	10.249
Fixed year-end payment	10.950
One-time payment	
<i>Subtotal</i>	153.113
-/- Amounts unduly paid and amounts to be paid	-
Benefits payable on term	16.050
Total remuneration 2024	169.163
The amount of the excess and the reason why the excess is or is not allowed	N.A.
Explanation of claim for undue payment	N.A.

Senior executives employed in 2023	
Amount x € 1	M.R. van der Plas
Job title	Executive Director
Employment	
Employment contract	Indefinite
Scope employment (fte)	38
Parttime percentage	1,0
Period employment	Yes
	1/1 - 31/12
Remuneration for the year	
Remuneration	124.445
Remunerations other WNT organisations	-
Remunerations related WNT organisations	-
Vacation pay	9.853
Fixed year-end payment	10.383
One-time payment	500
Subtotal	145.181
-/- Amounts unduly paid and amounts to be paid	-
<i>Benefits payable on term</i>	15.012
Total remuneration 2023	160.193
The amount of the excess and the reason why the excess is or is not allowed	N.A.
Explanation of claim for undue payment	N.A.

No loans, advances and/or guarantees were made to the director and supervisors in 2024 and 2023.

R. Breakdown of current programme- and projects end of year position

	2024		2023	
	To be received from donor	Unspent project subsidies	To be received from donor	Unspent project subsidies
Dutch Ministry of Foreign Affairs RHRN 2 programme		11.244.697	-	13.423.641
Dutch Ministry of Foreign Affairs Generation G programme		4.867.006	-	1.157.773
Dutch Ministry of Foreign Affairs Power to you(th)		457.374	-	724.815
Dutch Ministry of Foreign Affairs GUSO programme			3.366	-
Dutch Ministry of Education, Culture and Science (OCW) Act4Respect		219.978	-	-
Dutch Ministry of Education, Culture and Science (OCW) Jong gelijk		130.194		
Dutch Ministry of Public Health (annual institutional grant)		92.049	22.171	-
Dutch Ministry of Public Health (project grants)	159.839		446.679	-
Dutch Ministry of Education, Culture and Science (OCW) AGOM		18.895	-	32.643
Dutch Ministry of Education, Culture and Science (OCW)	31.013		830	382.280
Dutch Ministry of Sozawe (project grants)			261	-
Bill & Melinda Gates Foundation (Explore 4 Action)			-	62.490
IKEA Foundation			1.597	-
Amplify Change (MEGA+SST)			30.490	-
Dutch Postcode Lottery Dreamfund She Makes Her Safe Choice		2.353.456	-	3.959.747
Dutch Postcode Lottery	1.500.000		1.339.681	-
COE (IPPF)	57.732		-	-
IPPF		56.198	-	19.766
RIVM			83.388	-
Packard		879.684	-	183.874
United Nations Population Fund (UNFPA)	30.663		22.406	-
European Union (Ado Avance Ensemble)		476.348	2.687.689	-
ZonMw	85.461		63.336	-
Care Burundi			6.040	-
Thrive Gulu			14.648	-
Niche/Nuffic		45.074	-	143.896
Gemeente Rotterdam	68.986			
Gemeente Zaanstad	5.351		636	-
Comic Relief			-	27.764
J.P. van den Bent Stichting			-	15.304

Universiteit Maastricht	19.052			
GGD Ghor	154.921		-	
COC		12.825		
Council of europe	6.000			
ZonMw	6.644	6.941	-	-
Ben je oke campagne	2.879			
Other	103.546		-	265.275
Projet Jeune Leader		5.280	-	
	2.232.087	20.865.999	4.859.636	20.399.268
Total project balance		-18.633.912		-15.539.631

Events After the Reporting Period

Subsequent to the reporting date, on 30 April 2025, the Supervisory Board approved a comprehensive reorganisation plan aimed at improving operational efficiency and safeguarding the foundation's ability to continue. The plan includes workforce reductions, consolidation of activities and internal departments, and renegotiation of key supplier contracts. The reorganisation plan was composed by the Management Team and the works council advised positively on the plan. A social plan related to the reorganisation was agreed upon in 2025 with the trade union FNV. The placement process takes place from mid May 2025 onwards. While the financial position as at 31 December 2024 remains unaffected, the implementation of the restructuring is expected to result in one-off costs in 2025 and partly in 2026.

