

ZOA

ANNUAL REPORT

2021



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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.



A future generation

It is hard for us to imagine what it is like to grow up in a war-torn country. For children in countries like Yemen, South Sudan, and Iraq, it is hard to imagine what it is like to live in peace.

I still vividly recall the children I met on a visit to Yemen, a stunningly beautiful country with ancient buildings and magnificent mountain ranges. The people there are incredibly strong and extremely resilient. The signs of devastation from more than seven years of civil war are everywhere. Children are growing up amidst destroyed buildings and problematic road-blocks. They often experience food insecurity, and the fear of bombing is always looming in the background.

Yet, here is this picture with Yemenite children smiling. I have chosen this particular picture because I believe the smiles on these children's faces are more than just a reflection of the joy they get from the clean water ZOA provided. These are also the smiles of a future generation: smiles of hope that one day they will live in peace and welcome visitors to their beautiful country again.

I am thankful that, even in this difficult year, we were able to continue to serve children and their families in war-torn countries all over the world.

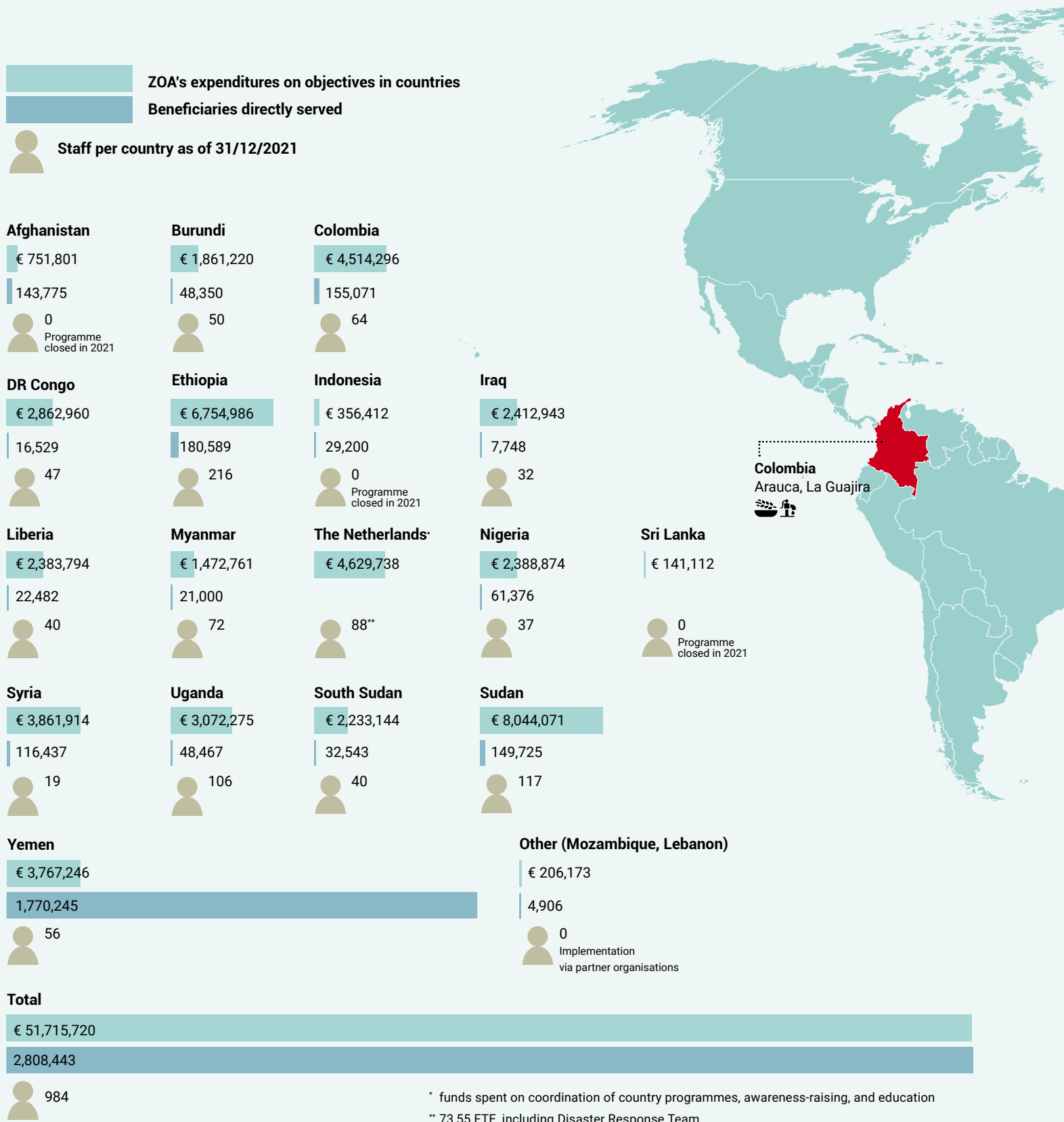


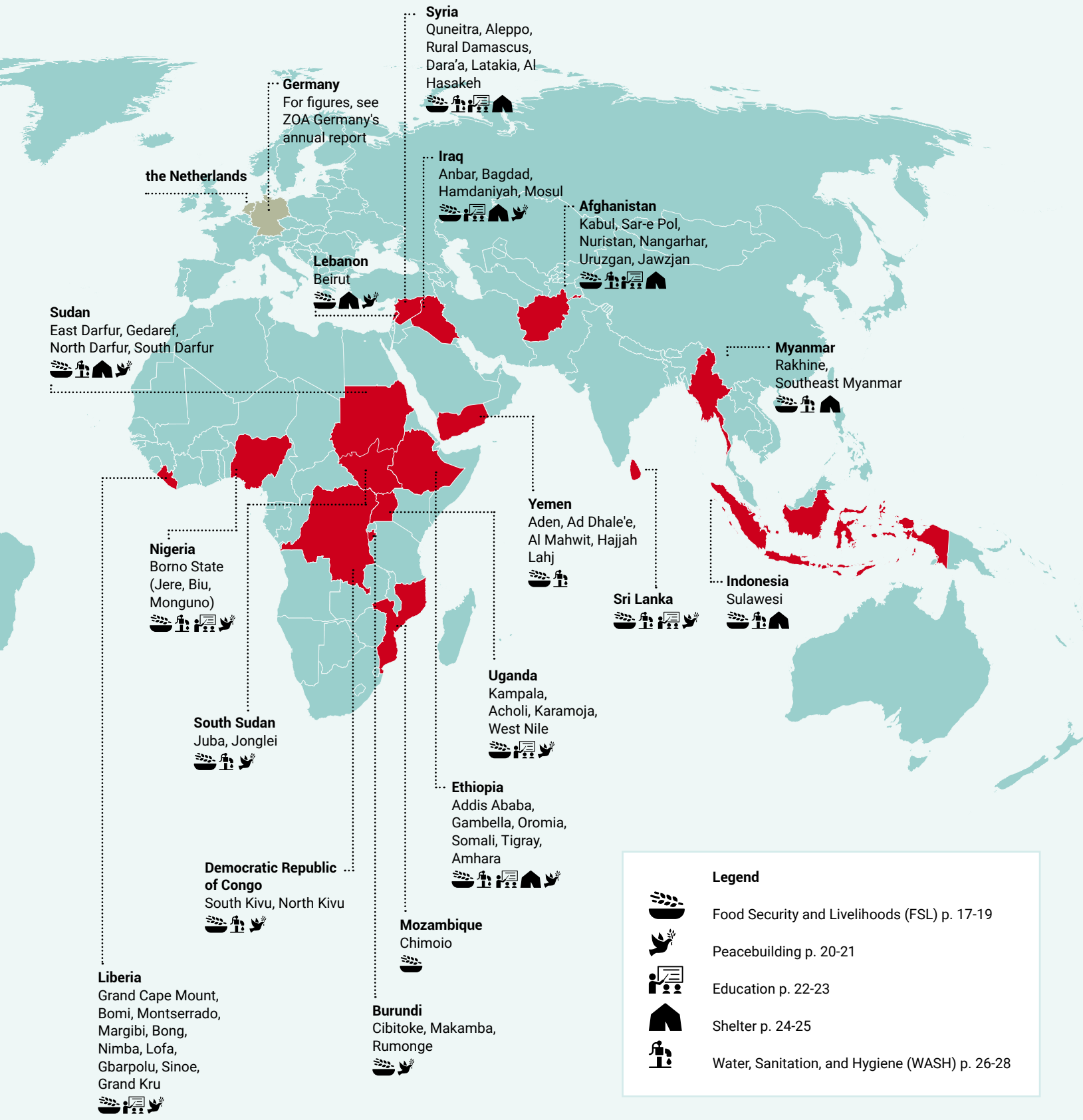
Chris Lukkien
Chief Executive Office

A handwritten signature in black ink that reads "Chris Lukkien".








