

ANNUAL ACTIVITY REPORT 2020

LIBERAL
albe PARTY

ALLIANCE OF LIBERALS AND
DEMOCRATS FOR EUROPE »»

1960 – 2021

HANS VAN BAALEN IN MEMORIAM

ALDE Party President Hans van Baalen passed away following a short illness on 29 April. A passionate and committed liberal, Hans served his country and global liberalism through a distinguished political career which spanned over decades and continents. He was a member of the Dutch House of Representatives (1999-2009), a member of the European Parliament (2009-2019), President of Liberal International (2009-2014) and President of the ALDE Party since 2015 to his passing. He was promoted to the Order of Orange-Nassau in 2020 and appointed to advise the Dutch government and parliament on peace and security in early 2021.

Hans was a strong advocate for international cooperation and solidarity, calling on countries and societies to look out for and support each other during crises and difficulties. He was also a firm believer in the European project and welcomed the Conference on the Future of Europe with enthusiasm. He wrote in an unpublished editorial, completed a few weeks before his passing:

“ I truly hope this marks the beginning of a new chapter in European politics by and for the European people. ”

Liberals across the world have remembered Hans, thanking him for his dedication to the liberal cause and his tireless drive for democracy. It is this liberal family that meant so much for Hans and that he continued to serve throughout the years. It is this liberal family spirit we at the ALDE Party will continue to uphold and foster, in his memory.

NOTE FROM THE SECRETARY GENERAL

2020 has been a challenging year and one that many would like to move quickly on from.

As we all quickly discovered, our activities were impacted by the pandemic but despite these challenges we adapted and continue to work as hard as ever to engage and empower ALDE member parties across Europe.

It is therefore with pleasure and pride that I present this first annual report of ALDE Party activities for 2020.

The pandemic required our staff, like so many others, to work from home and move almost all our regular work online. But challenges also present opportunities – especially for an international organisation – and we conducted a series of global webinars that addressed topical issues from Taiwan to the US elections, and our best practice sharing and training workshops moved from limited conference rooms to Zoom breakout rooms involving more of our member parties.

We launched our new refreshed and interactive website and continue work with the latest new technologies and social media that will form part of campaigns to come.

We have stepped up our engagement with member parties and the reporting of activities, launching a new series of video interviews with liberal figures and a series of extended interviews with our party leaders, and increasing our Europe-wide activism and ACT campaign activities.

We continued our work to empower women in politics, including with the first Alliance Of Her Alumni Summit, and are as ever pushing forward on our work in these areas.

Unable to convene in person for our annual Congress, we sought to innovate, holding our first ever virtual Council meeting.

As with all changes, a reflection is needed. Do we want to move fully back to how things were done pre-COVID or do we see some lessons learned? Therefore, we will all likely adopt some of the new ways of working into our future work post-COVID as well, but the key will naturally be to find the right balance with all things.

This year has also seen your Secretariat team undergo several changes, and the units reorganised to reflect our working priorities. In April 2021, we were profoundly saddened to learn of the passing of our President Hans van Baalen, a passionate and committed leader who served global liberalism throughout his distinguished political career. His loss remains sorely felt by us all.

It is an honour to lead the ALDE Party Secretariat, and together with the rest of the Secretariat team, we look forward to engaging further with you (also in person again post-pandemic), our liberal parties and stakeholders in the year to come.



Jacob Moroza-Rasmussen
ALDE Party Secretary General

ALDE MEMBER PARTIES



70 MEMBER PARTIES
44 EU MEMBER PARTIES
26 IN GOVERNMENT

ALDE COUNCIL 2020 – OUR FIRST ONLINE MEETING

The ALDE Party Council meeting convened virtually on 18 November, bringing together the ALDE Party Bureau, member party delegates and liberals from across Europe.

We chose a TV studio setup for the event, with multiple screens and cameras to enable better interaction between our President and Secretary General, both present in person, and participants from home. In the studio, we had a very small team from the Secretariat for mainly back office activities and some participation on video. Every registered participant had received two links: one to attend the meeting, and one with instructions and personalised access to the voting platform. During the meeting, we used a chat function monitored by Secretariat staff to assist the flow of questions and interventions from participants.

During the Council meeting, two new member parties joined the ALDE family: **Dimokratiki Parataxi** from Cyprus and **Голос/Gołos** from Ukraine. Additionally, two resolutions were amended and adopted addressing the COVID-19 pandemic and the Conference on the Future of Europe, and a discussion was held on the political situation in Estonia as well as on other election updates and political developments from around Europe. The mandate of ALDE Party Secretary General **Jacob Moroza-Rasmussen** was also renewed for a further two years.



