

ZOA

ANNUAL REPORT

2018



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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

The world is at war. An unprecedented 68.5 million people around the world were forced to flee their homes – the highest level recorded since the Second World War and nearly double the number at the start of this millennium. In countries like Yemen, South Sudan, Afghanistan, and Syria a human life seems worthless.

Yes, the world is at war. But this doesn't mean we can't change people's lives. As a Christian organization, we believe that God calls us to bring peace, reconciliation, and hope to a broken world. I'm thankful that we, as ZOA, are putting these words into practice by serving the most vulnerable people in dangerous places and under difficult circumstances.

This photo, taken in Yemen, is one of my favorite pictures from 2018. I feel it symbolizes the beginning of true peace. Two boys, two friends, walking home after attending hygienic lessons in war torn Yemen. Even under these circumstances, we can bring signs of hope and restoration.

It is my wish and prayer that we can continue this work in 2019 and the years to follow, because every life matters!



Chris Lukkien
Chief Executive Officer

ZOA Worldwide



Staff per country as of 31/12/2018



ZOA's expenditures on objectives in countries

Afghanistan

€ 4,381,401



158

Indonesia

€ 213,610



0*

Myanmar

€ 2,085,297



68

South Sudan

€ 2,127,441



35

Uganda

€ 4,455,705



116

Burundi

€ 3,048,391



53

Iraq

€ 2,203,055



41

the Netherlands

€ 540,599***



79**

Sudan

€ 8,295,650



42

Yemen

€ 3,759,398



69

DR Congo

€ 2,131,512



35

Jordan and Syria

€ 1,781,803



10

Nigeria

€ 3,243,099



29

Nepal and Somalia

€ 47,828****

Ethiopia

€ 2,855,089



121

Liberia

€ 1,332,456



34

Sri Lanka

€ 816,184



34

Total

€ 43,646,581



924

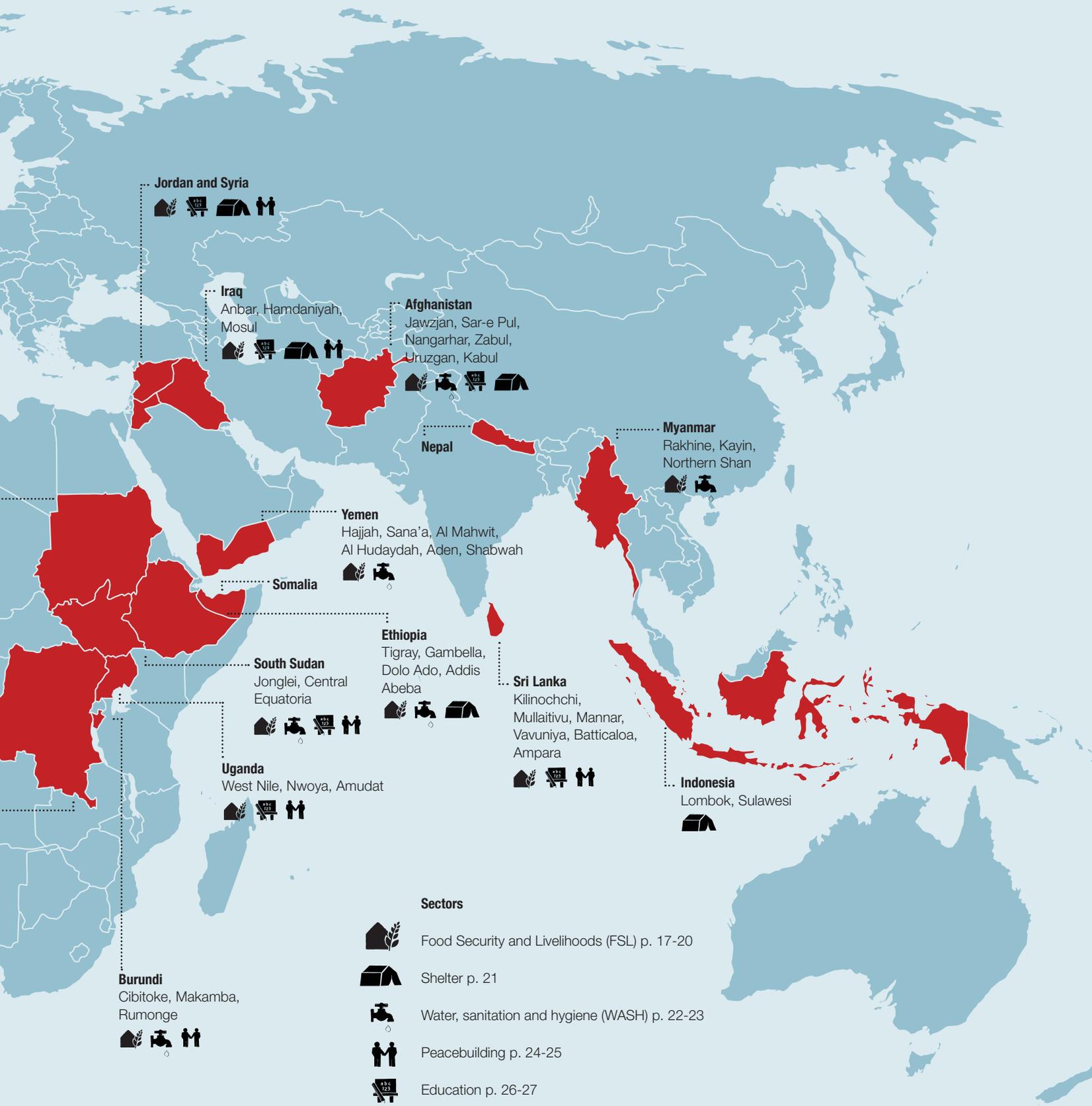


*exclusively working through local partners

**including 5 for the Disaster Response Team

***spent on awareness raising and education

****funds spent to finalize disaster response projects



Jordan and Syria



Iraq

Anbar, Hamdaniyah, Mosul



Afghanistan

Jawzjan, Sar-e Pul, Nangarhar, Zabul, Uruzgan, Kabul



Nepal

Myanmar

Rakhine, Kayin, Northern Shan



Yemen

Hajjah, Sana'a, Al Mahwit, Al Hudaydah, Aden, Shabwah



Somalia

South Sudan

Jonglei, Central Equatoria



Ethiopia

Tigray, Gambella, Dolo Ado, Addis Abeba



Sri Lanka

Kilinochchi, Mullaitivu, Mannar, Vavuniya, Batticaloa, Ampara



Uganda

West Nile, Nwoya, Amudat



Indonesia

Lombok, Sulawesi



Burundi

Cibitoke, Makamba, Rumonge



Sectors



Food Security and Livelihoods (FSL) p. 17-20



Shelter p. 21



Water, sanitation and hygiene (WASH) p. 22-23



Peacebuilding p. 24-25



Education p. 26-27

Focus on the people we serve

Reflections of Chief Executive Officer Chris Lukkien on 2018.

Looking back, how will you remember the year 2018?

Emergencies become protracted and the needs of the people escalate. The situation in for example South Soudan symbolizes this: the needs are desperately high, the conflict is protracted and complex, and there are huge challenges in providing humanitarian aid. We also see an increasing number of people facing the devastating consequences of natural disasters. I will most remember the 2018 earthquakes in Lombok and Sulawesi, prompting generous contributions from our faithful supporters and the commitment of our Disaster Response Team.

Did ZOA realize its ambitions for the year?

Yes, overall, we were able to do more and reach more people than initially planned, both in relief and recovery. I am thankful and proud that we could assist more than a million people. One of our strategic decisions was to increase our emergency relief capacity. As a result, we were able to adequately respond not only in Indonesia, but also in Nigeria and Ethiopia. Furthermore, we expanded our programs in several countries, most notably Afghanistan, Ethiopia, Sudan, and Yemen.

You mention Yemen. The situation in Yemen attracted increased attention over the year. What could ZOA do, despite the bombings and blockades?

ZOA is one of the few Dutch NGOs working in Yemen. In spite of the challenging

environment, we were able to reach more than 150,000 people, especially families with malnourished children and families affected by cholera.

A highlight of the year was formal registration in Syria.

Formal registration enables us to address the needs in Syria. Now we can open an office in Damascus, which will enable us to reach out to more people and connect with new institutional donors. As a result, we can assist the people of Syria on their journey towards a restored country.

ZOA was already working in Syria through the Dutch Relief Alliance. In north Aleppo, for example, ZOA served internally displaced people from Afrin by providing them with household essentials and winterization kits to prepare for the harsh winter. In partnership with a church in Aleppo, ZOA provided 500 households with a monthly food basket over a five-month period. We also supported farmers rebuilding their livelihoods by providing seeds, tools, and machinery, as well as teaching innovative agricultural methods.

Could you share something about the risks and threats ZOA faced last year?

We have a well-developed management and control system in place to assess and mitigate financial, security, compliance, fraud, and operational risks. Security is a constant concern. ZOA has





A project visit in Liberia with Mrs. Margreet Noordhof (Vreugdenhil Dairy Foods) and Mrs. Hannie Olij (Supervisory Board).

'I am thankful we could assist more than a million people.'

tight security policies and procedures in place to mitigate such risks, to train and protect our staff, and to analyze incidents. A related concern is lack of access to project areas, which can severely hamper the implementation and monitoring of donor-funded projects. Developing good local contacts – and building trust – is therefore of utmost importance.

It is also a challenge to recruit suitable staff. Our work is about – and for – people. We can only reach out to victims of war and disaster if we can find people with suitable skills and a willingness to work under challenging circumstances.

ZOA developed a new strategy plan last year: 'Every Life Matters'. This will determine ZOA's choices and priorities for the years 2019 – 2022. What are the most significant highlights?

One of the most important priorities of 'Every Life Matters' is that people affected by crisis should be at the center of our work. This might seem obvious, but beneficiaries can easily become anonymous numbers in log frames. I would like to encourage all ZOA staff – as well as myself – to keep our focus on the people we serve. We have to make sure they are involved in all stages of the project cycle, i.e. during design, implementation, and evaluation.

'Every Life Matters' also emphasizes the connection with ZOA's constituency. What were the developments in 2018?

ZOA wants to continue to be constituency-based, and aims for at least 25% of our funding to come from private donors. We focus on building long-term relationships with our supporters, and show them their support really changes people's lives.

Thanks to our faithful supporters, income from private individuals increased by 12%, and nearly €2 million was raised for emergency relief. Personally, I also felt encouraged by the ZOA Business Event, which brought together more than 200 entrepreneurs who support our work.

ZOA expanded its fundraising activities to Germany. What is the current status?

ZOA established an office in Germany in 2017 to seek new funding opportunities. In 2018, we put a lot of effort into developing the organization, as well as building contacts with relevant government departments. It won't be long before we can start the actual fundraising.

ZOA's Executive Board consists of two people, but the Chief Programme Officer, Arco van Wessel, announced his departure at the end of 2018.

I enjoyed working closely with Arco. His knowledge, experience, and wisdom will be dearly missed. However, we are pleased to have found a suitable replacement. Edwin Visser will start as the new CPO in 2019. Together with the management team and all of our colleagues, we will 'put our shoulder to the wheel' and make sure that – as an organization – we keep reaching out to people in need.

ZOA continuously monitors developments and trends in the humanitarian sector. We respond to trends as they unfold, enabling us to provide support to victims of natural disasters and violent conflicts.

4 trends in the humanitarian sector

1

Humanitarian crises affect more people, for a longer period of time

The average humanitarian crisis now lasts more than nine years. Conflict is expected to remain the key driver of humanitarian needs in 2019.

In response to increased humanitarian needs, ZOA further develops and strengthens its position as an effective and reliable partner in relief implementation. ZOA aims to increase the relief component of its work to approximately 30%. This enables us to stay committed to the people we assist until they can provide for themselves again, even if it takes years.

3

Working in partnerships

The importance of partnerships within the humanitarian sector continues to grow. Institutional donors expect humanitarian actors to implement large size projects covering multiple locations, sectors, and areas of expertise.

ZOA participates in several consortia. We believe partnerships are conducive to sharing knowledge and resources. Therefore, we plan to further develop and strengthen our partnerships, giving special attention to working with local partners. We do this to ensure a lasting, positive impact on people affected by humanitarian crises.

2

Insecurity increases

Despite being protected under international humanitarian law, humanitarian workers are sometimes attacked, kidnapped, or even killed. Over the years, attacks have become increasingly violent.

ZOA works in complex and insecure environments. The safety of our staff is of utmost importance. For this reason, ZOA continues to invest in security measures, policies, and training. In 2018, ZOA initiated the development of a security app for mobile phones to facilitate the reporting of incidents. This will provide better insight into the types of risks our staff faces.

4

Looking for new ways to involve people

In the Netherlands, average charitable giving as a percentage of disposable income is less than 1%, showing a steady decline.

ZOA is looking for new ways to bring awareness to the plight of refugees and inspire people to become involved. As an organization, we value our loyal supporters and aspire to work together to bring about positive change. We are also exploring new markets. For example, business donations continue to grow in the Netherlands as part of companies' corporate social responsibility. In addition, major donors, trusts, and foundations are becoming more important to ZOA as a source of income.



Lifestory Nigeria

Furaira's daily struggle for life

Furaira Ali Feli (35) happily crafts fishing nets in front of her self-built shelter. "Each net gives me 50 Naira (€0,12)," Furaira says with a smile. Furaira's husband was killed during the Boko Haram insurgency. In November 2017, she and her eight children fled from her village to Gongulong. Furaira receives a cash grant each month worth approximately 97 euro. "I am extremely happy with the cash grants. Before, I experienced days I didn't eat anything at all, since as parents you always allow your children to eat first. There was nothing left." Furaira can't wait to return to her village. "I want to save money to restart my small tailoring business. I just want to take care of my family and give my children a future."