ZOA Worldwide in 2021





Legend

-  Food Security and Livelihoods (FSL) p. 17-19
-  Peacebuilding p. 20-21
-  Education p. 22-23
-  Shelter p. 24-25
-  Water, Sanitation, and Hygiene (WASH) p. 26-28

Reflections of the executive board on 2021

Greater needs and a greater impact

More virus variants, more lockdowns, and rapidly increasing needs around the world. In spite of what many had hoped by the end of the first pandemic year, corona continued to have an enormous impact on global society in 2021. Yet, ZOA kept going - by making bold choices and placing people at the centre.

Chief Executive Officer Chris Lukkien and Chief Programme Officer Edwin Visser reflect on another unprecedented year.

How do you look back at 2021, in comparison to the first pandemic year?

Chris: The corona crisis has had a continuous impact on our work. The pandemic has, as one might expect, significantly increased the need in the world. The number of people dependent on humanitarian aid is incredibly high. Fortunately, the crisis has caused donors to support ZOA's work even more generously, despite the fact that most fundraising activities were solely online.

Edwin: For example, even our annual door-to-door collection could not take place for two consecutive years. Nevertheless, many people were willing to give digitally. The engagement with our work seems to be ever increasing. We are so thankful for that!

Does this mean ZOA currently has excess funds?

Chris: Institutional funding has increased in recent years. The income from private donors, businesses, and trusts and foundations is incrementing too, but not at the same speed. This causes a reduction

in flexibility, because the expenditure of institutional funding is very much restricted by pre-set conditions. Our challenge is to find the right balance between private and institutional funding.

Edwin: We see this as an increase of our risk profile which we manage through our reserve policies.

Chris: Our general reserves are relatively low compared to the total portfolio of our work, but for the second year in a row we were able to increase our general reserves.

What kind of cost-saving measures were implemented in 2021?

Chris: In the first pandemic year, we radically reviewed our activities and decided to stop our work in certain countries. These decisions were carried out in 2021. We ended our work in Sri Lanka, left Afghanistan, and reduced our presence in Myanmar.

Edwin: Handing over the work in Sri Lanka after 26 years was, in fact, one of the highlights of the year. It was well planned, and some of ZOA's work has been taken

over by local organisations. Although much work still needs to be done in terms of development, ZOA's work in recovery was completed successfully.

Chris: Our departure from Afghanistan in May is a different story. It had been carefully planned for many months because it became impossible to find sufficient funding for our work there.

Then, just a couple of months later, the Taliban took over and the crisis broke out. It is saddening to know that the need in the country has only increased ever since. That is why we do not rule out the possibility of returning one day.

Edwin: We have been busy trying to evacuate former employees. Some of them were involved with a women's organisation that ZOA helped to set up. With the Taliban in control, their lives were suddenly at risk.

Is maintaining neutrality an increasing issue in more programme countries?

Edwin: We spend a lot of time liaising with authorities and participating in networks to secure and safeguard our neutrality. In

2021, some of our staff were detained due to their ethnicity. Thankfully, they were released unharmed, but situations like these remind us of the importance of safety and neutrality.

“More and more people become victims of violence while working for NGOs”

Chris: In general, more and more people become victims of violence while working for NGOs. This past year, our teams in Yemen, DR Congo, and Nigeria have had to deal with difficult situations in this respect. On the 7th of May, a South Sudanese security guard working for ZOA paid the ultimate price with his life. He fell victim to ethnic fighting and was killed while on his way to work. Our hearts go out to his family.

Has it been difficult to fulfil vacancies in 2021 because of safety risks?

Edwin: No, we are thankful that we have been able to find qualified people in our programme countries. In our office in the Netherlands, however, staff turnover was higher than before the pandemic.

Chris: When the corona crisis began, we all expected people to stay put. But last year we noticed that, on the contrary, they started switching jobs. This is something many organisations in our country have to deal with.

Edwin: It was difficult to create a sense of community and keep people together during times when they were



Chief Executive Officer Chris Lukkien (right) and Chief Programme Officer Edwin Visser in ZOA's office in Apeldoorn, the Netherlands.



"It was amazing to see what we accomplished with online trainings"

required to work from home. I think this played a role in people leaving more frequently than before.

What does ZOA plan to do about this?

Chris: We continue to place people at the centre of our work by investing in our employees and helping them grow. For example, the ZOA Masterclass was held in 2021 for the second time. We also want to focus more on HR support in the programme countries: that goes beyond the administrative work.

Edwin: In general, the corona crisis has limited our opportunities to visit the programme countries. This has impacted the way we have been able to both support and monitor the work. It was amazing to see what we accomplished with online trainings, such as the implementation of our new Enterprise Resource Planning (ERP) system that was completed last year.

What other plans do you have for 2022?

Chris: We are looking forward to our intensive collaboration with Dorcas in

South Sudan. As of April 2022, ZOA and Dorcas operate with one team and one Country Director representing both organisations in that country.

Edwin: The humanitarian needs are increasing, necessitating larger scale projects. In South Sudan, for example, ZOA's presence was too small to address increasing needs. Together with Dorcas, we can do a lot more and have a greater impact. We are constantly looking for ways to create greater impact on a larger scale without losing our own identity.

What changes do you expect 2022 to bring about?

Edwin: In 2021, we have put a lot of thought and discussion into our strategic plan for the coming years. A prominent change will be the focus on 'peace nexus': embedding a focus on peacebuilding and conflict mitigation into all our relief and recovery projects. Conflict is often the root cause of humanitarian needs and lack of development. A focus on peace nexus means we will evaluate all of our activities through the lens of peacebuilding.

Chris: Moreover, we will be taking the next step when it comes to localisation. This means involving local organisations more in all our projects and at a more strategic level. We want to deliberately strengthen local capacity and focus more on mutual learning.

Edwin: Last but not least, is our new emphasis on climate resilience. This is becoming a root cause for displacement and migration and corresponding humanitarian needs. Our interventions will focus on innovative ways to mitigate the effects of climate change while also ensuring our own actions are climate friendly.

Chris: As we roll out our strategic plan in the coming years, we want to see more of these three focus areas reflected in the way ZOA responds to humanitarian needs in the places where we work.

Click on this link if you would like to learn more about ZOA's Board and their additional positions.



The story of Amarasiri (Sri Lanka)

Living together in peace

“For years, the Tamils' livestock were trampling my land and eating my harvest,” says Amarasiri, a 40-year-old farmer in Sri Lanka, as he reflects upon the hardship he once endured. “We work hard all year for that harvest and then it gets eaten like that. Thanks to ZOA, we, the Sinhalese, can have peaceful dialogue with the Tamils. In addition, ZOA helps us have discussions with governments from both sides.”

Three decades of violence left deep scars in the hearts of the people of Sri Lanka. In the wake of the war, cooperation and forgiveness among villages, communities, and sometimes even families were virtually non-existent. Together with communities, ZOA addressed the root causes of conflict in several villages with the aim of building peace and stability.

In 2021, after 26 years of faithful collaboration with people like Amarasiri, ZOA successfully handed its Sri Lankan programmes over to local partners.



ZOA's approach

ZOA, an international relief and recovery organisation, provides support to people affected by violent conflicts and natural disasters in fragile contexts. ZOA assists during crisis recovery, supporting lasting change and resilience. ZOA reaches out to the most vulnerable and is committed to enabling people to live peaceful and dignified lives.

