

# ZOA

**ANNUAL REPORT**

**2019**



# Contents



- 3 Our purpose and vision
- 5 Introduction
- 6 ZOA worldwide in 2019
- 8 Responding to ever growing needs:  
Reflections of the Executive Board on  
the year 2019
- 10 Four trends in the humanitarian sector  
and ZOA's response
- 11 The story of Margarita
- 12 ZOA's approach
- 13 ZOA's core values
- 14 Statement of the Supervisory Board
- 16 The story of COOP

## Impact of our work in 2019

- 17 Water, Sanitation, and Hygiene
- 20 Shelter
- 22 Food Security and Livelihoods
- 25 Peacebuilding
- 28 Education
- 30 Awareness-raising
  
- 32 Fundraising and communication
- 34 Partnerships and networks

- 36 The story of Amira
- 37 Governance
- 39 ZOA's Integrity Framework
- 40 Our donors

## Financial report

- 42 Main trends
- 44 Balance sheet
- 45 Statement of income and expenditure
- 47 Cash flow overview
- 48 Explanatory notes to the actual accounts
- 50 Accounting principles for the balance sheet
- 52 Accounting principles for the statement of  
income and expenditure
- 54 Explanatory notes to the balance sheet
- 61 Explanatory notes to the statement of income  
and expenditure
  
- 72 Independent auditor's report
  
- 75 Annex A – Long-range overview, budget, and  
estimates
- 76 Annex B – Budget 2020



## Our purpose and vision

Inspired by our Christian faith, we provide relief, hope, and recovery to people impacted by conflicts and disasters as we work towards a world where people have hope and live dignified lives in peaceful communities.



## Introduction

As an organisation, we want to be present in areas where the needs are highest. Where people suffer from conflict or natural disasters. That is why, in 2019, we felt we had to do something when we saw millions of people fleeing Venezuela, leaving everything behind, and ending up on the streets of neighbouring countries. Despite the uncertainties ZOA faced due to the unknown context, we began to provide assistance in Colombia.

This photo, taken in Colombia, shows Marlene Perozo, a courageous and resilient mother of three. She is standing in front of her hut - made of wood and plastic sheets - with her daughters, Genesis and Leidymar, and her son, Levi.

It is difficult for us to imagine what it would be like to live in a situation like this. Marlene and her husband, Renzo, found themselves in this abandoned hut - without drinkable water, a toilet, or a school for their children. Yet, when I look at Marlene's face, I see hope and determination. She will not give up. She perseveres.

In 2019, we provided Marlene - and many people like her - with basic necessities, such as water, shelter, and food. In this way, we restore their dignity and provide hope for the future. I feel that Marlene - with her powerful smile - symbolises the resilience of the 1.4 million people ZOA supported worldwide this year.

That is why we are here.

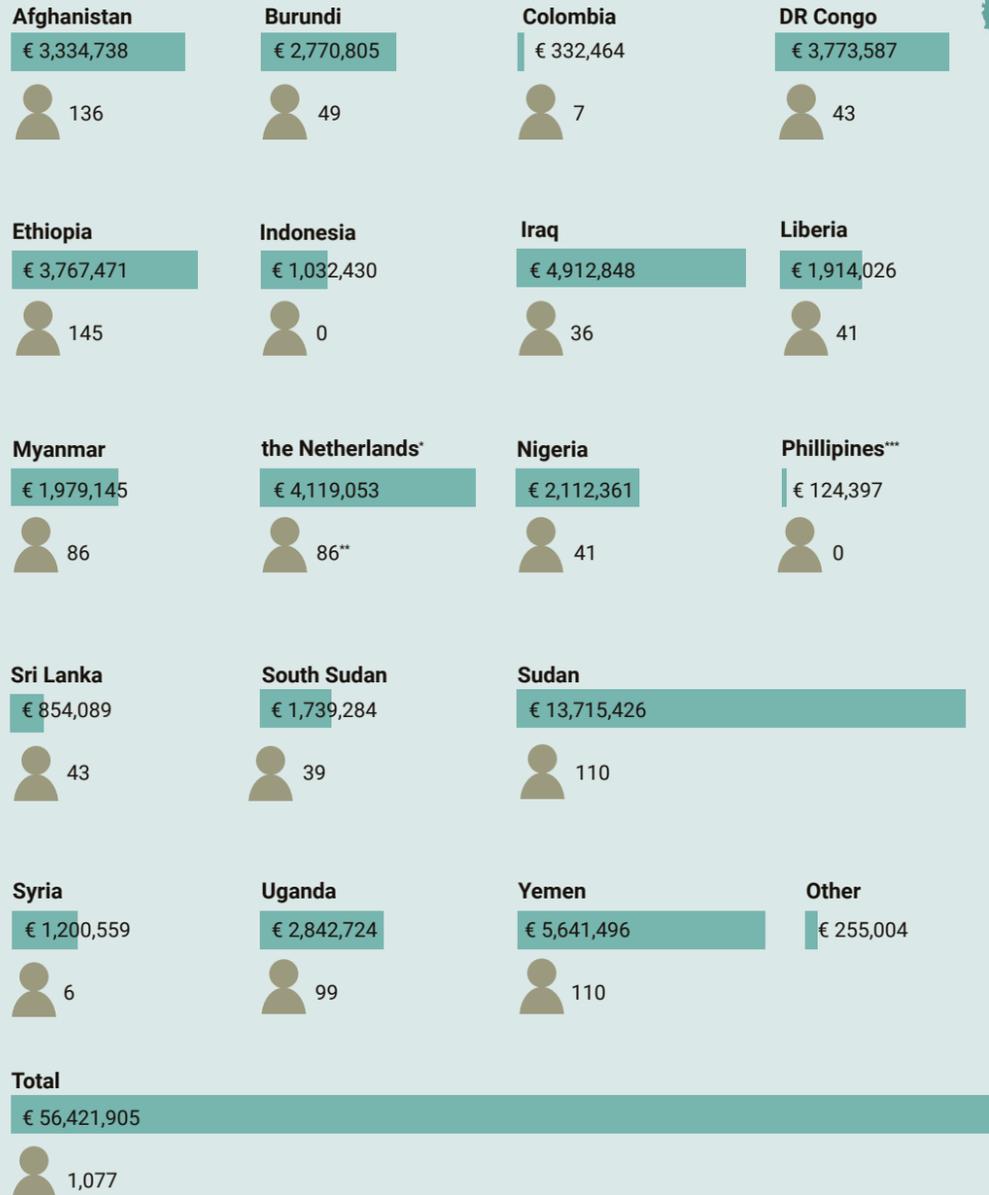


**Chris Lukkien**  
Chief Executive Officer

# ZOA Worldwide in 2019

 Staff per country as of 31/12/2019

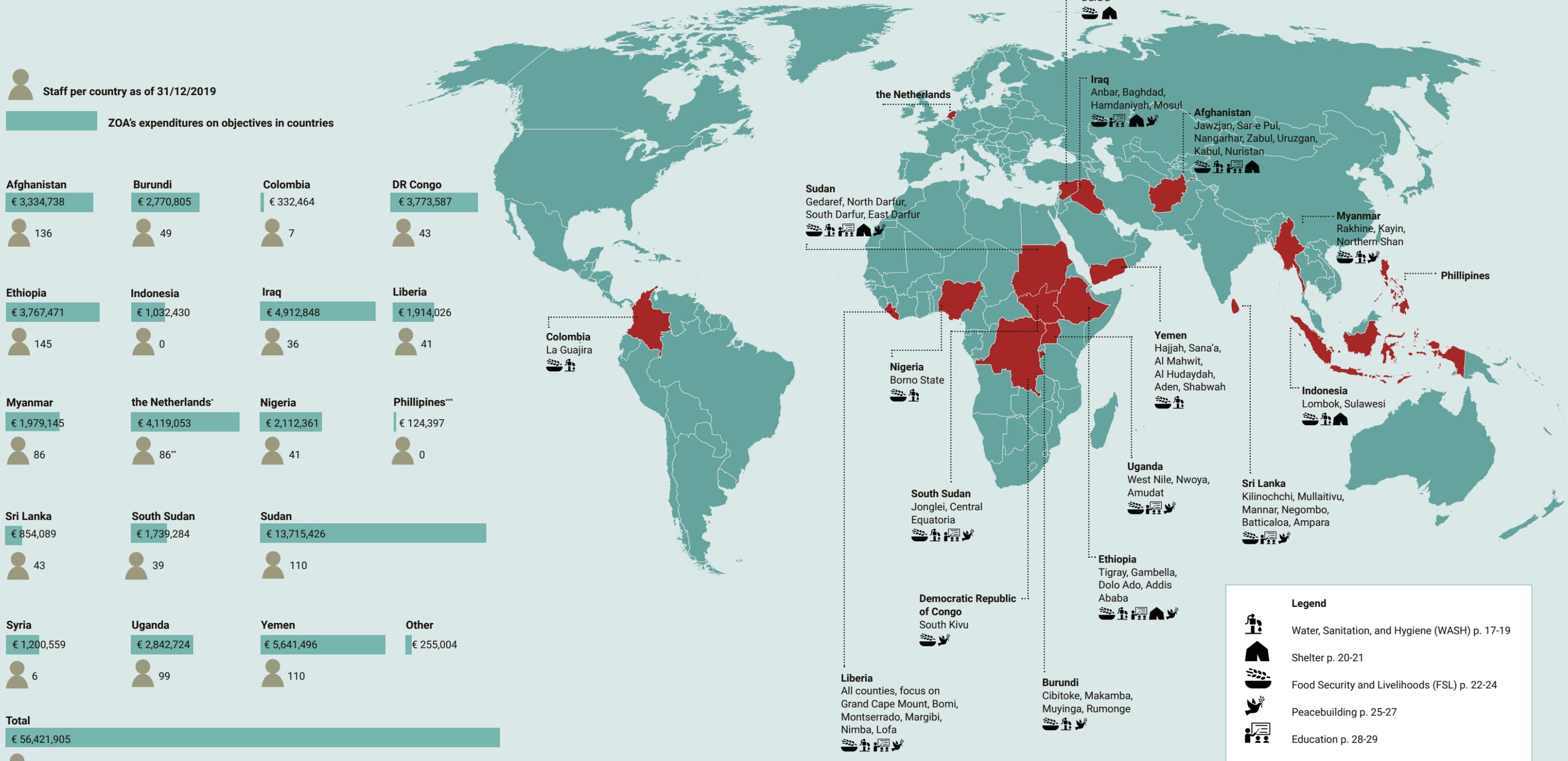
 ZOA's expenditures on objectives in countries



\* funds spent on coordination of country programmes, awareness-raising, and education

\*\* 71,3 FTE, including Disaster Response Team

\*\*\* funds spent to finalise disaster response projects



**Legend**

-  Water, Sanitation, and Hygiene (WASH) p. 17-19
-  Shelter p. 20-21
-  Food Security and Livelihoods (FSL) p. 22-24
-  Peacebuilding p. 25-27
-  Education p. 28-29

# Responding to ever growing needs

Reflections of the Executive Board on the year 2019

Challenging, grateful, and future oriented. Three words CEO Chris Lukkien spontaneously used to describe ZOA's year 2019. He and CPO Edwin Visser reflect on ZOA in 2019. "The needs in the world keep growing – faster than we can respond. But we are grateful we could support 1.4 million people."

## How did ZOA respond to emerging needs in the world?

Chris: "There are more than 70 million refugees worldwide, including 41.3 million IDPs. The needs keep growing, faster than we can respond. We would like to work in more countries than we do now, considering the current crises. For example, the growing crisis in West Africa, especially Burkina Faso. At this moment, we do not have the capacity, although the plight of the people is dear to our hearts."

In 2019, we began offering assistance to Venezuelan refugees in Colombia. Launching a new country programme puts a huge strain on our organisation, so we have to be careful not to rush ZOA's growth. These are challenging dilemmas."

## What are ZOA's most important results at the organisational level?

Edwin: "We took a huge step to increase the quality and uniformity of our work, mostly

by improving IT-tools. Because we wanted to meet the CHS-standards, we made improvements in our protocols for integrity, complaint handling, and transparency. Also, we launched masterclasses to improve the quality of our staff and invest in new talent. We had some major changes in senior management, and I am grateful for the solid team we have now. One of ZOA's strategic goals is innovation. After presenting an innovation fund, we received 27 applications with great ideas."

## What goals have you not yet accomplished?

Chris: "We intended to increase the budget of every country to €5 million, but we are not there yet. And we nearly, but not completely, managed the planned growth of unlabelled private fundraising by 10% every year."

Edwin: "Due to lack of money, we had to postpone an e-learning training tool for our staff."

## What did you do to manage risks in 2019?

Chris: "In the last few years, integrity has become a bigger issue in society as a whole, as well as within the NGO sector. With the MeToo-discussion and the Oxfam-scandal of 2018, sexual integrity has been emphasised. Consequently, we took a closer look at this in our organisation. As a result, we sharpened our Code of Conduct, developed simple and accessible information, and implemented more transparent procedures in response to integrity complaints."

Edwin: "In terms of security, our risk-profile is very high. We are operating in the most dangerous areas of the world. In order for our staff to easily report security incidents, we developed a security app. It helps us to anticipate and react faster. Our staff goes to great lengths to reach out to people in need. It is our responsibility as an organisation to support and protect them."

Chris: "We are continuously increasing our cooperation with other organisations and donors, especially in obtaining access to certain areas or groups."

## What are ZOA's biggest financial risks?

Chris: "Short-term contracts are a financial risk for ZOA. In the past, with more projects in the recovery phase, longer term contracts were common. In our current strategy the focus is more on relief, and as a consequence we have to deal with

*"In this volatile world, we want to be able to respond swiftly and adequately to emerging needs."*

shorter contracts, generally less than a year, increasing financial unpredictability. To reduce the risks and ensure compliance, we have a Quality department that carries out internal audits. In this way we want to standardise the 'ZOA way of working,' ensuring money and means are used for the intended purposes, and quickly follow-up on every alert. Through our new financial system (ERP), all of our staff follows the same procedures and protocols in terms of the authorisation process for expenses."

Edwin: "Some areas where we are working are so insecure, it is impossible for our staff or auditors to go there. (Parts of Myanmar, Afghanistan, Syria, and Yemen, for example.) Therefore, implementation is a huge challenge, as well as monitoring and evaluation."

Chris: "In some cases, we have funding, but we have to postpone implementation while awaiting governmental approval. In those scenarios, it can be very challenging to implement projects within the agreed time frame."

## How do you view ZOA's continuity in times of staff turnover and a tight labour market?

Chris: "We emphasise the induction of new staff, so people are well prepared when they start. That is why we also started ZOA-masterclass: to develop our own

staff. The standardisation with the 'ZOA way of working' is very important to maintain continuity and consistency within our organisation, particularly in times of staff transition."

## Can you say anything about the direction of the organisation in this volatile world?

Chris: "Volatile is indeed the word. To remain relevant and able to respond swiftly and adequately to emerging needs in dynamic circumstances, we follow two strategic directions. Firstly, we enlarge the scale of our programmes. Secondly, we continue to look for cooperation in consortia and networks."



ZOA continuously monitors developments in the humanitarian sector. We respond to trends as they unfold. We strive to provide high quality support to as many victims of natural disasters and violent conflicts as possible.

## Four trends in the humanitarian sector and ZOA's response

### 1 Climate change is affecting more people, especially the most vulnerable

Climate change is one of the defining issues of our time. All over the world, we see shifting weather patterns and extreme weather events - such as hurricanes - threaten food production and drive people from their homes.

In addition to supporting displaced people, and meeting their humanitarian needs, we respond to the increasing impact of climate change by strengthening communities to withstand the consequences of climate change. We build houses that can endure storms, teach farmers to diversify their crops, and promote sustainable water management.

In 2019, ZOA reduced its own carbon footprint by installing solar panels on the roof of its headquarters in Apeldoorn. This is part of a larger, ongoing project to increase sustainability.

### 3 Working with local partners

ZOA is a proud signatory of the Grand Bargain. This is a unique agreement between some of the largest donors and humanitarian organisations who have committed to provide more means to people in need, and to improve the effectiveness and efficiency of humanitarian action. Grand Bargain Signatories are committed to making principled humanitarian action as local as possible - and as international as necessary - in a spirit of partnership and aimed to reinforce local and national capacities.

'Localisation' remains a focal point of ZOA's strategy. In our hybrid model, we have always combined the strengths of our own operational capacities with local partnerships whenever possible. As we have local presence in our programme areas we are well-positioned to enhance the effectiveness of our local partners through joint programming and on-the-job training.

### 2 Shrinking humanitarian space

Humanitarian aid workers deserve to work in a secure environment. The shrinking of humanitarian space, that is, the ability to deliver aid in an unobstructed and secure way, increasingly puts humanitarian work - and humanitarian workers - under serious threat.

The safety of our staff is of utmost importance. ZOA continues to invest in security measures, policies, and training. Moreover, political context and bureaucratic impediments can - intended or unintended - hinder our work. Our challenge is to effectively collaborate with local authorities while adhering to humanitarian principles.

### 4 Focus on cash programming

The shift to cash programming in the humanitarian sector will continue. This is another key commitment of the Grand Bargain, and it has proven to be one of the most effective and efficient ways to provide support (cash or vouchers) to the most vulnerable population groups.

ZOA's cash support increased by 67 % (compared to the previous year). We intend to further increase our cash portfolio and to improve the quality of cash interventions. To boost our efforts in this area, ZOA appointed a cash-programming specialist in 2019.



#### The story of Margarita

#### Create sustainable livelihoods

Margarita lives in a small Burundian town in the middle of the mountains. We met with her when she returned from the forest, where she had been collecting wood to prepare dinner for her family. Margarita and her husband recently participated in ZOA's PIP-course (Integrated Farmers Plan), where they learned how to create goals and work towards them. They also received instruction in land irrigation, cattle-keeping, and safe harvest storage.

Margarita and her husband are grateful for all the opportunities they now have. They are overjoyed that they are now in a position to send their children to school and university. Margarita's family now has opportunities they previously only dreamed of. Their success illustrates how PIP provides people with the opportunity to create sustainable livelihoods.

# ZOA's approach

In a complex environment riddled with challenges, ZOA prioritises the most vulnerable people. In a world ruled by statistics and big numbers, ZOA places people at the centre, acknowledging we are all uniquely created in God's image. With this focus on people, and utilising an integrated approach, we provide what is most needed - on the scale from relief to recovery - to regain self-reliance.

## Dual mandate: relief

ZOA's relief projects aim to address immediate needs following a sudden onset (natural) disaster or conflict escalation. We concentrate on providing food, clean water, non-food items, cash, and shelter. When ZOA provides relief after a natural disaster in a non-conflict setting, our involvement is as brief as possible. ZOA recognises the capacities and responsibilities of local actors to respond to longer-term needs. Many of the countries in which ZOA operates are plagued by chronic or recurring crises. For this reason, ZOA often implements both relief and recovery projects simultaneously.