Management believes that the reorganisation will strengthen financial stability and ensure its long-term viability. As these developments occurred after the reporting period and do not provide evidence of conditions that existed at the reporting date, no adjustments have been made to the financial statements for the year ended 31 December 2024.

Explanatory notes to model W

	Actual 2024	Budget 2024	Actual 2023
Staff costs			
Wages and salaries	7.282.699	7.722.074	6.983.375
Social security costs	1.324.620	1.335.483	1.212.588
Pension	715.674	871.855	659.083
Provision sick leave	-	291.906	-
Sickpay insurance refunds	-64.613	-	-145.493
<i>Sub-total salary-costs</i>	<i>9.258.380</i>	<i>10.221.318</i>	<i>8.709.553</i>
Hired personnel	1.697.973	170.000	1.979.668
Commuting and working from home	175.037	240.116	140.090
Training and conferences	181.259	224.976	263.002
Occupational health & safety costs	29.221	27.000	31.447
Recruitment costs	61.985	60.000	91.045
Other office costs	10.923	10.600	10.015
Other staff costs	80.058	68.440	92.086
	11.494.834	11.022.450	11.316.906
Accommodation costs			
Rent	398.703	425.000	451.481
Maintenance costs	38.868	60.000	48.252
Other accommodation costs	27.725	32.465	31.708
	465.296	517.465	531.441
Office and general expenses			
Supervisory Board costs	3.202	10.000	3.203
ICT costs	488.770	475.830	475.132
Advice - and administration costs	247.315	193.750	175.625
Other general expenses	100.180	13.700	553.099
Provision for bad debts	25.000	242.155	6.686
	864.467	935.435	1.213.745
Depreciation and bankcosts			
Depreciation	99.569	108.455	70.072
Bank costs	18.476	19.400	18.141
	118.045	127.855	88.213
Start-up costs Indonesia	151.000	-	-
Total	13.093.643	12.603.205	13.150.305

- The subtotal for salary costs is higher than the budget. This is caused by the need to hire external employees since a number of staff left the organisation and recruitment was challenging. Interim staff were hired for replacements, sickness and upscaling of staff in departments with particularly high work pressure. The costs for people hired to work on programmes are covered by these programmes.
- Recruitment costs were above budget because of a number of recruitments, including the new manager for the Finance Department.
- The commuting allowance and other staff costs are lower due to a budget which was set too high.
- The demerger with Rutgers' Indonesian entity was formally completed on 31 December 2023. Rutgers' former Indonesian country office continues as an autonomous foundation, Yayasan Gemilang Sehat Indonesia (YGSI). Rutgers arranged for the starting capital of € 151.000 that will serve as YGSI's continuity reserve.
- The costs for rent are higher related to higher energy prices and price indexation.

Specification and cost allocation to appropriation

Appropriation	Objective			Fundraising	
	National	International	Lobby & Advocay	Total	Direct fundraising
Expenditure					
Programme spending	885.991	12.891.552	-	-	-
<i>(directly funded locally)</i>		11.813.595			
Subsidies consortium members		8.820.487	-	-	-
Staff costs	3.519.504	4.929.845	510.840	201.617	34.384
Accomodation and travel costs	16.046	593.563	1.355	4.521	876
Office and general expenses	238.610	191.174	52.687	81.270	2.657
Depreciation	15.856	12.703	3.501	5.400	177
Total	4.676.007	27.439.324	568.383	292.808	38.094

			Management and administration	Total 2024	Budget 2024	Total 2023
Third party campaign	Subsidies					
-	-	-	13.777.543	15.920.795	12.608.779	
			11.813.595	11.370.268	10.486.985	
-	-	-	8.820.487	8.981.001	6.787.933	
20.144	147.089	2.333.885	11.495.691	11.022.446	11.316.905	
227	3.418	868	616.353	600.000	531.440	
2.113	76.500	934.641	1.498.382	1.600.120	1.213.744	
140	5.083	62.107	99.567	130.000	88.213	
22.624	232.090	3.331.501	36.308.023	38.254.362	32.547.014	

Other information

Profit appropriation

The result is distributed according to the result distribution included in the 2024 Statement of Income and Expenditure under Result appropriation.