From relief

When a natural disaster strikes a country, ZOA responds to people's immediate needs with the provision of cash, food, clean water, non-food items, and shelter. We do this in close coordination with national governments, as well as with local partners from our network. ZOA also seeks coordination and collaboration with other relief partners in order to ensure an efficient response. Many of the countries in which ZOA operates have a long history of chronic and recurring crises.

With this in mind, in addition to meeting immediate needs, ZOA focuses on creating and implementing recovery projects addressing root causes.

To recovery

ZOA's core expertise lies in the implementation of early recovery projects in conflict-affected and fragile settings. ZOA responds to the needs

identified, regardless of nationality, race, gender, religious beliefs, class, or political opinions. Within (early) recovery projects, ZOA has a hybrid model of self-implementation and working with local partners. We also aim to strengthen the capacities of our partners.

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 disrupts people's livelihood strategies as well, creating different forms of fragility. ZOA includes aspects of lobby and advocacy towards local governments and other stakeholders to help the most vulnerable people claim access to basic service delivery.

Crisis-affected people

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

Needs-based

ZOA's interventions are based on needs identified within the communities. ZOA helps those identified as the most vulnerable. This often includes women, children, female-headed households, the elderly, the disabled, minorities, refugees, and internally displaced people (IDPs) in need of protection.

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 expertise, we encourage other organisations to respond.

Sectoral choices

As we work towards building peaceful communities where people can lead dignified lives, ZOA focuses on providing support in five sectors: Food Security and Livelihoods, WASH, Peacebuilding (including Land Rights), Education, and Shelter.

The five sectors complement each other.

Cross-cutting themes

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

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

Gender: In times of conflict and disaster, women and girls still carry a disproportionate share of the burden. 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 all our projects are gender sensitive. Where and when possible, ZOA seeks to contribute to more equal gender relations.

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

ZOA's core values

We value people

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



We are faithful

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

We serve with integrity

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



We are good stewards

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

STATEMENT OF THE SUPERVISORY BOARD

The Supervisory Board is grateful ZOA was able to provide relief and recovery in various countries around the world in 2021. Humanitarian needs were overwhelming. They further increased during the past few years, with global forced displacement exceeding 84 million by mid-2021. The operational environment continued to be extremely challenging, with significant security risks, limited access in an increasing number of countries, and donor requirements becoming increasingly demanding. The security risks were sadly illustrated by the killing of a colleague in Jonglei, South Sudan. Since 2020, The Covid-19 pandemic has added another dimension to these complex situations and has made ZOA's work even more challenging, both at field level and in the Netherlands.

In spite of all these challenges, good progress was reported in most ZOA programmes, although substantial delays were observed in some countries. This was regularly discussed with the Board via quarterly Board reports and during meetings. The level of income raised was an area of regular concern and discussion. Fortunately, raised income ended close to budget due to the much-appreciated support provided by institutional donors, major donors, and ZOA's constituency.

Looking beyond current realities, and given the challenges in the humanitarian sector, the Supervisory Board observes an increasing need for strategic collaboration with like-minded organisations. ZOA and Dorcas's efforts to successfully develop strategic collaboration in South Sudan are much appreciated by the Supervisory Board. These and other options for strategic collaboration are subjects of regular discussion with the Board.

The Supervisory Board greatly appreciates the way the Executive Board, comprised of Mr. Chris Lukkien, Chief Executive Officer

(CEO), and Mr. Edwin Visser, Chief Programme Officer (CPO), together with the International Management Team, provided the organisation with leadership and direction during another challenging year.

The Supervisory Board paid proper attention to the way findings and observations from audits, as well as risks identified in regular reporting, were addressed. The Supervisory Board was able to ascertain that income was spent effectively and efficiently, consistent with our current strategy and approved budget. As a result, the 2021 Annual Report - as discussed in the Supervisory Board meeting on May 17, 2022 - was approved, including the financial statements prepared by the Executive Board.

We are grateful to private and institutional donors, volunteers, staff, management, and the Executive Board for their commitment. Above all, we are grateful to God, who provides and protects and promises to be a refuge (Psalm 91).

Niels Hofstede
Chair Supervisory Board

Report of the Supervisory Board

The Supervisory Board has the formal responsibility to oversee ZOA's policies and plans, guard the Christian identity, establish and sustain strategic direction, monitor risk mitigation, approve the annual budget and report, and appoint and assess the members of the Executive Board. Moreover, the Supervisory Board represents ZOA's constituency as well as society in general. ZOA's Executive Board is comprised of the CEO and CPO. They are responsible for executive decisions as well as the organisation's daily management. By separating 'management' and 'supervision' in its governance model, ZOA complies with the governance guidelines for charitable organisations, which are part of the 'Regulations and Appendices for Recognition of Charitable Organisations.' ZOA has been recognised by the Netherlands Fundraising Regulator (CBF) for complying with these regulations.

"We discussed the development of the new strategic plan 2023-2026"

The Supervisory Board, with the Executive Board attending, met four times in 2021 for their regulatory meetings, with an attendance rate of 100%. Regular topics on the agenda - such as the 2020 Annual Accounts and Annual Report, the 2022 Business Plan and Annual Budget, the quarterly Board reports, meetings with the Works Council, the evaluation of the Board members' performance and external developments - were scheduled as anticipated. Moreover, specific topics discussed included: strategic collaboration with other organisations, development of the new strategic plan 2023-2026, and the



Drs. K. Hofstede RA
Chair Supervisory Board

Click on the link to learn more about ZOA's Supervisory Board, their experience and their additional positions.



impact of the COVID-19 pandemic. Specific attention was also given to evaluating the way the Supervisory Board is involved, at strategic level, in monitoring the quality and effectiveness of programming.

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

After having served the maximum of two five-year terms, Mr. Jaap Kamphorst ended his position as member and deputy-chairman of the Supervisory Board in September 2021. The Supervisory Board is grateful for his dedicated commitment over the years and for his contributions to ZOA.

Audit and Remuneration Committees

Two committees function within the Supervisory Board: the Audit Committee and the Remuneration Committee. The Audit Committee discussed the 2020 Annual Accounts and the corresponding audit findings report by the external auditor, Crowe Foederer, as well as the internal audit plan and reports and the 2022 annual budget. The Audit Committee was regularly updated on the financial situation and risk status of the country organisations.

The Remuneration Committee evaluated the functioning of the CEO and CPO and advised on their salaries. In determining the salary and additional benefits of the members of the Executive Board, the Supervisory Board adheres to the Scheme for Remuneration of Management of Charitable Organisations ('Regeling Beloning Directeuren van Goededoelenorganisaties'), set by the Dutch branch organisation for charities (Goede Doelen Nederland). This remuneration scheme is part of the Regulations and Appendices for Recognition for Charitable Organisations.

Members of the Supervisory Board

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

Drs. K. Hofstede RA

- Function on the Supervisory Board:
Chair and Remuneration Committee
- Period of service: 2020 - 2025 (1st period)

Drs. J. Kamphorst (until September 2021)

- Function on the Supervisory Board:
Vice-chair
- Period of service: 2011 - 2021 (2nd period)

A.T. Strijker LL.M RA

- Function on the Supervisory Board:
Audit Committee Chair
- Period of service: 2019 - 2024 (1st period)

Drs. A. Bouw RA CIA

- Function on the Supervisory Board:
Audit Committee
- Period of service: 2016 -2026 (2nd period)

Drs. J.J.A. Olij - Haak

- Function on the Supervisory Board:
Remuneration Committee
- Period of service: 2015 - 2025 (2nd period)

Ing. J. H. Dronkers LL.M

- Function on the Supervisory Board:
Member
- Period of service: 2018 - 2023 (1st period)



The story of Félicite (Burundi)