## Dual mandate: (early) recovery

ZOA's core expertise lies in the implementation of early recovery programmes in conflict-affected and fragile

settings. ZOA targets all conflict-affected communities: refugees, IDPs, returnees, and host communities - regardless of ethnicity, faith, gender, or political affiliation.

Within (early) recovery projects, ZOA has a hybrid model of self-implementation and works with local partners. Where feasible, ZOA includes capacity building of local organisations, while also acknowledging that local partners contribute their knowledge and experience to ZOA.

## Working in fragile contexts

'Conflict-related fragility' is an essential characteristic of the context in which ZOA chooses to operate. While the underlying causes of conflict are often related to access to livelihood assets - such as land and water - the conflict itself negatively affects people's livelihood strategies as well, increasing the number of people affected. Within fragile contexts, ZOA often includes an aspect of lobby and advocacy towards local governments and other stakeholders, to ensure the most vulnerable people have access to basic service delivery.

## Serving the most vulnerable

ZOA's interventions are based on needs identified in the communities. ZOA seeks to help those identified as the most vulnerable. This includes women,

children, female-headed households, the elderly, the disabled, minorities, refugees, and IDPs in need of protection.

## Supporting crisis-affected people

The vast majority of people fleeing from violence or (natural) disaster do not cross an international border to seek refuge in a neighbouring country. ZOA therefore focuses on providing support in the afflicted region, in the country itself, and beyond its borders when needed.

## Needs-oriented

Although ZOA receives funding based on specific projects, we commit to being faithful to the communities we serve, taking a holistic view of the needs within these communities. If local needs go beyond ZOA's areas of expertise, we encourage other organisations to respond.

## Sectoral choices

As we work towards building peaceful communities where people can lead dignified lives, ZOA focuses on providing basic services in five sectors: Food Security and Livelihoods, WASH, Peacebuilding (including Land Rights), Education, and Shelter. The five sectors complement each other. Peacebuilding often utilises other sectors when stand-alone peacebuilding projects are not feasible.

## Cross-cutting themes

All projects must take multiple cross-cutting themes into account. ZOA prioritises three specific themes, namely conflict sensitivity, gender, and protection.

**Conflict sensitivity:** ZOA works in numerous highly complex and conflict-affected contexts, where our presence and interventions could easily do harm. This might put the populations we seek to assist - and ZOA's reputation - at risk. With conflict sensitivity integrated into our work, we have a unique opportunity to contribute to conflict reduction and greater peace.

**Gender:** In times of conflict and disaster, women and girls still carry a disproportionate share of the burden in today's world. In many of the countries in which ZOA operates, systematic discrimination against women and girls is both a cause and a result of existing inequalities. We therefore ensure that all our projects are gender sensitive. Where - and when - possible, ZOA seeks to improve gender relations.

**Protection:** ZOA incorporates protection principles in all its projects, thus avoiding unnecessarily exposing people to potential harm, as well as ensuring they have access to impartial assistance.

# ZOA's core values

## We value people

All people are made in God's image and we therefore place people at the centre of our work. We treat people with respect and dignity, irrespective of ethnicity, gender, religion, or age. We seek to enable people to live normal and peaceful lives, to reach their potential, and to provide hope for the future.



## We are faithful

We want to bring lasting change and are committed to staying after the initial crisis is over. Even under challenging circumstances, we seek to reach out to the most vulnerable.



## We serve with integrity

We hold ourselves to the highest standards of personal and organisational integrity. We are open and honest in the way we communicate and collaborate with our stakeholders. We treat people with respect and speak the truth in love.



## We are good stewards

We utilise the resources entrusted to us in the best possible and most responsible way. We are efficient, effective, transparent, and accountable to those we support and those who support us.

## STATEMENT OF THE SUPERVISORY BOARD

**ZOA remains committed to helping people who suffer from violent conflict and natural disaster. In 2019, the number of refugees, displaced persons, and others affected by conflict and disaster was enormous, as was their need for support. In countries like Syria and Yemen, for instance, the situation remained critical, with vast numbers of people victimised by ongoing conflicts, and no clear path to peace and stability. In South Sudan, people had to endure severe flooding in addition to trauma from the ongoing armed conflict. These are just a few examples illustrating the desperate need for the presence - and work - of organisations like ZOA.**

The Supervisory Board is grateful ZOA was able to live up to its mission in these seemingly hopeless situations and provide support to the multitude of people affected in countries in Asia, Africa, the Middle East, and Latin America. Our faith compelled us to act, and in doing so, we felt truly supported by our constituency. The Executive Board is formed by Mr. Chris Lukkien, Chief Executive Officer (CEO), and Mr. Edwin Visser, Chief Programme Officer (CPO). On the first of April, Mr. Visser succeeded Mr. Arco van Wessel, who had served the organisation with great commitment and expertise for several years. The Supervisory Board appreciates the smooth transition of the CPO role and the way the Executive Board provided leadership and direction to the organisation.

The external audit and internal audit activities did not reveal any major weaknesses in the organisation's management and risk control systems. We were able to ascertain that income was spent effectively and efficiently, consistent with our current strategy and approved budget. As a result, the 2019 Annual Report - as discussed in the Supervisory Board meeting on May 26, 2020 - was approved, including the financial statements prepared by the Executive Board. We are grateful to the donors, staff, and Executive Board for their commitment to make ZOA's work possible.

Above all, we are grateful to God, who "works righteousness and justice for all the oppressed" (Psalm 103). He cared and gave us strength to continue to help those in need, as a symbol of Christian charity.

**Harry Paul**  
Chair Supervisory Board

### Formal responsibilities

The Supervisory Board has the formal responsibility to oversee ZOA's policies and plans, guard the Christian identity, establish and sustain strategic direction, minimise risks, approve the annual budget and report, and appoint and assess the members of the Executive Board. Moreover, the Supervisory Board represents the constituency of ZOA as well as society in general.

ZOA's Executive Board is comprised of the CEO and CPO. They are responsible for executive decisions and for daily management of the organisation. By separating 'management' and 'supervision' in its governance model, ZOA complies with the governance guidelines for charitable organisations, which are part of the 'Regulations and Appendices for CBF Recognition for Charitable Organisations.' ZOA has been recognised by the Netherlands Fundraising Regulator (CBF) for complying with these standards.

### Report of the Supervisory Board

The Supervisory Board, with the Executive Board attending, met four times in 2019 for their regulatory meetings, with an attendance rate of 95%. Regular topics on the agenda, such as the 2018 Annual Accounts and Annual Report, the 2020 Annual Budget, the quarterly reports, meetings with the Works Council, the evaluation of the Board members, external developments, and the self-assessment of the Supervisory Board were scheduled as anticipated. Specific topics for discussion were the completion of the revision of the Articles of Association and governance regulations, preparation for a long-term strategy ('ZOA 2030'), strategic partnerships with other NGOs, and the Supervisory Board's involvement in the approval of large scale proposals for donor funding. The Supervisory Board participated in a meeting of Prisma, the umbrella organisation for Christian aid organisations, to share experiences with other supervisory boards, and to discuss future developments.

In September 2019, Mr. Anne Strijker joined the Supervisory Board. After having served the maximum of two five-year terms, Mr. Harry Paul is expected to conclude his tenure as Chairman of the Supervisory Board in 2020. The process of identifying a successor was initiated.



Mr. Harry Paul and CEO Chris Lukkien visit the team in Sri Lanka.

The Supervisory Board evaluated additional external positions held by the Executive Board members and concluded these positions are compatible with their work as Executive Board members of ZOA and do not present a conflict of interest. The CEO holds the following external positions:

- Board member of MAF Germany
- Board member of MAF Europe Pension Fund

Currently, the CPO does not hold any external positions.

### Audit and Remuneration Committees

Two committees function within the Supervisory Board: the Audit Committee and the Remuneration Committee. The Audit Committee discussed the 2018 Annual Accounts and the corresponding audit findings report by the external auditor Crowe Foederer, the internal audit plan and audit findings, and the 2020 annual budget. The Audit Committee also reviewed the revised treasury statute. The Remuneration Committee evaluated the functioning of the CEO and CPO and advised on their salaries. The findings and recommendations of the Remuneration and Audit Committees were discussed and agreed upon in the general meetings of the Supervisory Board.

In determining the salary and additional benefits of the members of the Executive Board, the Supervisory Board adheres to the Scheme for Remuneration of Management of Charitable Organisations (Regeling Beloning Directeuren van Goededoelenorganisaties), set by the Dutch branch organisation for charities (Goede Doelen Nederland). This remuneration scheme is part of the Regulations and Appendices for CBF Recognition for Charitable Organisations, for which ZOA has been recognised.

### Members of the Supervisory Board

The members of the Supervisory Board serve a term of five years and are eligible for one reappointment. They are selected based on criteria indicated in the general and specific profile of the Supervisory Board. They receive no financial compensation for their work. They can, however, claim expenses incurred in the course of their duties as Supervisory Board members. The same rules for claiming expenses apply to ZOA employees.

#### Chair Mr. Dr. Ir. H. Paul MPA

- Function on the Supervisory Board: Remuneration Committee and Chair
- Period of service: 2010 - 2020 (2nd period)
- Professional function: Consultant, ABDTOPConsult, Ministry of the Interior and Kingdom Relations

#### Vice-chair Mr. Drs. J. Kamphorst

- Function on the Supervisory Board: Audit Committee and Vice-chair
- Period of service: 2011 - 2021 (2nd period)
- Professional function: Independent Interim Manager and Consultant

#### Mr. Drs. A. Bouw RA CIA

- Function on the Supervisory Board: Audit Committee and Member
- Period of service: 2016 - 2021 (1st period)
- Professional function: Chartered Accountant with a financial institution

#### Mrs. Drs. J.J.A. Olij - Haak

- Function on the Supervisory Board: Remuneration Committee and Member
- Period of service: 2015 - 2020 (1st period)
- Professional function: Chair of Executive Board of Stichting Timon Group

#### Mr. Ing. J. H. Dronkers LLM

- Function on the Supervisory Board: Member
- Period of service: 2018 - 2023 (1st period)
- Professional function: Director-General Aviation and Maritime Affairs and Loco-Secretary-General of the Ministry of Infrastructure and Water Management

#### Mr. mr. A.T. Strijker RA

- Function on the Supervisory Board: Member
- Period of service: 2019 - 2024 (1st period)
- Professional function: Chair of Europol working party, Scientific Expert with the Council of Europe and Independent Consultant



### The story of COOP

#### Supporting Sri Lanka's women together

In 2004, the Sri Lankan NGO COOP launched a project enabling women (mainly widows) to provide for themselves. They formed a savings and loan cooperative, with 80 women depositing 5 rupees a month each. ZOA started its partnership with COOP in 2009. Building upon the grassroots knowledge and trust COOP had acquired, ZOA assisted its members by training them in areas ranging from accounting to restoring trust and relationships within their communities. Together, ZOA and COOP were able to expand the programme and support numerous Sri Lankan women.

The presence of local NGOs such as COOP is crucial to the success and sustainability of these types of projects. ZOA is phasing out of Sri Lanka and, as of 2019, COOP is forging ahead independently, empowered and experienced. The success of this project demonstrates the sustainability of ZOA's work.

# Impact of our work in 2019



## COLOMBIA

### A myriad of challenges

Venezuela, once one of Latin America's most prosperous countries, is in the throes of an economic, political, and humanitarian crisis. More than four million Venezuelans have fled their country in search of stability. La Guajira, a department of Colombia on the border of Venezuela, currently serves as a temporary home for 165,000 thousand Venezuelan migrants living in an informal settlement.

The migrants face a myriad of challenges, including lack of sanitation facilities (resulting in open defecation), poor hygiene, threat of waterborne diseases, and vulnerability to (sexual) abuse and violence. ZOA addressed these pressing challenges with a multi-step approach. ZOA provided migrants with 500 water storage tanks, 380 water filters, and 300 latrine kits (distributed in three phases). Notably, the migrants banded together and dug the pit (latrine construction phase one) as a community. To improve hygiene - and prevent waterborne diseases - tippy tap kits were provided, and healthy hygiene practices were promoted. To involve youth, ZOA launched a latrine and tippy tap decorating contest among the camp's children. The competition was met with great enthusiasm, and awareness of safe sanitation and hygiene practices was raised. Settlement leaders expressed tremendous gratitude for the positive impact ZOA has had on their community.



## WASH

Clean drinking water, basic sanitation, and hygienic practices are of paramount importance for people's well-being. ZOA's WASH programmes provide sustainable access to safe water and basic sanitation services, with extensive attention to hygiene promotion and behavioural change. External factors such as climate change and environmental degradation create a need for additional approaches. ZOA implements an integrated approach, taking into account social, economic, and ecological factors. We are delighted to share some of the results of our work.

*By means of water,  
we give life to everything.*

## MYANMAR

### Significant progress

Ongoing internal conflict and natural disasters have created exceedingly dangerous conditions for the people of Rakhine State. High levels of malnutrition, unsafe drinking water, and extremely unsanitary conditions pose serious health threats.

ZOA/CDN Myanmar assessed these challenges and developed an integrated relief approach to provide 24 especially vulnerable Kyauktaw Township villages with equitable and safe access to clean water, sanitation facilities, and training in healthy hygiene practices. Despite bureaucratic, environmental, and conflict-related obstacles, significant progress has been achieved.

Water filters were provided to all households in the 24 selected villages. To ensure continued access to safe water, village leaders and female community members received training on how to use, clean, and maintain the water filters and then shared their newly acquired knowledge with their villages. By the end of the project, over 6,000 people had equitable and safe access to clean water.

Basic hygiene kits comprised of buckets, scoops, baby pots, body and laundry soap - as well as sanitary pads and underwear for women - were provided. To improve sanitation conditions - and meet the needs of all villagers - 40 disability-friendly emergency latrines (20 female, 20 male) were constructed, benefitting 2,000 individuals.



## SUDAN

### A sustainability strategy

Over 80% of Sudan's population reside in rural areas and are dependent on agriculture and livestock. Drought is a recurrent threat, often leaving people and livestock without enough water to survive and crops to dry and perish. To improve people's well-being, ZOA and 6 other (I)NGOs established the Aqua4Sudan partnership with generous funding from DfiD and the EU. 28 catchment areas have qualified WRMCs (Water Resources Management Committees) in place - with high level of female participation - who developed an integrated water management plan for the area. Local technicians and community representatives worked together to create a plan for water catchment areas, balancing supply and demand. Since the start of the project, 396 water points and 100 recharge infrastructures have been (re)constructed or rehabilitated.

In 2019, ZOA and its partners focused on developing and implementing a sustainability strategy. This involved strengthening and empowering local partners to successfully lobby and advocate for greater water accessibility - quantity and quality - at the (local) government level. 1,504 Community Health Promoters received training to support their communities to improve hygiene and sanitation practices. Notably, 73 communities have achieved ODF (Open Defecation Free) status. Sanitation-related small businesses also received support: dozens of entrepreneurs were provided with donkey carts for garbage collection and water delivery, ingredients for soap making and inputs to establish a women's hygiene centre. We are pleased to report the project has successfully provided over 300,000 people with sustainable access to clean drinking water and improved hygiene and sanitation.

## YEMEN

### Addressing immense needs

Yemen is on the brink of the world's worst famine in a century. Ten million people are on the verge of starvation and nearly twenty million lack access to clean water, resulting in a cholera epidemic. Faced with this formidable crisis, ZOA implemented an integrated multi-sectoral intervention in 4 Yemeni Governorates. ZOA addressed community needs by providing access to clean water and sanitation through the rehabilitation of water schemes and wells in addition to supplying 1,700 water filters and proper water filter instruction. To further improve hygiene, basic latrines and hygiene kits were provided and community members

were trained in hygiene promotion activities at the household level. 150 households received plastic water tanks to serve as catchment systems during the rainy season. ZOA also distributed cement and plumbing materials with the agreement all households would carry out the installation as a community. To ensure project sustainability, both men and women were trained in Water Resources Management (WRM). Next, Water Management Committees (WMCs) were formed, supplied with maintenance tool kits, and trained to manage and operate the water schemes and solar pumps. We are pleased to report 200,000 people benefitted from this project.



# SHELTER

In emergency situations, ZOA focuses on acute shelter needs by providing tents and tarpaulins, repairing damaged houses, or upgrading temporary facilities, such as schools and churches. In the recovery phase, there is often a need for transitional shelter. We strive to make the design either re-usable or expandable, enabling it to turn it into permanent housing. When houses need to be rebuilt from scratch, ZOA applies the ‘building back better’ principle. We are thankful to show some of the results we achieved in 2019.



## SYRIA

### Home rehabilitation

Intense fighting in Syria’s civil war has had a devastating impact on the lives of millions of innocent people. Nearly half of them are children. Thousands of buildings have been bombed, including hospitals and schools. Millions of people have fled their homes in search of safety and shelter. Many return to find their homes destroyed. ZOA partnered with Medair to provide emergency humanitarian aid especially tailored to people with disabilities. More than 2,000 newly displaced people were found crowded together in damaged buildings in Idlib, lacking electricity, basic items, or access to clean water. They were provided with blankets, stoves, hygiene materials, and other emergency items. ZOA and Medair provided 216 people (including children, the elderly, and disabled) with housing in Aleppo. 40 damaged apartments were rehabilitated, and five apartments were also adapted for people with disabilities. Home rehabilitation included the repair of walls, doors, windows, and roofs. Damage affecting home security was also remedied: electrical wiring, chimneys for winter fireplaces, and kitchen and bathing facilities that improve hygiene and protect women and children. Adults and children with special needs were provided with rollators, canes, and hygiene kits, as ZOA’s humanitarian assistance went beyond the scope of shelter provision.



## AFGHANISTAN Construction of houses

2019 was a particularly tumultuous, violent year in Afghanistan, with Uruzgan and Nangarhar provinces suffering a spike of armed conflicts with clashes between the government army and armed opposition groups resulting in extensive displacements. As a result, more than 8,000 families



were displaced and dispersed to various IDP-settlements, many living in simple makeshift mud houses or tents. ZOA collaborated with local government departments and community leaders to select and serve IDP and host families

who were in dire need of assistance. 280 households from Uruzgan province, including elderly, female, and child-headed households, were selected to receive cash and essential training to repair their damaged homes. Each recipient

was provided with a construction kit and 11,500/-AFN (\$150) for labour and construction materials. Training was provided by an engineering team. ZOA assisted an additional 356 IDP households and host community members in Afghanistan’s Nangarhar province by constructing 50 new shelters as well as a latrine for safe access to sanitation. All shelters were safe-guarded against seasonal changes (such as bitterly cold winters and harsh summers) and safety threats.