Adoption and approval of financial statements

The Executive Director Rutgers approved the 2024 financial statements at its meeting on June 17, 2024.

Signed in Utrecht,

Marieke van der Plas
Executive Director

The Supervisory Board of Rutgers approved the 2024 financial statements at its meeting on June 17, 2024.

Signed in Utrecht,

Femke Aarts
Chair Supervisory Board

In connection with publication, all signatures have been omitted. It is indicated that the person named has signed. The original signed annual report is archived at the office of Rutgers.



"Together, we stand for the freedom to be who you are. We break stereotypes around gender and sexuality, working towards a generation that can freely explore, develop, and express their gender and sexuality."

Independent auditor's report

To the Executive director and the Supervisory Board of Stichting Rutgers

Report on the audit of the financial statements 2024 included in the annual report

Our opinion

We have audited the financial statements 2024 of Stichting Rutgers based in Utrecht.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Stichting Rutgers as at 31 December 2024 and of its result for 2024 in accordance with the RJ-Richtlijn 650 'Fondsenwervende organisaties' (Guideline for annual reporting 650 'Fundraising Organisations' of the Dutch Accounting Standards Board) and the provisions of and pursuant to the Wet Normering Topinkomens (WNT, Act on limiting the remuneration of senior officials in the public and semi public sector).

The financial statements comprise:

1. the balance sheet as at 31 December 2024;
2. the statement of income and expenditure for 2024; and
3. the notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing and the Regeling Controleprotocol WNT 2024. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Stichting Rutgers in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics for Professional Accountants).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Unaudited compliance with the anticumulation clause in the WNT

In accordance with the 'Regeling Controleprotocol WNT 2024' we have not audit the anti-cumulation clause referred to in Section 1.6a of the WNT and Section 5, subsection 1, sub n and o of the 'Uitvoeringsregeling WNT'. Consequently, we have not verified whether or not a senior official has exceeded the norm of maximum remuneration due to possible employment as senior official at other institutions subject to the WNT, and whether the WNT-disclosure as required in relation to this clause is accurate and complete.

Report on the other information included in the annual report

In addition to the financial statements and our auditor's report thereon, the annual report contains other information that consists of:

- ▶ The board report;
- ▶ The list of financial donors;
- ▶ The list of publications;
- ▶ The list of abbreviations;

Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Accounting Standards Board and the Dutch Auditing Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

Executive director is responsible for the preparation of the other information, including the board report, in accordance with RJ-Richtlijn 650 'Fondsenwervende organisaties'.

Description of responsibilities regarding the financial statements

Responsibilities of Executive director and the Supervisory Board for the financial statements

Executive director is responsible for the preparation and fair presentation of the financial statements in accordance with RJ-Richtlijn 650 Fondsenwervende organisaties and the provisions of and pursuant to the Wet Normering Topinkomens. Furthermore, Executive director is responsible for such internal control as Executive director determines is necessary to enable the preparation of the financial statements that are free from material misstatements, whether due to fraud or error.

As part of the preparation of the financial statements, Executive director is responsible for assessing the entity's ability to continue as a going concern. Based on the financial reporting framework mentioned, Executive director should prepare the financial statements using the going concern basis of accounting, unless Executive director either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

Executive director should disclose events and circumstances that may cast significant doubt on the entity's ability to continue as a going concern in the financial statements.

The Supervisory Board is responsible for overseeing the company's financial reporting process.

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material misstatements, whether due to fraud or error, during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on Auditing, the Regeling Controleprotocol WNT 2024, ethical requirements and independence requirements. Our audit included among others:

- ▶ identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- ▶ obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control;
- ▶ evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Executive director;
- ▶ concluding on the appropriateness of Executive director's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause an entity to cease to continue as a going concern;
- ▶ evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- ▶ evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



We communicate with the Supervisory Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Utrecht, 30 June 2025

For and on behalf of BDO Audit & Assurance B.V.,

sgd.