Still dreaming

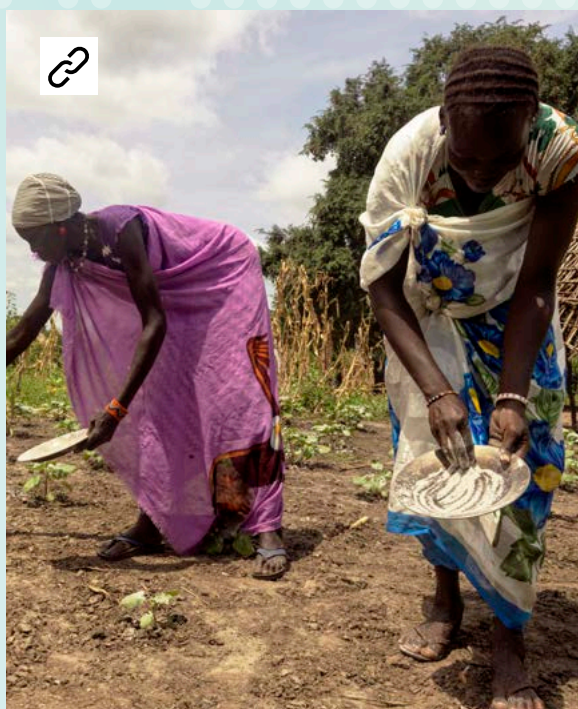
Despite everything she's been through, Félicite from Burundi is still dreaming. "I'm hoping to own my own sewing workshop one day," she says, smiling. At age 29, Félicite is a single mother, struggling daily to feed her three girls. Her parents, who fled the violence of their country in the 1990s, returned to Burundi when Félicite was a little girl. They invested the little money they had in her education.

To provide Félicite with a better life - and means to feed her children - ZOA offered her training to become a seamstress. Félicite eagerly enrolled in the course and successfully completed it. "I'm earning money now by making and mending clothes," she says. "I'm so thankful that I can feed and raise my girls. My hope is to build them a nice house in the future!"

Impact of our work in 2021

FOOD SECURITY AND LIVELIHOODS

People in fragile, conflict-affected states are twice as likely to be undernourished as those residing in other developing countries. Climate change and the continued increase in forced displacements further exacerbate food insecurity and livelihood challenges. The COVID-19 pandemic and associated measures pushed even more people into extreme poverty. ZOA provides food assistance in emergency situations, preferably through distribution of cash or vouchers. During the recovery phase, ZOA supports people in building sustainable livelihoods. We are pleased to share some of the life-changing results we achieved in 2021.



SOUTH SUDAN

Farming beyond survival

In a country where food insecurity is perilously high, Jonglei tops the bill with around 60% of the people categorized as food insecure. The main causes for this are conflict and natural disasters, flooding in particular. Quite often we hear from the farmers we work with that they lost their crops due to violence: armed men looting or destroying everything in their path. Flooding in the last few years has been more severe than in living memory.

In Jonglei, ZOA works with 102 farmer groups of approximately 25 farmers per group. In this way, we impact 2,550 farmer households (15,000 people). ZOA usually works with farmer groups rather than individuals in an effort to bring about an element of cohesion: farmers learning from one another as they try out new farming techniques. Being part of a group often leads to farmers learning to trust one another, which results in activities such as forming cooperatives and collectively constructing storage rooms. This will help the farmers command a better price for their crops. ZOA strives to enable farmers to thrive rather than simply survive, by empowering them to make a good living off of their land.



MYANMAR   

Better nutrition through diversification

In Myanmar, the primary nutrition-related problems stem from the lack of dietary diversification and poor nutritional intake due to unhygienic practices. While few people here suffer from acute malnutrition, many experience undernutrition.

Undernutrition is often caused by a lack of dietary diversification and diarrhoea. This results in deficiencies of essential vitamins and minerals and, consequently, increased vulnerability of disease and even death.

ZOA's work through its food security project aims to improve dietary and hygiene practices. We focus on the diversification of fruit and vegetable production at the household level in combination with integrated WASH activities. In this manner, we intend to improve the dietary and hygiene practices of 3,275 people in selected regions of Rakhine State, particularly among women and infants.

In 2021, ZOA contributed to positive change by implementing home gardening and hygiene promotion activities in Rakhine villages and IDP communities. Through learning, 2,600 people significantly improved their nutritional status. It has not been an easy task, however. Unsafe hygiene practices, such as drinking unclean water, have been used for generations and are challenging to combat. We are pleased with the improvements we have seen and strive to have even greater impact.



IRAQ    

Climate Smart Agriculture

Since 2015, ZOA has responded to the crisis ISIS created in Iraq by providing people with emergency items, such as food parcels. After it was safe enough for people to leave the refugee camps and return to their hometowns, ZOA helped farming communities clean up their lands, trained them to re-start their agricultural practices, and aided them with inputs. In addition to responding to the myriad of issues created by years of conflict in Iraq, ZOA is also responding to the impact of climate change. Extreme drought has resulted in the loss of 70% of the local harvest. ZOA - together with Dutch and Iraq knowledge institutions - has developed an approach



NIGERIA

Providing food, water, livelihood and education for IDPs

After more than a decade of conflict in the Lake Chad region, Northeast Nigeria continues to experience significant humanitarian needs. ZOA's presence and support are essential to the lives of affected communities, especially children, women, elders, and people with special needs. ZOA aims to reduce food insecurity through relief and recovery assistance. We have supported vulnerable people in Borno State in Nigeria since 2018 by providing food, water, sanitation facilities, and schooling for children.

In 2021, we supported 17,533 people by providing every household with an average of 70 Euros per month (cash) during the lean season, when people face extreme difficulties buying food and other essential items. ZOA also provided 1,006 households with an average of 110 Euros worth of start-up livelihood kits to facilitate income generation.

Together with these income-generating activities, ZOA promoted saving habits, educating people to reduce unnecessary expenses and save for their future.

We are pleased to report that more than 1,300 households joined VSLAs (Village Saving and Loan Associations), a community-run banking initiative. Additionally, more than 150 women started a petty trading business with their personal savings and VSLA loans.

It will take time to find long-lasting solutions for the affected communities.

ZOA will continue to provide assistance with the goal of creating sustainable solutions for their betterment.

to disaster risk reduction (DRR) in Food Security Livelihood by training farmers and government extension workers in awareness and modern practices in addition to providing start-up inputs and support. We are pleased to share 2,550 farmers and 47 government workers were trained in Climate Smart Agriculture and Advanced Agriculture practices in 2021.

To restore the broken economy, ZOA is also working on value chain development. This is increasing food security in addition to providing jobs. ZOA is a pioneer in the Public Private Partnership, where Iraqi companies work with peasant farmers.

"I have lost my husband, who was a farmer, in the war. Now I am responsible for the cultivation of my land with five small children. ZOA has helped me with training and with inputs, which helped me continue to farm the land and to have a small income as well, as I'm growing most of my own food."

- Nour, a 34-year-old farmer from Anbar, Iraq

PEACEBUILDING



ZOA works with local communities and organisations and engages the local government with the objective of sustainable change. We aim to transform the attitudes, behaviours, and (local) causes of conflict. Peace is not just the absence of violence; it is also the presence of justice and social cohesion. Women and youth have a key role in promoting peace and security; therefore, ZOA specifically works with these groups. A large share of the conflicts is resource based, which underscores the importance of ZOA's work to address land and water conflicts.

BURUNDI

Land rights: a key to a peaceful society

55% of recorded Burundian court cases are land related. These land conflicts are primarily between families returning from displacement and those that remained home during the war(s). Land is a scarce resource in Burundi, where the agriculture sector accounts for 92% of employment.

ZOA intervenes in Burundian communities highly affected by land conflict.

We empower and support (both physically and technically) the district administration and the community structures to resolve land issues in a sustainable manner. During the intervention, special attention is paid to women's land rights, without compromising or breaching the Burundian codes of law. (According to the local culture, women cannot inherit land.) For married couples, ZOA encourages both husband and wife to register and for both names to appear on the land certificate.

In 2021, a total of 33,742 plots of land belonging to 25,779 persons were measured, registered, and certified in two districts. 3,802 of these plots were registered and certified in the names of the couples. The result depicts a remarkable shift in the cultural mind-set of the people. In these areas, communities now have the capacity to resolve emerging land issues. In 2021, 71.9% of reported land related conflicts were resolved locally.

"We are now free to invest in our land without fear. As a family, we are going to plan for a long-term investment on the land."