NEW ALDE PARTY WEBSITE & COVID-19 RESPONSE

One of the most visible digital achievements for the ALDE Party in 2020 was the redesign of our website. Launched in August 2020, the new website is designed with member party visibility and engagement in mind, reaching even up to 40,000 page views per month.

The new website brings together several key sections:

- The liberal vision, featuring all ALDE Party resolutions and electoral manifestos
- The liberal leadership, featuring elected officials from party leaders and MEPs to national ministers and Prime Ministers
- A comprehensive listing of all ALDE Party members and their contact details
- Updates and newsletter section, which features timely updates from all stakeholders
- A dedicated campaigns section, which features key ALDE ACT campaigns
- An exclusive area for ALDE Party Individual Members and Liberal Associates

To find out more, visit www.aldeparty.eu

To respond to the needs of the ongoing situation, the website also features a special section reserved for information related to the COVID-19 pandemic. Implemented in March 2020, this special sub-section played a critical role when the crisis first hit.

The section features more information on the liberal fight against COVID-19, the Corona Dictatorship Watchdog built specifically by the ALDE Party Secretariat to monitor COVID-19 measures and restrictions in different countries, as well as relevant updates related to COVID-19.

You can visit the COVID-19 section at www.aldeparty.eu/covid_19



THE UNIQUE STORIES OF OUR LIBERAL LEADERS

In a new, exclusive interview series US: The Unique Stories of Liberals produced by ALDE Party, liberal leaders from across Europe share their personal and professional experiences of managing the COVID-19 pandemic and its consequences on key policy areas, as well as their thoughts on the future of European cooperation.

Launched in September 2020, the monthly episodes give viewers the opportunity to get to know European liberal leaders working at all levels of government from a more personal angle, as they work to tackle one of the biggest challenges of our time.

The series began with **Philippe De Backer**, former Belgian federal minister nominated to lead the Belgian task force against COVID-19 from ALDE member party Open VLD, who spoke on Belgium's plan to fight the coronavirus and what helped him personally to cope with the pandemic.

The next episode featured **Katalin Cseh**, medical doctor and MEP from ALDE member party Momentum in Hungary, who shared her experience volunteering on the front lines of the pandemic. Moreover, with rule of law weakening in her home country, we asked Cseh what she believes will help build more resilient democracies.

On International Day for the Elimination of Violence Against Women, we featured **Eva De Bleeker**, Belgian Federal Secretary of State for Budget and Consumer Affairs and ALDE Party European Women's Academy (EWA) Alumna from ALDE member party Open VLD. In this episode, she reflected on the impact of the COVID-19 pandemic on gender equality and shared her own, powerful message to young women and girls interested in entering politics.

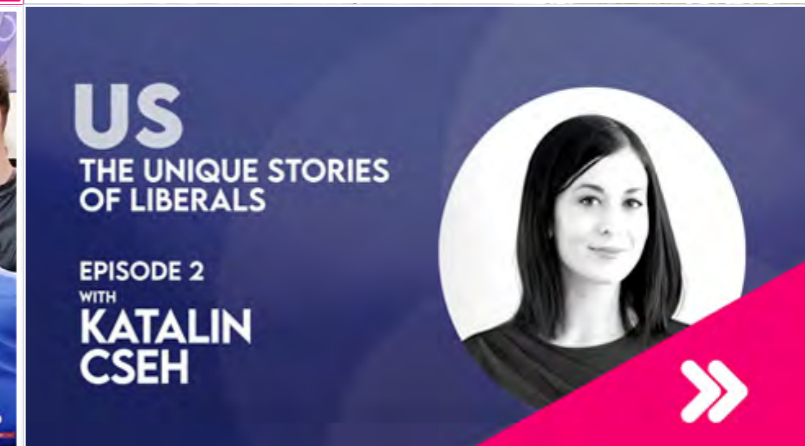
To start the new year, **Nicolae Ștefănuță** MEP from ALDE member party Union Save Romania (USR), shared his views on the future of EU health policy as well as the successes and failures of the vaccination roll-out in Europe. He also shared his advice about how to speak to people who are hesitant about vaccines.