## INDONESIA

### A house, a home

Precariously perched on the Pacific Ring of Fire, Indonesia battles volcanic eruptions, earthquakes, floods, and tsunamis. ZOA, in partnership with World Renew and Yayasan Bumi Tangguh, pledged support to those affected by Indonesia’s most recent devastating earthquake. As the Indonesian government lacks the resources to provide replacement housing for its people, ZOA oversaw the construction of 61 permanent, earthquake-resistant shelters in 2019 (250 Additional houses are planned for 2020.) The houses were built by community members with the assistance of supervisors and masons. To avoid land disputes, ZOA worked with village leaders to officially certify land ownership of the newly constructed homes. As disaster prevention is of great importance, more than 100 masons in 6 villages were trained in earthquake-resistant building techniques. In order to expedite the return of community members from temporary shelters to their (fortified) homes, engineering teams inspected an additional 118 damaged houses to determine

whether they were salvageable or in need of replacement. In addition to assisting Indonesian villagers with housing and disaster prevention, ZOA also provides support in the areas of water and sanitation, trauma healing, and employment.





# FOOD SECURITY AND LIVELIHOODS

ZOA strives to eradicate hunger and malnutrition by focusing on sustainable and efficient agricultural production as well as rural and urban economic development. Climate change, as well as the continued increase in forced displacement of people, creates further Food Security and Livelihood challenges. In an effort to combat these challenges, ZOA provides food assistance, preferably through distribution of cash or vouchers, in emergency situations. During the recovery phase, ZOA supports people in building sustainable livelihoods. We are proud to share some of the life-changing results we achieved in 2019.



## NIGERIA

### Cash assistance

The ongoing humanitarian crisis in Nigeria has left millions of people in need of life-saving assistance. Many have lost their livelihoods because they were displaced and cannot return home safely to re-establish their traditional means of supporting themselves.

ZOA, with support from World Renew, addresses these urgent needs by providing unconditional and unrestricted cash assistance to the region's most vulnerable: primarily female-headed families, pregnant and lactating mothers, the elderly, and the disabled. In 2019, ZOA provided over 7,200 people, both internally displaced and host community, with food support through cash assistance projects. These activities

were reinforced by training in nutrition for mothers of young children.

In community meetings, ZOA stressed the importance of having women serve as the principal (cash voucher) cardholders. The intention was to ensure women had a stake in household expenditures and the means to provide their families with a healthy, balanced diet. This also promoted women's participation in household decision-making. Women reported feeling more respected in their homes and by their communities.

Additionally, by prioritising and empowering women with cash grants to purchase cooking fuel as well as food, women were far less likely to suffer violent attacks, since they no longer needed to collect firewood from the bush.



## ETHIOPIA

### A future for youth

Protracted crises in the surrounding areas draw refugees, many of whom are unaccompanied minors, to Ethiopia, a country already struggling with a high unemployment rate and lack of resources.

In 2017, ZOA started to participate in a multi-stakeholder project with the goal of

providing young refugees and Ethiopian youth in urban areas with a sustainable future. The goal was two-fold: provide vocational skills training and employment opportunities that directly match labor demands in urban centers.

Through this project, Ethiopian and refugee youth received training in life skills, financial literacy, and entrepreneurship. They also received support with social skills, interpersonal skills, and self-esteem building to empower them to cope with the stressful demands of everyday life. Youth then received training in a variety of trades, such as:

beekeeping, soap preparation, hair-cutting, and food preparation. They also received financial assistance in starting up their businesses. ZOA is pleased to report we successfully supported 414 youth, both refugees and Ethiopians, in 2019. They received assistance leading to the launch - and support - of numerous businesses. The success achieved by youth participating in this project dramatically improved their quality of life and sense of well-being.



**LIBERIA** 

**Fighting a silent killer**

Liberia, one of the poorest countries in the world, has suffered chronic food insecurity since its fourteen-year civil war ended in 2003. This has resulted in an alarmingly high rate of malnutrition, a silent killer of millions. Within a consortium, ZOA launched a 5-year project to combat food insecurity and malnutrition. (This project was generously funded by the EU, along with a foundation that supports ZOA's work.) Our holistic approach involved nutrition-focused education, community outreach, kitchen gardens, and the formation of Savings and Loan Associations. 2,000 mothers/caregivers and an estimated 9,250 children from vulnerable households were selected for support. Moreover, ZOA



worked with 3,000 farmers, educating them on crop diversification and how to improve the value chain. 80 Mother groups - comprised of 1,600 caregivers (1,554 women and 46 men) - were established in 2019. Midwives, community health volunteers, and female primary school teachers were recruited and trained to serve in leadership roles due to their ability to positively influence, educate, and motivate their fellow community members. ZOA is pleased to report 160 nutrition classes have been successfully conducted. Mother groups learned current best practices in vegetable cultivation and the importance of dietary diversity. Kitchen gardens have been created - and are thriving - in 67 communities, and 552 household kitchen gardens are flourishing in 40 rural communities.

**MYANMAR** 

**Breaking the poverty cycle**

ZOA-CDN developed a multi-pronged approach to assist Myanmar's poor with breaking the poverty cycle by enabling them to gain market access as well as sustainable access to agricultural inputs. Almost 7,000 smallholder farmer households - a mixture of host community members, IDPs, and returning IDPs - were selected and supported. Working closely with trusted local church partners, ZOA-CDN utilised a community-based approach. Activities included: nutrition training, home-gardening, promoting crop diversification and production, and establishing nutrition and producer groups.



Also, to improve access to markets as well as education and health services, 23.4 kilometres of motorbike paths were constructed. More than 5,800 households participated in (and/or benefitted from) at least one project activity. The project benefitted producer groups comprised of about 2,775 members, and training was provided to 271 producer group leaders. Smallholder farmers also gained knowledge in agri-business, and are currently making their own natural pesticide and fertilizer. Heart-warming components of the project were breastfeeding training provided to mothers, mother-to-mother group sessions, and free meals provided to young children, supporting over 1,600 households.



**PEACEBUILDING** 

Peace is not just the absence of violence; it is also the presence of justice, social cohesion, and mutual acceptance. Breaking the conflict dynamic is essential for a community to heal. By implementing peacebuilding projects, ZOA contributes to the transformation of attitudes and behaviours in addition to dissolving local causes of conflict. As conflict over land rights often leads to discord and violence, an important aspect of peacebuilding is working towards the settlement of land rights. We are grateful to share some results of our work in peacebuilding in 2019.



**IRAQ**



**A safe space**

In an effort to rebuild the lives of Iraqis traumatised by ISIS, ZOA - in partnership with the Iraqi Institution for Development (IID) - launched well-being programmes for children and adults in 4 Mosul-based community centres. These centres serve as safe spaces for people to gather and heal from trauma. Much-needed psychosocial support and trauma counselling are provided through individual and group sessions. Children also receive educational services, while youth and adults receive life skills training - such as literacy and numeracy skills. We assisted 128 individuals with legal support for missing documents and gave special attention to widows and handicapped children.

The community centres have become very popular, and members have expressed the desire to volunteer in a variety of roles. ZOA and IID developed training materials for community builders and peacebuilders. To date, more than 1,197 women and men have been successfully trained to serve as community leaders. Moreover, volunteers are teaching an array of popular classes, such as sewing, cooking, and photography. Women are receiving driving lessons, which will allow greater freedom and autonomy. More than 8,000 people received support services this year.

Through the Preventing Violent Extremism Programme, over 1,000 teachers and 300 parents were trained in recognising extreme behaviour in children and how to deal with traumatised and radicalised children and youth.



In an effort to empower women, 750 women's self-help groups, with 7,650 members in total, were either created or strengthened, and trainings were organised on topics such as non-violent communication, conflict analysis, and sexual and

gender-based violence, book keeping, and business plan development to start a livelihood. More than 150 women who are interested in politics are also being supported with trainings to become involved in politics.



**BURUNDI**



**Non-violent conflict resolution**

Burundi, riddled with genocide and civil war, has a profoundly violent history. These tragedies continue to cause (land) conflicts. The most recent (2015) crisis contributed to a climate of fear and worsened the country's already fragile economy. To improve social cohesion in Burundi, ZOA focused on peacebuilding and community-building. Commissions de Reconnaissance Collinaire (CRCs) are

specifically mandated by Burundian law to resolve land conflicts. In the Makamba province, land conflicts are resolved by CRCs prior to land registration. (There is one CRC in each village.) In a project in Rumonge, established peace committees began to function as local conflict resolution mechanisms. Peace committee goals are multi-fold: peaceful resolution of land and family conflicts through mediation, registration of marriages and children, and awareness-raising. To illustrate the importance of these committees, as of August 2019, 611 family and land conflicts were identi-

fied, of which 459 were peacefully resolved. 85 Land conflicts are currently in the mediation process. 67 Conflicts were referred to other conflict resolution mechanisms. Furthermore, 9 houses were constructed to improve the living conditions of vulnerable households (such as those comprised of marginalized women). The recipients were selected by peace committees in collaboration with the community.



**DR CONGO**



**Water for peace**

Decades of war, violence, and poverty have claimed the lives of more than five million people in the Democratic Republic of Congo (DRC), a country that remains volatile and unpredictable. To help stabilise fragile, conflict-affected areas, ZOA focused on reducing disputes between ethnic groups by increasing access to land and water resources and improving livelihoods in an equitable, sustainable way.

Through ZOA's project 'Maji Ya Amani' ('water for peace' in Swahili), a large dam and main canal were reconstructed. Notably, 1,750 people from 5 ethnic groups worked together to form an inclusive water usage association. ZOA also helped more than 3,000 small scale farmers secure land titles. Farmers were supported with partially subsidised seeds, fertilizers, and technical training through a farmers' cooperative

(COOSOPRODA), resulting in a booming harvest. Encouraged by the bounty, COOSOPRODA negotiated more lucrative contracts with traders. As a result, COOSOPRODA gained Equity Bank credits to further invest in assets, such as machinery and expanded storage facilities.

ZOA is pleased to report two (previously warring) ethnic groups have begun to collaborate, consult with one another, and co-participate in project meetings and activities. As a result, some IDPs and (semi) MaiMai militants are beginning to return home to rebuild their future after years of war and conflict.



*"Peace cannot be kept by force; it can only be achieved by understanding."* – Albert Einstein



**SRI LANKA**

**Empowering the vulnerable**

While the majority of displaced people in Sri Lanka have re-settled, many continue to face serious challenges due to economic, social, and political disempowerment. To pave the way for a more harmonious future, ZOA launched peacebuilding projects to empower marginalised and vulnerable groups in six districts in Sri Lanka. 147 Community leaders from 49 CSOs (Civil

Society Organisations) participated in training sessions in areas such as leadership, good governance, and problem-solving. 80 Training sessions focused on the Right to Information Act (RTI), reaching more than 8,000 community members. Results of the subsequent advocacy work were e.g. 140 people in the Batticaloa District who obtained land permits and local governments that were approached with their community's infrastructure needs, resulting in the villages receiving water tanks, street lights, essential services like postal, public and veterinary transport services, etc.

# EDUCATION

Displacement deprives children of access to education. ZOA focuses on 'Education in Emergencies' to get children back in school as soon as possible, providing a sense of normalcy to communities devastated by conflicts or disasters. As education creates an opportunity for a prosperous and peaceful future, ZOA strives to provide access to education for all. Importantly, education provides people with skills to overcome their differences. ZOA engages in educational projects, such as school construction, teacher training, life skills training, awareness-raising among parents, and access to safe learning spaces.



*Learning is a treasure that will follow its owner everywhere.*



## SOUTH SUDAN

### Education and trauma counselling

Political conflict, compounded by economic woes and drought, has caused massive displacement and raging violence in South Sudan. ZOA has supported the South Sudanese people in times of emergency and hardship since 1998. Sadly, school-age children comprise a significant number of the displaced, and it is of great importance to minimise educational interruption. In 2019, ZOA focused on providing school-age children with life skills training, trauma counselling, and livelihood skills. ZOA is pleased to report all objectives were achieved. Classrooms and temporary learning spaces were rehabilitated and scholastic materials were provided. Teachers and PTA-members received

Trauma Awareness and Healing training. They gained a deeper understanding of the complexities of trauma and its effects on their own lives as well as on their children's. Older children received training in agriculture. Demonstration gardens were created, and School Agriculture Clubs were formed. Schools have further increased their agricultural activities. 75 youth were trained to establish canteens in strategic places, such as market areas. 65 youth were trained to practice beauty parlour skills and 24 youth acquired auto-mechanic skills. These activities significantly increased students' ability to earn a living. ZOA also provided teachers and pastors with valuable training through a five-day Strategies for Trauma and Resilience Approaches workshop in order for them to utilise and teach others in their communities and schools.



## UGANDA

### Vulnerable children to school

Due to violent clashes beyond its borders, droves of displaced people (primarily Congolese and South Sudanese) sought refuge in Uganda. Education is often overlooked in times of crisis, yet it is an essential, fundamental human right. ZOA strives to provide accessible, high quality educational services to vulnerable refugee and Ugandan children. In 2019, ZOA supported more than 40,000 primary school learners - and provided scholastic materials to about 35,000 learners - in and around Rhino and Imvepi Refugee Settlements in Uganda's West Nile Region. ZOA recruited 95 teachers to serve 14 primary schools. To alleviate overcrowding, additional classrooms, latrines, and teacher housing were constructed. Two

schools received ramps to provide academic accessibility to special-needs students. Much-needed support was provided to children with disabilities through community awareness-raising and functionality assessments. As a result, 426 children with disabilities received assistive devices (such as spectacles and hearing aids) and additional support services to facilitate their educational attainment. ZOA is pleased to report an assessment of the Early Grade Reading Pilot indicated vast improvement in the reading skills of children attending pilot schools. As a result, the pilot will be expanded to additional primary schools in 2020.





## Awareness-raising

One of ZOA's key objectives is to raise awareness in the Netherlands about the plight of refugees. ZOA reaches out to touch people's hearts and minds in many different ways and provides them with opportunities to become involved, such as volunteering, praying, and donating.

Followers **Instagram**  
increased from **483** to **700**

Followers **Facebook**  
**6114**

increased from 5518



**560**  
coordinators  
organised door-to-door collections

Implemented by about  
**13,000**  
volunteers

"I volunteer for ZOA because I believe we should all make an effort to help people in need, as God asks us to do so. Volunteering gives me the opportunity to serve people in need and this gives me great pleasure. I see how ZOA makes a powerful impact, because the organisation supports people for an extended time, and in a sustainable way."

Liessanne (25), door-to-door collection coordinator

**13**

interviews with  
ZOA-staff on national  
**radio and television**



**4 interviews**

with ZOA-staff  
in national papers and magazines



**20,000**

children participated in the  
**Walk for Water**

About  
**250**  
lessons

given by ZOA staff  
or volunteers

**4**

**opinion**  
articles

written by ZOA-staff  
published

About   
**1,000**  
local  
churches

actively committed to  
ZOA's work in prayer  
and donations

**150**

**entrepreneurs**

and other ZOA supporters joined  
the first ZOA Charity Dinner raising

**€ 83,792**



**50** ZOA Business  
Ambassadors  
are active in

**7**  
country  
teams

# “Serving our constituents and our beneficiaries”

Director of Fundraising and Communication, René Vlug, reflects on 2019

## ZOA has more than 39,000 individual donors; how do you involve them in ZOA's work?

In October 2019, the first ZOA Charity Dinner took place. The event greatly moved me. The 150 entrepreneurs - and other supporters - in attendance could have chosen to do something else with their time and money, but here they were. I recognise in them the strong drive to be there for people suffering from violent conflict and natural disaster. That drive is what connects all our individual donors to the people we serve in our

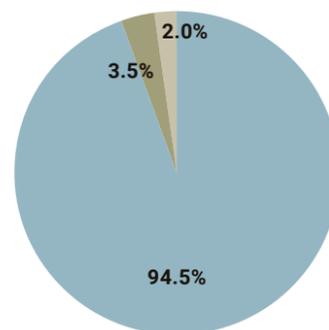
programme countries. On that common ground, we are one ZOA community: schools, churches, entrepreneurs, major donors, foundations, and individuals. We stay in touch with each group through the usual channels: our website, social media, and magazines. We also meet and speak with our constituency in person to learn how they want to be involved and what information they seek. We realise we are the proverbial hands and feet of those who support us. We - as ZOA - are only the medium, serving both our constituents and our beneficiaries.

A specific group of committed constituents are our thousands of volunteers. We are grateful for their contribution of time and effort. Our volunteers and individual donors are the financial backbone of our organisation. They allow us to respond to global humanitarian need.

## Does ZOA's Christian identity have added value for its constituents?

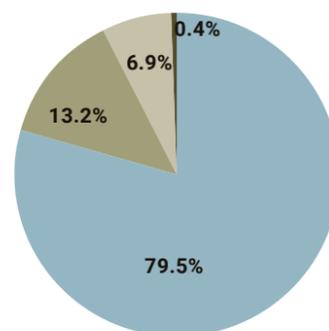
In 2019, a survey was conducted among Christians in the Netherlands. One of the findings was that they want to support humanitarian organisations with a Christian identity. Thus, our Christian identity is clearly valued by our constituents: they recognise and endorse our mission, vision, and values. However, the survey findings also revealed there are still many Christians who are not familiar with ZOA. Raising our profile by more effectively communicating what ZOA does has become a major focal point. We want to familiarise - and engage

ZOA'S EXPENSES



Spent on objectives    Costs of management and administration  
Fundraising costs

ZOA'S INCOME



Project grants from institutional donors\*  
Income own fundraising\*\*  
Income from other non-profit organisations  
Other income

\* excluding project grants for consortium partners  
\*\* including the net income from the spicy nuts campaign

- more people with our work to enable us to serve more people in need.