- **Ndikuriyo Ernest, a 47-year-old farmer from Burundi, after receiving a land certificate which carries both his name and the name of his wife, Nimenya Celine.**



LIBERIA



Community-based Sociotherapy changes people's lives

In Liberia, ZOA has implemented Community-based Sociotherapy (CBS) since 2013. CBS, a highly effective group-based therapeutic approach, strengthens feelings of safety, trust, and dignity while restoring social fabric in communities. It is a valuable reconciliation tool in post-conflict Liberia.

In 2021, ZOA implemented CBS in eight of Liberia's 15 counties, providing a total of 2,875 people with CBS services. Each CBS group was comprised of 12 to 15 people. Individuals participated in three-hour sessions for a period of fifteen weeks. Two well-trained facilitators from the community (usually a female and a male) oversaw group sessions. CBS facilitators were supervised by qualified CBS trainers. With the support of ZOA, the number of qualified trainers doubled from 8 to 16 in 2021. We are pleased to report trainers created their own organization: Peace Hub Liberia.

Research and evaluations have proved the benefits of CBS in Liberia. As a result of sociotherapy, psychological health, social well-being, and communication improved at the individual, family, and community level. The end evaluation of a related project highlighted that 98% of CBS participants indicated that the programme had positively changed them as a person. People feel calmer and have more self-knowledge, leading to better psychological health and a reduction in anxiety, stress, and anger.

"Things have really changed positively in this place. I am happy to see the youth from different villages and tribes working together, hand in hand, and contributing to the development of their areas, and to help communities build consensus on important and priority issues. Before the project, the youth - even within the same village, let alone in other villages - were not connected and rarely worked together. I hope to see more of this in other parts of South Darfur State as well as in other parts of Darfur Region."

- Ali Muda, Hamaraya Youth Ambassador from South Darfur



SUDAN



Inclusive conflict prevention in Sudan

There are various conflict drivers in Sudan, such as tribalism, displacement, and limited natural resources. In many cases, multiple groups need to utilise the same resources, like water and land, for essential purposes: drinking water, personal hygiene, farming and livestock. Unfortunately, resource scarcity often leads to discord.

ZOA focuses on conflict prevention and resolution, natural resource management, and livelihood support, with the objective of building resilient communities equipped with capacities to prevent and resolve conflicts in their areas. To achieve this, we establish and strengthen inclusive conflict prevention and resolution mechanisms, such as peace and reconciliation committees (PRCs). In 2021, ZOA implemented 4 peacebuilding projects in Darfur State. Through these projects, 481 people were involved or trained in PRCs.

In the Addressing Root Causes Project, which was funded by the Dutch Ministry of Foreign Affairs, 304 conflicts were addressed and successfully resolved through these committees. These conflicts would have otherwise remained unsettled or resulted in court cases. Thanks to this project, neighbouring committees effectively managed conflict and worked together to re-open markets, roads, and animal and migratory routes, which helped to rebuild social and economic ties between communities.

EDUCATION

The COVID-19 pandemic continues to have a devastating impact on learning outcomes for children worldwide. Schools have been closed for a prolonged period of time, and home-schooling options are limited. Millions of children have been out of school for up to two years and face considerable gaps in their education. In 2021, ZOA continued to support education by providing innovative learning options to pupils at home.



LIBERIA

Home-grown school meals: a unique concept

ZOA has supported school children in Liberia with school feeding for several years. In 2021, the Ministry of Education reopened the schools, which had been closed since March 2020 due to the pandemic. Schools in Liberia have remained open for the entire 2021 calendar year. In 2021, ZOA supported 7 schools by providing school children with a nutritious meal every school day.

ZOA committed to providing school children with locally sourced food - food from Liberia itself - as opposed to imported food. This is referred to as a “home-grown approach.” The nutritious cassava-based meals were prepared by volunteer cooks on a daily basis. ZOA linked food supply providers with local farmers. Thus, in addition to supporting school children, numerous local farmers were indirectly supported as well.



Throughout programme implementation, ZOA cooperated with the Ministry of Agriculture and the Ministry of Education of Liberia. In 2021, almost 2,000 children - both girls and boys - were supported daily. The home-grown school meals (HGSM) programme fed empty stomachs and improved school performance. Thus, the HGSM programme supported - and continues to support - Liberia’s next generation.



UGANDA



Back to school

For the last several years, ZOA has supported primary school education for vulnerable children, both in the refugee context of the West Nile Region - with many refugee children from South Sudan and DRC - and in Karamoja in northeastern Uganda. (Notably, until recently, only 1 out of 100 children successfully completed primary school in Karamoja.)

Both settings face significant barriers around access to quality education, such as a dire lack of teachers, a shortage of classrooms, and a multitude of risks facing vulnerable children, many who already work at an alarmingly young age. COVID-19 further aggravated this complex situation. The nearly two-year school closure was the longest school closure worldwide, with schools shuttered until January of 2022.

Within the education sector, ZOA supported the Ministry of Education through teacher training, community engagement, construction of teacher housing, and scholastic material distribution, such as notebooks and pencils. In 2021, Early Grade Reading material was developed in Amudat District in Karamoja. This especially helped the youngest children learn Pokot, their mother tongue. We are pleased to share 15,229 learners in West Nile and 4,490 learners in Karamoja benefited from our interventions in 2021.

“The launch of the Pokot language materials is a big step forward for our children in Amudat to embrace education and to be able to bring pride to their families. This will help us also to discuss the use of the Pokot language in different forums in the district.”

- Dorcus Chelain, a 35-year-old local leader in Amudat District, Uganda.

IRAQ



Education after ISIS

Years of conflict in Iraq destroyed numerous schools and hindered education for millions of children. In 2017, ZOA began providing catch-up classes to children in our community centres and safe spaces in Mosul. We also started offering classes for children with disabilities last year. In the past, these children could not find a place to learn. The demand for these classes is high, as hundreds of children with disabilities are on our waitlist.

Conflict and extremism had additional consequences: ISIS forcefully introduced a curriculum that furthered their agenda and brutalized teachers and students. ISIS utilised the educational system to indoctrinate large groups in society. ZOA and its local partners now use the same strategy, but with positive intent: to prevent violent extremism in education.

We are pleased to report our positive, participatory training methods were well-received. We focused on the



positive values of post-war society in Iraq. We also trained 2,750 schoolteachers, 5,400 parents, 250 school principals, and 250 student leaders how to educate children traumatized by war. Importantly, we also taught people how to recognize early signs of radicalization.

SHELTER

In emergency situations, shelter is of vital importance for those who have been directly impacted by conflict or natural disaster. Without a roof over their heads, there will be no family life, no opportunity for children to learn or play, no sense of security, and no place to rest. ZOA's shelter interventions provide a safe space where families start rebuilding their lives. By using the "building back better" principle during the recovery phase, displaced families regain their dignity and boost their self-reliance.

LEBANON



Rebuilding in times of crisis

On August 4, 2020, the Beirut seaport explosion damaged 73,000 houses (13,000 structurally, necessitating complete rebuilding rather than repairing). Due to the blast, houses were left without windows, doors, water, or electricity. Consequently, more than 300,000 people were displaced, one-third of them children.

In 2020 and 2021, Lebanon endured multiple crises: an economic collapse, rising political instability, and the global pandemic. The Lebanese government failed to adequately address any of these crises, which led to widespread protests and no support for the most vulnerable. In this context, ZOA - in cooperation with Dorcas - implemented rehabilitation activities with the repair of apartments and small shops in the low-income area of Bourj Hamid. More than 260 houses and



over 170 small shops were repaired, as well as 2 school buildings and 2 medical centres.

The intervention was deemed very successful. We worked with pre-selected neighbourhood contractors and a fixed framework contract, thereby avoiding prolonged bureaucratic procedures. This ensured repairs could start immediately after social criteria intake and structural assessment. After finalizing the rehabilitation, mental health support was provided to traumatized survivors, and income-generating projects supported impoverished families and individuals residing in the same area as the shelter activities.