Global commitments

The Grand Bargain

ZOA is one of only nineteen NGOs worldwide to be a signatory to the Grand Bargain agreement created to improve the effectiveness and efficiency of humanitarian aid.

A broad range of donor governments, UN organizations, and NGOs have committed themselves to:

- Increased financial transparency
- More support and funding tools for local and national crisis responders
- Increased usage and coordination of cash-based programming
- Reduced duplication and management costs
- Improved joint and impartial needs assessments
- A 'Participation Revolution': greater inclusion of people receiving aid in making the decisions which affect their lives.

Many of these commitments have been a part of ZOA's operational procedures for many years. ZOA is pleased to be a part of this Grand Bargain and – together with many global partners – stands at the

forefront of providing improved humanitarian assistance. In the strategic period 2019 – 2022, the emphasis will be on implementing the commitments of the Grand Bargain.

Localization has been an essential part of ZOA's approach for years. Operating within our hybrid model, we have collaborated – with (local) partners whenever possible. This hybrid approach helps ZOA remain flexible and respond according to the needs and opportunities of its beneficiaries, accelerating the restoration of a civil society.

In line with the localization agenda of the Grand Bargain, local partnerships become increasingly important. As ZOA has local presence in its program areas, we are well-positioned to enhance the effectiveness of our local partners through joint programming and on-the-job training. At the same time, ZOA emphasizes the importance of mutual learning, as both parties benefit from each other's experience and expertise.

The Global Compact on Refugees

On December 17, 2018, the United Nations General Assembly affirmed the Global Compact on Refugees. It provides a blueprint for governments, international organizations, and other stakeholders to ensure refugees and host communities get the support they need. Two of its key objectives are to ease the pressures on host countries and enhance refugee self-reliance.

ZOA wholeheartedly supports the Global Compact on Refugees and endorses the principles of support and dignity for both host communities and refugees. These principles lie close to ZOA's heart and are an integral part of our approach. We reach out to all groups affected by displacement. We support local and regional governments and civil society to respond and govern adequately, thus supporting the livelihoods of affected communities and contributing to social cohesion and peace.

ZOA's core values

We value people

All people are made in God's image and we therefore place people at the center 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 organizational 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 utilize 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

The number of people worldwide in need of urgent help remains extremely high. People are suffering from violent conflict, displacement, and natural disasters. We are grateful ZOA was able to provide relief, hope, and recovery to many of them. Well known examples are the victims of the earthquake and flooding in Sulawesi, Indonesia, and the intensified conflict in Yemen.

ZOA works in a complex world of governmental and non-governmental organizations. The majority of the projects operate on a wide-scale and as part of consortia. This requires regular strategy adjustments. At the same time, the Christian faith – and the relationship with the constituency in the Netherlands – are at the root of our work. In 2018, both the multi-annual Strategy Document and the Articles of Association were revised.

As Supervisory Board, we have the formal responsibility to approve the annual budget, and to appoint and assess the members of the Executive Board. The Executive Board consisted of Mr. Chris Lukkien, Chief Executive Officer (CEO), and Mr. Arco van Wessel, Chief Programme Officer (CPO). At the end of 2018, the CPO announced his departure for early 2019. The Supervisory Board initiated the selection process for a new CPO immediately after this announcement. The Supervisory Board is grateful to announce that Mr. Edwin Visser is appointed as CPO as per 1 April 2019.

The external audit and internal audit activities did not reveal any major weaknesses in the organization or risk management system. We were able to ascertain that income was spent effectively and efficiently, in line with the approved budget. As a result, the 2018 Annual Report, as submitted in the Supervisory Board meeting on June 12, 2019, was approved, including the financial statements prepared by the CEO. We are grateful to the donors, staff, and Executive Board for their great efforts to make the work possible.

Above all, we express gratitude to God, who is faithful and gives us the strength to continue the important work for those who are in need.

Harry Paul
Chair Supervisory Board



Mr. Harry Paul visits the people we work with in Sri Lanka together with Mr. Chris Lukkien.

Report of the Supervisory Board

The Supervisory Board is responsible for overseeing ZOA's policies and plans, and for monitoring the identity of the organization. In light thereof, the Supervisory Board advises and assists the Executive Board in determining an appropriate course of action in line with ZOA's statutory obligations. Members of the Supervisory Board contribute their various fields of expertise to the best interests of the organization. In addition, the Supervisory Board has a number of formal responsibilities, such as appointing and assessing members of the Executive Board, and approving the Annual Budget and Annual Report. Moreover, the Supervisory Board represents the constituency of ZOA as well as society in general.

The CEO and CPO are the Executive Board members; they are responsible for executive decisions and daily management. By this separation of powers, ZOA complies with the Dutch governance guidelines for charitable organizations, as established in the SBF-code for Good Governance (SBF-code voor Goed Bestuur), which prescribes a proper relationship between 'management' and 'supervision'.



The Supervisory Board, with the Executive Board attending, met five times in 2018 for their regulatory meetings with an attendance rate of 100%, and once in a special meeting to start the selection process for a new CPO. Regular topics on the agenda, such as the 2017 Annual Report, the 2019 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 usual. Specific topics for discussion were the new ZOA Strategy 2019-2022, the positioning of ZOA in the Netherlands, the ties to the Dutch constituency, and strategic partnerships with other NGOs. The Supervisory Board approved initiating the process of registration in Germany. Starting 2018 the Supervisory Board has appointed Crowe Accountancy as external voor auditor.

The Supervisory Board also evaluated other, external positions held by the Executive Board members and concluded that they are compatible with their work as Executive Board members of ZOA and do not entail conflicts of interest. The CEO has the following external positions:

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

Audit and Remuneration Committee

The Audit Committee discussed subjects such as the Annual Report, the internal audit plan, audit execution and observations, and the annual budget. The Audit Committee has assisted with regard to the selection of the new auditor. The Remuneration Committee evaluated the functioning of the CEO and CPO and advised on their salary at the beginning of each year.

The findings and recommendations of the Remuneration and Audit Committees were discussed and decided 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 Advisory Scheme for Remuneration of Management of Charitable Organizations (Adviesregeling Beloning Directeuren van Goede Doelen), set by the branch organization for charities Goede Doelen Nederland, and to the Good Governance code, also known as the SBF-code voor Goed Bestuur.

Members of the Supervisory Board accompanied Board members on their country visits. Mr. Kamphorst and Mr. Van Wessel traveled to Jordan. Mrs. Olij and Mr. Paul accompanied Mr. Lukkien on visits to Liberia and Sri Lanka, respectively.

Members of the Supervisory Board

The members of the Supervisory Board serve for 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. Members of the Supervisory Board 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 claim expenses apply to ZOA employees.

Members of the Supervisory Board:

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 Organizational Advisor

Mr. Drs. A. Bouw RA CIA

- Function on the Supervisory Board: Audit Committee and Member
- Period of service: December 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 – 2022 (1st period)
- Professional function: Director-General Aviation and Maritime Affairs and Loco-Secretary-General of the Ministry of Infrastructure and Water Management



Our approach

In a complex environment riddled with challenges, ZOA places people at the center, acknowledging we are all uniquely created in God's image. With this focus on people and utilizing 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. In an emergency situation, we engage in relief efforts following the first phase of search and rescue. 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 recognizes 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, many of ZOA's country programs implement both relief and recovery projects simultaneously.

Dual mandate: (early) recovery

ZOA's core expertise lies in the implementation of early recovery programs 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. ZOA's recovery efforts encourage structural change, such as institution-building and the reduction of vulnerability and social inequality. ZOA believes this sets the foundation for resilient and peaceful communities.

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 peoples' livelihood strategies as well.

Serving the most vulnerable

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 in the region

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

A holistic view

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 organizations 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. Rather than expanding into new sectors, ZOA seeks to further develop expertise in its current sectors. The five sectors complement each other. Peacebuilding often utilizes other sectors when stand-alone peacebuilding projects are not feasible. On the following pages you find examples of our work in these sectors.

Cross-cutting themes

ZOA has decided to prioritize three specific themes.

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 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 of our projects are gender sensitive. Where – and when – possible, ZOA seeks to improve gender relations.

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



Impact of our work in 2018

In a world of such abundance, no one should go hungry.

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 a dramatic influx of people (including refugees) to urban areas, has created new Food Security and Livelihood challenges. In an effort to combat these challenges, ZOA provides food assistance in kind or cash in emergency situations and supports sustainable production during the recovery phase. We are proud to show some of the life-changing results we could achieve in 2018.

SOUTH SUDAN

Growing and selling

In the Jonglei State of South Sudan, a period of relative stability has allowed the displaced and otherwise conflict-affected population to start a rebuilding process. With funding provided by EuropeAid, ZOA embarked on a 4-year relief project in 2016 with the goal of supporting 2,000 South Sudanese households (12,000 people) in the areas of food security, diet diversity, and market access for harvest-selling.

The project has met with success. 60 farmer groups were established and equipped with agricultural tools, training, and seeds. Farmers were also trained in the production of high-quality

seeds to enable them to become more self-reliant. ZOA has supported food diversity while promoting a healthy, nutrient-rich diet. Further assistance was given in the areas of food storage and hygiene: 60 farmer groups were provided with hermetic bags to store their harvests mold-free and pest-protected. 786 of the most vulnerable families were supplied with a pregnant goat to facilitate animal husbandry.

Many farmer collectives have moved beyond self-sufficiency and are growing and selling surplus crops at local markets: 32 of these farmer groups are currently selling their crops collectively in order to negotiate better prices.





AFGHANISTAN

Dealing with drought

Two years of drought have had a devastating effect on farming communities in Afghanistan’s northern region as crops and livestock have perished from lack of water. Compounding the already present conflict displacement, the drought has increased the displacement of families as they migrate to the Sar-e Pul province’s district centers in search of better conditions.

In light of these serious issues, ZOA – in collaboration with partnering relief organizations, community leaders, and district governors – devised a plan to provide emergency agricultural assistance to 3,000 of the most drought-affected farmers. The selected farmers were provided with certified wheat seed and fertilizer. Recipients were also trained in agricultural practices such as: seed improvement, classification, and processing, as well as fertilizer usage, wheat packaging and storage, pest control, and marketing.

ZOA is pleased to report all 3,000 farming families’ use of the provided seed, fertilizer, and training has enhanced their crop yield, contributing to their household income and self-sufficiency.



ETHIOPIA

New opportunities for youth

A staggering number of Ethiopian youth struggle with food insecurity and lack of employment opportunities. Understandably, this leads to feelings of hopelessness. ZOA's ARC (Addressing Root Causes) program focuses on creating opportunities for youth that will dramatically improve their quality of life.

ARC provides outreach to young Eritrean refugees as well as Ethiopian youth. Protracted crises in the

surrounding areas draw refugees, many of whom are unaccompanied minors, to camps in Ethiopia. ARC offers access to livelihoods and food security primarily through vocational skills training. Youth are provided with tailor-made skills that directly match labor demands in their refugee camps and urban centers. Moreover, they receive training in the areas of life skills, financial literacy, and entrepreneurship. Much-needed psychosocial services (mental health support) are also provided.

In addition to vocational skills training and mental health services, ARC provides Ethiopian and Eritrean youth

with a vast array of income-generating opportunities, such as: business start-up seed money and materials, a business center constructed solely for businesses run by ZOA beneficiaries, and several bee-keeping cooperatives that sell honey at local markets. The success achieved by youth participating in the ARC program has led to prosperity and a brighter future.





BURUNDI

Entrepreneurial agriculture

Burundi is a beautiful country with many challenges, such as instability and high rates of malnutrition. By applying a PIP-approach (Plan Intégré du Paysan), ZOA – with consortium partners Oxfam and IFDC (lead) – promotes sustainable and entrepreneurial agriculture. This approach is an innovative way to transform small-scale subsistence farm households based on a visionary Integrated Farm Plan.

A concrete action plan to realize this vision is developed based on a map created by all family members. Training on relevant topics, such as erosion prevention, farming techniques, and post-harvest storage is provided;

however, no handouts are given. Motivated to improve their circumstances, and confident in their abilities, families work towards a better future.

All farmers – PIP-participants and non-PIP participants – are encouraged to form Village Savings and Loan Associations to create access to investment capital in order to realize their plans.

Nearly 1,000 financial savings groups have been formed, with a total savings nearing \$500,000. Members use their savings to finance microprojects, such as pig-breeding, brick manufacturing, and trading in maize flour, rice, or beans. ZOA is pleased to report the livelihoods of approximately 25,000 farmers have significantly improved.





SRI LANKA

Restoring dairy production

Although Sri Lanka's civil war ended in 2009, the road to recovery stretches onward. Traditionally, dairy farming has been an important source of income for the Batticaloa and Ampara regions; however, dairy production has steadily declined over the last 30 years. The Batticaloa district struggles with high rates of child malnutrition and rural families have low and unstable incomes.

To alleviate these issues, ZOA is working with 1,100 dairy farmers in target regions to increase milk production by offering training, supplying artificial insemination



services, strengthening dairy cooperatives, and advocating for government services and market access. High quality feed, access to water, and dairy cow breed improvement are also provided. 100 of the 1,100 dairy farmers were selected to receive intensive training and support in order to become model farmers in – and for – their regions. During ZOA's 3-year involvement, milk production increased from less than 150,000 liters to more than 350,000 liters annually. Furthermore, 416 cross-breed dairy cows were born, 14 farmers currently produce 15 liters of daily milk year-round, 36 families have a constant income from dairy farming, and 48 farmers have significantly increased their productivity.