Our February 2021 episode featured **Emma Wiesner**, the newest Renew Europe MEP from Swedish ALDE Party member Centerpartiet, who commented on the unique experience of starting a new job during the pandemic and her plan to promote a meaningful liberal environmental policy during her mandate.

Since the launch of the series, the episodes have been viewed thousands of times on ALDE Party social media channels and are some of our most successful YouTube videos of all time.



**WATCH THE SERIES
BY SCANNING THE QR CODE**



AIM FOR EUROPE & ENGAGEMENT

In 2020, ALDE Party reimagined the entire user experience for our individual members. With the launch of “**AIM for Europe**”, our new name and brand for the individual membership programme, we developed a new website and members-only online space and added new membership perks to the programme, such as preview access to selected **ALDE campaigns**, exclusive content, a free subscription to our Liberal Bulletin and more and better networking opportunities through AIM-specific events. As a result, our members have transitioned to a much more digital experience in these times of COVID-19.

Moreover, we experimented with new and innovative donation campaigns, such as our first ever ALDE Black Friday campaign, and the possibility to gift an Individual Membership to another EU citizen during the holiday season. Finally, new opportunities for engagement were created by developing the “**Liberal Associates**” programme, our new premium subscription service launched in early 2021 which allows any liberal-minded individual, from anywhere in the world, to connect and network with ALDE Party.



THE ALLIANCE OF HER (AOH)

2020 began with the graduation of our class of 2019 which brought the total number of European Women's Academy (EWA) alumnae to over 100*. Several have joined alumnae from previous years in already succeeding in gaining political office.

Our call for applications for the class of 2020 resulted in the largest number of applications ever - more than double previous years - showing the increasing popularity and reputation of EWA and the need to capitalise on this for future growth. Reflecting a new focus on fostering young liberal talent, our class of 2020 includes also the youngest members of EWA ever.

The ongoing COVID-19 pandemic has meant our in-person sessions were not able to begin. However, the class has come together virtually for several workshops and sessions while we plan for when travel and meeting together is again possible.

EWA was also front and centre of several events focusing on the barriers and opportunities for women in politics this past year. The most significant of these events was a virtual alumnae meet-up which featured a keynote speech from the President of Estonia, **Kersti Kaljulaid**.

2020 also saw the development of a new long term strategy for EWA which aimed to bring greater scale, influence and impact for the programme.

Two key drivers of the strategy include a bold and compelling new brand identity which reflects our ambition to become Europe's leading platform for advancing liberal female leadership in politics and power. Secondly, we have developed several initiatives aimed at strengthening the alumnae network, with an inaugural alumnae summit planned for 2021 and the consolidation of the 'West' and 'East' networks.

On the occasion of International Women's Day on 8 March 2021, we launched our new brand identity revealing the new name for the programme: **The Alliance Of Her**. With these developments, we look forward to a 'new era' for the advancement of liberal women in European politics in 2021. Stay tuned!

The Alliance Of Her benefits from the generous support of the **Friedrich Naumann Foundation** and the **European Liberal Forum**, as well as the European Parliament.

*This includes alumnae from the EWA 'East' programme.

www.theallianceofher.eu



PRESS & OUTREACH

In 2020, ALDE Party placed a renewed focus on press and outreach as part of our communications work. In addition to establishing several new media partnerships, primary achievements included updating our press contact list, now with 800+ journalists, and publishing four press releases. Marking liberal milestones such as the nomination of Alexander De Croo as Prime Minister of Belgium and our commitment to restoring transatlantic relations with the election of US President Joe Biden, these press releases have been published in multiple languages and have formed a growing component of the Party's communications efforts. With the success of these press releases, we will continue to develop press and outreach efforts in 2021 and beyond.

MINISTERIAL MEETINGS

In early 2020, the ALDE Party organised two ministerial meetings ahead of the ECOFIN Councils chaired by ALDE Vice Presidents Luis Garicano and Dita Charanzova respectively. Since 2015, the Secretariat organised 24 ministerial meetings in close collaboration with our Group in the European Parliament. Ministerials have been held ahead of AGRIFISH, ECOFIN, ENERGY, TELECOM and TRANSPORT but more formations are envisaged ahead of Justice (JHA) and Defence (FAC) Council meetings.