J. de Groot MSc RA

9 List of financial donors

We would like to thank all organisations that in recent have made a financial contribution or donation to the programmes of Rutgers:

- Amref
- Bill & Melinda Gates Foundation
- Comic relief
- Europese Unie
- IPPF European Network
- IPPF/Global Affairs Canada
- KPN
- MAC Viva Glam Fund
- Ministry of Foreign Affairs
- Ministry of Education, Culture & Science
- Ministry of Health, Welfare and Sports
- Motion 10
- Nationale Postcode Loterij
- Netherlands Initiative for Capacity development in Higher Education (NICHE/Nuffic)
- Private donations Rutgers and Dance4Life
- Private donations SheDecides
- Summit/Hewlett/Packard
- The Waterloo Foundation
- Thrive Gulu
- United Nations Population Fund (UNFPA)
- ZonMW

9

List of publications

Peer Reviewed Articles (EN)

- Kågesten, A.E., van Reeuwijk, M. & Moreau, C. (2024) Improving measures of women's and girls' sexual empowerment. Bulletin of the World Health Organization 2024 Dec1: 102(12): 908-909 doi:10.2471/BLT.24.291975 <https://doi.org/10.2471/blt.24.291975>
- De Graaf, H., Schouten, F., van Dorsselaer, S., Költő, A., Ball, J., Stevens, G. W., & de Looze, M. (2024). Trends and the Gender Gap in the Reporting of Sexual Initiation Among 15-Year-Olds: A Comparison of 33 European Countries. *The Journal of Sex Research*, 1-10. [Click here](#)
- Marinus, M. A., & Cense, M. (2024). A Life Course Perspective on the Sexual Development of Young Intersex People. In *Healthcare* (Vol. 12, No. 2, p. 239). MDPI. [Click here](#) <https://doi.org/10.3390/healthcare12020239>
- Versloot-Swildens, M. C., de Graaf, H., Twisk, J. W. R., Popma, A., & Nauta-Jansen, L. M. C. (2024). Effectiveness of a Comprehensive School-Based Sex Education Program for Young Adolescents in the Netherlands. *Journal of Youth and Adolescence*, 53(4), 998-1014. [Click here](#)
- Suandana, I. A., Pinandari, A. W., & Wilopo, S. (2024). Starting Life with Hidden Wound: Bullying and Self-Reported Depression Symptoms among Early Adolescent in 3 Cities of Indonesia. *Jurnal Promkes: The Indonesian Journal of Health Promotion and Health Education*, 12(1). [Click here](#)

Peer Reviewed Articles (NL)

- Kreukels, B., Finkenflügel, R., Beek, T. & Van de Grift, T. (2024) Ervaringen van genderdiverse en transgender personen in de zorg. Tijdschrift voor Seksuologie, jaargang 48, Nummer 2

Non-peer reviewed publications

- Graaf, H. de, Kraan, Y., & Vermey, K. (2024). Sex under the age of 25: sexual health of young people in the Netherlands, FORUM sexuality education and family planning: information service of the Federal Centre for Health Education (BZgA), 2, 16–21. https://doi.org/10.17623/BZgA_SRH:forum_2024-2_en_art_sexu-health-ni

Books

- Hanneke de Graaf, Anne Oldenhof, Yolin Kraan, Titia Beek, Laurian Kuipers & Koenraad Vermey (2024) Seks onder je 25e: Seksuele gezondheid in Nederland anno 2023. [Onderzoek van Rutgers: Seks onder je 25e \(2023\)](#)
- Hanneke de Graaf, Yolin Kraan, Anne Oldenhof & Fayaaz Joemmanbaks (2024) [Monitor Seksuele Gezondheid 2023. Monitor Seksuele Gezondheid 2023 – Rutgers](#)

Chapters in books

- Brouwer, S. Fix, M., Wal, M. van der, Vermeulen, M. (2024). Seksualiteit. In: S. Brouwer, M. Mast & P. van der Busse (Red.), *Landelijke mbo-leefstijlmonitor* (pp. 45-50).