NIGERIA

Cash to address urgent needs

The protracted humanitarian crisis in North East Nigeria has left a staggering 8.5 million people in need of life-saving assistance. Many suffer from food insecurity and malnutrition. Ongoing violence between the military and armed opposition groups drastically limits food availability. Many have lost their livelihoods and, understandably, are highly dependent on humanitarian assistance to meet their most basic needs.

ZOA addresses these urgent needs by offering restricted (e-vouchers) and unrestricted cash assistance to the region's most vulnerable: primarily female-headed families, pregnant and lactating mothers, and the elderly. These populations general-

ly lack resources and often have to resort to extreme measures to secure food, such as survival sex and begging. In 2018, 34,487 people were reached through cash assistance projects. People received approximately ten euros per person per month to make it through the 'lean season'. On average, beneficiaries spent 75-85% of the received cash on food or food utilization items (cooking fuel, water). The remaining cash was spent on e.g. healthcare, education, or livelihood recovery.

As a result of ZOA's intervention, malnutrition and starvation have dropped significantly, at-risk populations have become more food secure, and women and girls are far less vulnerable to violence and sexual exploitation.





Everyone needs – and deserves – the protection, privacy, and safety shelter provides.

SHELTER

Shelter is one of the most immediate needs facing displaced people. In order to provide more dignified living conditions, ZOA supplies tents, tarpaulins, or other materials for temporary housing and provides assistance with the repair of damaged housing. By supplying re-usable and/or expandable structures, transitional shelters can be transformed into permanent housing. When houses need to be rebuilt from scratch, ZOA applies the 'building back better' principle.



AFGHANISTAN

Floods and snowfall

'Due to severe weather, many families lost their homes in North Afghanistan. Afghans returning from Iran and Pakistan – as well as internally displaced people – were also in need of emergency shelter assistance.

To alleviate these conditions, ZOA selected 363 vulnerable households for emergency assistance. Funding was secured for the construction of 363 shelters. In an effort to mitigate the effects of future natural disasters, emergency/transitional shelters were designed – and built – to withstand floods, heavy snowfall, and earthquakes. ZOA is pleased to report construction of all 363 shelters was completed in November of 2018. 80 families who had recently returned to Sar-e Pul (55 from Iran and 25 from Pakistan) benefited from this program. Furthermore, with the goal of meeting the needs of all shelter residents, 16 ramps were constructed for shelters housing disabled individuals.



INDONESIA

Participatory design

High magnitude earthquakes – and 66 aftershocks – tore through Indonesia's Lombok region in July and August of 2018, resulting in 560 casualties, displacement of 396,032 people, and destruction of 149,706 homes. Hospitals and schools were also damaged.

A significant number of people had to live under plastic sheeting or communal tents distributed by ZOA and other NGOs after the earthquake. Concerns grew with the approach of the rainy season, as many of the tents were deteriorating. To safeguard the lives of the displaced, ZOA worked with local partner YBT to construct 208 temporary shelters designed to withstand the elements. The design was made with input from the beneficiaries. The shelters are 18m2 and can be expanded if necessary. Intact doors and windows from damaged houses were re-used. To prevent diseases and health issues, carpeted ground sheets were distributed to put under mattresses.

Groups of beneficiaries – with the assistance of a building specialist – worked together to build the shelters with locally-sourced and earthquake-resistant materials. Construction progressed nicely, and at the end of the year 130 of the 208 temporary shelters were functional and in use.





'Pure water is the world's first and foremost medicine.' (Slovakian proverb)

WASH

Clean drinking water, basic sanitation, and hygienic practices are of paramount importance for people's well-being and survival. ZOA's WASH programs provide sustainable access to safe water and basic sanitation. While the vast majority of these programs take place at the community level, external factors such as climate change, environmental degradation, and interlinkages in water flows 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.



YEMEN

Combating cholera

Due to Yemen's on-going war, 16 million people lack access to safe water, sanitation, and hygiene. Crippled public health systems and sub-par WASH conditions contributed to the unprecedented scale of the 2017 cholera outbreak: 1,084,191 suspected cholera cases – and 2,267 associated deaths -occurred between 2017 and 2018. Faced with this daunting crisis, ZOA, in partnership with Medair, implemented an integrated multi-sectoral intervention to tackle the root causes of morbidity and mortality in Al-Mahwit and Sana'a Governorates, targeting nearly 22,000 people.

The project addresses community needs by providing access to safe water (infrastructure, such as borehole

pumps, elevated water tanks, and pipelines will be restored or installed) and promoting safe hygiene practices (hand-washing with soap and proper latrine use). This will combat cholera and diphtheria outbreaks and help reduce malnutrition (curbing diarrhea's effect on nutrition absorption). Existing health facilities in these districts will promote safe WASH practices and provide access to gender-segregated latrines, hand-washing stations, clean water, and means for waste management. Basic maternal and child curative services will also be offered through programs such as mother-to-mother groups and reproductive health. Healthy hygiene practices will be further emphasized during community awareness-raising activities and on-site consultations.





SUDAN

Integrated Water Resource Management

Much of Sudan lacks water for at least part of the year, leaving people and livestock without enough to survive and crops to perish. To compound matters, lack of water can lead to conflict among different groups, as they often rely on the same water sources. In order to minimize these issues, ZOA and 6 other (I) NGOs in Sudan established the Aqua4Sudan partnership* with generous funding from UK Aid (30 million British Pounds) and the European Union (6 million Euro). ZOA devised an integrated water management plan and initiated its implementation in 2015.

A study was conducted to determine how much water is available and how much water is needed. Local technicians and community representatives worked together to create a plan for water catchment areas, balancing supply and demand. The smallest catchment area encompasses 5 villages, whereas the largest catchment area encompasses over 30 villages. ZOA helped create 25 catchment committees in 6 states. So far, we built 61 dams to recharge groundwater and rehabilitated and constructed 255 waterpoints to provide access to safe drinking water. 500,000 people stand to benefit from sustainable access to safe water and improved hygiene and sanitation practices.



* The Aqua4Sudan partnership consists of ZOA, International Aid Services, Islamic Relief Worldwide, Practical Action, Plan International Sudan, SOS Sahel, and World Relief and works in Red Sea, Kassala, Gedaref, North Darfur, West Darfur and South Darfur.



MYANMAR

Improved hygiene practices

Conflict and natural disasters have created perilous 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 improve dietary and hygiene practices in 24 carefully selected Kyauktaw Township villages. As 8,000 young women and 3,000 children under the age of two were deemed most vulnerable, they comprise the primary target group. Despite bureaucratic, environmental, and conflict-related obstacles, significant progress has been achieved. Prior to ZOA/CDN' assistance, only 27% of households had toilets, which led to open defecation and the spreading of communicable diseases. 1,080 households in 12 villages are being supported to build and maintain their own toilets through a tailored behavioral change program. As access to clean water is problematic, water pumps were installed in 2 villages, different types of water filters were piloted in 3 villages, and water supply systems were constructed in 23 villages.

Agricultural and WASH interventions, including behavior change communication, diversified crop advisory services, and diversified crop production, have positively impacted nutrition intake as well as safe hygiene practices. We are pleased to report WASH services have improved in all 24 target villages.





"Peace is the only battle worth waging."
- Albert Camus

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. We are grateful to share some results of our work in peacebuilding in 2018. By implementing peacebuilding projects – such as Community Based Socialtherapy or the establishment and training of Local Peace Committees – ZOA contributes to the transformation of attitudes and behaviors 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.



JORDAN

Community centers build bridges

In an effort to improve the lives of Syrian refugees in Jordan – as well as vulnerable Jordanians – ZOA launched well-being programs for women and children in two Jordanian community centers. ZOA's goal is two-fold: to provide much-needed emotional and psycho-social support, and to build bridges between refugees and their host communities.

ZOA created joint activities, such as aerobics classes, cooking courses, birthday parties, and celebrations of achievements. These activities provided opportunities for informal socializing and peaceful co-existence. As a result, tensions between Syrian refugees and Jordanians were reduced and meaningful connections were formed. According to questionnaires and focus group discussions, 90.48% of Syrian participants, and 80% of Jordanian participants, reported improved relationships with each other. Syrian participants also reported feeling more confident in social situations, being more comfortable forging friendships with their Jordanian neighbors, and feeling more accepted in their host country.





LIBERIA

Healing wounds in communities

Post-civil war Liberia remains fragile, with its people divided by ethnicity, religion, political allegiances, generation, and gender. In an effort to heal wounds of the past – and pave the way for a more harmonious future – ZOA launched a peacebuilding project in 5 particularly vulnerable Liberian counties in 2017.

Utilizing a methodology called ‘community based sociotherapy’ the project aims to reconcile people with one another and provide the necessary tools to become peacebuilders within their communities. Since project implementation, individuals, communities, and local government report that community members are co-existing more peacefully (and

engaging in conflict resolution together) and family dynamics have improved (including gender equality and relations). Due to the project’s tremendous success, it is currently implemented on a larger scale in various regions of Liberia.

ZOA Liberia recently launched a large-scale collaboration with the Government of Liberia to activate a national Early Warning and Early Response system to local conflicts, and to engender political reconciliation in preparation for the next round of Senatorial Elections. As part of this project, ZOA is supporting 30 young people to develop leadership skills in peacebuilding.



DR CONGO

Mapping land rights for peace

An estimated one billion people world-wide grapple with insecure land rights. To alleviate this serious matter, and promote sustainable land use, ZOA and its partners launched an innovative project: pairing participatory mapping with the latest technological tools to help fragile, conflict-affected areas in the Democratic Republic of Congo.

Through the project ‘Maji Ya Amani’ – ‘water for peace’ in Swahili – ZOA is working to revive an existing irrigation system created in the 1950s around the town of Luberizi. It was immediately realized that land rights are a vital issue in this vulnerable area. Local land rights are rooted in customary systems, and are strained due to conflicts, ethnic tensions,



and migratory pressure. With community involvement, we set out to identify the most important areas and resources and position them on a geo-referenced map. Mapping is a great tool to visualize certain aspects of communal governance and address potential conflicts. A transparent process allowing an exchange of opinions is crucial. Importantly, key traditional leaders have agreed to support the project.

Although individual registration was not feasible, group parceling proved to be a good solution. A total of 3,095 parcels were documented and irrigation system construction is set to begin at the start of the next dry season.





IRAQ

Safe Spaces in Mosul

In 2018, ZOA launched an innovative project to combat violent extremism by combining education and psycho-social support based on the belief that unresolved trauma can lead to violence. While the project is closely linked to peacebuilding, it approaches it from a unique angle: with the focus on violence prevention rather than mediation.

ZOA's project provides programs and services in six 'Safe Spaces' locations in the city of Mosul. Numerous women and children are supported in group therapy sessions. Those in need of extra attention receive one-on-one follow up.

Children also receive academic support, especially in mathematics, Arabic, and English. Based on the project's success, ZOA now offers a broader array of services. Women are offered parenting classes and literacy courses. This is the first opportunity for many women to learn how to read and write. More than 24,970 women and children have received – and benefited from – services. ZOA further expanded its services by offering skills training and livelihood initiatives. 1,074 women enrolled in sewing courses, home gardening sessions, and cooking classes in 2018.



EDUCATION

"One child, one teacher, one book, one pen can change the world." (Malala Yousafzai)

Displacement deprives children of access to basic 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.

UGANDA

Education for refugee children

Due to violent clashes beyond its borders, many displaced people (primarily South Sudanese and Congolese women and children) are seeking refuge in Uganda. In addition to tending to the most immediate needs of refugees – and Uganda’s most vulnerable – ZOA strives to provide accessible, high quality educational services.

Education is often overlooked in times of crisis, yet it remains an essential, fundamental human right. ZOA is concentrating its efforts on 8 schools in and around the Rhino Camp Refugee Settlement. Our educational initiative has already reached 18,627 refugee and Ugandan youth between the ages of 6 and 18. 150 extremely

vulnerable children – such as unaccompanied minors and those with special needs – received additional support.

A shortage of teachers led to as many as 274 students per teacher in some classrooms. To remedy this issue, new teachers were recruited, 155 teachers received training, and 5 new homes were constructed for them. At the request of teachers and students, community gardens and fruit trees were planted. Seeking input and feedback from educators and pupils has greatly increased the impact of this project and empowered its recipients.

ZOA has expanded its educational programs, and is currently working with 17 schools – supporting 27,689 learners – in both Rhino and Imvepi Refugee Settlements.



SRI LANKA

Students can flourish

ZOA has played a key role in Sri Lanka’s educational development since 2015. Collaboration with local organizations – OPEnE in the north and BEdS in the east – is of paramount importance, as these organizations will take over educational development when ZOA concludes its services in 2021.

A primary educational objective is the well-rounded development of children so they can have a positive impact on the rural communities in which they live. Local teacher training is underway to equip educators with the necessary skills to create an open and engaging learning environment in which their students can flourish. In addition to English language acquisition and IT courses, programs emphasizing freedom of expression, critical thinking, and teamwork-building are key curriculum components. English language proficiency considerably increases students’ chances for university admittance, as entrance exams – and academic courses – are in English. English proficiency and IT skills will also increase employment opportunities.