## In 2019, ZOA started using the slogan 'We are here.' Why?

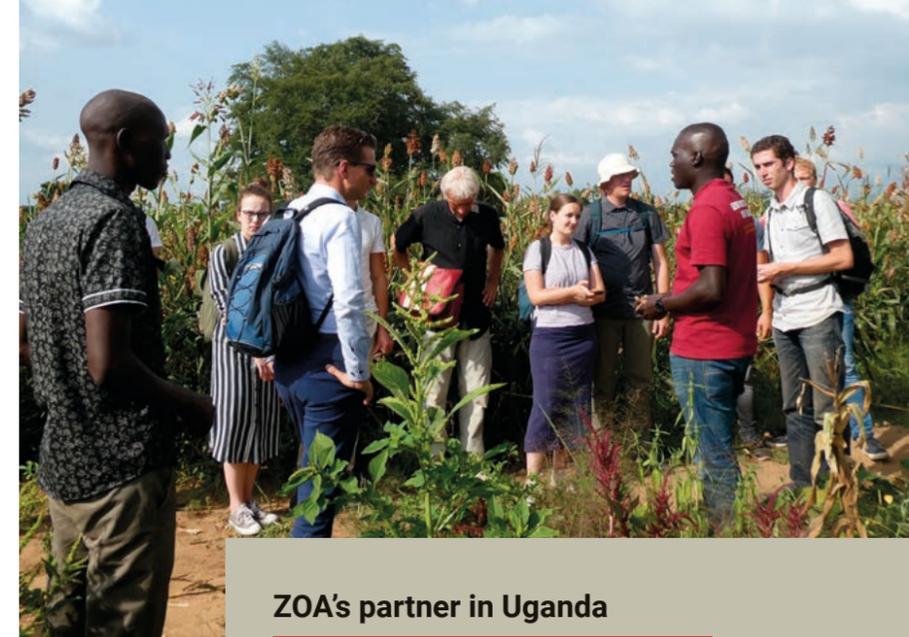
We want to touch people's hearts by communicating - clearly and concisely - how committed we are to helping people in emergency situations and supporting them during the recovery phase. 'We are here' refers to ZOA being present in times of crisis in hard-to-reach areas. However, 'we' also applies to everyone who gives their time, energy, prayers, and money to help people in crisis regions. In 2019, we also slightly changed our logo and tagline. In Dutch, the new tagline 'from relief to recovery' directly refers to emergency aid and reconstruction. It clarifies what ZOA does in just a few words.

## What do the financial results tell you?

Our fundraising generated almost 12 million euros. This is 122,000 euros lower than budgeted. However, this might be considered good news, as it is primarily because no major emergency response was called upon by the international community in 2019. Our donors remain deeply committed to specific projects. This is demonstrated by the designated recovery funding, which was 329,000 euros higher than expected. Among all the impressive numbers, I would like to point out three highlights. There was the heart-warming response to our pledge for Syrian refugees in Iraq. In total, we received 335,000 euros to assist them. Another highlight was a charity business event that resulted in an outstanding result of almost 84,000 euros. Lastly, in October, the Driestar College organised its 25th annual fundraising night for ZOA, raising more than 114,000 euros in 24 hours. What an impressive and inspiring commitment this school has demonstrated all these years!

## Looking onward, what will be your challenges?

In 2020, we will focus on building our profile within the Christian community in the Netherlands. We intend to familiarize people with our ongoing work in various countries, rather than specific, short-term projects. We work in complex circumstances, and in order to create lasting impact, we aim to build long-term commitments. Furthermore, the availability of unspecified funds in a particular country creates leverage for institutional co-funding and the flexibility to respond quickly to emerging needs.



## ZOA's partner in Uganda

### FLORYS FOUNDATION

## “We changed as well”

Helping people blossom. That is what we, as Florys, are doing every single day. How? By providing administrative, legal, tax, and recruitment services.

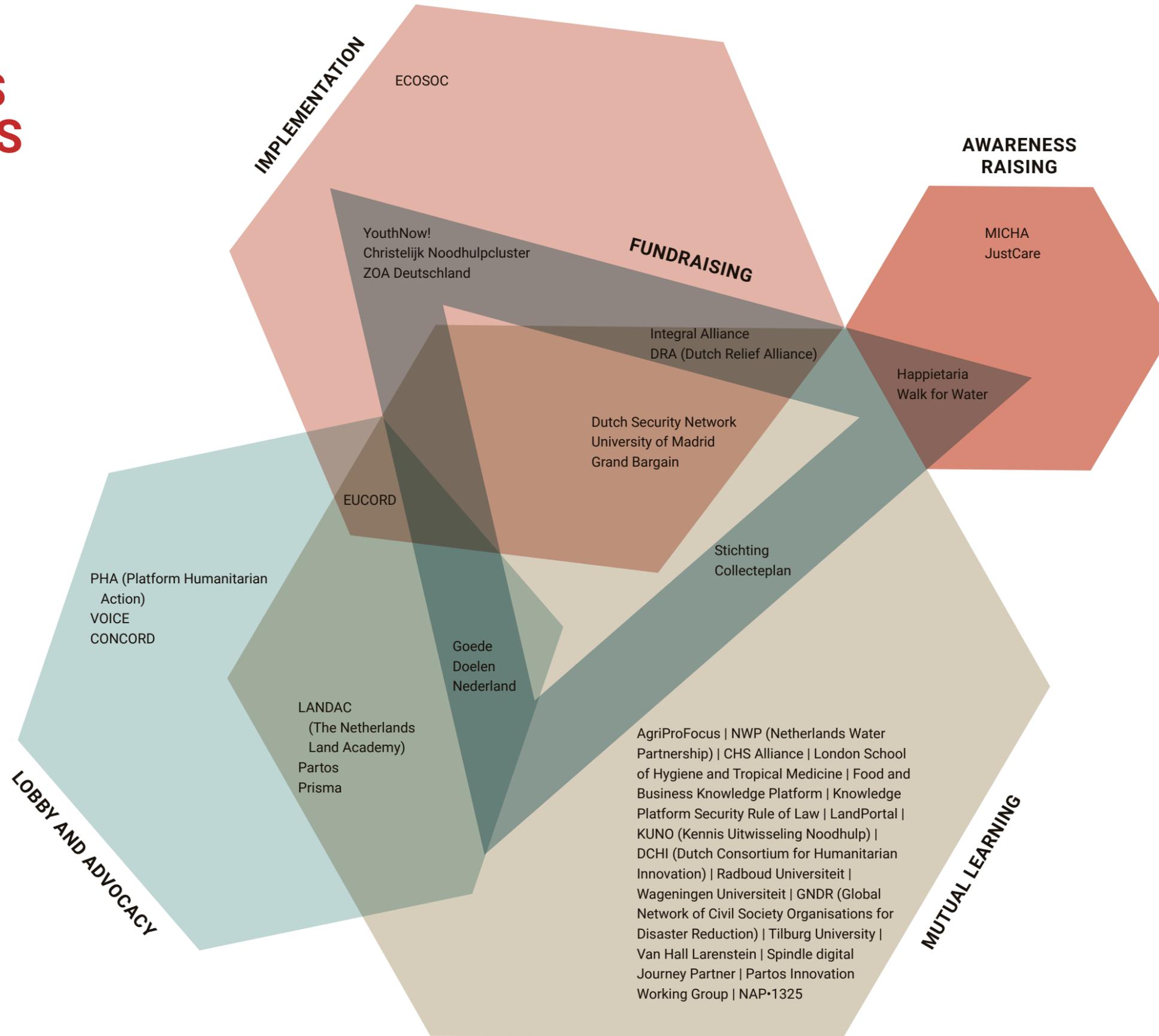
Helping people blossom, and improve their lives, can be done in many ways and in faraway places. That is why the Florys Foundation has financially supported ZOA's programme in Amudat, Uganda for a number of years. This project provides youth with vocational training and church leaders with leadership training. Subsequently, these newly trained leaders initiate and promote projects within their communities (education, for example).

To strengthen Florys' commitment to these communities, a group of Florys employees has visited ZOA's programme in Amudat every year since 2017. Sometimes we are able to provide support in a very personal way. A touching example is Oscar, who was seriously injured in a traffic accident. Oscar received a prosthesis, but in a cruel twist of fate the prosthesis was stolen from him. We collected money amongst our colleagues to finance a new prosthesis for Oscar. Supporting and visiting these projects and people is very rewarding.

It is not just a project far away from our daily reality. We are personally involved, and we follow changes in the Amudat community stemming from the project. In addition to witnessing change there, our own lives have changed as well. Our experiences in Uganda left an indelible impression. We are very grateful that our cooperation with ZOA enables us to support others in need.

# PARTNERSHIPS AND NETWORKS

Humanitarian needs are vast, and greater than any single organisation can handle. By working together, organisations complement each other and increase overall reach and impact. We also share knowledge and learn from each other. For this reason, ZOA is actively involved in many partnerships, alliances, and networks.



ZOA maintains good relations with ZOA Deutschland gGmbH. This sister organisation in Germany was founded and registered as an NGO in Germany in 2017 and has its own management and board. The two organisations work closely together in supporting ZOA programmes and in fundraising. ZOA Deutschland has a specific complementary role in creating and maintaining connections with institutional donors and funders in Germany.

ZOA is proud to work side by side with many local partners:

**Afghanistan:** SHPOUL, SDO **Burundi:** MIPAREC, RB2000+, SaCoDe **DRC:** APC, PDD, UEFA, ASCODER, BDR, IJED, COOPAILU, COOSOPRODA, AFEM, APDIK **DRT:** YBT/WR, MDS, TSA, FH/Tear, YKP, Halü **Indonesia:** YBT, MDS, The Salvation Army Indonesia (TSA), Food for the Hungry Indonesia /Tear, YKP **Colombia:** Halü **Iraq:** IID, CAPNI, Al Rafedain, EADE, WAHO **Liberia:** Peacebuilding Office of Liberia, SHIFSD, YMCA **Myanmar:** CDA, BMBRDC, KKBA, KMSS, PKBA **South Sudan:** ADA, Nile Hope, TAYA **Sri Lanka:** FOSDOO, FOSDOO (HoW), ESCO, OPEnE, CHANGE, BEDS, OISD, Sirakugal, SLCDE, Women's Bank **Sudan:** VNRHD, SOS Sahel, Almassar, CDF, JMCO, Al Tawaki, GPA, Naha **Syria Response:** Arab Center for Consulting and Training, Zarqa Baptist Church, Christian and Missionary Alliance Church Aleppo, GOPA-DERD **Uganda:** PALM Corps, Nakapiripirit Technical Institute (NTI), Nwoya District Local Government (NDLG) **Yemen:** Responsiveness for Relief and Development, Yemen United Care, Yemen Association for Water, and Environment and Energy, Sustainable Development Foundation, Sana'a Water and Sanitation Local Cooperation, Millennium Development Foundation, For All Foundation (FAF), Social Development Hudayda Girl Foundation, Enmaa, National Foundation for Development and Humanitarian Response, Abs Development for women and children, ADO.

# Governance

## Organisational structure

ZOA applies a hybrid model of operation, in which we provide direct assistance in addition to working with - and through - (local) partners. This hybrid approach allows ZOA the flexibility to respond effectively to the needs and circumstances in each context.

In most countries of involvement, ZOA is locally present and works with its own in-country staff. Each country team operates largely autonomously, while aligning with organisational strategy and policies. This structure provides the flexibility to operate within the context of the country while providing support from ZOA Netherlands for cohesion, continuity, quality control, exchange of knowledge, financial management, fundraising, and staff recruitment. Country Directors report directly to the Executive Board.

Country Directors, the management team of ZOA Netherlands, and the Executive Board collectively form the International Management Team. They meet bi-annually to exchange knowledge, discuss and agree on policies, share best practices, and discuss annual planning and reporting.

## Staff

ZOA had 1,077 staff worldwide (headcount December 31, 2019), of which 86 (71.3 FTE) were at ZOA Netherlands, including 5 staff in the Disaster Response Team.

## Volunteers

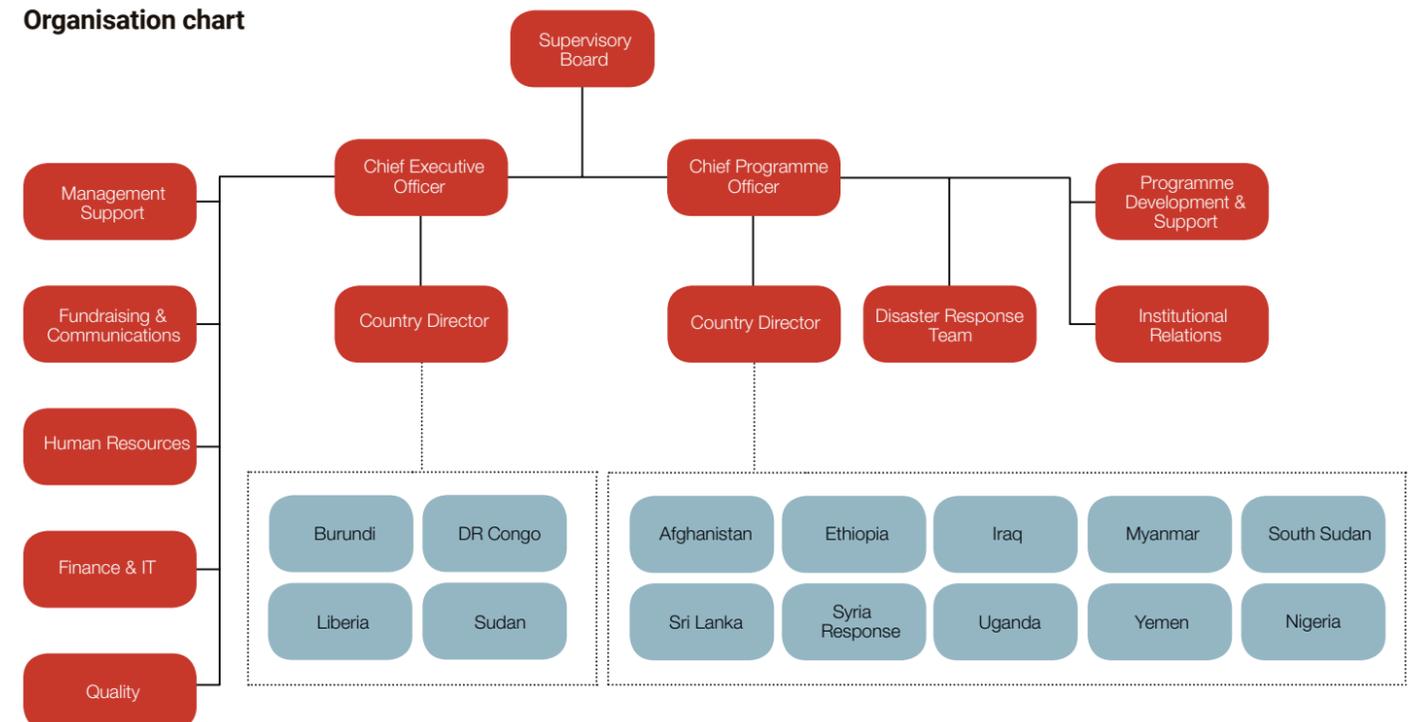
Volunteers are a very welcome addition to our staff. ZOA provides them with the opportunity to contribute to our cause and is grateful to receive their expertise and commitment. In 2019, 13 volunteers worked in the office, 11 worked in education throughout the country, 10 trainees worked in ZOA's programme countries, and 2 trainees worked in the Netherlands.

## Statement of accountability

ZOA subscribes to the following principles:

- Within the organisation, supervision (adopting or approving plans and carefully monitoring the organisation and its results) is kept separate from execution.
- The organisation continuously strives to optimise allocated resources in order to enable ZOA to operate effectively and systematically in achieving its objectives. This is set forth in our quality and control model.

## Organisation chart



### The story of Amira

#### I lost everything

"When IS came and occupied our city, I lost everything. Besides my house and my belongings, I had to leave my cattle behind. They used to be my source of income. I had to flee together with my two daughters and my son. I did not have anything to sustain myself and my family. No possessions, no income. I was desperate until ZOA came. ZOA gave me some sheep and provided training on how to best take care of the sheep and when it is best to go to the market. It feels like the right moment now to start teaching others the skills I was able to learn!" Amira Hassan (40), Iraq

- The organisation aims to optimise relationships with stakeholders. ZOA focuses on information provision, and gathers, registers, and responds to wishes, questions, and complaints. In the Netherlands, as well as in the countries where ZOA operates, the entire organisation is in constant contact with stakeholders to make ZOA's work possible.

The detailed statement of accountability can be found on our website [www.zoa.nl](http://www.zoa.nl) (in Dutch).

### Quality standards and codes

Apart from ZOA's Code of Conduct, ZOA has committed itself to:

- the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief and the Humanitarian Principles: humanity, neutrality, impartiality, and independence.
- the Code of Conduct of Goede Doelen Nederland (Charities Netherlands).



ZOA holds the certificate for the Partos 9001 / ISO 9001 quality standard for management systems. In 2019, the second follow-up audit was conducted in the current three-year certification cycle, which resulted in continuation of the certificate.

ZOA has been recognised by the Central Bureau of Fundraising (CBF) to comply with the Regulations and Appendices for CBF Recognition for Charitable Organisations, which also covers the SBF Good Governance Code for Charities.

ZOA is fully committed to the Core Humanitarian Standard on Quality and Accountability (CHS). The CHS sets out nine commitments for humanitarian and development actors to measure and improve the quality and effectiveness of their assistance. It places communities - and people affected by crisis - at the centre of humanitarian action. In 2019, ZOA was audited for CHS compliance by HQAI, an accredited certifica-

tion organisation. After addressing some points of attention, ZOA was awarded the certificate at the beginning of 2020.

### Data Protection

ZOA implemented an organisation-wide analysis of processes involving personal data in order to update our systems in accordance with European regulations. These processes - concerning donor, staff, and beneficiary information - will have our ongoing attention in the coming years, particularly where collaborations with local partners and their protection of personal data are involved.

### Works Council

The Works Council represents ZOA staff at the Executive Board. The Works Council also keeps a close eye on the organisation's interests, as a healthy organisation is crucial for the realisation of ZOA's mission and vision. The Works Council and Board share information with each other. On certain matters, the Works Council - by law - has the right to advise or the right of consent. The Works Council consists of six members, employed in both the Netherlands and programme countries.

# ZOA's Integrity Framework

In 2019, a major revision of ZOA's Integrity Framework was realised in order to align various aspects of the Code of Conduct and to create greater clarity regarding options for reporting and handling complaints and grievances.

### ZOA's Integrity Framework



- Prevention of Sexual Exploitation, Abuse, and Harassment

All ZOA staff - as well as others acting on behalf of ZOA, such as consultants and implementing partners - must sign for compliance to these standards. Staff are trained on the content and application of the Integrity Framework through mandatory training sessions. Additional tools and materials are currently being developed, such as on-line training modules for staff and communication materials to inform beneficiaries.

The revised standards for reporting provide an array of options that can be used by staff, beneficiaries, and other stakeholders to file a concern or complaint at the local, country, or global level. In the event an individual feels uncomfortable making use of internal ZOA routes, an independent external agency can be contacted. Currently, this is the Dutch Whistleblowers Authority; however, alternatives that better match local realities are being explored.

An Integrity Coordinator has been appointed in each ZOA country programme. The IC guides the effective implementation of the Integrity Framework and coordinates the process of handling complaints. Moreover, each country has both a female and a male Code of Conduct focal point available to support staff and beneficiaries in the event they are unsure how to proceed with their concerns. An independent external advisor is available for ZOA staff.