"We built simple tents in raining situation and slept on the ground in wet clothing. We stayed there for 3 days, then moved to another hill because we were scared of landslides. After about 10 days there, we went back to the village and built the tents in front of the house."

- Abdul Rajab, a 35-year-old earthquake survivor from Dusan Ratte, Indonesia

INDONESIA 

Successfully completed programme

2021 started dreadfully for the people of Indonesia. West Sulawesi was hit by a massive earthquake in January. More than 90 people died, 2,000 were injured, and over 19,000 were displaced due to the loss of their homes. The earthquake also obstructed roads, cut off power, downed cellular networks, and caused the local hospital to collapse.

ZOA's implementing partners, YBT and MDS, immediately went to the disaster area, and commenced rapid emergency interventions to support victims by distributing shelter materials, food packages (consisting of fresh fruits, vegetables, and fish), water purification systems, and psycho-social assistance. ZOA, already present in Indonesia, directly assisted the Karema village community in Mamuju Regency, whose number of displaced consisted of 256 families, as well as a Bollea village consisting of 595 households. In December 2021, ZOA successfully completed its three-year programme in Indonesia. We are pleased to share that, over the span of three years, we were able to support 52,923 people on Lombok and Sulawesi with food and agricultural materials, sanitation, clean water, and shelter. ZOA also built 704 houses in collaboration with local partners. Moreover, we incorporated disaster response training and preparedness, in which villagers were taught how to prepare for a future disaster.



ETHIOPIA 

A growing need of shelter

In 2021, Ethiopia faced armed conflict, climate shocks, a desert locust invasion, and the continuing socioeconomic impacts of COVID-19. Displacement caused by the conflict in northern Ethiopia led to 4.2 million internally displaced persons (IDPs), many of them in dire need of a safe place to stay. Consequently, ZOA assisted IDPs in different regions of Ethiopia with shelter.

Although access to the region was often a challenge, ZOA managed to construct emergency shelters for 900 displaced families in Tigray. Additionally, 800 families were provided with emergency shelter kits and cash for essentials. ZOA also assisted victims of violence in Amhara, another region in the northern part of Ethiopia. We supported 2,000 families (6,550 individuals) in Amhara with the distribution of 2,000 kits of emergency shelter and items such as blankets, sleeping mats, and jerrycans. In Somalia, in the eastern part of Ethiopia, ZOA assisted 550 IDP households with life-saving emergency shelter kits. In addition, 370 returnee households received life-saving emergency repair and reconstruction shelter kits. For displaced people, shelter kits like these are essential. They provide protection, security, and dignity as well as recovery of economic well-being and secure livelihoods for the community.

WASH

Clean drinking water, basic sanitation, and hygienic practices are of paramount importance for people's well-being. The COVID-19 pandemic has highlighted this again, as handwashing with clean water is the first line of defence against this and other viral diseases. Integrated approaches to water management at scale are needed to collectively address the impacts of climate change on field level. We are delighted to share some results of ZOA's work worldwide.



DR CONGO 

Access to water improved – especially for women

The Luberizi River, townspeople's sole water source, is used for drinking, washing, irrigation, watering animals, dumping waste and bathing. Conflicts often arise between water users. Consequently, our project aimed to increase safe access to clean drinking and irrigation water.

Since 2017, ZOA - in consortium with International Rescue Committee and Search for Common Ground - has implemented an integrated water resources management project in DR Congo's Luberizi. In 2021, the project completed the drinking water supply system (spanning 72 kms) and irrigation system construction (spanning 11.5 kms).

As a result, 99.5% of the 34,600 inhabitants have daily access to more than 40 liters of drinking water per household. At the beginning of the project, only 0.6% had such access. Women stated there is a considerable reduction in the risk of being attacked while fetching water. They also attested to a significant reduction in the burden linked to fetching water. We are pleased to report the area irrigated by water has increased from 300 hectares to 1,136 hectares, providing 91.2% of inhabitants with access to irrigation water.



YEMEN



Clean water for 1.6 million Yemenis

The humanitarian crisis in Yemen remains one of the worst in the world. Access to safe water and sanitation is exceptionally challenging, as Yemen has the highest rate of water source exhaustion in the Middle East. Water is becoming increasingly scarce, and water-related diseases have reached critical levels. An estimated 15.4 million people need support to meet basic WASH needs, including 8.7 million who are experiencing acute need. ZOA's projects provide safe drinking water to populations in dire need while reducing WASH-related diseases. We implemented several major projects in the de facto authority area in the north (Hajjah and Al Mahwit governorates) and in the internationally

recognized government area in the south (Lahj, Al Dhale'e and Aden governorates). In 2021, ZOA's WASH activities included repair, rehabilitation, or augmentation of water supply systems; provision of water filters for household-level water treatment; gender appropriate latrine construction and support; distribution of basic hygiene kits; training of community volunteers; and hygiene promotion and community engagement. In 2021, despite the difficult circumstances, we directly reached 1.6 million people in Yemen with our WASH activities.

In the future, ZOA hopes to move towards recovery projects that empower Yemeni communities in a more sustainable way.

"People used their own money to construct tanks to collect rainwater for drinking, which caused the increase of cholera. We coped with the crises by drinking unclean water, which reduced the consumption of water for hygiene and personal washing. We sold livestock to buy food and water. ZOA's intervention has provided a permanent resource of water and hygiene promotion. That means stability, and assured hundreds of families to use the clean, sufficient water and to use the right practice."

- Mohammed Sagheer Al-Barhani, 45 years old, Bait Al-Barhani in al-Mahwit governorate





SYRIA 

Rebuilding WASH systems

A decade of conflict has devastated Syria's critical WASH systems, particularly access to safe, affordable water and adequate sanitation. Before 2010, 98% of people in cities and 92% of people in rural communities had reliable access to safe water. Today, the situation is starkly different: only 50% of water and sanitation systems function properly across Syria.

In 2021, ZOA supported an array of WASH services and systems, thereby ensuring access to sufficient quality water. We rehabilitated a well and installed a solar system for water pumping. These systems supply 4,391 people with safe water for drinking, domestic chores, cleaning, and personal hygiene. We also repaired a damaged two kilometre sewer line. This repair positively impacted the environment of 7,000 people immediately. Moreover, 4,114 residential water tanks were installed, providing 23,763 people with safe storage solutions for sufficient quantity and quality water for drinking, cooking, personal hygiene, and cleaning.

Beneficiaries participating in ZOA's projects have had significant, positive impact on their daily lives. For example, because they were provided with access to safe water, parents no longer need to send their children on long journeys to fetch water for their families.

COLOMBIA 

Clean water and cash vouchers for caminantes

Venezuela has struggled with serious economic issues and a complicated political landscape for more than seven years, causing more than 5.6 million Venezuelans to leave their country. Many Venezuelans cross the border with Colombia on foot. ZOA is present on one of the busiest routes through the Arauca department. Many migrants - often referred to as caminantes (walkers) - pass through this region daily with the few possessions they can carry.

In 2021, ZOA was able to assist 56,938 caminantes on their perilous journey. Caminantes' first stop is the border crossing in Arauca city. ZOA built handwashing stations in this location, enabling passing migrants to practice basic hygiene and prevent and minimize the spread of COVID-19. The caminantes' long journey has just begun, as one of the most important land routes - from Arauca to Bogota - spans 782 km. ZOA supported 47,216 caminantes with cash vouchers throughout the stretch from Arauca to the big city



of Yopal (362 km), thus providing them with access to a variety of essential services while minimizing the protection risks they face. With our help, caminantes are now able to access drinkable water and hygienic services, and are enabled to purchase essentials on their long, hazardous journey.



The story of Habiba (Nigeria)

Surviving in a refugee camp

Thirty-year-old Habiba has been in survival mode for the past two years. Together with her husband and four young children, she fled her village to escape Boko Haram's violence. Her family found safety in a refugee camp in Gongulong.

When Habiba's husband went back for one day in order to grow some rice to feed their family, he - along with seventy-five other farmers - was killed by Boko Haram. Habiba had to travel back to the village she fled to identify his beheaded body.

Habiba lost her husband. Her children lost their father. All five of them lost their family's breadwinner.