To further strengthen Sri Lanka’s rural educational system, outreach programs are offered to parents, volunteers, and members of the community. A total of 5,846 individuals received educational support from ZOA and its local partners in 2018.






Riko Douma: "For the past 8 years, I have worked as a volunteer awareness raiser for ZOA. I enjoy making children aware of the difficult circumstances other children on this planet have to face. It energizes me to give children some awareness of their own lives and to teach them to help others as well."

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.

A **15%** increase
in Facebook followers (from 4,800 to over 5,500).

46
ZOA Business
Ambassadors

Media

presence:

national radio stations
local radio stations
national newspapers
Christian magazines

A total of **5.5**
pages sponsored
content in 2 national news-
papers on World Refugee
Day (June 20, 2018).

2
ZOA-Magazines
published
30,000 copies each

135 guest
lessons at schools by
ZOA staff or volunteers

4,330
children participated
in Walk for Water

75
schools raised
funds, with an average
result of 1,800 euros

1,500 churches actively
committed to ZOA's work in prayer and donations

Nearly
14,000
active volunteers

Through Happietaria we create awareness amongst students about the situation of refugees.

In Nijmegen, **5 christian student associations** were involved in setting up a pop-up Happietaria restaurant.

In Zwolle, **1,400** guests had dinner in a Happietaria restaurant. The students raised funds for livelihood projects.

‘We are the hands and feet of the donor’

INTERIM DIRECTOR OF FUNDRAISING FUNDRAISING AND COMMUNICATION, BERTIL MORAAL, REFLECTS ON 2018

Why is private fundraising important to ZOA?

We want to express God's love in a very practical way and connect committed givers in the Netherlands with people affected by natural disasters or armed conflicts. In doing so ZOA wants to be both the hands and feet of the donor and a professional specialist. Even though money is never a goal in itself for a non-profit organization, money is a practical tool to translate one's commitment into practical, useful ways of working. ZOA therefore wants to raise funds, as this gives us the opportunity to quickly help people with basic needs and invest in long-term recovery. While institutional donors generously contribute large amounts of funding, securing private donations is also very important to us, as this helps the organization have a stable flow of funds. Thanks to private funds from our loyal constituency, we can stay faithful to the people we serve.



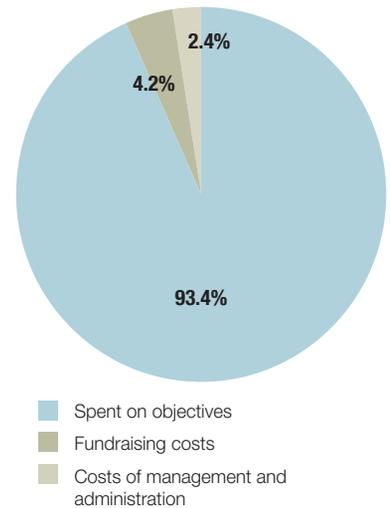
Constituency is a word with many interpretations. Who comprises ZOA's constituency?

A constituency is not a mere number, it is a community of connected contributors. This can be made very practical in different ways. Many people in our constituency directly share financial means to jointly finance quality programs in Africa, Asia, and the Middle East. Others share time, as they raise funds in our annual door-to-door collection, or inspire young children in school programs. Equally important is the shared prayer for hope in this world by many Christians in the Netherlands. Therefore, constituency is not a mere number, it is a community of connected contributors.

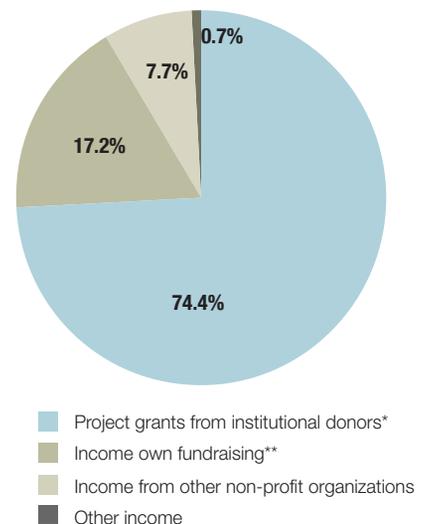
What results are you proud of?

We were blessed with many great financial contributions and special relationships. A great example is the ZOA Business Event, held in November 2018 at the AFAS company building. We were able to inspire and connect with many businessmen and women. We also celebrated a unique 25-year relationship with the Driestar College. Their annual student sponsor program is a well-known part of their curriculum. During our 25-year relationship, approximately two million

*** EXCLUDING PROJECT GRANTS TO CONSORTIA PARTNERS**



EXCLUDING INCOME PROJECT GRANTS FOR CONSORTIUM PARTNERS



* excluding project grants for consortium partners

** including the net income from the spicy nuts campaign

euros were collected and invested in quality education in Uganda. I am also humbled by all the different contributions: from children showing their big hearts with small donations to large funds from companies and foundations, from spontaneous donations for emergency relief in Lombok and Sulawesi to legacies entrusted to ZOA so we can provide signs of hope even beyond their earthly lives. It is something we are very thankful for.

Can you explain the most important trends and financial results?

Income from private donors totaled 12.5 million euros in 2018. This was in line with 2017 (12.8 million euros) and well above our 2018 target of 10.9 million euros. In 2018, unearmarked funds increased to 5.6 million euros (4.9 million euros in 2017). In addition, it gives ZOA the opportunity for co-funding. This allows us to combine private and institutional funds, enabling us to sign large contracts and have bigger impact in the countries we work in.

What are the plans for 2019?

2018 was a year of setting up a new fundraising strategy, with a focus on moving from more traditional fundraising (collecting money) towards building long-term relationships with our constituency. 2019 will be a year of further developing and implementing this strategy. We believe impacting the lives of people is at the heart of all we do. Therefore, we will incorporate more storytelling in communicating with our constituency. We also want to serve all of our contributors in a way that fits their personal beliefs and reasons to engage. In the upcoming year, ZOA will be present at more Christian and church events, as we believe these are perfect places to connect more personally with our Christian constituency. With tens of thousands of loyal contributors, we aim to share hope with as many of the millions of refugees and displaced people as we possibly can.



OUR PARTNER FOR UGANDA:

Pharus Foundation

Pharus Foundation was able to support 42 projects in 2018, one of which was a ZOA project: land security and economic development in the Nwoya District of Uganda. Overall, Pharus Foundation is grateful for a very good year.

The ZOA-project in Uganda really surprised us. It had far more impact than we anticipated, perhaps because it had a difficult start. The project was finalized after a bit more than two years: 26,000 people now enjoy pride of land ownership, giving them much more security for the future as they grow their crops. During our 2018 visit to Nwoya, we observed the beneficiaries' enthusiasm as they are heading towards a positive future. That was a wonderful experience. We were also impressed with the cooperation between ZOA and the government. In our conversations with government officials, they too expressed their enthusiasm for this land security project. It was all very impressive. We would like to give a huge compliment to ZOA Uganda and to our contact person at ZOA Netherlands.

The Pharus Foundation has therefore decided to continue to support phase 2 of this project. We look forward to the continuation of our cooperation in 2019.

Piet Mars
Pharus Foundation

ZOA is very grateful for a wide variety of donors:

Governments



UN organizations



Corporates



European Union



and the ZOA Business Ambassadors teams for DR Congo, Burundi, South Sudan, Uganda, Sri Lanka, and Myanmar.

Third parties



Foundations



And: DOB Emergency, Familie DK, Help2Change, Hofstee Stichting, Hulp bij Bijzondere Noden uitgaande van de Gereformeerde Gemeenten in Nederland, Remmelt Veenstra Fonds voor ZOA, stichting 1 Kronieken 29:14b, stichting De Pagter Fonds, stichting Draagt Elkanders Lasten, stichting Mitswah, stichting Wees een Kans.

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

Organizational structure

Most programs are implemented through ZOA's own staff, based in-country. Each country team operates largely autonomously; however, they have to align with organizational strategy and policies. This structure provides flexibility to operate within the context of the country, while providing support from ZOA Netherlands for cohesion and 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, the Director of the Disaster Response Team, and the Executive Board collectively form the International Management Team. They meet bi-annually to exchange knowledge, discuss policies, share best practices, and discuss annual planning and reporting.

Staff

ZOA had 924 staff worldwide (headcount December 31, 2018), of which 79 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 its cause and is grateful to receive their expertise and commitment. During 2018, 17 volunteers worked in the office, 9 in education throughout the country, 8 trainees worked in ZOA's program countries and 1 trainee in the Netherlands. Moreover, 14,000 volunteers participated in campaigns in the Netherlands.

Statement of accountability

ZOA subscribes to the following principles:

- Within the organization, supervision (adopting or approving plans and carefully reviewing the organization and its results) is kept separate from governance i.e. execution.
- The organization continuously strives to optimize 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.
- The organization aims to optimize 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 organization 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 (in Dutch).

>



Quality standards and codes

ZOA has committed itself to several standards and codes of conduct:

- Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief
- Core Humanitarian Standards on Quality and Accountability
- SBF-code (Samenwerkende Brancheorganisaties Filantropie), a Good Governance Code for Charities
- The Goede Doelen Nederland (Charities Netherlands) Code of Conduct.

ZOA's system is compliant with the ISO 9001 standard for quality management systems. ZOA holds the

certification mark of the Central Bureau of Fundraising (CBF). Additionally, ZOA commits itself to its own internal ZOA Code of Conduct, including the ZOA Child Protection Policy. These staff codes describe standards of behavior and promote good practices. ZOA used 2018 to review and update its Code of Conduct and develop training materials to encourage teams to discuss integrity related issues. In 2015, ZOA added policies and procedures on ethical relations with corporate donors to ensure commercial activities of corporate donors do not conflict with ZOA's values and standards, and do not negatively impact our target group.

General Data Protection Regulation

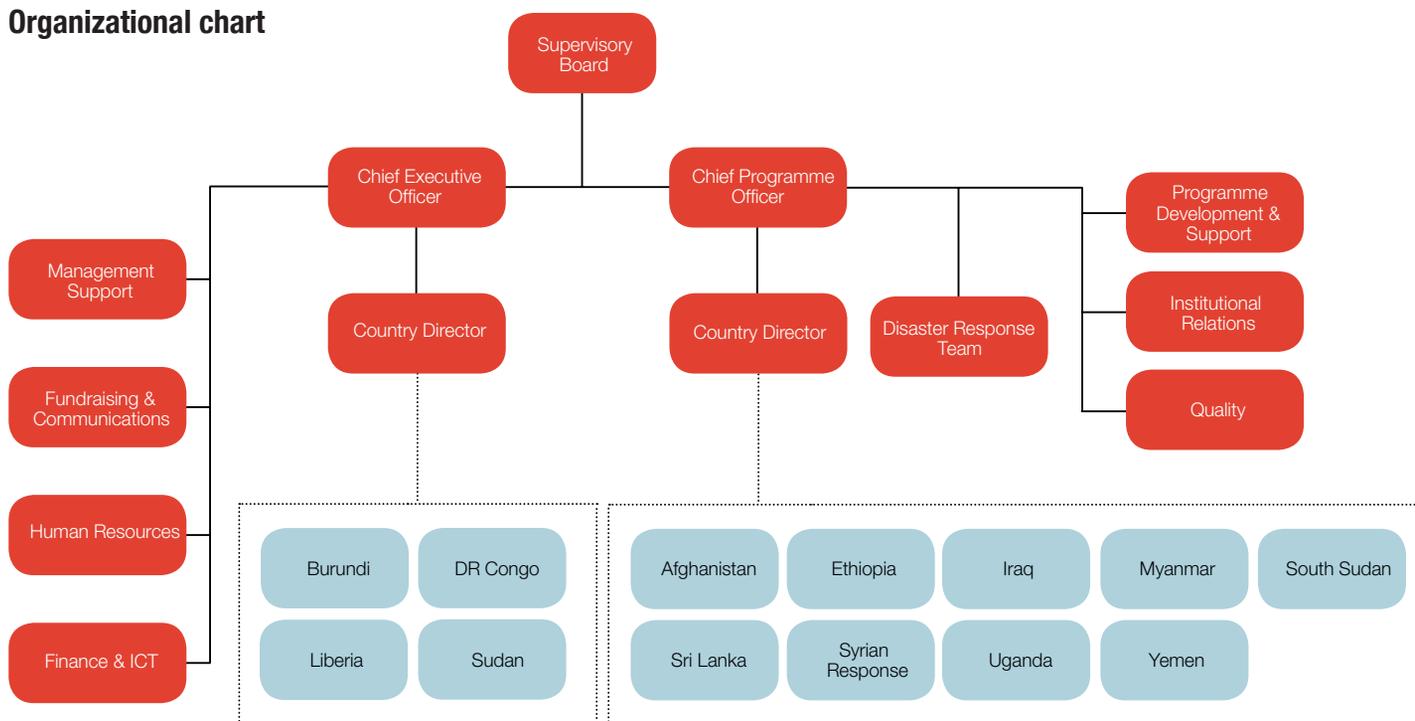
ZOA implemented an organization-wide analysis of processes involving personal data in order to update our systems in accordance with European law.

These processes concern donor, staff, and beneficiary information. They will have our continuous attention in the coming years, especially in our cooperation with local partners and their protection of personal data.

The Works Council

The Works Council represents ZOA staff at the Executive Board. The Works Council also keeps a close eye on the organization's interests, as a healthy organization is crucial for the realization of ZOA's mission and vision. The Work 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 five members, employed in both the Netherlands and program countries.