### Integrity breaches in 2019

The table below summarises significant Code of Conduct concerns or breaches that were reported in 2019.

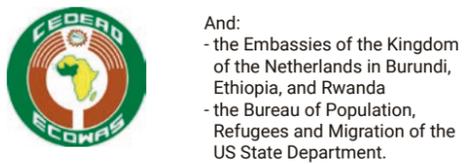
CATEGORY OF BREACHES	NUMBER REPORTED	NATURE OF BREACH	OUTCOME OF REPORT HANDLING
Interpersonal	3	One case of staff in possession of improper photographic material. Two cases of staff exhibiting unacceptable interpersonal behaviour.	In all cases, staff involved either resigned or were dismissed. In one case, the police were informed.
Abuse of power and position	1	Unauthorised signing of letters on behalf of ZOA.	Staff involved received an official warning.
Financial / material	2	Two cases of suspected fraud, with one case involving a claim of personal threats towards the person reporting.	In both cases, investigation revealed that no fraud was detected. The claim of personal threats could not be substantiated.

### Conclusion and developments

The reported cases highlight the need for ongoing attention to behavioural standards and for safe and confidential options for staff and beneficiaries to report suspected breaches of those standards. The current increased focus on training and communication in ZOA's Integrity Framework - and the development of supportive materials and tools - addresses this need. Furthermore, the quality of internal procedures receives additional attention, for instance, through internal audits on the application of key controls in ZOA programmes.

## ZOA is very grateful for a wide variety of donors

### Governments



### UN organisations



### Corporates



And the ZOA Business Ambassador teams for Burundi, DR Congo, Myanmar, Uganda, Sri Lanka, Ethiopia, South Sudan, and the Relief Aid Team.

### European Union



### Foundations



And: DOB Emergency, Hofstee Stichting, Rammelt Veenstra Fonds voor ZOA, Stichting 75 jaar NBB, Stichting De Pagter Fonds, stichting Mitswah, and Stichting Wees een Kans.

### Third-parties



HERSTELD HERVORMDE KERK DIACONAAT

And many donors who wish to remain anonymous and, of course, our tens of thousands private donors in the Netherlands.

# We are ANNUAL FINANCIAL REPORT 2019 here

single financial accounts  
 of Stichting ZOA



# Financial Report

## Main trends

It is with heartfelt gratitude that we reflect on the 2019 financial results. Even though the need in the world extends far beyond the view of most of our constituency, they gave generously. Their donations - combined with contributions from institutional donors - enabled ZOA to accomplish more. We are grateful we were able to reach the most vulnerable people in the most dangerous places. Helping those in need demands a lot from our employees - both in the countries where we operate and at our headquarters in the Netherlands. We laud their accomplishments.

Together we make a lasting impact in the lives of those affected by conflicts and natural disasters.

### Income from Dutch constituency

In 2019, the total income from our constituency remained in line with was slightly under budget at € 11.9 million. Compared to the previous year, income diminished somewhat in 2019: primarily because less income was received from private individuals.

INCOME GENERATED FROM ZOA'S OWN FUNDRAISING ACTIVITIES AND THIRD-PARTY CAMPAIGNS	Actual 2019	Budget 2019	Actual 2018
<b>Unearmarked</b>	5,611,834	6,012,000	6,128,367
	47%	50%	49%
<b>Earmarked</b>			
For reconstruction	4,532,320	4,203,700	4,428,362
For emergency campaigns	1,758,708	1,809,300	1,980,339
	6,291,028	6,013,000	6,408,702
	53%	50%	51%
	<b>11,902,862</b>	<b>12,025,000</b>	<b>12,537,069</b>

We are committed to responsibly spending funds on quality projects that have a lasting impact and for which income has been secured. There is, therefore, an unavoidable delay between the date income is received and the date of actual expenditure. Consequently, income received never equals expenditures on projects.

### Net result

The profit and loss account shows a negative result of € 0.5 million. This amount is partly allocated to specific funds for projects and reserves. The remainder of € 0.3 million is deducted from the continuity reserves.

### Country portfolio

Project expenses in programme countries were well above budget (€ 47.6 million budgeted versus € 52.3 million realized on projects in 2019). Alongside the income from the Dutch constituency, income from institutional donors also increased. Because of stricter auditing and donor regulations, ZOA had to make additional investments in order to be compliant and avoid the risk of having to return funds to institutional donors. Due to the growth of institutional funding, the demand for pre-financing is growing as well. Strict financial management is required to manage the necessary growth in reserves.

## Good stewardship

Given the high-risk, unstable contexts in which ZOA operates - and our core organisational values of faithfulness and stewardship - we aim to retain a portion of the entrusted funds as reserves. As per the end of 2019, the balance sheet shows sufficient liquidity for ZOA to meet all of its short-term obligations.

In line with RJ650, ZOA distinguishes between continuity reserves and designated reserves for specific purposes. At the end of every year, ZOA reassesses the level of risk its country programmes are exposed to, including the increasing need to pre-finance essential projects. ZOA also keeps the financing assets in reserve as financed fixed assets, which caps liquidity.

In 2019, the general continuity reserve decreased due to the above-mentioned assessment of the reserves. ZOA prefers to maintain reserves for specific goals rather than for general purposes and has therefore shifted reserves from general to risk-specific reserves. The Country Programme Reserve, earmarked for direct spending on country programmes, decreased by € 0.8 million to € 1.7 million. The Disaster Response Reserve decreased by € 0.5 million, mainly because of the launch of an emergency programme in Colombia.

## BALANCE SHEET

After appropriation of the result

ASSETS		31 Dec 2019	31 Dec 2018	LIABILITIES		31 Dec 2019	31 Dec 2018
Intangible fixed assets	1	134,045	188,033	Reserves and funds			
Tangible fixed assets	2			Continuity reserve			
Land		349,000	349,000	General	6	1,263,837	1,571,644
Building		840,179	835,601	Designated financing and risk reserves			
Inventory & Equipment		163,164	146,973	Pre-financing projects	7	3,600,000	3,600,000
Vehicles in programme areas		222,693	105,676	Financing fixed assets	8	1,709,080	1,625,283
		<b>1,575,035</b>	<b>1,437,250</b>			<b>5,309,080</b>	<b>5,225,283</b>
Receivables, prepayments, and accrued income	3	17,844,416	15,669,326	Designated reserves for future project spending			
Securities	4	256,601	255,201	Programme financing	9	700,000	700,000
Cash and cash equivalents	5	18,990,240	22,090,519	Country programme reserves	10	1,731,514	2,531,757
				Programme development & innovation	11	988,636	1,371,339
				Disaster response	12	460,096	919,736
						<b>3,880,246</b>	<b>5,522,832</b>
<b>TOTAL ASSETS</b>		<b>38,800,337</b>	<b>39,640,329</b>	Programme funds	13	4,805,071	3,401,649
						<b>15,258,234</b>	<b>15,721,408</b>
				Provisions	14	567,071	36,000
				Current liabilities			
				Accruals to donors	15	13,040,882	17,202,158
				Other liabilities and other accruals	16	9,934,150	6,680,764
						<b>22,975,032</b>	<b>23,882,922</b>
				<b>TOTAL RESERVES AND LIABILITIES</b>		<b>38,800,337</b>	<b>39,640,329</b>

## STATEMENT OF INCOME AND EXPENDITURE

INCOME		Actual 2019	Budget 2019	Actual 2018
Income				
Income from private individuals	17	5,682,183	6,190,000	6,331,507
Income from companies		1,011,637	700,000	873,184
Income from churches and schools		998,047	1,190,000	1,377,901
Income from government subsidies:				
- Project grants for consortia partners	18	18,263,764	17,112,000	8,549,459
- Project grants for ZOA	19	46,967,460	42,481,150	37,490,594
Income from other non-profit organisations	20	4,085,944	3,825,000	3,858,068
<b>Total income raised</b>		<b>77,009,035</b>	<b>71,498,150</b>	<b>58,480,713</b>
Income in exchange for the delivery of products and services	21	219,767	120,000	96,409
Other income	22	141,703	-	358,339
<b>TOTAL INCOME</b>		<b>77,370,505</b>	<b>71,618,150</b>	<b>58,935,461</b>
EXPENDITURE		Actual 2019	Budget 2019	Actual 2018
Spent on objectives				
Spent on Objectives in Countries				
Project grants to consortia partners	18	18,263,764	17,112,000	8,549,459
Own spending on objectives	23	52,302,851	47,551,000	43,646,581
		<b>70,566,616</b>	<b>64,663,000</b>	<b>52,196,040</b>
Preparation and Coordination from the Netherlands	24	3,446,966	2,606,547	2,491,810
Education/Awareness-raising	25	672,087	619,722	540,599
		74,685,669	67,889,269	55,228,450
Fundraising expenses	26	2,099,104	2,213,471	2,117,293
Management and Administration expenses	27	1,209,065	1,354,510	1,188,914
<b>TOTAL EXPENDITURE</b>		<b>77,993,839</b>	<b>71,457,250</b>	<b>58,534,657</b>
<b>SURPLUS/DEFICIT (-) BEFORE FINANCIAL INCOME AND EXPENSES</b>		<b>-623,333</b>	<b>160,900</b>	<b>400,804</b>
Balance of financial income and expenses	28	160,160	25,000	137,552
<b>SURPLUS/DEFICIT (-)</b>		<b>-463,173</b>	<b>185,900</b>	<b>538,356</b>

ADDED TO/ WITHDRAWN FROM	Actual 2019	Budget 2019	Actual 2018
<b>Continuity reserve</b>			
General	-307,807	311,900	302,882
<b>Designated reserves</b>			
<i>Financing and risk reserves</i>			
Pre-financing projects	-	-	611,000
Financing fixed assets	83,798	-	299,718
	83,798	-	910,718
<i>For future project spending</i>			
Country programme reserves	-800,243	-	103,371
Programme development & innovation	-382,703	-126,000	-210,263
Disaster response	-459,640	-	-38,145
	-1,642,586	-126,000	-145,037
<b>Programme Funds</b>			
Future project spending	1,403,422	-	-530,207
<b>TOTAL CHANGE IN RESERVES AND FUNDS</b>	<b>-463,173</b>	<b>185,900</b>	<b>538,356</b>



## CASH FLOW OVERVIEW

### Cash flow

CASH FLOW	Actual 2019	Actual 2018
<b>Cash flow from operating activities</b>		
<i>Received</i>		
Out of own fundraising and other non-profit organisations	12,135,575	13,033,898
Out of project grants	40,279,899	32,568,301
Out of project grants consortia partners	18,263,764	8,549,459
In exchange for the delivery of products and services	219,767	96,409
Other income	141,703	358,339
	71,040,709	54,606,407
<i>Payments</i>		
Programme and coordination costs	-52,041,504	-44,404,477
Project grants to consortia partners	-18,263,764	-8,549,459
Fundraising, management, and administration costs	-3,308,170	-3,306,207
	-73,613,438	-56,260,143
<b>Cash flow from operating activities</b>	<b>-2,572,729</b>	<b>-1,653,736</b>
<b>Cash flow into investments</b>		
Assets bought (book value)	-652,510	-715,654
Assets sold (book value)	-41,093	80,542
Mutation Stocks	-	-
	-693,603	-635,112
<b>Cash flow from financial activities</b>		
Balance of financial income and expenses	167,453	159,478
<b>Change in securities and cash equivalents</b>	<b>-3,098,879</b>	<b>-2,129,370</b>
Balance 31 December	19,246,841	22,345,720
Balance 1 January	22,345,720	24,475,091
<b>TOTAL CHANGE IN SECURITIES, CASH, AND CASH EQUIVALENTS</b>	<b>-3,098,879</b>	<b>-2,129,370</b>

The cash flow statement was compiled according to the indirect method. The net cash position decreased from € 22.3 million to € 19.2 million.

### Ratio Liquidity

RATIO LIQUIDITY	Actual 2019	Actual 2018
<b>Liquidity expressed by ACID ratio</b>	<b>158%</b>	<b>159%</b>
Receivables and Cash	37,091,257	38,015,046
Short-term liabilities and provisions	23,542,103	23,918,922

The cash position should be analysed as part of the overall liquidity ratio including receivables, prepayments, accrued income, and current liabilities.

ACID ratio measures ZOA's ability to use its cash or quick assets for immediate payment or retirement of its current liabilities and current provisions. Based on ZOA's liquidity ratio of 158%, the organisation maintains sufficient funds to cover all of its short-term obligations.

## Explanatory notes to the annual accounts

### General

The annual accounts were prepared in accordance with Guideline 650 of Fundraising Organisations (RJ650).

### Associated parties

Stichting ZOA had a 100% participation in ZOA Deutschland gGmbH (Bonn, Germany). In 2019, the shares of ZOA Deutschland gGmbH were transferred for an amount of € 4. The mutual relationship between Stichting ZOA and ZOA Deutschland gGmbH was formalized in a Charter Agreement that was signed in September 2019. In accordance with Guideline 650 of Fundraising Organisations, no consolidated annual accounts were prepared.

### Consortia partners income

Income and expenditures of consortia partners are excluded from indicator percentages, unless otherwise indicated.

The annual accounts were prepared on historical cost basis or at fair value. Unless otherwise indicated, assets and liabilities are presented at historical costs. Income and expenditure are allocated to the period to which they relate. The annual accounts are presented in euros.

### Reporting period

The annual accounts were prepared based on a reporting period of one year. The financial year coincides with the Gregorian calendar year.

### Comparison with the previous year

The valuation principles and methods of determining the result are the same as those used in the previous year, with the exception of the changes in accounting principles as set out in the relevant sections.

### Transactions in foreign currencies

Transactions in foreign currencies are converted against the exchange rate applicable at the time of transaction. Monetary assets and liabilities in foreign currencies are converted at balance sheet date in the functional currency against the rate applicable on that date. Non-monetary assets and liabilities in foreign currencies that are presented at historical cost are converted into euros at the exchange rates applicable on transaction dates. Differences in exchange rates appear as a result in the statement of income and expenditures.

### Use of estimates

The preparation of the annual accounts requires the Executive Board to make judgements, estimates, and assumptions that influence the application of accounting principles, as well as the reported value of assets, liabilities, income, and expenditure. The actual outcome may deviate from these estimates. The estimates and

underlying assumptions are assessed on an ongoing basis. Revised estimates are used once the estimate changes, and in future periods when revisions may have consequences.

### Impairment

If the book value of an asset exceeds the value of the direct sales value - and/or the estimated present value of the future cash flow - impairment is charged, which equals the difference between the book value and the recoverable amount.

### Financial instruments

During normal course of business, ZOA uses various financial instruments that expose the organisation to market and/or credit risks. These relate to financial instruments that are included on the balance sheet. Receivables on the balance sheet mainly relate to donor receivables and are generally obtained from large institutional parties. Therefore, the credit risks incurred

by these receivables are limited. ZOA runs very limited interest rate risks, as the organisation does not have interest-bearing loans. The market value of the financial instruments stated on the balance sheet is approximately equal to their carrying amount. ZOA does not make use of financial derivatives.

### Uncertainties in local legislation

Financial risk may arise from tax and regulatory legislation. In the unstable environments in which the organisation works, legislation is subject to varying interpretations; interpretations may also change over time. In our programmes, we accept a minimal to cautious risk level in relation to local (tax) laws and regulations. Where management decided a position on the interpretation of relevant legislation could not likely be sustained, an appropriate amount has been included in the provisions in these financial statements.

## Accounting principles for the balance sheet

### Fixed assets

The intangible assets, buildings, refurbishments, fixtures, equipment, and means of transportation in programme areas are valued at acquisition or manufacturing cost minus the cumulative depreciations and/or accumulated impairment losses, where relevant.

Partially or fully depreciated fixed assets are removed from the fixed assets registers only once they have been sold or officially decommissioned. Maintenance expenses will only be capitalised as assets if they extend the economic life of the object. Expenses regarding major maintenance of buildings will not be accrued for in a provision. These costs will be registered directly in the statement of income and expenditure.

Depreciations are calculated as a percentage of the acquisition price according to the straight-line method and based on the estimated useful life of the assets. Land and tangible fixed assets for sale are not depreciated.

<i>Intangible fixed assets:</i>	
Software	25%
<i>Tangible fixed assets:</i>	
Land:	0%
Building:	3⅓%
Refurbishment:	10%
Inventory and equipment:	25%
Vehicles in program areas:	33⅓%

Financial fixed assets are stated at cost, less any provisions for permanent impairment, if necessary.

### Inventories

Stocks are valued at acquisition price. The acquisition price comprises the purchase price and additional costs, such as import duties, costs of transportation, and other costs that can be directly allocated to the acquisition of stocks. The valuation of stocks takes account of any downward value adjustments on the balance sheet date.

### Receivables, prepayments, and accrued income

Receivables are valued at fair value, including a provision for non-recoverability, if needed. Provisions are deter-

mined according to individual assessment of the collectability of debts. No receivables are included that extend beyond one year after balance date.

### Securities

Securities are valued at fair value.

### Cash and cash equivalents

Cash and bank balances are valued at face value. Non-euro cash and bank balances are converted against actual rates at the year end based on international EU rates.

### Reserves and funds

ZOA's reserves and funds exist to achieve ZOA's objectives. They can be summarized as follows:

#### *Continuity reserves*

The general continuity reserve enables the organisation to meet its commitments during an unforeseen stagnation of income. Restrictions on spending continuity reserves are determined by the Executive Board.

#### *Designated reserves*

The designated reserves are earmarked by the Executive Board and consist of two groups. Firstly, reserves for (pre-)financing and particular risks. Secondly, reserves for future project spending. The first group consists of the designated reserves to pre-finance projects (to enable the start or continuation of projects in countries before donor instalments are received), to finance assets, and for programme financing (risk of unrecoverable expenses). The second group consists of country programme reserves, programme development and innovation reserves, reserves for disaster response activities, and other earmarked reserves related to assets in countries (vehicle replacement reserves).

#### *Programme Funds*

Programme funds concern funding acquired with a specific use designated by the donor, but not yet spent on these designations.

### Provisions

Provisions are recognized for legally enforceable obligations that exist at balance sheet date, for which an

outflow of resources will be required, and a reasonable estimate can be made. Provisions are measured at the best estimate of the amount that is necessary to settle the obligation as per balance sheet date.

Obligations relating to contributions to pension schemes based on defined contributions are presented as expenditure in the statement of income and expenditures in the period that the contributions are due.

In addition, a provision is included for existing additional commitments to employees, provided it is likely that there will be an outflow of funds for the settlements of the commitments, and provided that it is possible to make a reliable estimate of the amounts required to cover these commitments.