21 January 2020 – 1st ECOFIN ministerial meeting
Finance Minister Pierre Gramegna (Luxembourg), Luis Garicano MEP (ALDE Vice-President), Minister of Finance Katri Kulmuni (Finland) Deputy Prime Minister Alena Schillerová (Czech Republic)

RESEARCH AND EMPOWERMENT

Like most things in 2020, ALDE Party's empowerment activities moved online. We used this opportunity to organise an online workshop series with speakers from the Secretariat staff, member parties and external guests, to continue facilitating best practice exchanges within the European liberal network. The topics ranged from political discussions on how to restart the economy after the pandemic and party and organisational best practices from around Europe, to data-driven and digital communication. To take advantage of the US elections, we also organised two specific workshops with guest speakers from both the Democrats and Republicans to hear about the latest developments in the US elections.

With many external meetings becoming impossible in 2020, the pandemic also offered an opportunity to focus on our internal processes and continue making their operation more data-driven. To this end, the Research & Empowerment unit worked with other units to develop tools to monitor key metrics from our communication activities and to make information more accessible to colleagues. In addition, the R&E unit worked with the Engagement Unit to run randomised controlled trials on email campaigns with European constituents.

Despite the circumstances, the ALDE Party Secretariat also continued close coordination with member parties to continue working on a range of projects in light of the 2024 European elections and facilitate networking between individual member parties. Most importantly, the Research & Empowerment Unit made further progress on mapping liberal electorates in Europe. These efforts will continue with the aim of achieving Europe-wide coverage by 2024.

The main focus for the second half of the year was the preparation of a large, Europe-wide survey conducted in 27 European countries. This survey will kick-off a series of bi-annual research to identify the main narratives and political developments that will shape the European elections in 2024. The focus of this survey was the political impact of the COVID-19 pandemic and how it will shape European society as we emerge from this crisis. The survey went into the field in late January 2021 and will be the cornerstone of many of our activities in 2021.



10 December 2020 – Pre-summit meeting - ALDE Party President Hans van Baalen and European Commission Executive Vice President Margrethe Vestager



10 December 2020 – Pre-summit meeting



FINANCE AND COMPLIANCE

At the end of this report, you will find information about the evolution of funding granted to us by the European Parliament. You will see that over the last ten years, the level of funding has more than tripled from €1.5 million in 2010 to €5.4 million in 2020.

This important increase is mainly due to the electoral success of ALDE Party member parties in European elections, which forms the basis for the calculation of our annual grant and the increase of the European Parliament general budget line for European political parties.

This increase has also put increased pressure on the financial management of the party and led to the recruitment in 2020 of a Finance and Compliance Officer in support to the Finance Manager.

Parallel to that increase and its consequences, the level of scrutiny of our activities by the European Parliament and by the newly created **'Authority for European political parties and foundations'** has also increased. These changes led the Secretary General to decide in 2020 to add a compliance dimension to the work of the Finance Unit, to follow the development of the rules governing our funding and to carry out internal compliance checks of the Secretariat's activities.

The increase in staff and activities of the party also lead to the creation of a Deputy Secretary General position in charge of administration, finance, and compliance in November 2020 to assist the Secretary General in the daily management of the Party.



HUMAN RESOURCES MANAGEMENT

During the last year, the organisational structure of the ALDE Party Secretariat changed and became more complex. Therefore, in January 2020 the Secretariat hired an HR Manager in to tackle existing challenges related to Human Resources and to develop and implement an HR Strategy.

The HR Manager's duties are reflected best in the employee lifecycle model, shown below.



Attraction and Recruitment

The first stage of the employee lifecycle is to attract the right talents, that follow the ALDE Party's values and that can contribute to its development. The strategy is to:

- Show candidates that the organisational culture is based on respect for the person, their capabilities, and diversity.

Onboarding

The development of an onboarding procedure is aimed at welcoming members of staff and inducting them to the organisational culture.

Development

Employee development is a process of working with staff members to improve, enhance, refine and hone existing skills, as well as to also develop new ones in support of the organisation's mission and goals.

Manage Performance

In 2020, the HR Manager developed a Performance Management process based on the following:

- Define and Communicate Collective and Individual Objectives.
- Deliver frequent Performance Feedback to employees.
- Set regular meetings to discuss outcomes and results: A Mid-Term Review and an End-of-Year review.

Engagement and Motivation

The HR Manager supports staff managers in taking actions aimed to motivate and engage the staff such as sharing information, defining expectations, encouraging new ideas and more.

Recognition

This stage sets up an employee recognition method to make employees aware that their contributions are recognised and appreciated. The HR Manager is responsible for guaranteeing that ALDE Party recognises employees for their achievements, tenure or service.