ZOA provided Habiba with cash vouchers, so she could buy food to feed her family. With additional ZOA support, Habiba is now growing vegetables in a kitchen garden. She hopes to harvest enough vegetables to sell. "I would rather not send my oldest girl to the market any longer to pick up seeds from the ground," she says. "I would love to send her to school."



Lisanne van Roemburg participated in the Race for Refugees

“These people need help NOW”

"I saw images of refugees. They had to leave everything behind. That touched me. I have seen those kinds of images before on television and social media, but then I kept scrolling and zapping. But these people need help NOW. They are outside on a tarp, without food or drink, without a safe home. By taking part in the Race for Refugees, I am happy to commit to the important work of ZOA, so that I can do something for those in need."



Jeanie Hoogendoorn names ZOA in her will

“I like to give refugees a future”

"I don't want to think about it: fleeing in a rickety boat, nothing to eat, the uncertainty and fear. You don't feel at home anywhere. We have it so good here! That is why I am leaving a legacy to ZOA. I like to give refugees a future. ZOA helps in the region, and I think it is courageous that ZOA stays, helps people, and builds things up, even when the circumstances are very difficult. That is how you give people perspective. Isn't that wonderful?"

Awareness-raising

What is it like to leave everything behind and face an unknown future? For many, it is difficult to imagine the myriad of obstacles refugees confront. With this in mind, one of ZOA's objectives is to raise awareness about the plight of refugees. We aim to touch people's hearts and minds, and provide them with opportunities to become involved, such as volunteering, praying, and donating. We are pleased to share some of our 2021 achievements with you.

Followers
LinkedIn
increased from
7,523 to
9,940



Followers
Facebook
increased from
6,691 to
6,910



2 interviews
with ZOA staff were
featured on prime-time
national NOS news

43
articles
in national newspapers
referred to ZOA's work and
accomplishments



688
churches

collected funds to support
ZOA's projects and prayed
on ZOA's behalf



36,896

private donors

supported ZOA's work in 2021

39 people

selected ZOA as their charitable beneficiary

1 charity dinner **200** entrepreneurs

attended by

raised more than €250,000 to support people in Yemen



91 individuals and **15** teams raised

€48,580.27

in the Race for Refugees

over **3,000** primary school kids participated in guest lessons about refugee children, and were inspired to raise money to support them



2,156 kids walked for water

836

Driestar College students

were informed about education in Uganda. This inspired them to raise

€123,000

to support learners in Uganda



Frits van der Kooij is a ZOA Business Ambassador

"I am grateful for all the good we have received"

"After an entrepreneurial trip to Africa in 2018, together with my wife, Corina, I wanted to use my opportunities to do something substantial for the people there. That's why I became a member of the ZBA Burundi team. We raise money and hold campaigns. A salmon campaign in 2021 raised €20,582 ! The proceeds go to the PIP youth project in Kamakara. Through training in, for example, entrepreneurship, young people can build a future. This action was very motivating for the whole team. I am grateful for all the good we have received, and I want to continue working so that others can also share in our wealth."

2021: Finding new ways to connect on a personal level

Director of Fundraising and Communication, René Vlug, reflects on fundraising in COVID-times.

How do you look back on 2021?

In 2021, the covid restrictions continued to challenge us. But as a team, we found new ways to connect with our constituency. I truly believe in a team effort in which you passionately contribute - each with their own expertise - and complement each other to make things happen.

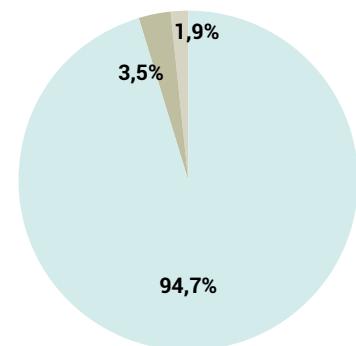
How did the pandemic influence ZOA's fundraising activities?

One of the major setbacks was that our door-to-door fundraising collection had to be cancelled for the second year in a row. The digital version of this event proved to be relatively successful again, but the funds raised in this way remained only a fraction of what we would normally raise. The cancellation of the door-to-door collection also meant that we started the year with a significant fundraising deficit. Fortunately, we successfully organised new corona-proof events, like the Race for Refugees. A group of six people, mainly ZOA colleagues, started this sport challenge. They challenged themselves to run and cycle more than 70,000 kilometres in a year. Traveling was no longer possible, but their journey (virtually) led them through all the countries where ZOA works. People were challenged to sport along and raise funds for ZOA's work. In this way, we raised € 48,580.

How did you involve the 36,896 supporters with ZOA's work?

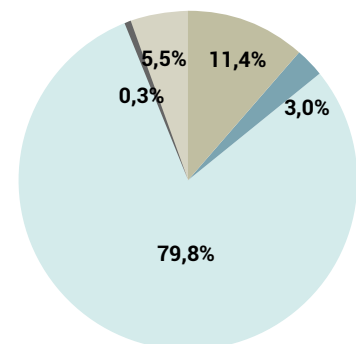
In this challenging context, we improved our digital presence. We launched a new website. Apart from a more modern and fresher look, great effort was put into

ZOA'S EXPENSES



- Spent on objectives (excluding consortia)
- Fundraising costs
- Costs of management and administration

ZOA'S INCOME



- Income from project grants (excluding consortia)
- Income from companies
- Income from private individuals
- Income from other non-profit organisations (third parties, schools, churches)
- Other income



making the website more user-friendly and more suitable for use on mobile devices. The trend of more funds donated via our website continued and we expect this to persist.

We also invested in tailoring the interactions with our supporters to their specific interests and preferences. This really paid off. Among others, this was reflected in the generous response to our Christmas campaign. The response to this appeal was so great that it even made up for the cancelled door-to-door collection. Fortunately, we could also have some live events with our supporters. Thousands of children and teenagers were involved in awareness and fundraising activities. The ZOA business dinner was another highlight. Over 200 entrepreneurs came together at AFAS in Leusden to hear more about ZOA in general and our work in Yemen in particular. The evening raised more than €250,000.

What trends do you see when you look towards the future?

The results of the Fundraising and Communication department show a steady growth over the years. The strategy to focus on relational fundraising seems to be bearing fruit. However, there remains a need to continue to grow. The need in the world is enormous and the demand for ZOA to expand its assistance grows every year. Institutional funds provide a large share of ZOA's funding. For a healthy financial situation, it is necessary that at least 20% of the total income consists of private donations. The private donations will therefore, to some extent, determine ZOA's total growth. For this reason, the Fundraising and Communication department wants to commit itself to achieving sustainable growth in the coming period.

When you look at the future, how do you aim to achieve this growth?

It is our challenge to keep donors committed for a longer period of time and to recruit new donors as well. We therefore must emphasize ZOA's unique position as a Dutch-based NGO with a Christian identity specializing in relief and recovery. It is crucial that we consistently communicate this profile in all our communications. We have been too modest and invisible for many. We therefore must work even harder to get more attention and visibility in the media. A great support in this endeavour was that Joël Voordewind, former member of Dutch parliament, was willing to join the team as a Special Ambassador for ZOA in 2021. We also have to keep focusing on connecting with people on a personal level. We consider ourselves to be a constituency organisation, meaning that our very existence is deeply anchored in the relationships with those that support us. We are grateful for the wonderful, long-time commitment of so many individuals, volunteers, churches, schools, business, and foundations. In the coming years we want to focus on closer personal contact with our volunteers in order to strengthen our mission to offer help to those in need worldwide.



Donor story

STICHTING PHARUS

Working together to empower a future generation

Stichting Pharus supports Project Embrace in Amudat, Uganda. The objective of this project is for all children in Amudat to successfully complete primary school.

We support this education project because we believe if children successfully complete primary school, they will form the foundation for a future generation that is empowered with skills to advocate for and work towards improved living conditions.

To realize this project, we work with ZOA, our valuable Strategic Partner. We work in cooperation with ZOA in different projects and countries. What appeals to us is that ZOA works from relief to recovery.