Organizational chart





PARTNERSHIPS AND NETWORKS

Humanitarian needs are vast, and greater than any single organization is able to handle. By working together, organizations complement each other and increase overall reach and impact. For this reason, ZOA is actively involved in alliances, such as the Dutch Relief Alliance and the Integral Alliance. Moreover, consortia are formed in nearly every country in which we operate with a diverse group of international and local NGOs.

National networks

- Partos
- Prisma
- Goede Doelen Nederland
- Dutch Security Network
- AgriProFocus
- Netherlands Water Partnership
- Platform Humanitarian Action Netherlands
- Humanitarian Knowledge Exchange
- Stichting Collecteplan

European networks

- EU-CORD
- VOICE
- CONCORD

International networks

- ECOSOC
- CHS Alliance
- Integral Alliance
- Urbanrefugees.org

Partnerships

- Dutch Relief Alliance
- Christian Emergency Relief Cluster
- Consortium of Dutch NGOs
- Micha Nederland
- Tear – Happietaria
- Walk for Water Steering Committee



Lifestory Ethiopia

What is peace?

Simret Semere (24) had to flee Eritrea at a young age. She currently lives as a refugee in Addis Ababa, working diligently to support herself, and to send money back home to her mother in Eritrea. Committed to self-sufficiency, Simret enrolled in ZOA's job skills training program, which (according to Simret) helped her develop a sense of confidence. Life as a refugee in Addis Ababa is challenging for Simret. "Actually," she says, "I have never known a situation of peace in my life. Peace to me means freedom of speech, freedom to work, and freedom to travel home. I hope I can be part of the generation that will bring peace to my country."

Annual Financial Report 2018

THESE ARE THE SINGLE FINANCIAL ACCOUNTS 2018 OF STICHTING ZOA, SLEUTELBLOEMSTRAAT 45, APELDOORN.

MAIN TRENDS

It is with heartfelt gratitude that we reflect on the financial results of 2018. Even if the need in the world plays out far beyond the eyesight of most of our donors – they gave generously. More donors included ZOA in their will. Their loyalty was visible in the growth in legacies.

Their donations, combined with contributions from institutional donors, enabled ZOA to do more. Meanwhile, our costs did not grow to the same degree. ZOA became more effective and indirect costs decreased. They are all very positive outcomes, which are reflected in our figures.

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 2018, the total income from our constituency leveled off significantly above budget (€ 12.5 million versus € 10.9 million). Compared to 2017, the income diminished somewhat in 2018, which is mainly caused by the fact that no major emergency campaign occurred in 2018. The large growth of unearmarked income in 2018 is remarkable and causes a positive shift in ratios.

INCOME OWN FUNDRAISING ACTIVITIES	Actual 2018	Budget 2018	Actual 2017
Unearmarked	6,128,367	5,505,000	5,402,728
	49%	50%	42%
Earmarked			
For reconstruction	4,428,362	3,797,500	4,817,770
For emergency campaigns	1,980,339	1,637,500	2,537,000
	6,408,702	5,435,000	7,354,770
	51%	50%	58%
	12,537,069	10,940,000	12,757,497

We are committed to spend funds responsibly on quality project proposals and by implementing projects 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 positive result of € 0.5 million. This amount is partly allocated to specific funds for projects and reserves. The remainder of € 0.3 million is added to the continuity reserves.

Country portfolio

Project expenses in program countries leveled off well above budget (€ 32.7 million budgeted versus € 43.6 million realized on projects in 2018). Alongside the income from the Dutch constituency, income from institutional donors also increased. Because of stricter auditing and donor regulations, ZOA has had to make additional investments in order to be compliant and avoid the risk of having to return funds to institutional donors. With the growth of institutional funding, the >

demand for pre-financing is also growing. Rigid 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 organizational values of faithfulness and stewardship, we aim to maintain a portion of the entrusted funds as reserves. As per the end of 2018, the balance sheet shows sufficient liquidity for ZOA to meet all of its short-term obligations.

In line with Guideline 650 of Fundraising Organizations, ZOA distinguishes between continuity reserves and appropriated reserves for specific purposes. At the end of every year, ZOA reassesses the level of risk its country programs are exposed to, including the increasing need to pre-finance essential projects in countries. ZOA also keeps the financing assets reserve as financed fixed assets, which caps liquidity.

In 2018, the general continuity reserve increased as part of 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 Program Reserve, reserved for direct spending on country programs, increased by € 0.1 million to € 2.5 million, while the total of the remaining reserves maintained its original level.



BALANCE SHEET

After appropriation of the result

ASSETS		31 Dec 2018	31 Dec 2017
Intangible fixed assets	1*	188,033	6,250
Tangible fixed assets	2		
Land		349,000	349,000
Building		835,601	844,310
Inventory & Equipment		146,973	61,331
Vehicles in program areas		105,676	64,674
		1,437,250	1,319,315
Financial fixed assets	3	-	24,178
Receivables, prepayments and accrued income	4	15,669,326	9,618,319
Securities	5	255,201	253,814
Cash and cash equivalents	6	22,090,519	24,221,276
TOTAL ASSETS		39,640,329	35,443,152

* these numbers refer to the explanatory notes on page 50.

LIABILITIES		31 Dec 2018	31 Dec 2017
Reserves and funds			
<i>Continuity reserve</i>			
General	7	1,571,644	1,268,762
<i>Appropriated financing and risk reserves</i>			
Pre-financing projects	8	3,600,000	2,989,000
Financing fixed assets	9	1,625,283	1,325,565
		5,225,283	4,314,565
<i>Appropriated reserves for future project spending</i>			
Program financing	10	700,000	700,000
Country program reserves	11	2,531,757	2,428,386
Program development & innovation	12	1,371,339	1,581,602
Disaster Response	13	919,736	957,881
Other	14	-	-
		5,522,832	5,667,869
<i>Program funds</i>			
	15	3,401,649	3,931,856
		15,721,408	15,183,052
Provisions	16	36,000	332,608
Current liabilities			
Accruals to donors	17	17,202,158	15,692,353
Other liabilities and other accruals	18	6,680,764	4,235,140
		23,882,922	19,927,493
TOTAL RESERVES AND LIABILITIES		39,640,329	35,443,152

STATEMENT OF INCOME AND EXPENDITURE



INCOME		Actual 2018	Budget 2018	Actual 2017
<i>Income</i>				
Income from private individuals	19	6,331,507	5,715,000	5,643,265
Income from companies		873,184	585,000	598,796
Income from churches and schools		1,377,901	1,060,000	1,376,841
Income from government subsidies:				
- Project grants for consortium partners:	20	8,549,459	13,005,000	10,379,986
- Project grants for ZOA	21	37,490,594	27,868,350	33,201,078
Income from other non-profit organizations	22	3,858,068	3,475,000	5,058,813
Total income raised		58,480,712	51,708,350	56,258,778
Income in exchange for the delivery of products and services	23	96,409	105,000	79,783
Other income	24	358,339	-	156,329
TOTAL INCOME		58,935,461	51,813,350	56,494,890

EXPENDITURE		Actual 2018	Budget 2018	Actual 2017
<i>Spent on objectives</i>	25			
<i>Spent on Objectives in Countries</i>				
Project grants to consortia partners	20	8.549.459	13.005.000	10.379.986
Own spending on objectives		43.646.581	32.750.500	40.045.927
		52.196.040	45.755.500	50.425.913
<i>Preparation and Coordination from the Netherlands</i>	26	2.491.810	2.174.001	2.423.996
<i>Education/Awareness raising</i>	27	540.599	626.886	470.240
		55.228.450	48.556.387	53.320.149
<i>Fundraising expenses</i>	28	2.117.293	1.840.657	1.832.094
<i>Management and Administration expenses</i>	29	1.188.914	1.304.566	1.284.158
TOTAL EXPENDITURE		58.534.657	51.701.610	56.436.401
SURPLUS/-DEFICIT BEFORE FINANCIAL INCOME AND EXPENSES		400.804	111.740	58.490
<i>Balance of financial income and expenses</i>	30	137.552	25.000	-2.729
SURPLUS/-DEFICIT		538.356	136.740	55.761

ADDED TO/ WITHDRAWN FROM	Actual 2018	Budget 2018	Actual 2017
Program Funds			
Future project spending	-530,207	-	-683,516
Allocated reserves			
<i>Financing and risk reserves</i>			
Program financing			
Financing assets	299,718	-	-14,483
Pre-financing projects	611,000	-	-
	910,718	-	-14,483
<i>Future project spending</i>			
Disaster Response	-38,145	75,000	-5,841
Program development & innovation	-210,263	-	-
Country program reserves	103,371	-	1,146,473
Other	-	-	-266,717
	-145,037	75,000	873,915
Continuity reserves			
General continuity reserve	302,882	61,740	-120,155
TOTAL CHANGE IN RESERVES AND FUNDS	538,356	136,740	55,761



CASH FLOW OVERVIEW

Cash Flow

CASH FLOW	Actual 2018	Actual 2017
Cash flow from operating activities		
<i>Received</i>		
Out of own fundraising and other non-profit organizations	13,033,898	12,311,868
Out of project grants	41,117,760	51,483,467
In exchange for the delivery of products and services	96,409	79,783
Other income	358,339	156,329
	54,606,407	64,031,447
<i>Payments</i>		
Program and coordination costs	-52,953,936	-54,878,237
Fundraising, management and administration costs	-3,306,207	-3,116,252
	-56,260,143	-57,994,489
Cash flow from operating activities	-1,653,736	6,036,958
<i>Cash flow into investments</i>		
Assets bought (book value)	-715,654	-326,127
Assets sold (book value)	80,542	-
Mutation Stocks	-	111,910
	-635,112	-214,217
<i>Cash flow from financial activities</i>		
Balance of financial income and expenses	159,478	29,046
Change in securities and cash equivalents	-2,129,370	5,851,787
Balance 31 December	22,345,720	24,475,091
Balance 1 January	24,475,091	18,623,304
TOTAL CHANGE IN SECURITIES, CASH AND CASH EQUIVALENTS	-2,129,370	5,851,787

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

Ratio Liquidity

RATIO LIQUIDITY	Actual 2018	Actual 2017
Liquidity expressed by ACID ratio	159%	168%
Receivables and Cash	38,015,047	34,093,409
Short-term liabilities and provisions	23,918,922	20,260,101

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

ACID ratio measures the ability of ZOA 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 159%, the organization maintains sufficient funds to cover all of its short-term obligations.

EXPLANATORY NOTES TO THE ANNUAL ACCOUNTS

General

The annual accounts have been prepared in accordance with Guideline 650 of Fundraising Organizations (RJ650).

Group structure

Stichting ZOA has an 100% participation in ZOA Deutschland gGmbH (Rheine, Germany). In accordance with Guideline 650 of Fundraising Organizations no consolidated annual accounts have been prepared. This is based on the exemption that applies to non-material interests.

Income for consortia partners

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

The annual accounts have been 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 have been 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 flows, 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 organization 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 organization 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 instable environments in which the organization works, legislation is subject to varying interpretations; interpretations may also change over time. In our programs we accept a minimal to cautious risk level in relation to local (tax) laws and regulations. Where management decided that a position on the interpretation of relevant legislation cannot very 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 program 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 capitalized 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.

Intangible fixed assets:

Software	25%
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Tangible fixed assets:

Land:	0%
Building:	31⅓%
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. The financial fixed assets comprise the investment in ZOA Deutschland gGmbH. >

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 determined 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

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

Continuity reserves

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

Appropriated reserves

The appropriated 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 appropriated reserves to pre-finance projects (to enable the start or continuation of projects in countries before donor installments are received), to finance assets and for program financing (risk of unrecoverable expenses). The second group consists of country program reserves, program development and innovation reserves, reserves for disaster response activities and other earmarked reserves related to assets in countries (vehicle replacement reserves).

Program Funds

Program 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 programs. A donor obligation is recognized once the Executive Board passed the resolution and communicated 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 fulfillment 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 engage in operational leases. 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 the 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 deed of partition, or "akte van scheiding en deling." Donations and legacies still under usufruct by the donating party are recognized in the year that 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 organizations are accounted for as "income from other non-profit organizations" at the amount received by the organization. They are recognized in the year that income from the campaign by other non-profit organizations has been received or pledged by this party. Campaigns by other non-profit organizations only include campaigns for which ZOA does not bear any risk.

Project grants for consortia partners

Project grants for consortia partners are recognized, both as income and as 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 organizations; 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. Expenditures include subsidies to local partners, relief goods and food 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 persuading people to donate money toward one or more of ZOA's objectives, are earmarked as costs for fundraising. This means that 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 and fundraising at the same time. 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 that 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

Currency translation results arising upon the settlement or conversion of monetary items are recognized in the statement of income in

the period they are realized, unless hedge accounting applies. Other income and expenses are recognized 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 ¹		
INTANGIBLE FIXED ASSETS	Total 2018	Total 2017
<i>On 1 January 2018</i>		
Acquisition value	53,511	52,252
Cumulative depreciation	47,261	43,547
<i>Book value</i>	6,250	8,705
<i>Changes in book value</i>		
Investment	210,263	1,259
Divestment	46,432	-
Depreciations	28,480	3,714
Depreciations disinvestment	46,432	-
<i>Balance</i>	181,783	-2,455
<i>On 31 December 2018</i>		
Acquisition value	217,342	53,511
Cumulative depreciation	29,309	47,261
BOOK VALUE	188,033	6,250

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 the country programs.