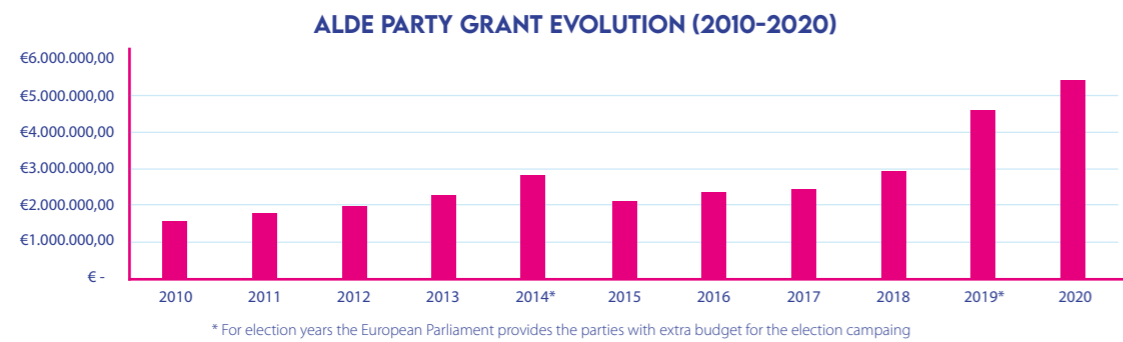
Farewell

The Employee separation or "Farewell" refers to the process of managing the end of the employment cycle. The role of the HR Manager is to handle the farewell process by setting up formal procedures to be followed.

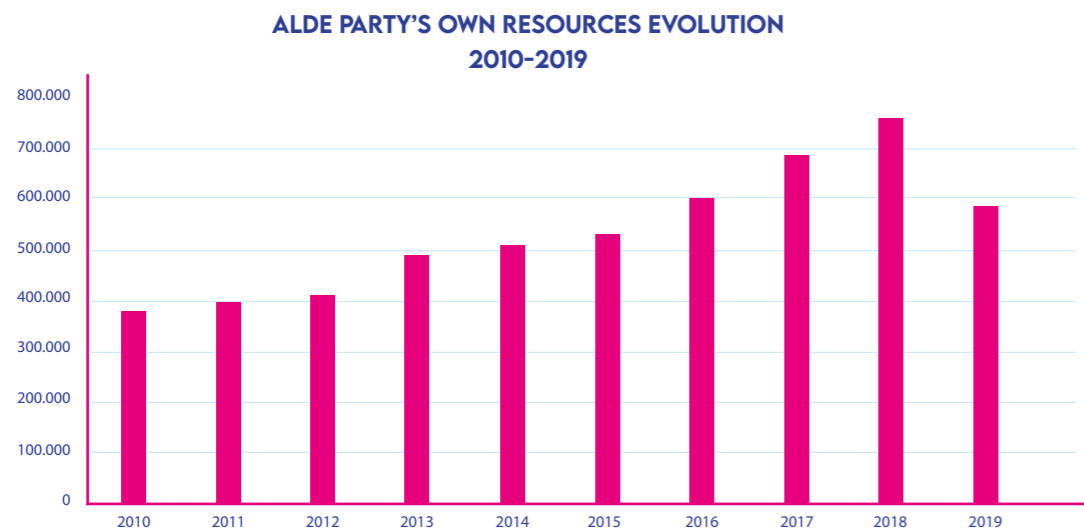
FINANCIAL OVERVIEW

ALDE Party is a European political party funded by the European Parliament. Funding from the European Parliament covers 90% of the party's eligible expenses. The remaining 10% of eligible expenses as well as its non-eligible expenses must be funded by the party's own resources.