### Liabilities

ZOA enters into obligations to donors in countries in which ZOA implements programmes. A donor obligation is recognized once the Executive Board passes the resolution and communicates this to the donor and grant recipient, leading to a legally enforceable or actual obligation to spend funds on the agreed project. On the balance sheet, the remaining obligation is presented as a liability. Liabilities are valued at fair value. Obligations that extend beyond one year after balance date are registered as long-term liabilities.

### Leasing

When entering into a contract, the economic reality – including all facts and circumstances – will determine whether a contract is a lease contract. A lease contract is applicable when the fulfilment of the contract depends on the particular use of an asset or on the rights to use the asset. In case of financial lease, the asset is activated and depreciated as part of the fixed assets. ZOA does not normally engage in operational leases. However, in case of operational lease, the lease terms are charged to the expenditure statement linear to the lease period. At ZOA, this applies to some office equipment in the Netherlands (value future lease terms less than € 15,000).



## Accounting principles for the statement of income and expenditure

Income and expenditure are attributed to the period to which they relate. All proceeds are entered as income for their gross amount, unless explicitly stated otherwise. Costs necessary to realize certain income are presented as expenditure in the statement of income and expenditures.

### Income raised

Income from private individuals, companies, churches, and schools is recognized as income in the year of reception, or moment of signing a contract. It includes the income from door-to-door collection, legacies, contributions, donations, and gifts. Donations in kind are valued at fair price. Legacies are recorded as income in the year in which the notary has communicated the content of the deed, or "akte van scheiding en deling." Donations and legacies still under usufruct by the donating party are recognized in the year the usufruct ends; in these financial accounts they are presented as off-balance sheet receivables.

Income recognition related to projects implemented by partners is based on periodically received expenditure reports. Contributions from other non-profit organisations are accounted for as "income from other non-profit organisations" at the amount received by the organisation. They are recognized in the year that income from the campaign by other non-profit organisations was received or pledged by this party. Campaigns by other non-profit organisations only include campaigns for which ZOA does not bear any risk.

### Project grants for consortia partners

Project grants for consortia partners are recognized as both income and expenditure in the statement of income and expenditure

in the year of the contractual spending obligation.

### Project grants for ZOA

Operating grants are recognized in the statement of income and expenditure of the year that includes the subsidized expenditure. Losses are taken into account if they originate in the relevant financial year and as soon as these are anticipated. Grants received in kind - often food and relief supplies - are valued at the cost stated in the contract relating to the goods. If the contract does not provide for this, the goods will be valued at fair value at place of delivery. If received goods are not based on a contract and a reliable valuation is lacking, the transaction is not accounted for in the statement of income and expenditures.

### Income in exchange for the delivery of products and services

Income raised from products or services delivered are presented as net figures. The gross income is deducted with the direct costs and reported as net income.

### Costs

Stakeholders also require insight into the level and breakdown of the costs of fundraising organisations; the notes provide a specification of these costs in accordance with model C of the RJ 650 guidelines. Employee costs (salary, social security, pension, etc.) are not presented as a separate item in the statement of income and expenditure. These costs are included in other components of the expenditure.

### Spent on objectives

Expenditures spent on objectives include amounts allocated for activities designed to meet the objectives during the financial year as well as implementation costs. Expendi-

tures include subsidies to local partners, food and relief goods purchased, cost of deployed personnel, transport costs, local accommodation costs, and office expenses. It also includes the acquisition costs for means of transport and office inventory which might be made available to the local partner after the project has ended.

### Fundraising expenses

All costs incurred for activities aimed at encouraging people to donate money toward one or more of ZOA's objectives are earmarked as costs for fundraising. This means the costs for publicity and public relations are regarded as costs of fundraising unless

they are costs for education and awareness-raising. It can often concern various activities: information sharing (awareness-raising) and fundraising simultaneously. In such cases, the part of the costs relating to the information activity will be allocated to that activity. Depending on the specific information objectives for each activity, the allocation formula is decided in advance.

### Management and administration expenses

Costs of management and administration are costs ZOA incurs for (internal) management and administration that cannot be

directly allocated to ZOA's objectives or to fundraising income.

### Balance of financial income and expenses

Exchange differences arising upon the settlement or conversion of monetary items are recognized in the statement of income in the period they are realised unless hedge accounting applies. Other income and expenses are recognised in the period they appear.

### Cash flow overview

The cash flow statement is compiled by means of an indirect method that prescribes

a distinction between cash flows from operational activities and cash flows from investments and financial activities. The information for the cash flow statement is taken directly from the statement of income and expenditure as well as from the changes in balance sheet positions at the beginning and end of the year.



## Explanatory notes to the balance sheet

### ASSETS

Intangible fixed assets <sup>1</sup>		
INTANGIBLE FIXED ASSETS	Total 2019	Total 2018
<b>On 1 January 2019</b>		
Acquisition value	217,342	53,511
Cumulative depreciation	29,309	47,261
Book value	188,033	6,250
<b>Changes in book value</b>		
Investment	-	210,263
Divestment	-	46,432
Depreciations	53,988	28,480
Depreciations disinvestment	-	46,432
Balance	-53,988	181,783
<b>On 31 December 2019</b>		
Acquisition value	217,342	217,342
Cumulative depreciation	83,296	29,309
<b>BOOK VALUE</b>	<b>134,045</b>	<b>188,033</b>

Tangible fixed assets <sup>2</sup>						
TANGIBLE FIXED ASSETS	Land	Building	Inventory & Equipment	Vehicles	Total 2019	Total 2018
<b>On 1 January 2019</b>						
Acquisition value	349,000	1,051,400	1,024,982	3,174,862	5,600,244	5,439,898
Cumulative depreciation	-	215,799	878,009	3,069,186	4,162,994	4,120,583
Book value	349,000	835,601	146,973	105,676	1,437,250	1,319,315
<b>Changes in book value</b>						
Investment	-	57,146	90,200	505,164	652,511	505,394
Divestment	-	-	179,657	193,007	372,664	345,045
Depreciations	-	52,569	111,109	392,140	555,818	306,914
Depreciations disinvestment	-	-	216,757	196,999	413,756	264,503
Balance	-	4,578	16,191	117,017	137,785	117,937
<b>On 31 December 2019</b>						
Acquisition value	349,000	1,108,546	935,524	3,487,020	5,880,091	5,600,244
Cumulative depreciation	-	268,368	772,361	3,264,327	4,305,056	4,162,994
<b>BOOK VALUE</b>	<b>349,000</b>	<b>840,179</b>	<b>163,164</b>	<b>222,693</b>	<b>1,575,035</b>	<b>1,437,250</b>

The intangible assets are the investment and depreciation in software. In 2018, ZOA invested in a new project management system called ZOA Manager for use in country programmes.

In 2019, the investments of € 0.7 million consisted primarily of inventory, equipment, and vehicles used in country programmes. Divestments of € 0.4 million relate mainly to used vehicles sold in country programmes or fully depreciated assets. Divestments are assets sold by ZOA after they became redundant or economically too expensive to operate. Land and buildings in the Netherlands were acquired in 2013. There is no indication that the actual value at end of financial year is materially higher or lower than the book value

Receivables, prepayments and accrued income <sup>3</sup>		
RECEIVABLES, PREPAYMENTS, AND ACCRUED INCOME	31 Dec 2019	31 Dec 2018
<b>Receivables from donors</b>		
European Union (ECHO / EuropeAid)	3,758,725	4,435,153
US Agency for International Development (USAID)	1,629,546	3,078,307
Department for International Development (DFID), UK	4,249,941	1,902,380
UN organisations	1,884,261	831,017
Ministry of Foreign Affairs, The Netherlands	600,141	1,038,138
Embassy of the Kingdom of The Netherlands	1,137,346	198,734
World Renew	742,825	378,341
ICCO	-	59,849
Canadian Food Grains Bank (CFGB)	309,493	228,203
EO Metterdaad	16,637	61,670
Other donors	644,226	394,167
	14,973,141	12,605,959
<b>Project expense advances to local partners</b>	<b>1,599,297</b>	<b>1,812,816</b>
<b>Other debtors and receivables</b>		
Debitors and prepaid expenses - countries	984,135	746,326
Legacies	150,000	348,661
Debtors and prepaid expenses - the Netherlands	127,401	137,827
Interest to be received	10,443	17,736
	1,271,978	1,250,550
	<b>17,844,416</b>	<b>15,669,326</b>

DFID does not pre-finance activities, which led to higher receivables due to a higher programme volume in Sudan. These funds include the amounts for partners. Receivables from institutional donors relate to project grant instalments to be received for projects that are implemented by ZOA.

All receivables are claimable within one year.

Securities <sup>4</sup>		
SECURITIES	31 Dec 2019	31 Dec 2018
Oikocredit EDCS U.A.	256,601	255,201
	<b>256,601</b>	<b>255,201</b>

ZOA has a direct membership in Oikocredit. Oikocredit supplies micro-credits in developing countries and is therefore closely related to ZOA's mission. The investment in Oikocredit yields a maximum of 1.55% per year and is valued at actual value. The investments are available with small restrictions.

Cash and cash equivalents <sup>5</sup>		
CASH AND CASH EQUIVALENTS	31 Dec 2019	31 Dec 2018
<b>In bank accounts</b>		
Euros in the Netherlands	12,023,576	14,224,108
Euros in programme countries	849,035	856,596
	12,872,611	15,080,704
US Dollars in the Netherlands	1,937,242	1,198,331
US Dollars in programme countries	2,510,644	2,417,238
	4,447,886	3,615,568
GB Pounds in the Netherlands	579,395	1,566,546
GB Pounds in programme countries	-	-
	579,395	1,566,546
Other currencies in the Netherlands	-	389,207
Other currencies in programme countries	930,064	1,258,755
	930,064	1,647,962
<b>Held in cash</b>	<b>160,285</b>	<b>179,739</b>
	<b>18,990,240</b>	<b>22,090,519</b>

ZOA aims to keep its cash and cash equivalents balances in EUR, USD, or GBP, depending on the currency of the planned expenditure. Contracts with institutional donors can contain obligations in non-EUR currency. This will lead to rate differences. In general, these do not influence programme activities since most of the expenditures are also paid in - or linked to - these currencies.

ZOA aims to limit large balances in unstable foreign currencies. On 31 December 2019, foreign currencies held by ZOA were local currencies needed for short-term project implementation. ZOA is aware of concentration risks and tries to divide its cash between different banks. Cash held in programme countries is needed in the short term for project implementation purposes.

Cash and bank balances are freely available without restrictions. The cash position should be analysed as part of the overall liquidity position (see the cash flow overview and liquidity ratio).

## LIABILITIES

Reserves and funds						
CONTINUITY AND DESIGNATED RESERVES	31 Dec 2019	Added to	Spent	Re-allocation	31 Dec 2018	
<b>Continuity reserves</b>						
General	6	1,263,837	-	307,807	-	1,571,644
Total continuity reserves		1,263,837	-	307,807	-	1,571,644
<b>Designated financing and risk reserves</b>						
Pre-financing projects	7	3,600,000	-	-	-	3,600,000
Financing fixed assets	8	1,709,080	83,798	-	-	1,625,283
Total designated financing and risk reserves		5,309,080	83,798	-	-	5,225,283
<b>Designated reserves for future project spending</b>						
<i>Programme financing</i>						
	9	700,000	-	-	-	700,000
<i>Country programme reserves</i>						
	10					
Sri Lanka		214,995	71,574	292,958	-	436,378
Jordan, Syria, and Lebanon		176,910	-	190,272	-	367,182
Iraq		-	-	-	-	-
Yemen		210,317	-	99,010	-	309,327
Uganda		216,218	3,294	-	-	212,924
Burundi		94,643	-	17,677	-	112,320
Afghanistan		148,929	-	93,640	-	242,569
Myanmar		-	-	115,544	-	115,544
Nigeria		669,501	-	66,011	-	735,512
		1,731,514	74,868	875,112	-	2,531,757
<i>Programme development &amp; innovation</i>	11	988,636	-	382,703	-	1,371,339
<i>Disaster response</i>						
	12					
Balance at the start of the book year		919,736	-	-	-	919,736
Spent on emergency projects		-395,200	-	395,200	-	-
Disaster Response Team		-114,867	59,186	174,054	-	-
From programme funds		50,427	50,427	-	-	-
		460,096	109,614	569,254	-	919,736
Total designated reserves for future project spending		3,880,246	184,482	1,827,068	-	5,522,832
<b>TOTAL</b>		<b>10,453,163</b>	<b>268,280</b>	<b>2,134,875</b>	<b>-</b>	<b>12,319,759</b>

The net changes in reserves correspond with allocations from the 2019 result shown in the statement of income and expenditure (see added to/ withdrawn from box).

**ZOA reserve policy**

ZOA needs to maintain reserves for general, financial, and operational risks. ZOA does not keep more reserves and funds than reasonably necessary to realise its organisational goals. If the reserves are needed to cover a particular risk, the Executive Board and the Supervisory Board base the level of the reserve on a risk assessment and take precautionary measures to reduce risks.

**Continuity reserve 6**

The general continuity reserve covers all remaining risks that are not addressed in any other allocated reserve. The general continuity reserve should, for example, compensate unforeseen, sudden, and temporary stagnation of income or unforeseen excessive expenses. The Executive Board and the Supervisory Board have set a general continuity reserve minimum requirement based on a risk assessment. In this assessment, all country risks were evaluated. In order to live up to ZOA's core values - including faithfulness - in a situation of sudden lack of funding, a minimum continuation of three months is ZOA's goal for each programme.

As a fundraising institution, ZOA adheres to the Goede Doelen Nederland Guideline "Financial management for charities" (Richtlijn 'Financieel beheer goede doelen'), which prescribes a maximum level of the general continuity reserve as per the end of 2019. ZOA's reserve is significantly lower than this maximum and is at the very minimum described by this guideline.

**Designated reserves**

The restriction on spending of the designated reserve has been determined by the Executive Board. Designated reserves do not yet constitute an obligation; the Executive Board is able to change the restriction. These reserves are reviewed annually.

**Pre-financing 7**

Classified as designated reserve is an amount of € 3.6 million earmarked to be able to pre-finance essential project expenses that - either by contractual obligations or by delay in payment by donors - require pre-financing by ZOA. Such pre-financing allows ZOA to continue execution of projects at the quality level and pace ZOA deems necessary, despite delay in payments by donors. The amount of this reserve is set by the Executive Board. Above a certain threshold, pre-financing is only allowed after explicit consent from the Executive Board.

**Financing fixed assets 8**

The designated reserve "Financing fixed assets" of € 1.7 million is meant to counter-balance the financial resources used for intangible and tangible fixed assets and are therefore not available in cash for other purposes.

**Programme financing 9**

The designated reserve of € 0.7 million for programme financing is meant to cover increased risk caused by project expenses that may be unrecoverable from donors.

**Country Programme reserves 10**

The designated reserve "Country Programme reserves" is meant for programmes in the countries featured in the table. These reserves were calculated based on the financial performance of these countries and may be used by these countries for specific projects.

**Programme development & innovation 11**

A designated reserve for programme development and innovation was formed in 2014 in order to invest more in country programme quality and development and to finance programme innovation. This reserve is also meant for investments in quality development benefiting all ZOA country programmes. Furthermore, the reserve enables ZOA to initiate a programme when

cost coverage is still limited and recovery of start-up costs in later years is uncertain. In 2019, ZOA's investment in the new ERP system was drawn from this reserve.

**Disaster Response reserve 12**

A 'Disaster Response reserve' was established as disaster response is one of ZOA's core activities. ZOA must be financially able to respond to urgent requests for aid without delay. However, funding drawn from this reserve is considered a form of pre-financing that - after its use - will be replenished as much as possible through donations received from emergency relief campaigns.

Programme Funds 13						
PROGRAM FUNDS	31 Dec 2019	Funds received	Spent on projects	Re-allocation	Contribution reserves	31 Dec 2018
Afghanistan	37,976	189,198	291,559	-	74,511	65,827
Burundi	77,202	137,013	165,941	74,436	-	31,693
Cambodia / Thailand	-	139	-	-	-761	622
Colombia	258,681	304,418	355,737	60,000	250,000	-
Congo	183,298	75,877	85,063	-	22,334	170,150
Ethiopia	133,613	373,293	287,666	-4,592	12,518	40,059
Indonesia	764,208	578,207	699,391	-	-	885,392
Iraq	124,652	507,893	412,014	4,518	-	24,256
Jordan, Syria, and Lebanon	381,836	225,908	218,238	-	-	374,166
Liberia	24,952	227,221	227,352	-	-	25,083
Mozambique	164,853	215,905	51,052	-	-	-
Myanmar	265,022	65,861	166,437	54,083	100,109	211,405
Nigeria	13,018	272,835	211,165	-73,207	24,452	103
Philippines	-	-	133,105	-	19,235	113,870
Somalia	-	-	-	-	-997	997
South Sudan	345,884	492,899	608,942	115,564	25,000	321,364
Sri Lanka	91,520	199,332	442,864	-	290,480	44,571
Sudan	166	49,512	106,031	3,716	7,592	45,377
Uganda	1,217,265	1,650,130	822,796	-	-31,187	421,117
Ukraine	-	92	-	-	-92	-
Yemen	535,270	528,249	355,814	-	-	362,835
<b>Subtotal</b>	<b>4,619,414</b>	<b>6,093,980</b>	<b>5,641,166</b>	<b>234,519</b>	<b>793,195</b>	<b>3,138,886</b>
Education/Wash/Food/Women/Business	-	7,822	-	-9,464	-	1,642
Drought - Africa (general)	-	10,821	-	-110,972	-	100,151
Flooding - Asia (general)	-	438	-	-59,571	-	59,134
Emergency Relief (general)	-	91,836	-	-60,000	-31,836	-
SHV Fund	50,657	-	-	-51,179	-	101,836
Other	135,000	135,000	-	-	-	-
<b>Subtotal</b>	<b>185,657</b>	<b>245,916</b>	<b>-</b>	<b>-291,186</b>	<b>-31,836</b>	<b>262,762</b>
<b>TOTAL</b>	<b>4,805,071</b>	<b>6,339,896</b>	<b>5,641,166</b>	<b>-56,667</b>	<b>761,360</b>	<b>3,401,649</b>

The Programme Funds include available financial means that donors or contributors have earmarked for a particular programme or project - either emergency relief or rehabilitation. Because private or institutional funding is irregular in its nature, the pattern of income

versus expenditure on projects may fluctuate. Surpluses and deficits will, where possible, be settled within funds and projects with similar goals. Remainders will be added to - or withdrawn from - other reserves.