Tangible fixed assets 2						
TANGIBLE FIXED ASSETS	Land	Building	Inventory & Equipment	Vehicles	Total 2018	Total 2017
On 1 January 2018						
Acquisition value	349,000	1,015,869	848,996	3,226,032	5,439,898	5,456,754
Cumulative depreciation	-	171,560	787,662	3,161,361	4,120,583	4,125,411
Book value	349,000	844,310	61,334	64,671	1,319,315	1,331,343
Changes in book value						
Investment	-	35,531	230,667	239,193	505,391	299,868
Divestment	-	-	54,681	290,364	345,045	316,724
Depreciations	-	44,240	106,219	156,456	306,914	311,896
Depreciations disinvestment	-	-	15,871	248,632	264,503	316,724
Balance	-	-8,709	85,639	41,005	117,935	-12,028
On 31 December 2018						
Acquisition value	349,000	1,051,400	1,024,982	3,174,862	5,600,245	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

In 2018, the investments of € 0.5 million consist primarily of inventory, equipment and vehicles used in country programs. Divestments of € 0.3 million relate mainly to used vehicles sold in country programs 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.

Financial fixed assets 3		
FINANCIAL FIXED ASSETS	Total 2018	Total 2017
Book value on 1 January	24,178	-
Changes in book value		
Investment	-	25,000
Net result financial year	102,560	-822
Impairment participation	-126,738	-
Balance	-24,178	24,178
BOOK VALUE ON 31 DECEMBER	-	24,178

The financial fixed assets display the value of the participation in ZOA Deutschland gGmbH. This organization was founded in 2017. Due to legal restrictions the shares have limited economic value and are therefore downgraded to nil in 2018. In 2019, the shares of ZOA Deutschland gGmbH have been transferred for an amount of € 4.



Receivables, prepayments and accrued income 4

RECEIVABLES, PREPAYMENTS AND ACCRUED INCOME	31 Dec 2018	31 Dec 2017
Receivables from donors		
European Commission (ECHO / EuropeAid)	4,435,153	1,646,482
USAID	3,078,307	1,509,406
DFID	1,902,380	912,965
UN organizations	831,017	808,177
Dutch Ministry of Foreign Affairs	1,038,138	658,638
Embassy of the Kingdom of the Netherlands	198,734	134,670
ICCO Kerk in Actie	59,849	59,849
World Renew	378,341	-
EO Metterdaad	61,670	53,140
Other donors	622,370	1,303,250
	12,605,959	7,086,577
Project expense advances to local partners	1,812,816	1,877,276
Other debtors en receivables		
Debtors and prepaid expenses countries	746,326	332,528
Legacies	348,661	29,185
Debtors and prepaid expenses NL	137,827	277,268
Interest to be received	17,736	15,485
	1,250,550	654,465
	15,669,326	9,618,319

Receivables from the European Union are due because of a delay in final reporting. USAID payments were delayed because of a change in the payment system of the US government. DFID does not pre-finance activities, which led to higher receivables due to a higher program volume in Sudan. Receivables from institutional donors relate to project grant installments to be received for projects that are implemented by ZOA.

All receivables are claimable within one year.



Securities 5		
SECURITIES	31 Dec 2018	31 Dec 2017
Oikocredit EDCS U.A.	255,201	253,814
	255,201	253,814

ZOA has a direct membership in Oikocredit. Oikocredit supplies micro credits in developing countries and is therefore closely related to the mission of ZOA. 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 6		
CASH AND CASH EQUIVALENTS	31 Dec 2018	31 Dec 2017
In bank accounts		
Euro in the Netherlands	14,224,108	15,284,646
Euro in program countries	856,596	829,833
	15,080,704	16,114,478
US Dollar in the Netherlands	1,198,331	2,805,957
US Dollar in program countries	2,417,238	1,055,034
	3,615,568	3,860,991
GB Pounds in the Netherlands	1,566,546	2,993,768
GB Pounds in program countries	-	-
	1,566,546	2,993,768
Other currencies in the Netherlands	389,207	-
Other currencies in program countries	1,258,755	1,061,424
	1,647,962	1,061,424
Held in cash	179,739	190,614
	22,090,519	24,221,276

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 program 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 2018, foreign currencies held by ZOA are 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 program 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 analyzed as part of the overall liquidity position (see the cash flow overview and liquidity ratio).

LIABILITIES

Reserves and funds						
CONTINUITY AND APPROPRIATED RESERVES	31 Dec 2018	Added to	Spent	Re-allocation	31 Dec 2017	
<i>Continuity reserves</i>						
General	7	1,571,644	302,882	-	-	1,268,762
Total continuity reserves		1,571,644	302,882	-	-	1,268,762
<i>Appropriated financing and risk reserves</i>						
Pre-financing	8	3,600,000	611,000	-	-	2,989,000
Financing fixed assets	9	1,625,283	299,718	-	-	1,325,565
Total allocated finance and risk reserves		5,225,283	910,718	-	-	4,314,565
<i>Appropriated reserves for future project spending</i>						
Program financing	10	700,000	-	-	-	700,000
<i>Country program reserves</i>						
Sri Lanka	11	436,378	51,772	247,247	-	631,853
Jordan, Syria and Libanon		367,182	60,618	-	-100,658	407,221
Iraq		-	-	160,888	19,134	141,754
Yemen		309,327	-	126,667	81,524	354,470
Uganda		212,924	11,555	-	-	201,370
Burundi		112,320	24,307	-	-	88,013
Afghanistan		242,569	235,702	-	-	6,867
Liberia		-	-	1,214	-	1,214
Myanmar		115,544	-	864	-	116,408
Disaster Response Team		-	-	-	-479,215	479,215
Nigeria		735,512	302,970	-	432,542	-
Other		-	-	-	-	-
		2,531,757	686,924	536,880	-46,673	2,428,386
Program development & innovation	12	1,371,339	-	210,263	-	1,581,602
<i>Disaster response reserve</i>						
Balance start book year	13	957,881	-	-	-	957,881
Spend on emergency projects		-122,059	-	122,059	-	-
Disaster Response Team		-53,978	-	100,651	46,673	-
From program funds		137,892	137,892	-	-	-
		919,736	137,892	222,710	46,673	957,881
Other appropriated reserves	14	-	-	-	-	-
Total appropriated reserves for future project spending		5,522,832	824,817	969,853	-	5,667,869
TOTAL		12,319,759	2,038,416	726,877	-	11,251,196

The net changes in reserves (added to minus spent) correspond with allocations from the 2018 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 realize the organizational 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 ⁷

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. To be able to live up to the core values of ZOA, including faithfulness, in a situation of sudden lack of funding, a minimum continuation of three months is ZOA's goal for each program.

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 2018. ZOA's reserve is significantly lower than this maximum.

Appropriated reserves

The restriction on spending of the appropri-

ated reserve has been determined by the Executive Board. Appropriated reserves do not yet constitute an obligation; the Executive Board is able to change the restriction. These reserves are reviewed annually.

Pre-financing ⁸

Classified as appropriated reserve is an amount of € 3.6 million, appropriated 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 ⁹

The appropriated reserve "Financing fixed assets" of € 1.6 million is meant to counterbalance the financial resources used for intangible and tangible fixed assets and are therefore not available in cash for other purposes.

Program financing ¹⁰

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

Country Program reserves ¹¹

The appropriated reserve "Country program reserves" is meant for programs in the countries mentioned in the table. These reserves

have been calculated based on the financial performance of these countries and may be used by these countries for specific projects. In 2018, the reserve for the Disaster Response Team was merged with the disaster response reserve.

Program development & innovation ¹²

An appropriated reserve for program development and innovation was formed in 2014 to be able to invest more in country program quality and development and to finance program innovation. This reserve is also meant for investments in quality development, benefiting all ZOA country programs. Furthermore, the reserve enables ZOA to start up a program when cost coverage is still limited and recovery of start-up costs in later years is uncertain. In 2018, ZOA's investment in new project management software was drawn from this reserve.

Disaster Response reserve ¹³

Disaster response being one of ZOA's core activities, a "Disaster response reserve" was established. 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 has to be compensated for as much as possible by means of earmarked donations received through emergency relief campaigns.

Other appropriated reserves ¹⁴

Other appropriated reserves are created for specific purposes in the program countries.

Program funds 15						
PROGRAM FUNDS	31 Dec 2018	Funds received	Spent on projects	Reallocation	Contribution reserves	31 Dec 2017
Afghanistan	65,827	290,502	291,039	5,086	2,002	59,276
Burundi	31,693	100,466	194,747	-	-	125,974
Cambodia / Thailand	622	208	7,109	-	-	7,523
Congo	170,150	143,395	39,997	-	-	66,753
Ethiopia	40,059	103,116	236,305	-70	4,906	168,412
Indonesia	885,392	1,013,293	142,295	14,394	-	-
Iraq	24,256	369,356	595,789	-	-	250,689
Jordan, Syria and Libanon	374,166	224,854	785,120	-	-	934,432
Liberia	25,083	323,630	349,022	-31,022	22,059	59,438
Myanmar	211,405	189,312	239,705	9,198	35,050	217,550
Nepal	-	49,749	257,665	-	-	207,916
Nigeria	103	136,649	197,953	31,310	12,401	17,695
Philippines	113,870	5,394	-	-	-5,394	113,870
Somalia	997	597	-	-	-	400
South-Sudan	321,364	677,456	641,461	5,855	-	279,514
Sri Lanka	44,571	155,195	170,761	47,432	-	12,705
Sudan	45,377	81,293	86,874	-	-	50,957
Uganda	421,117	1,484,325	1,718,890	175	54,657	600,850
Ukraine	-	44	-	-	-44	-
Yemen	362,835	937,843	1,178,317	-	100,000	503,309
Subtotal	3,138,886	6,286,676	7,133,048	82,358	225,638	3,677,263
Education/Wash/Food/ Women/Business	1,642	13,795	-	-	-26,935	14,781
Solar panel	-	76	-	-	-904	828
Drought Africa (general)	100,151	24,245	-	70	-	75,836
Flooding Asia (general)	59,134	7,709	-	-	-	51,425
Emergency Relief (general)	-	32,284	-	44	-32,328	-
SHV Fund	101,836	45,556	-	-50,099	-5,344	111,723
Subtotal	262,762	123,665	-	-49,986	-65,510	254,593
TOTAL	3,401,649	6,410,341	7,133,048	32,372	160,128	3,931,856

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

of income versus spent 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 ¹⁶			
	Potential tax repayment provision	Local pension and taxes provision	Total
Balance 1 January 2018	220,825	111,783	332,608
Addition	-	13,862	13,862
	220,825	125,645	346,470
Utilization	-	-	-
Release	220,825	89,645	310,470
BALANCE 31 DECEMBER 2018	-	36,000	36,000

Provisions for potential liabilities for costs and claims relate to pensions and tax (re)payments in countries and in the Netherlands. On 31 December 2018 it is uncertain if these costs must be paid, but a provision is deemed necessary. In 2018, the total balance of provisions has decreased from the balance of 2017 due to the release of potential tax repayments.

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



Current liabilities

CURRENT LIABILITIES		31 Dec 2018	31 Dec 2017
Accruals to donors	17		
Dutch Ministry of Foreign Affairs		5,327,350	5,168,861
UN organizations		2,794,285	2,961,889
Embassy of the Kingdom of the Netherlands		1,784,529	1,945,180
European Commission (ECHO / EuropeAid)		807,824	987,075
Livelihoods and Food Security Trust Fund (LIFT)		466,270	753,242
Swedish International Development Cooperation Agency (SIDA)		2,262,668	369,744
Department of Foreign Affairs and Trade Australia (DFAT)		1,142,343	-
USAID		256,945	202,278
ICCO Kerk in Actie		121,314	-
DFID		-	103,669
TEAR Australia		63,851	100,402
NIRAS		-	1,482
Funds and third parties		1,473,780	2,460,936
Other donors		700,999	637,595
		17,202,158	15,692,353
Other liabilities and accruals	18		
Contractual obligations to be paid to partners		3,244,153	1,951,819
Liabilities countries related to staff		1,044,171	597,592
Accrual holiday allowance		451,906	426,318
Creditors the Netherlands		465,398	216,774
Provision annual leave the Netherlands		-	-
Other liabilities and accruals countries		1,260,767	812,153
Other liabilities and accruals the Netherlands		214,368	230,484
		6,680,764	4,235,140
		23,882,922	19,927,493



Accruals to donors ¹⁷

Institutional donor contributions received in advance, which will be spent after 2018, appear as liabilities. ZOA received these payments based on program 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 ¹⁸

Contractual obligations to be paid to partners

These liabilities concern projects implemented by partner organizations requiring ZOA funding.

Liabilities countries related to staff

These liabilities relate to severance pay and pensions of local staff and can vary per countries 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 per end of 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

represents 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 previous owner continues to use the house (usufruct). The estimated value of the house is € 0.2 million at the end of 2018.

Events after balance date

In 2019, the shares of ZOA Deutschland gGmbH have been transferred at an amount of € 4. Due to legal restrictions, these shares have limited economic value.



EXPLANATORY NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE

INCOME

Total income during financial year

The total income of ZOA increased from € 56.5 million in 2017 to € 58.9 million in 2018, showing an increase of € 2.4 million, mainly caused by a € 1.0 million increase of income from private individuals and companies and a € 2.5 million increase of income from project grants. The income from other non-profit organizations decreased with € 1.2 million.

Income from own fundraising and third-party campaigns

Income from own fundraising and third-party campaigns leveled off significantly above budget (€ 12.5 million versus € 10.9 million). In 2018, the income diminished somewhat compared to 2017, which is mainly due to the fact that there was no major emergency campaign in 2018. In 2018, unearmarked income increased with € 0.7 million to € 6.1 million, which had a positive effect on various ratios.