Evolution of ALDE Party annual Grant 2010-2020



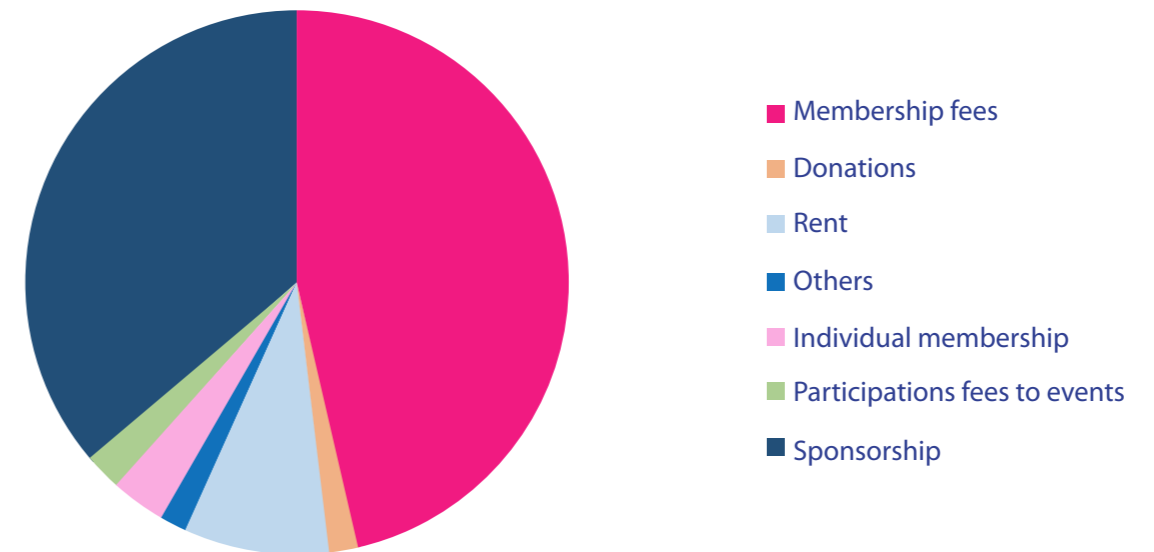
Evolution of ALDE Party's own resources 2010-2020



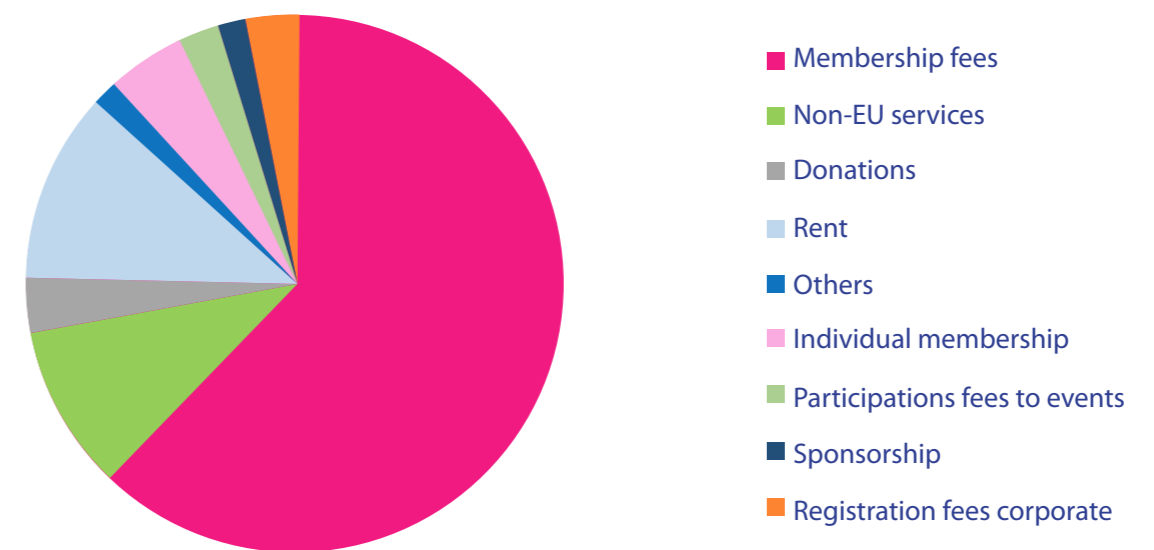
Composition of ALDE Party's own resources

The own resources of the party come mainly from membership fees, sponsorship and various other sources.

ALDE PARTY'S OWN RESOURCES 2018



ALDE PARTY'S OWN RESOURCES 2019



BUDGET 2021

INCOME	Budget 2021
Membership fees	360.000
Non-EU Members Party contributions	50.000
EP Grant	5.326.556
Registration fees (Events, Council, Congress...)	20.000
Individual donations	20.000
Donations/sponsorship	125.000
Rent	58.500
Individual membership	30.000
Bank interest	1.000
Registration fee for corporate	20.000
Total Income	6.011.056

EXPENSES	Budget 2021
Infrastructure costs and office running costs	230.500
Legal and accounting costs	80.000
Costs of statutory meetings	928.000
Information activities & representation costs	1.520.000
Communication expenses	259.000
Support to partner organisations	85.000
Salaries, charges and other costs	2.698.000
Depreciation	124.000
Other charges	25.500
TOTAL REIMBURSABLE EXPENDITURE	5.950.000
Non-reimbursable expenditure	61.056
TOTAL EXPENDITURE	6.011.056