Provisions 14			
	Provision for ineligible project costs	Local pension and taxes provision	Total
Balance 1 January 2019	-	36,000	36,000
Addition	548,071	-	548,071
	548,071	36,000	584,071
Utilisation	-	9,000	9,000
Release	-	8,000	8,000
<b>BALANCE 31 DECEMBER 2019</b>	<b>548,071</b>	<b>19,000</b>	<b>567,071</b>

## Current liabilities

CURRENT LIABILITIES	31 Dec 2019	31 Dec 2018
<b>Accruals to donors</b> 15		
Ministry of Foreign Affairs, The Netherlands	4,549,858	5,327,350
UN-organisations	1,232,201	2,794,285
Embassy of the Kingdom of The Netherlands	201,479	1,784,529
European Union (ECHO / EuropeAid)	1,577,674	807,824
Livelihoods and Food Security Trust Fund (LIFT)	729,878	466,270
Swedish International Development Cooperation Agency (SIDA)	1,487,251	2,262,668
DFAT, Australia	9,101	1,142,343
US Agency for International Development (USAID)	456,755	256,945
ICCO Kerk in Actie	58,181	121,314
TEAR Australia	81,010	63,851
German Development Agency (GIZ)	172,816	-
Funds and third-parties	1,223,643	1,473,780
Other donors	1,261,035	700,999
	13,040,882	17,202,158
<b>Other liabilities and accruals</b> 16		
Contractual obligations to be paid to partners	7,133,332	3,244,153
Liabilities countries - related to staff	1,196,443	1,044,171
Accrual holiday allowance and provision annual leave	432,105	451,906
Creditors the Netherlands	279,148	465,398
Provision annual leave the Netherlands	-	-
Other liabilities and accruals - countries	784,800	1,260,767
Other liabilities and accruals - the Netherlands	108,321	214,368
	9,934,150	6,680,764
	<b>22,975,032</b>	<b>23,882,922</b>

Provisions for potential liabilities for costs and claims relate to ineligible project costs, pensions, and tax (re) payments in programme countries. On 31 December 2019, it was uncertain if these costs required payment, but a provision was deemed necessary. In 2019, the total balance of provisions increased compared to the balance of 2018 due to the addition of ineligible project costs, because of the difficult situation in some countries.

A reasonable estimate could be made based on amounts of project spending and local pension provision. The projected outflow of resources is expected to take place during subsequent years, but exact timing cannot be predicted.

## Accruals to donors 15

Institutional donor contributions received in advance - which will be spent after 2019 - are shown as liabilities. ZOA received these payments based on programme proposals and contracts. ZOA is required to spend funds accordingly and return money to its original donor if a commitment is not fulfilled.

## Other liabilities and accruals 16

*Contractual obligations to be paid to partners*  
These liabilities concern projects implemented by partner organisations requiring ZOA funding.

## Liabilities countries - related to staff

These liabilities relate to severance pay and pensions of local staff and can vary per country as they are based on government and sector regulations.

## Other liabilities and accruals - countries

These liabilities and accruals relate to creditors and other costs to be paid in countries.

## Off-balance sheet liabilities

Liabilities not presented on the balance sheet at the end of the financial year relate to office rent and other contracts in countries. Of the total of € 0.4 million in off-balance sheet liabilities, approximately € 0.3 million represent short-term liabilities (maximum of one year) whereas a limited amount refers to off-balance liabilities that extend beyond a year.

**Off-balance sheet receivables**

A residential house was donated in 2013. The current tenant continues to use the house (usufruct). At the end of 2019, the estimated value of the house was € 0.2 million.

**Events after balance date**

While finalizing and approving this annual report, the COVID-19 virus is having a major global impact. Certainly, this pandemic will significantly impact our business operations. This situation has the full attention of ZOA's board and management. Financial consequences of a possible loss of income or stagnation in project implementation are identified. The forecast is now monitored on a monthly basis. There is interactive communication with donors and partners about project implementation. Additionally, we are actively initiating new projects relating to COVID-19.



**Explanatory notes to the statement of income and expenditure**

**INCOME**

**Total income during the financial year**

ZOA's total income increased from € 58.9 million in 2018 to € 77.4 million in 2019, showing an increase of € 18.5 million, primarily caused by a € 19.2 million increase of income from government subsidies. This increase can be subdivided into a € 9.8 million increase for project grants for consortium partners and a € 9.5 million increase for project grants for ZOA. Compared to 2018, the income from private individuals, companies, churches, and schools decreased by € 0.9 million.

**Income generated from own fundraising and third-party campaigns**

Total income generated from own fundraising and third-party campaigns remained stable in relation to the budget (€ 12.0 million). In 2019, unearmarked income decreased by € 0.5 million to € 5.6 million, while the percentage of unearmarked income improved in relation to the objectives of the strategic plan.

INCOME GENERATED FROM OWN FUNDRAISING AND THIRD-PARTY CAMPAIGNS	Actual 2019	Budget 2019	Actual 2018
<b>Income generated from own fundraising and third-party campaigns</b>			
Income from private individuals	5,682,183	6,190,000	6,331,507
Income from companies	1,011,637	700,000	873,184
Income from churches and schools	998,047	1,190,000	1,377,901
Income from other non-profit organisations	4,085,944	3,825,000	3,858,068
Income in exchange for the delivery of products and services	125,050	120,000	96,409
	<b>11,902,862</b>	<b>12,025,000</b>	<b>12,537,069</b>
<b>Unearmarked</b>	5,611,834	6,012,000	6,128,367
	47%	50%	49%
<b>Earmarked</b>			
For reconstruction	4,532,320	4,203,700	4,428,362
For emergency campaigns	1,758,708	1,809,300	1,980,339
	6,291,028	6,013,000	6,408,702
	53%	50%	51%
	<b>11,902,862</b>	<b>12,025,000</b>	<b>12,537,069</b>

The income components are specified in the following paragraphs.

<b>Income from private individuals 17</b>			
INCOME FROM PRIVATE INDIVIDUALS	Actual 2019	Budget 2019	Actual 2018
Contributions, donations, gifts	4,389,427	4,935,000	4,694,152
Door-to-door collections	801,736	880,000	776,596
Legacies	491,020	375,000	860,759
	<b>5,682,183</b>	<b>6,190,000</b>	<b>6,331,507</b>

General income from contributions, donations, and gifts dropped from € 4.7 million to € 4.4 million - a variation of € 0.5 million - in relation to the 2019 budget. Income from door-to-door collection showed a positive trend compared to 2018; however, it is still under the 2019 budget. Categorically, income from legacies is hard to predict and fluctuates substantially over the years.

<b>Income from grants for consortia partners 18</b>			
PROJECT GRANTS FOR CONSORTIA PARTNERS	Actual 2019	Budget 2019	Actual 2018
BUZA-DRA - Syria Joint Response	5,511,047		6,488,143
BUZA-ARC - Addressing Root Causes	2,934,717		2,061,316
ECHO - Emergency Health Response - Congo	3,040,000		-
ECHO - Ebola - Congo	628,000		-
ECHO - Essential Primary Healthcare - Iraq	960,000		-
ECHO - Integrated Digital EWS 930 Hotline - Madagascar	640,000		-
ECHO - Emergency Response in South Sudan	750,000		-
ECHO - Life-Saving Humanitarian Assistance - Syria	3,200,000		-
ECHO - FLOFA 2019 - Afghanistan	600,000		-
	<b>18,263,764</b>	<b>17,112,000</b>	<b>8,549,459</b>

When ZOA takes the lead in a consortium it assumes legal responsibilities for the consortium as a whole and is obliged to report full consortium income as well as expenses. Therefore, the consortia amount shown as income in the state of income and expenditure equals the amount appearing in the expenses.



Income from project grants for ZOA 19

PROJECT	Actual 2019	Actual 2018
DMH/VG	4,090,937	1,795,668
DSH-HH	2,663,411	4,826,363
Netherlands Enterprise Agency (RVO)	95,386	-
Young Experts Program (YEP)	65,414	34,695
<b>Subtotal</b>	<b>6,915,148</b>	<b>6,656,726</b>
Embassy of the Kingdom of the Netherlands in Burundi	1,590,283	1,999,768
Embassy of the Kingdom of the Netherlands in Ethiopia	251,796	431,523
Embassy of the Kingdom of the Netherlands in Rwanda	2,407,855	1,452,007
<b>Subtotal</b>	<b>4,249,934</b>	<b>3,883,298</b>
<b>Total Dutch Ministry of Foreign Affairs donors</b>	<b>11,165,082</b>	<b>10,540,024</b>
EuropeAid	5,054,588	4,452,085
ECHO	925,970	2,886,591
<b>Total EU</b>	<b>5,980,558</b>	<b>7,338,676</b>
United Nations (OCHA)	5,763,030	3,101,454
United Nations Office for Project Services (UNOPS)	1,070,717	577,852
United Nations Development Programme (UNDP)	-	10,293
UNHCR - Sri Lanka	165,134	65,852
UNICEF - Yemen	82,525	10,670
UNICEF - Afghanistan	52,900	192,279
UNICEF - Liberia	121,187	-
UNICEF - Myanmar	60,037	151,064
UNICEF - Burundi	62,297	134,603
UNICEF - South Sudan	21,003	136,947
United Nations Educational, Scientific and Cultural Organization (UNESCO)	570,592	45,617
World Food Programme (WFP)	172,028	95,971
International Organization for Migration (IOM)	785,233	368,924
Food and Agriculture Organisation (FAO)	188,004	13,766
<b>Total UN</b>	<b>9,114,687</b>	<b>4,905,293</b>
Department for International Development (DFID), UK	8,022,136	4,642,469
US Agency for International Development (USAID)	3,884,168	3,869,464
US State Department	2,647,375	1,646,602
Swedish International Development Cooperation Agency (SIDA)	1,646,759	442,314

PROJECT	Actual 2019	Actual 2018
German Development Agency (GIZ)	493,385	481,723
IFA (Institut für Auslandsbeziehungen), Germany	36,799	-
DFAT, Australia	303,252	399,701
AECID (Spain)	302,592	123,537
Irish Aid	41,605	-
Enabel (Belgium)	24,109	20,821
<b>Total Governmental donors</b>	<b>17,402,180</b>	<b>11,605,811</b>
Livelihoods and Food Security Trust Fund (LIFT)	944,085	1,011,287
Education Cannot Wait (ECW)	796,009	-
Canadian Foodgrains Bank	599,647	989,193
ICCO	368,541	160,836
Geneva Global	170,420	178,965
Civil Society Fund	130,251	124,543
Medair	117,618	-
The Economic Community of West African States (ECOWAS)	91,594	25,675
Fida International	30,051	52,602
Schmitz Stiftungen	21,397	-
YMCA	12,726	20,441
Ockenden Foundation	2,125	5,128
Catholic Relief Services	-1,862	67,503
The ELMA Relief Foundation	-	174,625
Diakonia	-	127,382
Niras International Consulting (NIC)	-	1,481
Red een Kind	-	120,942
Other	22,351	73,966
<b>Total Others</b>	<b>3,304,953</b>	<b>3,134,572</b>
<b>TOTAL PROJECT GRANTS</b>	<b>46,967,460</b>	<b>37,490,594</b>

Income from institutional donors reflects contributions from the Dutch government, other governmental donors, the European Union, United Nations organisations - such as UNHCR, UNDP, UNICEF, WFP - and others. Whether donors are willing to contribute to an emergency situation or reconstruction project during the year - and to what degree - is difficult to anticipate in a budget. However, actual figures of € 47.0 million exceeded the 2019 budget by € 4.5 million (10.6%).

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Compared to 2018, income from institutional donors increased by € 9.5 million (or 25.3%). Increased or decreased funding per donor can be explained by their change in priorities with regard to geographical areas or the sectors in which they work. It is ZOA's policy to partner with donors when their priorities meet ZOA's programme goals and mandate.

Other income in this category is derived from NGOs, in which case the ultimate donor is often an institutional donor.

Income from other non-profit organisations 20			
INCOME FROM OTHER NON-PROFIT ORGANISATIONS	Actual 2019	Budget 2019	Actual 2018
Funds	2,753,312	2,725,000	2,101,237
Third-parties	1,332,632	1,100,000	1,756,831
	<b>4,085,944</b>	<b>3,825,000</b>	<b>3,858,068</b>

In 2019, income from other non-profit organisations increased slightly by € 0.2 million to € 4.1 million. This income category is a combination of funds and third-parties.

Income in exchange for the delivery of products and services 21			
INCOME IN EXCHANGE FOR THE DELIVERY OF PRODUCTS AND SERVICES	Actual 2019	Budget 2019	Actual 2018
Net revenue from the sales of spicy nuts	99,547	200,000	158,188
Cost price - spicy nuts	58,289	80,000	61,778
	41,258	120,000	96,409
Net revenue from Charity Dinner	94,068	-	-
Cost price - Charity Dinner	10,276	-	-
	83,792	-	-
Income in exchange for services provided to other NGOs	94,716	-	-
	<b>219,767</b>	<b>120,000</b>	<b>96,409</b>

The income in exchange for the delivery of products and services represents the income from sold products and services delivered. Direct costs are immediately deducted, and the net income is reported in this category. ZOA does not register sponsorship or events in this income category as it is too arbitrary to calculate direct costs. Such income is accounted for in other income categories.

Other income 22			
OTHER INCOME	Actual 2019	Budget 2019	Actual 2018
Income from sold assets	71,574	-	51,515
Release of tax provision	-	-	220,825
Other income	70,129	-	85,999
	<b>141,703</b>	<b>-</b>	<b>358,339</b>

Income in the category "Other income" decreased by € 0.2 million as a result of the release of the provision in 2018 for taxes.



## EXPENDITURE

### Total expenses during the financial year

While income increased by a total of € 18.4 million, expenses increased by € 19.5 million - from € 58.5 million in 2018 to € 78.0 million in 2019. In 2019, 94.5% of the expenditure was directly spent on objectives, well above ZOA's minimum target of 88%. Types of expenditure expressed in a percentage of total expenditure - excluding expenditure through consortia partners - are shown in the table.

EXPENSE STRUCTURE OF THE ORGANISATION	Actual 2019	Budget 2019	Actual 2018
Spent on objectives in countries excluding consortia	87.6%	87.5%	87.3%
Education and awareness	1.1%	1.1%	1.1%
Programme preparation and coordination in the Netherlands	5.8%	4.8%	5.0%
<b>Total spent on objectives</b>	<b>94.5%</b>	<b>93.4%</b>	<b>93.4%</b>
Fundraising costs	3.5%	4.1%	4.2%
Management and administration costs	2.0%	2.5%	2.4%
<b>TOTAL COSTS OF THE ORGANISATION</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Spent on objectives in countries				
SPENT ON OBJECTIVES		Actual 2019	Budget 2019	Actual 2018
Projects spent through consortia partners	18	18,263,764	17,112,000	8,549,459
Own funding spent on objectives in countries	23			
Afghanistan		3,334,738	2,459,000	4,381,401
Burundi		2,770,805	2,298,000	3,048,391
Colombia		332,464	-	-
Congo		3,773,587	3,676,000	2,131,512
Ethiopia		3,767,471	3,808,000	2,855,089
Indonesia		1,032,430	-	213,610
Iraq		4,912,848	5,095,000	2,203,055
Jordan, Syria, and Lebanon		1,200,559	3,065,000	1,781,803
Liberia		1,914,026	2,472,000	1,332,456
Myanmar		1,979,145	2,003,000	2,085,297
Nepal		-	-	49,749
Nigeria		2,112,361	2,995,000	3,243,099
Philippines		124,397	-	-
Sri Lanka		854,089	893,000	816,184
South Sudan		1,739,284	1,976,000	2,127,441
Sudan		13,715,426	5,527,000	8,295,650
Uganda		2,842,724	3,514,000	4,455,705
Yemen		5,641,496	6,841,000	3,759,398
Other		255,004	929,000	866,741
		<b>52,302,851</b>	<b>47,551,000</b>	<b>43,646,581</b>
Own funding spent on objectives from the Netherlands				
Preparation and coordination from the Netherlands	24	3,446,966	2,606,547	2,491,810
Education and awareness-raising in the Netherlands	25	672,087	619,722	540,599
		<b>4,119,053</b>	<b>3,226,269</b>	<b>3,032,410</b>
		<b>74,685,669</b>	<b>67,889,269</b>	<b>55,228,450</b>



**Projects spent through consortium partners**

When ZOA takes the lead in a consortium it assumes legal responsibilities for the consortium as a whole and is obliged to report full consortium income as well as expenses. Therefore, the consortia amount shown as expense in the state of income and expenditure equals the amount appearing in the income.

**Funding spent on objectives in countries**

The amount spent on objectives in countries shows an increase of € 8.7 million (19.8%) from € 43.6 million in 2018 to € 52.3 million in 2019. This increase is a mix of fluctuating country programme volumes. The largest increases occurred in countries such as: Iraq (increase of 123%), Congo (77%), Sudan (65%), and Yemen (50%).

ZOA's budget was drawn up in September and is based on a project portfolio and opportunities known at that time. During the financial year, ZOA depends on the circumstances in the countries in which it operates, government approval, and approval from donors to initiate programme activities. As a result, projects may start later - or have a lower budget - than initially planned. In 2019, however, the actual expenses on objectives of € 52.3 million surpassed the budgeted amount of € 47.6 million. Assets required for a specific project - and fully subsidised by the donor - are presented as project expenditures.

**Preparation and Coordination from the Netherlands 24**

Preparation and coordination from the Netherlands include the direct attributable costs of the departments.

<b>Preparation and coordination from the Netherlands 24</b>			
<b>PREPARATION AND COORDINATION THE NETHERLANDS</b>	<b>Actual 2019</b>	<b>Budget 2019</b>	<b>Actual 2018</b>
Preparation and coordination costs Netherlands	2,569,283	2,449,997	2,145,965
ERP project	382,703	-	-
Syria Joint Response coordination costs	182,144	-	181,164
ARC coordination costs	140,780	89,050	115,144
DRA Innovation (app)	83,292	45,000	1,100
DRA coordination costs	37,832	22,500	25,951
PeaceNexus	18,609	-	15,256
Knowledge Management Fund	16,442	-	7,231
NWO project Uganda	15,880	-	-
	<b>3,446,966</b>	<b>2,606,547</b>	<b>2,491,810</b>

**Education and awareness-raising 25**

Education and awareness-raising are a statutory objective of ZOA. Costs include education of - and awareness-raising among - the general public, at schools, and among ZOA constituents in particular. Expenditure in 2019 increased slightly to € 0.7 million (2018: € 0.5 million).

<b>Fundraising expenses 26</b>			
<b>FUNDRAISING EXPENSES</b>	<b>Actual 2019</b>	<b>Budget 2019</b>	<b>Actual 2018</b>
Total fundraising expenses	2,099,104	2,213,471	2,117,293
Total fundraising expenses as part of the total income excluding consortia	3.6%	4.1%	4.2%

The relative cost of fundraising decreased due to the increase in income.