INCOME OWN FUNDRAISING AND THIRD-PARTY CAMPAIGNS	Actual 2018	Budget 2018	Actual 2017
Income own fundraising and third-party campaigns			
Income from private individuals	6,331,507	5,715,000	5,643,265
Income from companies	873,184	585,000	598,796
Income from churches and schools	1,377,901	1,060,000	1,376,841
Income from other non-profit organizations	3,858,068	3,475,000	5,058,813
Income in exchange for the delivery of products and services	96,409	105,000	79,783
	12,537,069	10,940,000	12,757,497
Unearmarked	6,128,367	5,505,000	5,402,728
	49%	50%	42%
Earmarked			
For reconstruction	4,428,362	3,797,500	4,817,770
For emergency campaigns	1,980,339	1,637,500	2,537,000
	6,408,702	5,435,000	7,354,770
	51%	50%	58%
	12,537,069	10,940,000	12,757,497

The income components are specified in the following paragraphs.

Income from private individuals 19			
INCOME FROM PRIVATE INDIVIDUALS	Actual 2018	Budget 2018	Actual 2017
Contributions, donations, gifts	4,694,152	4,490,000	4,659,577
Door-to-door collections	776,596	850,000	856,906
Legacies	860,759	375,000	126,781
	6,331,507	5,715,000	5,643,265

General income from contributions, donations and gifts was maintained at € 4.7 million. Income from door-to-door collections shows a downwards trend due to a decrease in amounts that households hold in cash. Categorically, income from legacies is hard to predict and fluctuates substantially over the years.

Income from grants for consortia partners 20			
PROJECT GRANTS FOR CONSORTIA PARTNERS	Actual 2018	Budget 2018	Actual 2017
BUZA-DRA - Syria Joint Response	6,488,143		7,214,560
BUZA-ARC - Addressing Root Causes	2,061,316		3,049,326
BUZA-DRA - Capacity project	-		116,100
Other consortia	-		-
	8,549,459	13,005,000	10,379,986

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 21		
Project	Actual 2018	Actual 2017
DMH/VG Addressing the Root Causes (ARC)	1,795,668	1,599,925
DMH/VG (MFS)	-	46,859
DMH/VG (Reconstruction)	-	25,480
DSH-HH (Joint Response)	4,826,363	7,119,565
Young Experts Program (YEP)	34,695	25,731
Subtotal	6,656,726	8,817,561
Embassy of the Kingdom of the Netherlands Burundi	1,999,768	1,793,177
Embassy of the Kingdom of the Netherlands DR Congo	-	583,228
Embassy of the Kingdom of the Netherlands Ethiopia	431,523	216,059
Embassy of the Kingdom of the Netherlands Myanmar	-	19,808
Embassy of the Kingdom of the Netherlands Rwanda	1,452,007	-
Subtotal	3,883,298	2,612,272
Total Dutch Ministry of Foreign Affairs	10,540,024	11,429,833
Europe Aid	4,452,085	3,688,236
ECHO	2,886,591	2,242,044
Total EU	7,338,676	5,930,280
United Nations (OCHA)	3,047,422	3,617,471
United Nations Office for Project Services (UNOPS)	577,852	631,383
United Nations Development Program (UNDP)	10,293	73,770
UNHCR - Sri Lanka	65,852	55,844
UN Habitat Iraq	-	33,735
UNICEF - Yemen	10,670	420,299
UNICEF - Afghanistan	192,279	258,075
UNICEF - Liberia	-	129,242
UNICEF - Myanmar	151,064	33,763
UNICEF - Burundi	134,603	-
UNICEF - South Sudan	136,947	-
United Nations Educational, Scientific and Cultural Organization (UNESCO)	45,617	-
World Food Program (WFP)	95,971	441,798
International Organization for Migration (IOM)	368,924	2,160
Food and Agriculture Organization (FAO)	13,766	-176
Myanmar Humanitarian Fund (MHF)	54,032	25,804
Total UN	4,905,293	5,723,166
Department for International Development (DFID) of the United Kingdom	4,642,469	4,313,213
U.S. Agency for International Development (USAID)	3,814,863	2,784,646
U.S. State Department	1,646,602	-
Department of Foreign Affairs and Trade Australia (DFAT)	399,701	198,661
German Development Agency (GIZ)	481,723	155,978
Swedish International Development Cooperation Agency (Sida)	442,314	30,865
AECID Spain	123,537	-
Total Governmental donors	11,551,209	7,483,362

Income from project grants for ZOA 21		
Project	Actual 2018	Actual 2017
Livelihoods and Food Security Trust Fund (LIFT)	1,011,287	1,037,760
Canadian Foodgrain Bank	989,193	347,172
Transform Aid International	-	195,864
Geneva Global	178,965	171,881
Catholic Relief Service	67,503	171,803
The Economic Community of West African States (ECOWAS)	25,675	84,795
Diaconia	127,382	81,269
NWO-WOTRO	-	60,759
Niras International Consulting (NIC)	1,481	31,726
Fida International	52,602	260,591
Enabel	20,821	-
Tearfund - NZ	20,441	-
Tearfund Belgium	-	15,000
TEAR Australia	-	81,804
Red een Kind	120,942	14,058
Ockenden Foundation	5,128	9,385
Civil Society Fund South Sudan	124,543	6,630
ICCO / Kerk in Actie	160,836	-
Other	248,591	63,940
Total Others	3,155,393	2,634,437
TOTAL PROJECT GRANTS	37,490,594	33,201,078

Income from institutional donors reflects contributions from the Dutch government, other governmental donors, the European Union, United Nations organizations 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 for 2018 of € 37.5 million exceeded the budget for 2018 by € 9.6 million (34.5%).

Compared to 2017, income from institutional donors increased by € 4.3 million (or 13%) from € 33.2 million in 2017 to € 37.5 million in 2018.

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 the program goals and mandate of ZOA.

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

Income from other non-profit organizations			
INCOME FROM OTHER NON-PROFIT ORGANIZATIONS	Actual 2018	Budget 2018	Actual 2017
Funds	2,101,237	2,425,000	2,990,049
Third parties	1,756,831	1,050,000	2,068,764
	3,858,068	3,475,000	5,058,813

In 2018, income from other non-profit organizations decreased significantly by € 1.2 million to € 3.9 million (2017: € 5.0 million). This income category is a combination of funds and third parties.

Income in exchange for the delivery of products and services			
INCOME IN EXCHANGE FOR THE DELIVERY OF PRODUCTS AND SERVICES	Actual 2018	Budget 2018	Actual 2017
Net revenue from the sales of spicy nuts	158,188	185,000	149,869
Cost price spicy nuts	61,778	80,000	70,086
	96,409	105,000	79,783
	96,409	105,000	79,783

The income in exchange for the delivery of products and services represents the income from sold products. This income is settled with the direct costs and reported as net income in this category. The income accounted for in this category is the net revenue from the sales of “kruidnoten,” or spicy nuts. 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 the other income categories.

Other income			
OTHER INCOME	Actual 2018	Budget 2018	Actual 2017
Income from sold assets	51,515	-	81,994
Release of tax provision	220,825	-	-
Other income	85,999	-	74,335
	358,339	-	156,329

Income in the category “other income” increased by € 0.2 million as a result of the release of the provision for taxes.



EXPENDITURE

Total expenses during financial year

While income increased by a total of € 2.4 million, expenses increased by € 2.0 million from € 56.4 million in 2017 to € 58.4 million in 2018. ZOA's aim is to spend at least 88% of its resources on objectives. In 2018, 93.4% of the expenditure was spent directly on objectives. This is well above the 88% minimum set by ZOA. Types of expenditure expressed in a percentage of total expenditure – excluding expenditure through consortia partners – are shown in the table.

EXPENSE STRUCTURE OF THE ORGANIZATION	Actual 2018	Budget 2018	Actual 2017
Spent on objectives in countries excl. consortia	87.3%	84.6%	86.9%
Education and awareness	1.1%	1.6%	1.0%
Program preparation and coordination in The Netherlands	5.0%	5.6%	5.3%
Total spent on objectives	93.4%	91.9%	93.2%
Fundraising costs	4.2%	4.8%	4.0%
Costs of management and administration	2.4%	3.4%	2.8%
TOTAL COSTS OF THE ORGANIZATION	100.0%	100.0%	100.0%

Spent on objectives in countries 25

SPENT ON OBJECTIVES	Actual 2018	Budget 2018	Actual 2017
Projects spent through consortium partners	8,549,459	13,005,000	10,379,986
Own spent on objectives in countries			
Afghanistan	4,381,401	3,000,000	3,274,830
Burundi	3,048,391	2,500,000	2,687,281
Cambodia	-	-	20,741
Congo	2,131,512	3,600,000	1,679,929
Ethiopia	2,855,089	1,775,000	2,364,111
Haiti	-	-	10,700
Indonesia	213,610	-	-
Iraq	2,203,055	1,320,000	3,428,455
Jordan, Syria, and Libanon	1,781,803	1,847,500	1,753,595
Liberia	1,332,456	1,480,000	1,241,579
Myanmar	2,085,297	1,500,000	1,962,053
Nepal	49,749	-	207,714
Nigeria	3,243,099	-	2,698,532
Philippines	-	-	9,248
Sri Lanka	816,184	790,000	1,010,345
Somalia	-1,921	-	562,847
South Sudan	2,127,441	1,943,000	3,379,205
Sudan	8,295,650	4,125,000	7,215,985
Uganda	4,455,705	3,600,000	2,938,045
Yemen	3,759,398	4,650,000	3,588,614
Other	868,662	620,000	12,941
	43,646,581	32,750,500	40,046,749
Own spent on objectives from the Netherlands			
Preparation and coordination from the Netherlands	2,491,810	2,174,001	2,423,996
Education and Awareness raising Netherlands	540,599	626,886	470,240
	3,032,410	2,800,887	2,894,236
	55,228,450	48,556,387	53,320,971





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.

Spent on objectives in countries

The figures for spent on objectives in countries show an increase of € 3.5 million or 8.7% from € 40.0 million in 2017 to € 43.5 million in 2018. This increase is a mix of fluctuating country program volumes.

ZOA's budget is drawn up in September and is based on a contract portfolio and opportunities

known at that time. During the financial year, ZOA depends on the situations in the countries in which it operates, government approvals and approval of donors to start program activities. As a result, projects may start later or run off a lower budget than initially planned. In 2018, however, the budgeted total amount spent on objectives of € 32.8 million was exceeded by an actual expenditure of € 43.5 million.

Assets needed for a specific project and fully subsidised by the donor are represented as project expenditures.

Preparation and Coordination in the Netherlands 26

Preparation and coordination from the Netherlands include the costs of the Program Department and for direct activities partly include the costs of the Finance Department.

Preparation and coordination from the Netherlands 26

PREPARATION AND COORDINATION THE NETHERLANDS	Actual 2018	Budget 2018	Actual 2017
Preparation and coordination cost Netherlands	2,145,965	2,096,151	1,850,402
Syria Joint Response coordination costs	181,164	-	167,376
ARC coordination costs	115,144	77,850	124,004
DRA coordination costs	25,951	-	274,797
PeaceNexus	15,256	-	310
Knowledge Management Fund	7,231	-	-
DRA Innovation (app)	1,100	-	-
RECON coordination costs	-	-	7,107
	2,491,810	2,174,001	2,423,996

Education and awareness raising 2

Education and awareness raising is one of the statutory objectives of ZOA. Costs include education of and awareness-raising among the general public, at schools and among ZOA constituents in particular. Expenditure in 2018 continued the 2017 trend and halted slightly below the 2018 budget, at roughly € 0.5 million.

Fundraising expenses 28			
FUNDRAISING EXPENSES	Actual 2018	Budget 2018	Actual 2017
Total fundraising expenses	2,117,293	1,840,657	1,832,094
Total fundraising expenses as part of the total income excl. consortia	4.2%	4.8%	4.0%

The relative costs of fundraising increased slightly, due to the increase in income and expenses. Preparation and coordination costs include costs for the Institutional Relations unit, as it assists countries in obtaining institutional donor grants.

Management and administration expenses 29			
MANAGEMENT AND ADMINISTRATION FROM THE NETHERLANDS	Actual 2018	Budget 2018	Actual 2017
Total costs management and administration	1,188,914	1,304,566	1,284,158
Total costs management and administration in percentage of total costs excl. consortia	2.4%	3.4%	2.8%

Based on ZOA's operations and resulting managerial and administrative responsibilities, the Executive Board limited management and administration costs at 4.0%. In 2018, actual costs totaled 2.4%, well below the standard.

Costs of management and administration are the costs the organization incurs for (internal) management and organization, 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

COST ALLOCATION TO MANAGEMENT AND ADMINISTRATION	%	Explanation
<i>Allocation only from ZOA Netherlands departments</i>		
Building and depreciation	pro rata	
Department Finance	100	
Management Finance & IT	50	Other 50% allocated to preparation and coordination
Department IT	25	
Unit Fundraising and Communication	pro rata	This part is allocated for corporate communication
Department Human Resources	pro rata	
Department Directors and management support	50	
Supervisory Board	100	

Balance of financial income and expenses 30			
BALANCE OF FINANCIAL INCOME AND EXPENSES	Actual 2018	Budget 2018	Actual 2017
Interest	28,983	25,000	36,803
Currency exchange and recalculation results	132,747	-	-38,710
Net result participation ZOA Deutschland gGmbH	-24,178	-	-822
	137,552	25,000	-2,729

The currency exchange and recalculation gains portray a positive balance in 2018. 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.