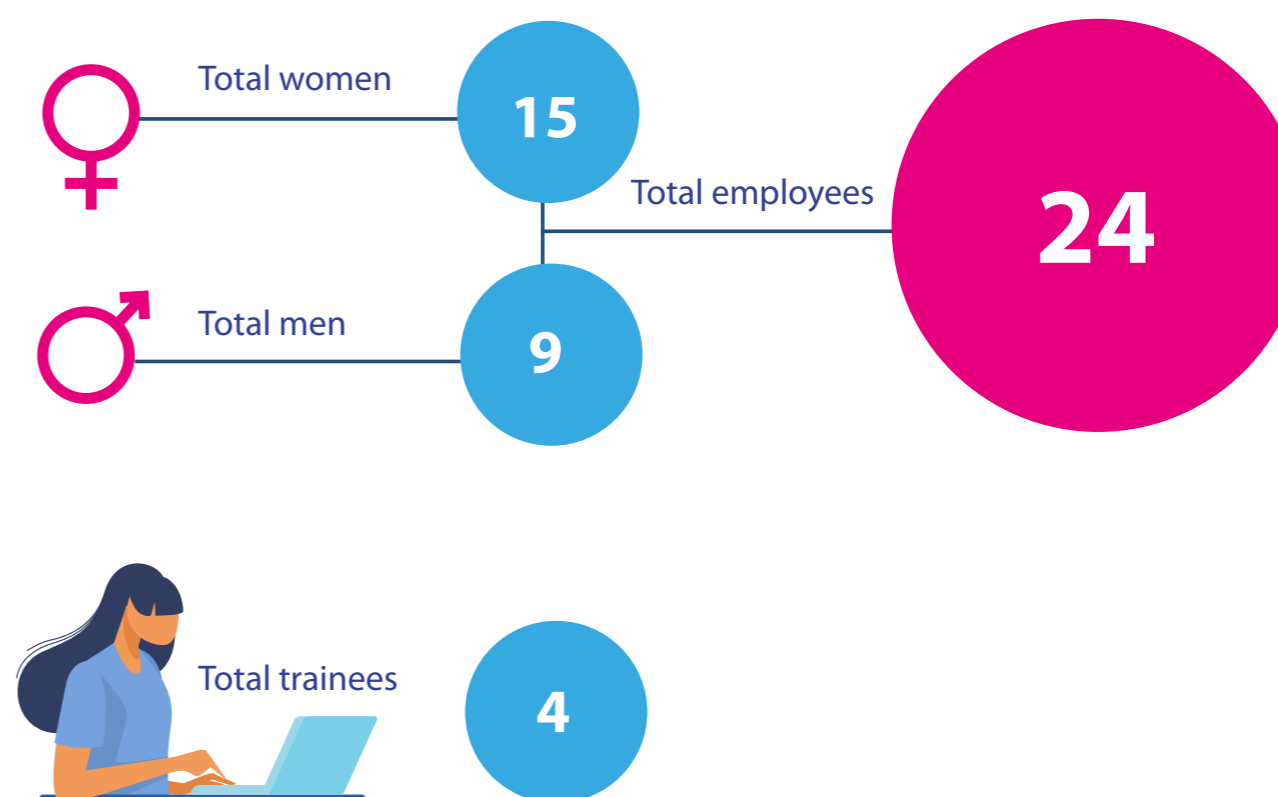
BUDGET / ACTUAL 2020

INCOME	Budget 2020	Actual 2020
Membership fees	350.000	368.600
Non-EU Members Party contributions	50.000	62.800
EP Grant	5.420.315	5.420.315
Registration fees (Events, Council, Congress...)	30.000	14.426
Individual donations	30.000	6.524
Donations/sponsorship	182.000	19.000
Rent	58.500	67.035
Individual membership	35.000	21.024
Bank interest	1.000	1.638
Various reimbursement		8.189
Total Income	6.156.815	5.989.551