**Management and administration expenses 27**

<b>MANAGEMENT AND ADMINISTRATION IN THE NETHERLANDS</b>			
	<b>Actual 2019</b>	<b>Budget 2019</b>	<b>Actual 2018</b>
Total costs management and administration	1,209,065	1,354,510	1,188,914
Total costs management and administration in percentage of total costs excluding consortia	2.0%	2.5%	2.4%

Based on ZOA's operations and resulting managerial and administrative responsibilities, the Executive Board limited management and administration costs at 4.0%. In 2019, actual costs totalled 2.0%, well below the limit.

Costs of management and administration are the costs the organisation incurs for (internal) management and organisation, paid in or from the Netherlands, which cannot be directly attributed to objectives or fundraising. These costs include a percentage of several cost categories as shown in the table "Cost allocation to management and administration."

**Cost allocation to management and administration**

<b>COST ALLOCATION TO MANAGEMENT AND ADMINISTRATION</b>	<b>%</b>	<b>Explanation</b>
<b>Allocation only from ZOA Netherlands departments</b>		
Building and depreciation	pro rata	
Department Finance	100	
Management Finance & IT	50	Other 50% allocated to preparation and coordination
Department IT	pro rata	Support of countries allocated to preparation and coordination
Department Human Resources	pro rata	
Department Directors and management support	75	
Supervisory Board	100	

**Balance of financial income and expenses 28**

<b>BALANCE OF FINANCIAL INCOME AND EXPENSES</b>	<b>Actual 2019</b>	<b>Budget 2019</b>	<b>Actual 2018</b>
Interest received	28,780	25,000	28,983
Interest paid	-705	-	-
Currency exchange and recalculation results	132,085	-	132,747
Net result participation ZOA Deutschland gGmbH	-	-	-24,178
	<b>160,160</b>	<b>25,000</b>	<b>137,552</b>

Currency exchange and recalculation show a positive result in 2019. Currency exchange and recalculation results are not budgeted for as they are unpredictable risks. ZOA is aware of these exchange rates and concentration risks and takes appropriate measures to mitigate them where possible. Therefore, the Treasury charter was redefined in 2019 to set out principles and frameworks that must be observed when acquiring, managing, and spending financial resources.



Attribution of costs

Attribution of costs 2019	Programmes	Education	Coordination	Fundraising			Costs of man. and admin.	Total 2019	Total 2018
				Own	Third-Parties	Subsidies			
Own programmes and projects	37,972,722	114,357	-	-	-	-	-	38,087,079	32,337,410
Staff costs	13,828,550	524,612	2,309,380	920,439	11,304	229,858	963,718	18,787,861	15,385,479
Direct costs	-	-	-	622,251	18,050	164,063	-	804,364	831,405
Accommodation costs	-	7,262	30,836	12,840	151	3,065	16,960	71,114	71,034
Office costs and other general costs	-	14,785	1,059,935	88,014	215	4,374	97,434	1,264,758	916,963
Audit costs and Annual Report	-	-	-	-	-	-	105,093	105,093	107,514
Depreciation and interest	501,579	11,072	46,815	19,576	230	4,674	25,859	609,805	335,394
<b>TOTAL ZOA</b>	<b>52,302,851</b>	<b>672,087</b>	<b>3,446,966</b>	<b>1,663,120</b>	<b>29,950</b>	<b>406,034</b>	<b>1,209,065</b>	<b>59,730,074</b>	<b>49,985,198</b>
Project funding spent through consortia partners	18,263,764	-	-	-	-	-	-	18,263,764	8,549,459
<b>TOTAL INCLUDING CONSORTIA PARTNERS</b>	<b>70,566,616</b>	<b>672,087</b>	<b>3,446,966</b>	<b>1,663,120</b>	<b>29,950</b>	<b>406,034</b>	<b>1,209,065</b>	<b>77,993,839</b>	<b>58,534,657</b>

BREAKDOWN OF STAFF COSTS	Actual 2019	Actual 2018
Staff costs - countries	13,828,550	11,100,085
Gross salary	3,821,739	3,174,731
Social security	323,753	298,209
Pension costs	272,292	240,621
Other staff costs	541,527	571,833
	<b>18,787,861</b>	<b>15,385,479</b>

Costs are allocated to the prescribed categories: Objectives, Fundraising, Management, and administration in accordance with the "Recommendation application of RJ 650 for costs management and administration" of Goede Doelen Nederland, the Dutch industry body for fundraising institutions.

Costs have been allocated according to the following criteria:

**A) Spent on objectives in programmes in countries**

The amount of € 52.3 million represents the total expenditure in the countries related to direct project costs (including staff costs of posted field workers and office expenses). The expenditure is directly related to the implementation of projects in countries outside the Netherlands. Costs of ZOA offices in countries are fully accounted for under this objective.

**B) Spent on objectives in/from the Netherlands**

Costs that are directly attributable to the implementation of the objectives - or that contain a statutory objective - of ZOA:

- The direct costs relating to education and awareness-raising at € 0.7 million, which is a statutory ZOA objective.
- The preparation and coordination costs from the Netherlands at € 3.4 million. These costs mainly relate to costs of the Programme Development & Support Department, Finance & IT Department, and selected costs of other departments.

**C) Direct costs - Fundraising**

This contains the total costs of raising project grants and third-party campaigns at a total of € 2.1 million.

**D) Costs allocable to Management & Administration**

Expenditure in departments in the Netherlands that cannot be directly allocated to either objectives or fundraising. These expenditures of € 1.2 million consist of so-called mixed costs that are allocated to Management and Administration for a specific percentage per department. These percentages have been established based on prudence criteria (number of workplaces, deployment of staff, etc.) and according to consistent policy.

Remuneration Supervisory Board and Executive Board

REMUNERATION EXECUTIVE BOARD	Chief Executive Officer	Chief Programme Officer	Chief Programme Officer	Actual 2019	Actual 2018
Name	C.T. Lukkien	C.W.A. Visser	A.J. van Wessel		
Position	permanent	permanent	permanent		
Hours / week	40	40	40		
PT - percentage	100%	100%	100%		
Period	1/1 - 31/12	1/4 - 31/12	1/1 - 31/1		
Gross salary	99,857	58,263	9,709	167,829	173,616
Transition fee	-	-	-	-	-
Vacation bonus	7,989	4,661	558	13,207	13,843
End-of-year bonus	8,321	4,855	581	13,757	14,468
Total gross salary / remuneration	116,167	67,779	10,848	194,794	201,927
Pension premiums	12,113	4,566	676	17,355	19,927
	128,280	72,345	11,524	212,150	221,854

ZOA's Supervisory Board members receive no remuneration. They receive reimbursement for expenses based on actual cost.

The remuneration of the Board of Directors has been set in accordance with the guidelines and BSD scales for CEOs of Goede Doelen Nederland, the Dutch industry body for fundraising institutions. The policy is updated periodically. The last evaluation was in July 2019. The regulation sets a maximum standard for annual income based on weighted criteria. This led to a so-called BSD score of 479 points for ZOA's CEO and a maximum annual income of € 138,020: 440 points for the CPO and a maximum annual income of € 121,708. Based on their responsibilities and scope of work, the positions of CEO and CPO belong to scale I and H respectively.

In 2019, the actual annual income of board members included in the assessment, based on applicable limits, amounted to € 116,167 for C.T. Lukkien (1 FTE/12 months), € 8,494 for A.J. van Wessel (1 FTE/1 month) and € 67,779 for C.W.A. Visser (1 FTE/9 months). In all cases, the salary level is well below the applicable maximum.

Remuneration External Auditors

REMUNERATION EXTERNAL AUDITORS	Actual 2019	Actual 2018
Consolidated financial accounts	86,675	89,836
Other audit assignments	-	-
Fiscal advisory services	-	-
Other non-audit services	-	-
	86,675	89,836

In countries of operation, (local) project audit costs are charged to project or country budgets and are subsequently represented as programme costs in the present financial statements. These costs are not included in the table above.

Number of staff

As per 31 December 2019, ZOA employed 1,077 people based on headcount (2018: 924). This increase of 122 employees is a mixture of increased and decreased country programme volumes – some programmes approach phase-out while others grow from start-up to maturity phase.

Appropriation of results

The result has been appropriated according to the breakdown indicated in the statement of income and expenditures.



# Independent auditor's report

To: The Board of Directors and Supervisory Board of Stichting ZOA

## A. Report on the audit of the financial statements 2019

### Our opinion

We have audited the financial statements 2019 of Stichting ZOA based in Apeldoorn.

In our opinion the accompanying financial statements give a true and fair view of the financial position of Stichting ZOA as at December 31, 2019 and of its result for 2019 in accordance with the Guideline for annual reporting 650 'Fundraising organizations' of the Dutch Accounting Standards Board.

The financial statements comprise:

1. the balance sheet at December 31, 2019;
2. the statement of income and expenditure 2019;
3. the cashflow statement 2019; and
4. 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. 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 ZOA in accordance with the Wet toezicht accountantsorganisaties (Wta, Audit firms supervision act), 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).

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

## B. 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:

- Our purpose and vision;
- Introduction;
- ZOA worldwide in 2019;
- Responding to ever growing needs: Reflections of the Executive Board on the year 2019;
- Four trends in the humanitarian sector and ZOA's response;
- The story of Margarita;
- ZOA's approach;
- ZOA's core values;
- Statement of the Supervisory Board;
- The story of COOP and
- The impact of our work in 2019.

Based on the procedures performed as set out below, we conclude that the other information:

- is consistent with the financial statements and does not contain material misstatements;
- contains the information that is required by the Guideline for annual reporting 650 'fundraising organizations'.

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 Standard 720. The scope of such procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

Management is responsible for the preparation of the other



information, including the management board's report in accordance with the Guideline for annual reporting 650 'fundraising organizations' of the Dutch Accounting Standards Board.

## C. Responsibilities for the financial statements and the audit

### Responsibilities of management and the supervisory board for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the Guideline for annual reporting 650 'fundraising organizations' of the Dutch Accounting Standards Board. Furthermore, management is responsible for such internal control as management 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, management is responsible for assessing the foundation's ability to continue as a going concern. Based on the financial reporting frameworks mentioned, management should prepare the financial statements using the going concern basis of accounting unless management either intends to liquidate the foundation or to cease operations, or has no realistic alternative but to do so. Management should disclose events and circumstances that may cast significant doubt on the foundation's ability to continue as a going concern in the financial statements.

The supervisory board is responsible for overseeing the foundation's financial reporting process.

### Our responsibilities for the audit of the financial statements

Our responsibility is to plan and perform the audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence to provide a basis 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 errors and fraud 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



skepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included e.g.:

- 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 foundation's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- concluding on the appropriateness of management'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 foundation'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 a foundation to cease to continue as a going concern;
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures;
- 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.

We confirm to the supervisory board that we have complied with relevant ethical rules on independence. We also communicate with the board about relationships and other matters that can reasonably influence our independence and on the related measures to ensure our independence.

Amsterdam, 26 May, 2020

Crowe Foederer B.V.

Original signed by drs. T. Woord RA EMITA CISA

## Annex A Long-range overview, budget, and estimates

INDICATORS	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Budget 2020	Estimate 2021	Estimate 2022
Number of programme countries	12	12	14	14	15	15	13	11
Volume per country	3,155	3,033	2,860	3,118	3,487	3,641	4,135	5,068
Percentage income of non-project grants	25%	23%	28%	25%	20%	19%	18%	18%
Cost percentage total fundraising	4%	4%	4%	4%	4%	4%	4%	4%
Cost percentage of management and administration	3%	3%	3%	2%	2%	2%	2%	2%

INCOME (x € 1,000)	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Budget 2020	Estimate 2021	Estimate 2022
<b>Income generated from own fundraising and participation in third-party campaigns</b>	11,680	9,229	12,757	12,537	11,903	11,870	11,000	11,550
<b>Project grants</b>								
Project grants for consortia partners	17,352	10,765	10,380	8,549	18,264	pm	pm	pm
Project grants from institutional donors	34,667	30,035	33,201	37,491	46,967	49,658	50,500	52,000
<b>Other income</b>	983	276	156	358	237	-	-	-
<b>TOTAL INCOME</b>	<b>64,682</b>	<b>50,304</b>	<b>56,495</b>	<b>58,935</b>	<b>77,371</b>	<b>61,528</b>	<b>61,500</b>	<b>63,550</b>

EXPENDITURE	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Budget 2020	Estimate 2021	Estimate 2022
<b>Total spent on objectives</b>								
Project grants to consortia partners	17,352	10,765	10,380	8,549	18,264	pm	pm	pm
Own spending on objectives	40,473	39,020	42,941	46,679	56,422	58,849	57,850	59,600
<b>Spent on own fundraising</b>								
Expenses of own fundraising	1,835	1,813	1,832	2,117	2,099	2,259	2,200	2,200
<b>Management and administration</b>	1,248	1,441	1,248	1,189	1,209	1,291	1,250	1,250
<b>TOTAL EXPENDITURES</b>	<b>60,908</b>	<b>53,039</b>	<b>56,437</b>	<b>58,534</b>	<b>77,994</b>	<b>62,399</b>	<b>61,300</b>	<b>63,050</b>
<b>Balance of financial income and expenses</b>	-	138	-2	137	160	25	-	-
<b>SURPLUS/DEFICIT (-)</b>	<b>3,774</b>	<b>-2,597</b>	<b>56</b>	<b>538</b>	<b>-463</b>	<b>-846</b>	<b>200</b>	<b>500</b>

ADDED TO/ WITHDRAWN FROM	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Budget 2020	Estimate 2021	Estimate 2022
Programme funds	2,771	-1,394	-684	-530	1,403	-	-	-
Continuity and allocated reserves	1,003	-1,203	739	1,068	-1,866	-846	200	500
<b>TOTAL CHANGE IN RESERVES AND FUNDS</b>	<b>3,774</b>	<b>-2,597</b>	<b>56</b>	<b>538</b>	<b>-463</b>	<b>-846</b>	<b>200</b>	<b>500</b>

OTHER INDICATORS	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Budget 2020	Estimate 2021	Estimate 2022
Percentage spent on objectives	93%	92%	93%	93%	95%	96%	94%	95%
Liquidity	266%	182%	169%	159%	158%	160%	160%	160%

# Annex B

## Budget 2020

INCOME	Budget 2020	Actual 2019	Actual 2018
<b>Income</b>			
Income from private individuals	6,530,000	5,682,183	6,331,507
Income from companies	770,000	1,011,637	873,184
Income from churches and schools	1,150,000	998,047	1,377,901
Income from government subsidies:			
- Project grants for consortia partners	17,676,000	18,263,764	8,549,459
- Project grants for ZOA	49,657,978	46,967,459	37,490,594
Income from other non-profit organisations	3,300,000	4,085,944	3,858,068
<b>Total income raised</b>	<b>79,083,978</b>	<b>77,009,035</b>	<b>58,480,713</b>
Income in exchange for the delivery of products and services	120,000	219,767	79,783
Other income		141,703	156,329
<b>TOTAL INCOME</b>	<b>79,203,978</b>	<b>77,370,505</b>	<b>58,716,825</b>

EXPENDITURE	Budget 2020	Actual 2019	Actual 2018
<b>Spent on objectives</b>			
<i>Spent on Objectives in Countries</i>			
Project grants to consortia partners	17,676,000	18,263,764	8,549,459
Own spending on objectives	54,622,000	52,302,851	43,646,581
	72,298,000	70,566,616	52,196,040
<i>Preparation and Coordination from the Netherlands</i>			
Preparation and Coordination from the Netherlands	3,894,116	3,446,966	2,491,810
<i>Education/Awareness-raising</i>			
Education/Awareness-raising	333,416	672,087	540,599
<b>Total spent on objectives</b>	<b>76,525,532</b>	<b>74,685,669</b>	<b>55,228,450</b>
<b>Fundraising expenses</b>	<b>2,259,233</b>	<b>2,099,104</b>	<b>2,117,293</b>
<b>Management and Administration</b>	<b>1,290,713</b>	<b>1,209,065</b>	<b>1,188,914</b>
<b>TOTAL EXPENDITURES</b>	<b>80,075,478</b>	<b>77,993,839</b>	<b>58,534,657</b>
<b>SURPLUS/DEFICIT (-) BEFORE FINANCIAL INCOME AND EXPENSES</b>	<b>-871,500</b>	<b>-623,333</b>	<b>400,804</b>
<b>Balance of financial income and expenses</b>	<b>25,000</b>	<b>160,160</b>	<b>137,552</b>
<b>SURPLUS/DEFICIT (-)</b>	<b>-846,500</b>	<b>-463,173</b>	<b>538,356</b>

ADDED TO/WITHDRAWN FROM	Budget 2020	Actual 2019	Actual 2018
<b>Programme Funds</b>			
Future project spending	-	1,403,422	-530,207
<b>Designated reserves</b>			
<i>Financing and risk reserves</i>			
Financing assets	-	83,798	299,718
Pre-financing projects	-	-	611,000
	-	83,798	910,718
<i>For future project spending</i>			
Country programme reserves	-329,000	-800,243	103,371
Programme development & innovation	-290,000	-382,703	-210,263
Disaster response	-245,000	-459,640	-38,145
	-864,000	-1,642,586	-145,037
<b>Continuity reserves</b>			
General	17,500	-307,807	302,882
<b>TOTAL CHANGE IN RESERVES AND FUNDS</b>	<b>-846,500</b>	<b>-463,173</b>	<b>538,356</b>





## Colophon

The cover photo was taken in Uganda. It shows Mary with her baby, Rutho, in the field where she and other families grow a diversity of crops. ZOA provided Mary, and other local families, with training and materials to yield bountiful harvests throughout the year.

### ZOA

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P.O. Box 4130 7320 AC Apeldoorn  
The Netherlands T +31 (0)55 36 63 339  
E [info@zoa.ngo](mailto:info@zoa.ngo)

### Supervisory Board

Chair Mr. Dr. Ir. H. Paul MPA,  
Vice-chair Mr. Drs. J. Kamphorst,  
Mr. Drs. A. Bouw RA CIA,  
Mrs. Drs. J.J.A. Olij – Haak,  
Mr. Ing. J.H. Dronkers LLM,  
Mr. mr. A.T. Strijker RA

### Executive board

C.T. Lukkien - Chief Executive Officer  
C.W.A. Visser - Chief Programme Officer

ING account number  
(for transfers in The Netherlands):  
NL46 INGB 0000 0005 50  
ZOA is registered with the Chamber of  
Commerce under number: 41009723

### Text

Felicia Morgenstern

### Text financial chapter

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[www.deelstraendejong.nl](http://www.deelstraendejong.nl)

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