Attribution of costs 2018	Programs	Education	Fundraising			Subsidies	Costs of man. and admin.	Total 2018	Total 2017
			Coordination	Own	Third Parties				
Own programs/ projects	32,289,265	48,145	-	-	-	-	-	32,337,410	30,492,953
Staff costs	11,100,085	441,398	1,928,567	798,145	10,743	218,449	888,091	15,385,479	13,435,053
Direct costs	-	-	-	578,795	9,000	243,609	-	831,405	674,593
Accommodation costs	-	6,977	30,014	12,616	164	3,331	17,932	71,034	71,861
Office costs and other general costs	-	37,502	496,614	222,845	207	4,200	155,596	916,963	960,861
Audit Costs and Annual Report	-	-	-	-	-	-	107,514	107,514	105,483
Depreciation and interest	257,231	6,577	36,615	11,893	154	3,141	19,782	335,394	315,610
TOTAL ZOA	43,646,581	540,599	2,491,810	1,624,295	20,268	472,730	1,188,914	49,985,198	46,056,414
Project spent through consortium partners	8,549,459	-	-	-	-	-	-	8,549,459	10,379,986
TOTAL INCL. CONSORTIUM PARTNERS	52,196,040	540,599	2,491,810	1,624,295	20,268	472,730	1,188,914	58,534,657	56,436,401

BREAKDOWN OF STAFF COSTS	Actual 2018	Actual 2017
Staff costs countries	11,100,085	9,404,662
Gross salary	2,988,364	2,876,672
Social security	484,577	465,224
Pension costs	240,621	224,299
Other staff costs	571,833	464,196
	15,385,479	13,435,053

Costs are allocated to the prescribed categories Objectives, Fundraising costs and Management and administration costs 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 programs in countries

The amount of € 43.5 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 € 0.5 million, which is a statutory ZOA objective.
- The preparation and coordination costs from the Netherlands at € 2.5 million. These costs mainly relate to costs of the Program department, Finance Support unit and a proportion of costs of other departments.

C) Direct costs of own Fundraising

This contains the total costs of raising project grants and third-party campaigns at a total of € 1.6 million.

D) Costs allocable to Management & Administration

Expenditure in the 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 work places, deployment of staff, etc.) and according to consistent policy.

"REMUNERATION EXECUTIVE BOARD"	"Chief Executive Officer"	Chief Programme Officer	Actual 2018	Actual 2017
Name	C.T. Lukkien	A.J. van Wessel		
Position	permanent	permanent		
Hours / week	40	40		
PT-percentage	100%	100%		
Period	1/1 - 31/12	1/1 - 31/12		
Gross salary	95,880	77,736	173,616	181,297
Transition fee	-	-	-	-
Vacation bonus	7,624	6,219	13,843	10,904
End-of-year bonus	7,990	6,478	14,468	11,358
Total gross salary / remuneration	111,494	90,433	201,927	203,559
Pension premiums	11,832	8,095	19,927	14,897
	123,326	98,528	221,854	218,456

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

The remuneration of the Board of Directors has been set guided by the 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 January 2019. The regulation sets a maximum standard for annual income based on weighting criteria. This led to a so-called BSD score of 474 points for ZOA's CEO and a maximum annual income of € 135,314; 436 points for the CPO and a maximum annual income of € 119,322. Based on their responsibilities and scope of work, the positions of CEO and CPO belong to scale I and H respectively.

In 2018, the actual annual income of board members included in the assessment, based on applicable limits, amounted to € 111,494 for C.T. Lukkien (1 FTE/12 months) and € 90.433 for A.J. van Wessel (1 FTE/12 months). In both cases, the salary level sits well below the applicable maximum.

"REMUNERATION EXTERNAL AUDITORS"	Actual 2018	Actual 2017
Consolidated financial accounts	89,836	92,565
Other audit assignments	-	-
Fiscal advisory services	-	-
Other non-audit services	-	-
	89,836	92,565

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

Number of staff

As per 31 December 2018, ZOA employed 924 people based on headcount (2017: 802). This increase of 122 is a mixture of increased and decreased country program volumes – some programs 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 MANAGEMENT AND SUPERVISORY BOARD OF STICHTING ZOA

A. Report on the audit of the financial statements 2018

Our opinion

We have audited the financial statements 2018 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, 2018 and of its result for 2018 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, 2018;
2. the statement of income and expenditure 2018; and
3. the notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. 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).

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:

- Introduction;
- ZOA Worldwide;
- Focus on the people we serve: reflections of the CEO on 2018;
- 4 Trends in the humanitarian sector;
- Life story;
- Global commitments;
- ZOA's core values
- Statement of the Supervisory Board
- ZOA's approach;
- The impact of our work in 2018

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, 12 June, 2019

Crowe Foederer B.V.

Original has been signed by H.J. Verhaar RA

ANNEX A – LONG RANGE OVERVIEW, BUDGET AND ESTIMATES

INDICATORS	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Budget 2019	Estimate 2020	Estimate 2021
Number of program countries	12	12	12	14	14	14	14	14
Volume per country	2,320	3,120	2,387	2,333	2,640	3,034	2,315	2,812
Percentage income non-Project Grants	25%	25%	25%	25%	25%	25%	25%	25%
Norm cost percentage total fundraising	5%	4%	4%	4%	4%	4%	4%	4%
Norm costs of management and administration	4%	3%	3%	3%	3%	3%	3%	3%

INCOME (x € 1,000)	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Budget 2019	Estimate 2020	Estimate 2021
Income own fundraising and participation in third party	9,596	11,680	9,229	12,757	12,537	12,025	13,237	14,561
Project grants								
Project grants for consortia partners	8,074	17,352	10,765	10,380	8,549	17,112	pm	pm
From institutional donors	26,260	34,667	30,035	33,201	37,491	42,481	32,409	39,369
Other income	137	983	276	156	358			
TOTAL INCOME	44,067	64,682	50,304	56,495	58,935	71,618	45,646	53,930

EXPENDITURE	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Budget 2019	Estimate 2020	Estimate 2021
Total spent on objectives								
Project grants to consortia partners	30,387	17,352	10,765	10,380	8,549	17,112	pm	pm
Own spending on objectives	8,074	40,473	39,020	42,941	46,679	50,777	41,710	50,270
Spent on own fundraising								
Expenses own fundraising	1,793	1,835	1,813	1,832	2,117	2,213	2,250	2,475
Management and administration								
	1,062	1,248	1,441	1,248	1,189	1,355	1,544	1,864
TOTAL EXPENDITURES	41,316	60,908	53,039	56,437	58,534	71,457	45,504	54,609
Balance of financial income and expenses	-	-	138	-2	137	25	-	-
SURPLUS/ - DEFICIT	2,751	3,774	-2,597	56	538	186	142	-679

ADDED TO/ WITHDRAWN FROM	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Budget 2019	Estimate 2020	Estimate 2021
Program funds	737	2,771	-1,394	-684	-530	-	-	-
Continuity and allocated reserves	2,015	1,003	-1,203	739	1,068	186	142	-679
TOTAL CHANGE IN RESERVES AND FUNDS	2,752	3,774	-2,597	56	538	186	142	-679

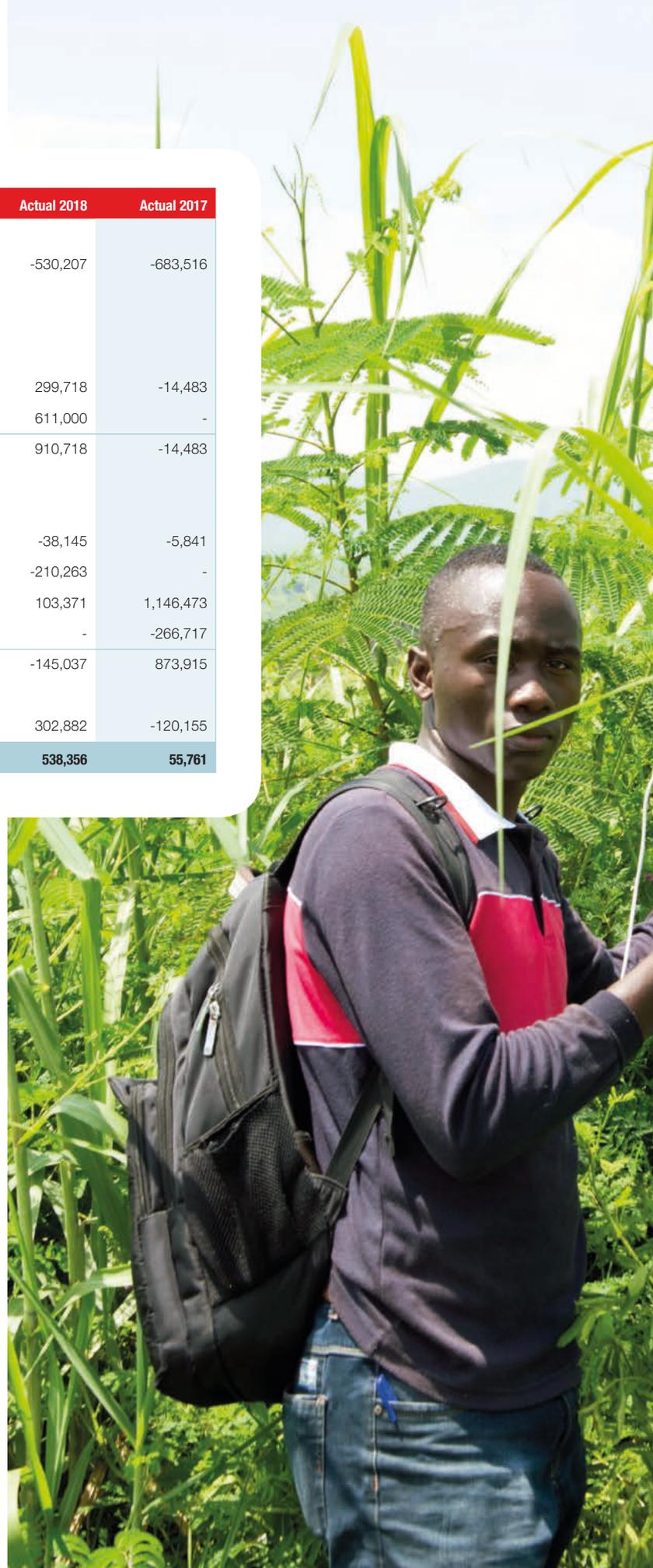
OTHER INDICATORS	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Budget 2019	Estimate 2020	Estimate 2021
Percentage spent on objectives	91%	93%	92%	93%	94%	95%	91%	93%
Liquidity	185%	266%	182%	169%	159%	200%	200%	200%

ANNEX B – BUDGET 2019

INCOME	Budget 2019	Actual 2018	Actual 2017
Income			
Income from private individuals	6,190,000	6,331,507	5,643,265
Income from companies	700,000	873,184	598,796
Income from churches and schools	1,190,000	1,377,901	1,376,841
Income from government subsidies:	-	-	-
- Project grants for consortium partners	17,112,000	8,549,459	10,379,986
- Project grants for ZOA	42,481,150	37,490,594	33,201,078
Income from other non-profit organizations	3,825,000	3,858,068	5,058,813
Total income raised	71,498,150	58,480,712	56,258,778
Income in exchange for the delivery of products and services	120,000	96,409	79,783
Other income	-	358,339	156,329
TOTAL INCOME	71,618,150	58,935,461	56,494,890

EXPENDITURE	Budget 2019	Actual 2018	Actual 2017
Spent on objectives			
<i>Spent on Objectives in Countries</i>			
Project grants to consortia partners	17,112,000	8,549,459	10,379,986
Own spending on objectives	47,551,000	43,646,581	40,045,927
	64,663,000	52,196,040	50,425,913
<i>Preparation and Coordination from the Netherlands</i>	2,606,547	2,491,810	2,423,996
<i>Education/Awareness raising</i>	619,722	540,599	470,240
Total spent on objectives	67,889,269	55,228,450	53,320,149
Fundraising expenses	2,213,471	2,117,293	1,832,094
Management and Administration	1,354,510	1,188,914	1,284,158
TOTAL EXPENDITURE	71,457,250	58,534,657	56,436,401
SURPLUS/-DEFICIT BEFORE FINANCIAL INCOME AND EXPENSES	160,900	400,804	58,490
Balance of financial income and expenses	25,000	137,552	-2,729
SURPLUS/-DEFICIT	185,900	538,356	55,761

ADDED TO/ WITHDRAWN FROM	Budget 2019	Actual 2018	Actual 2017
Program Funds			
Future project spending	-	-530,207	-683,516
Appropriated reserves			
<i>Appropriated financing reserves</i>			
Financing assets	-	299,718	-14,483
Pre-financing projects	-	611,000	-
	-	910,718	-14,483
<i>Appropriated reserves for future risks and project spending</i>			
Program financing			
Disaster Response	-	-38,145	-5,841
Program development & innovation	-126,000	-210,263	-
Country program reserves	-	103,371	1,146,473
Other	-	-	-266,717
	-126,000	-145,037	873,915
Continuity reserves			
Added to general continuity reserve	311,900	302,882	-120,155
TOTAL CHANGE IN RESERVES AND FUNDS	185,900	538,356	55,761





COLOPHON

The cover photo shows the boy Bayang Kara receiving a blanket and other relief goods after the devastating earthquake in Lombok, Indonesia. Photo: Jilke Tanis

ZOA

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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

Executive board

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

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