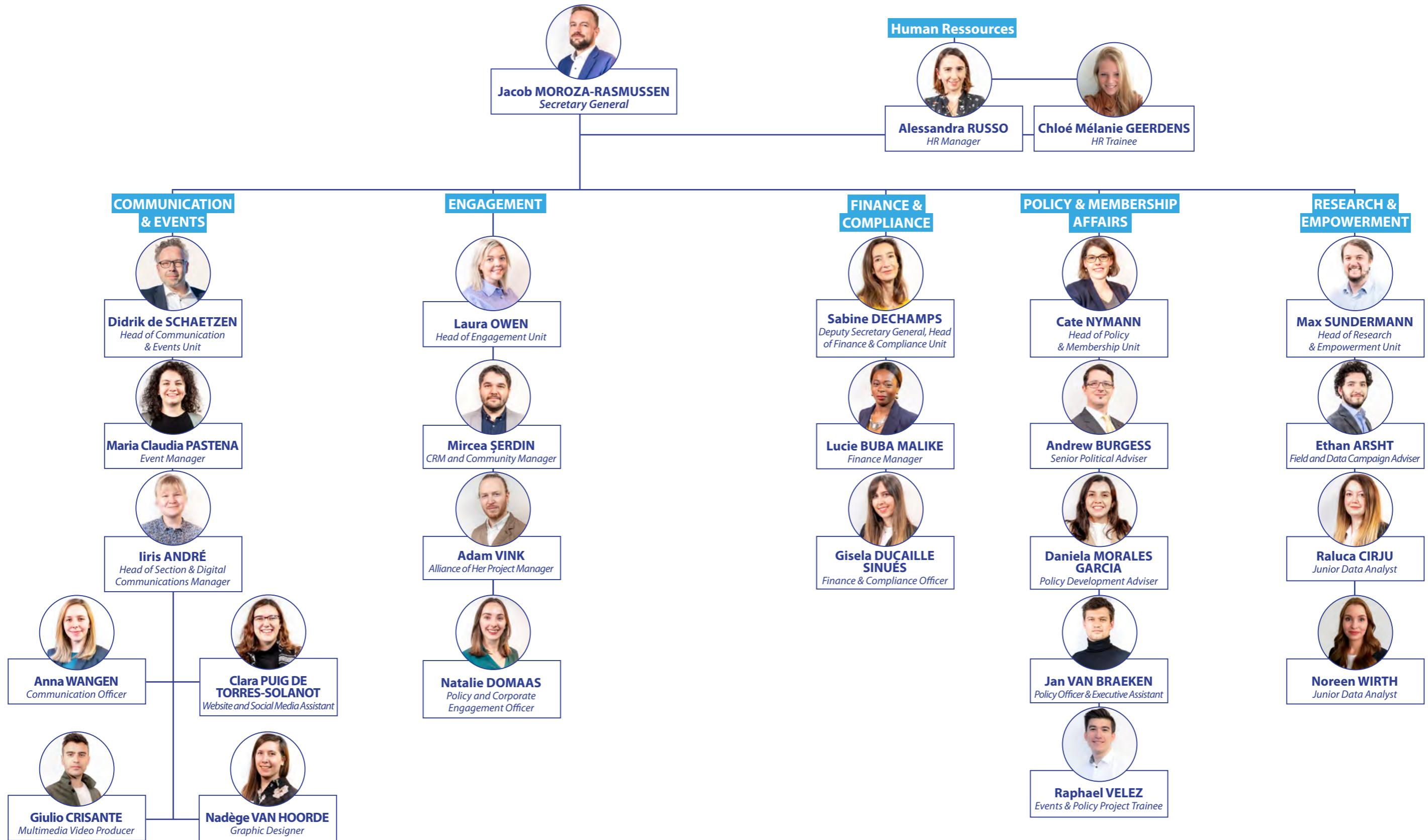
EXPENSES	Budget 2020	Actual 2020
Infrastructure costs and office running costs	230.000	221.878
Legal and accounting costs	62.000	62.632
Costs of statutory meetings	1.004.315	113.613
Information activities & representation costs	1.847.125	679.899
Communication expenses	248.000	88.245
Support to partner organisations	85.000	84.988
Salaries, charges and other costs	2.492.500	2.055.462
Depreciation	107.000	88.583
Other charges	18.000	39.621
TOTAL REIMBURSABLE EXPENDITURE	6.093.940	3.434.921
Non-reimbursable expenditure	62.875	41.046
TOTAL EXPENDITURE	6.156.815	3.475.966

CARRY-OVER TO 2021	2.329.691
AMOUNT TO BE KEPT IN RESERVE	183.894

EMPLOYEE ENGAGEMENT 2020



ALDE PARTY SECRETARIAT AS OF JUNE 2021




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