Reports

- Anne Oldenhof, Jos Vroege, Hanneke de Graaf (2024) PSTG-rapport 2023. [Zorgregistratie seksuologische teams in GGZ-instellingen – Rutgers](#)
- Anne Oldenhof, Tomas Derckx, Rutger Sinnema (2024) LHBTI+ Quick Scan 2023 - GGZ Friesland/ Synaeda. [LHBT+ Quick Scan GGZ Friesland en Synaeda – Rutgers](#)
- Anne Oldenhof & Hanneke de Graaf (2024) Kerncijfers Leefstijlmonitor Seksuele Gezondheid 2023. [Kerncijfers seksuele gezondheid 2023 – Rutgers](#)
- Carmen Andreas, Nina Bouwmeester, Marianne Cense, Imane Daoudi, Melchior Deekman, Sjouk Fiza Habiboellah, Funmi Joseph, Renee de Jong, Fatima Louakafi, Sytske Meinderts, Anne Oldenhof, Efi Sawadogo (2024) De eerste fase van Jong Gelijk: resultaten van behoefteonderzoek voor en door jongeren. Rutgers.
- Fayaaz Joemmanbaks & Tomas Derckx (2024). Multiple minderheidsstress onder lhbt+ personen: Mentale gezondheidsverschillen verklaard vanuit een intersectioneel perspectief. [Click here](#)
- Kelsey Billinghamurst & Renee Finkenflügel (2024) "Het is gewoon een onderbelicht thema", een verkennend onderzoek naar onderwijs over inclusieve zorg onder docenten van zorgopleidingen op mbo en hbo.

- Ineke van der Vlugt (2024) Achtergrond dossier Anticonceptie
- Javier Koole (Rutgers), Franca Hehenkamp (Atria), Jamie Groeneveld (COC) (2024) Ik dacht dat dit zo hoorde: Een verkennend onderzoek naar (ex-)partner geweld onder lhbt+ jongeren
- Koole, J., de Grauw, S., & van Berlo, W. (2024). Seksuele omgangsnormen bespreken met mbo-studenten: Een verkennend onderzoek naar de manier waarop de GELIJKSPEL-workshop ingezet kan worden op het mbo. [intern rapport]
- Koole, J., van Berlo, W., Garrod-Pullar, T., & van Lisdonk, J. (2024). *Seksuele grensoverschrijding bij lhbt+ personen*.
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- Marit van de Pijl, Hanneke de Graaf, Ineke van der Vlugt (2024) Het gebruik van natuurlijke methoden om een zwangerschap te voorkomen. Een vragenlijstonderzoek onder seksueel actieve vrouwen van 18-30 jaar.
- Nina Bouwmeester, Renée de Jong, Marianne Cense (2024) "Je kunt gewoon een mens zijn die op een mens valt. En gewoon... Leeft. Bestaat." Plattelandsjongeren over hun omgang met normen over gender en seksualiteit. [Jong Gelijk - Kwalitatief onderzoek onder plattelandsjongeren](#)
- Nina Hendrix, Renee Finkenflügel (2024) Reproductieve gezondheidseducatie in biologiemethodes: Volledigheid van informatie en behoeften van leerlingen over voortplanting, gezinsvorming en anticonceptie
- Renee Finkenflügel & Kelsey Billinghamurst (2024) "Daar ga ik niet zomaar over beginnen", een verkennend onderzoek over inclusieve zorg door zorgprofessionals.
- Renee Finkenflügel, Afiah Vijlbrief, Fayaaz Joemmanbaks, Anne Oldenhof & Hanneke de Graaf (2024). Understanding Vulnerability: Onderzoek naar onbedoelde zwangerschappen bij jongeren in kwetsbare omstandigheden. [Click here](#)
- Renee Finkenflügel & Yolin Kraan (2024). Inclusieve vraagstelling in gezondheids- en bevolkingsmonitors: Op het gebied van seksuele oriëntatie, genderidentiteit, (gender)expressie en seksekenmerken. [Click here](#)
- Renee Finkenflügel (2024) "Om hier te kunnen (over)leven heb je veel informatie nodig": Onderzoek naar het bereik, het gebruik en de waardering van de Shkorey serious game app [Onderzoek naar de Shkorey app voor betere seksuele en reproductieve gezondheid onder Eritrese nieuwkomers – Rutgers](#)
- Renee Finkenflügel (2024) Anticonceptiegebruik voorafgaand aan abortus: Een vragenlijstonderzoek in abortusklinieken onder vrouwen van 16 jaar en ouder.
- Renee Finkenflügel, Fayaaz Joemmanbaks, Marinda Vink & Tomas Derckx (2024) Onderzoeksagenda voor inclusieve zorg op het gebied van sekse, gender en seksuele oriëntatie: Alliantie Gezondheidszorg Op Maat 2023-2027
- Rutgers (2024) [Decoding technology-facilitated gender-based violence: A reality check from seven countries](#).
- Sytske Meinderts, Carmen Andreas & Anne Oldenhof (2024) We zijn (nog) niet gelijk. Opvattingen over gender, seks en LHBTI+ anno 2023 [Jong Gelijk - Kwantitatief onderzoek: We zijn \(nog\) niet gelijk](#)
- Yolin Kraan & Hanneke de Graaf (2024). Factsheet jongvolwassenen over consent.

Presentations / Lecture / Workshops / Expert meetings / Posters

- 85 recorded Presentations / Lecture / Workshops / Expert meetings / Posters

Selected examples:

- Alice Poutiainen, Abir Sarra (2024) Workshop: Indicator measurement and M&E frameworks, January 2024, Amman
- Amber Lee van Muijden, Stéphanie van der Wijk and Saskia Hüsken in collaboration with anglophone partners NAYA, PPG, RHNC (2024). Workshop: Collaborative forum on Dealing with Opposition, Kenya.
- Anna Page (2024) Workshop: Outcome harvesting for global advocacy, January 2024, online
- Hanneke de Graaf (2024). Oral presentation: Trends in contraceptive use and the use of natural family planning among young women in

the Netherlands. Conference of European Society of Contraception, May 2024, Bilbao.

- Hanneke de Graaf & Nina Hendrix (2024). Workshop: Veelkleurigheid in seksuele ervaring, beleving en seksuele vorming. NIBI-conferentie Veelkleurigheid in de biologie, mei 2024, Egmond aan Zee.
- Harald Kedde & Loes Loning (2024) Training: Research methods for measuring SRHR and social accountability. Training of PtY Youth Researchers, April 2024, Lilongwe, Malawi.
- Jacqueline Gaybor, Abir Sarras, Ian Snel, Jahou Nyan. Master Training: Fundamentals of the Gender Transformative Approach. Rwanda, July 2024
- Jacqueline Gaybor, Abir Sarras, Ian Snel, Jahou Nyan, Jeroen Loris. Gender Transformative Approach applied to Comprehensive Sexuality Education, Advocacy, Youth-Friendly Services, and Institutional Change. Online, July – November 2024
- Jacqueline Gaybor and Hiwot Ayalew (DEC Ethiopia). Gender Transformative Approach and Inclusivity. Addis Ababa, Ethiopia, November 2024
- Jacqueline Gaybor. Workshop. Sustainability strategy for the Tunisia coalition. Tunis, Tunisia. June 2024
- Jonna Both, Eunice Amoussou & Ramatou Ouedraogo (2024) Presentation: The role of caregivers in adolescent girls' abortion decision making and care seeking in the Atlantique Department in Benin: Coercion or support? Abortion and Reproductive Justice Conference, february 2024
- Jonna Both, Harriët Meibrg, Ramatou Ouedraogo, Eunice Amoussou, Fatou Mbow (2024) Training: Conducting ethnographic research on abortion in Benin and Togo, September 2024, Grand Popo, Benin
- Miranda van Reeuwijk (2024) Roundtable discussion: How can anthropological theory contribute to SRHR practice, and back- how can SRHR practice contribute to anthropological theory?
- Marianne Cense & Mir Marinus (2024) Presentation: Sexual development of intersex people at INIA Conference (Intersex New Interdisciplinary Approaches www.intersexnew.co.uk), januari 2024 Brussels.
- Marianne Cense (2024) Workshop Hoe bereik je mensen die niet willen praten met seksonderzoekers? De inzet van participatief onderzoek.

SEKSO symposium, oktober 2024.

- Renee Finkenflügel (2024). Poster: Understanding vulnerability. Conference of European Society of Contraception, May 2024, Bilbao.
- Loes Loning (2024) Guest Lecture: SRHR of vulnerable groups and displaced populations. London School of Hygiene and Tropical Medicine, November 2024, online.
- Loes Loning (2024) Technology-facilitated gender-based violence in low- and middle-income countries. Address to the United Nations Human Rights Council Advisory Committee, 18 December 2024, Geneva.
- Loes Loning & Cody Ragonese (2024) Oral Presentation: Breaking the silence: The perceptions of stakeholders on the nature and risk factors associated with technology-facilitated GBV. SVRI Forum 2024, September, Cape Town, South Africa.
- Loes Loning (2024) Radio Interview: Bureau Buitenland: [Het internet zorgt wereldwijd voor meer geweld tegen vrouwen | NPO Radio 1](#), June 2024.
- Loes Loning (2024) Training: Research methods and ethics for conducting SGBV research. Training of PtY Youth Researchers, August 2024, Kampala, Uganda.
- Margo Bakker, Teresa Ibrahim, and Blandine Bénézit in collaboration with francophone partners & Ipas (2024). Workshop: Collaborative forum on Dealing with Opposition, Benin
- Margo Bakker and Precious Njerere, in collaboration with Asia partners (2024). Workshop: Collaborative forum on Dealing with Opposition, Indonesia, October 2024. Precious Njerere (2024) MIYP planning tool in Uganda November 2024, online. Rosalijn Both and colleagues from DEC (2024) Workshop: Planning, monitoring, evaluation and outcome harvesting, Addis Ababa
- Robine van der Eijk (2024) Workshop: Outcome harvesting in Tunisia, online
- Sanne Huijsman, Jeroen Loris, in collaboration with Power to You(th) partner Sonke Gender Justice (2024) Workshop: Gender transformative approach (GTA) Symposium, Kenya, April 2024.
- Yolin Kraan (2024). Poster: Demographic, relational and behavioral correlates of sexual pleasure in a national Dutch sample of adolescents and emerging adults. Annual Conference of International Academy of Sex Research, Berlin, July 2024.

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List of abbreviations

AAE	Ado Avance Ensemble (EU programme 2022-2025)
AGOM	Alliantie gezondheidszorg op Maat (OCW funded alliance on equal physical and mental health opportunities)
CAO	Collective Labour Agreement
CBF	Central Bureau on Fundraising
CoE	Centres of Excellence (Global Affairs Canada & International Planned Parenthood Federation programme 2019-2023)
CPD	Commission on Population and Development
CSE	Comprehensive Sexuality Education
COC	Cultuur en Ontspanningscentrum (Dutch LGBTQ+ advocacy group)
CSO	Civil Society Organisation
E4A	Explore4Action (Bill and Melinda Gates Foundation programme 2017-2023)
GBV	Gender Based Violence
GGD	Gemeentelijke Gezondheidsdienst (municipal health services)
GenG	Generation Gender (MoFa programme 2021-2025)
GGZ	Dutch Mental Health Care Service
GTA	Gender Transformative Approach
HIV	Human Immunodeficiency Virus
IPPF	International Planned Parenthood Federation
LGBTIQ	Lesbian, Gay, Bisexual, Transgender, Intersex and Queer
MoFa	Ministry of Foreign Affairs
NGO	Non-Governmental Organisation
NICHE	Netherlands Initiative for Capacity Development in Higher Education
NPL	Nationale Postcode Loterij (Dutch Postcode Lottery)
OCW	Dutch Ministry of Education, Culture and Science
PME(L)	Planning, Monitoring, Evaluation (and Learning)
PSTG	Platforms Seksuologische Teams GGZ
PtY	Power to You(th) (MoFa programme 2021-2025)
RHRN2	Right Here Right Now (MoFa programme 2021-2025)
RIVM	Rijksinstituut voor Volksgezondheid en Milieu
SEAH	Sexual Abuse, and Sexual Harassment
SRH	Sexual and reproductive health care
SRHR	Sexual and Reproductive Health and Rights
SST	Standing Strong Together
UNFPA	United Nations Population Fund
VWS	Dutch Ministry of Health, Welfare and Sports
ZonMW	The Netherlands Organisation for Health Research and Development

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For sexual and
reproductive health
and rights

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On the front page:

On the front page, we feature a photograph of our Dutch 'Ben je oké?' (Are you okay?) campaign during the Best Kept Secret Festival. With this campaign we address sexual transgressive behaviour. More than 200 music venues, pub owners, student associations, clubs and festival organisers are asking their visitors to make going out together more enjoyable and safer with using the question 'Are you okay?'

Throughout the report, additional photos—credited to our partners and colleagues from our international programmes—highlight the vibrant efforts and diverse initiatives undertaken around the world.