Despite the challenges surrounding COVID-19, beautiful results were achieved in 2021. An important result is that during the prolonged school closure in Uganda, children in Amudat were still able to receive education through Small Group Learning. Another milestone was that Early Grade Reading Materials for primary 1 were successfully developed and launched. Children in Amudat are now able to learn how to read in their own language.

Through working together with ZOA, we, as Stichting Pharus, can make a true difference for the children and education system in Amudat.

PARTNERSHIPS AND NETWORKS

Humanitarian crises are rapidly increasing in number and duration. The number of people in need has steadily grown over the year. By working together, we complement each other and increase our reach and impact. We also share knowledge and learn from each other. For this reason, ZOA is actively involved in many partnerships, alliances, and networks. Thanks to its local presence, ZOA is well-positioned to work with - and strengthen the capacity of - local actors. A healthy nation needs a strong civil society: one that is able to voice its needs and priorities and stand up for minority groups. ZOA sees local civil society as the owner of change.



MUTUAL LEARNING

Radboud Universiteit |
 GNDR (Global Network of
 Civil Society Organisations
 for Disaster Reduction) |
 Partos Innovation
 Working Group / The
 Spindle | NAP-1325 |
 Afghanistan Platform |
 CHS Alliance | KUNO
 (Kennis Uitwisseling
 Noodhulp)

Stichting
 Collecteplan

DRA (Dutch
 Relief Alliance) |
 Integral Alliance |
 Christelijk Nood-
 hulp Cluster

EUCORD |
 Netherlands
 Food
 Partner-
 ship

Grand Bargain |
 University of
 Madrid | Van Hall
 Larenstein | Zero
 Hunger Lab (Tilburg University)
 Saxion University | Cadasta Wageningen
 University | Netherlands Food Partnership |
 The Broker

FUNDRAISING

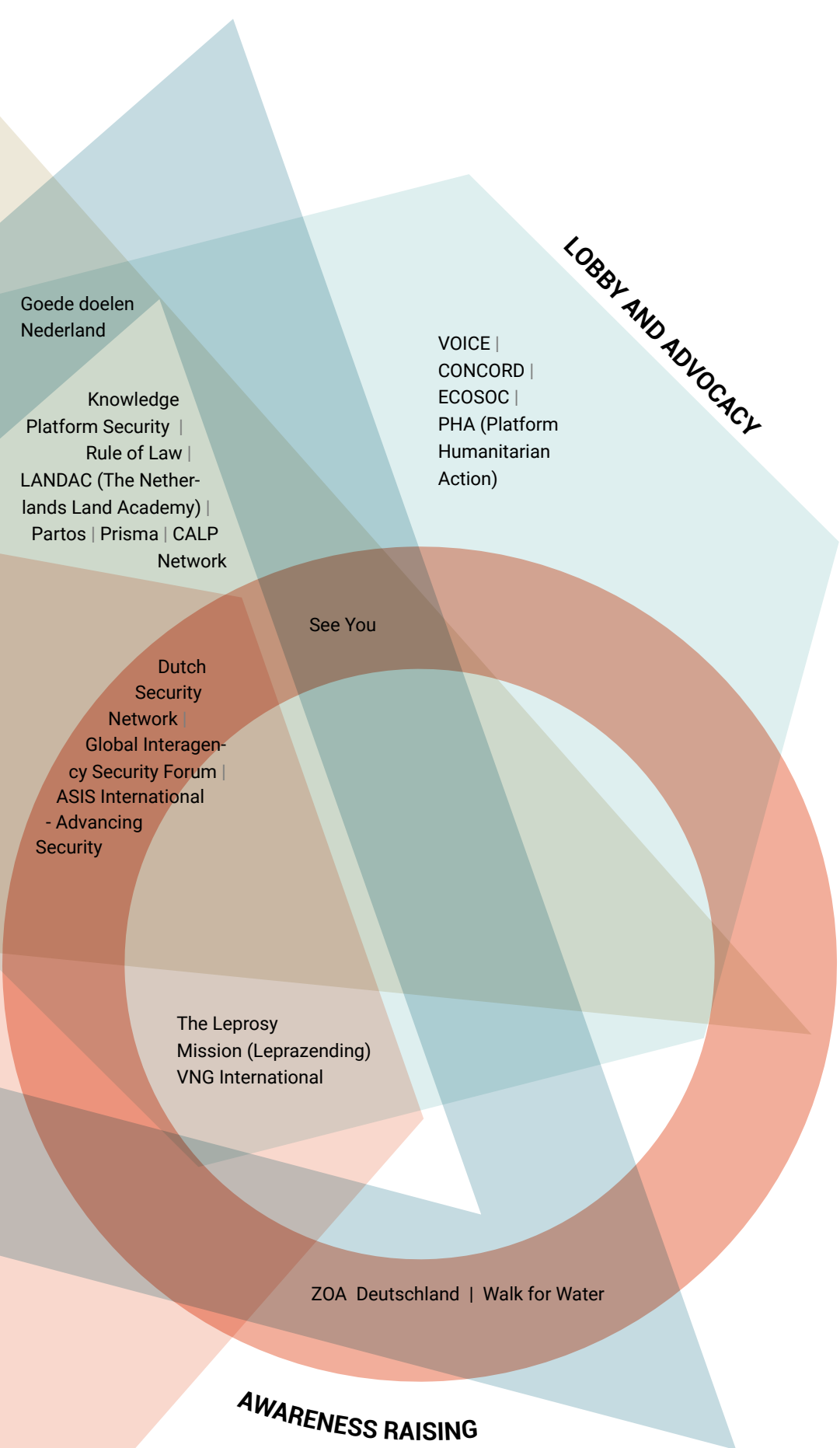
YouthNow!

HollandDoor | MetaMeta |
 The Hague Academy

IMPLEMENTATION

ZOA Deutschland

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



Local partners 2021

Afghanistan: SHPOUL, Women Hope Social Association **Burundi:** Miparec, UPHB DR Congo: PDD, ASCODER, BDR, IJED, PSVS, KUA **Ethiopia:** Development for Peace Organization (DPO), Women and Pastoralist Youth Development Organization (Wa-PYDO), Organization for Welfare and Development in Action (OWDA), Actuel Design PLC, The Well in Action, BelCash Technology Solutions plc **Indonesia:** YBT, MDS, TSA, SHEEP, FFH Indonesia **Iraq:** WEO, Al Khiamiat, SSDF, IID, ZSVP, CNSF, EADE, Al Rafedain **Liberia:** The Peacebuilding Office of Liberia (PBO), Self Help Initiative For Sustainable Development (SHIFSD), Young Men's Christian Association (YMCA), Angie Brooks International Centre (ABIC), Liberia Agency for Community Development Inc. (LACD) **Nigeria:** SAHEI, JDPH, Life Helpers Initiative (LHI) **South Sudan:** TAYA, Africa Development Aid (ADA), Community Agriculture and Skills Initiative (CASI), Awake Women and Children Empowerment (AWACE), Jonglei Disability Organisation (JDO), Jonglei Civil Society Network (JCSN), Community Empowerment for Progress Organization (CEPO), AMALNA **Sudan:** Al Tawaki, CDF, GPA, Al Massar, NaHA, NIDO, VNRHD, SOS Sahel **Sudan Syria:** GOPA-DERD, Al Hashmiyah, Syrian Society for Social Development (SSSD), St. Ephrem Patriarchal Committee for Development **Uganda:** Palm Corps, Gulu University **Yemen:** SDF.



The story of Abdo (Yemen)

Pure water brings happiness

Abdo Salem lives in the midst of the rugged Yemeni mountains. Despite the surrounding natural beauty, life is hard for Abdo Salem and his fellow community members. Their primary problem is the lack of clean drinking water. The water that reaches their village is polluted by sewage and rubbish dumps. "We drink polluted water," Abdo shares. "It causes diseases, like the loss of bone mass and dental caries."

To combat this issue, ZOA installed water tanks to harvest rainwater, restored groundwater wells, and built covered sewage disposals. Abdo Salem is thankful for ZOA's support. "ZOA provided us with tools that purify water from the pollution," he says. "Now we can drink pure water. This brings us so much happiness!"

Governance

Organisational structure

ZOA applies a hybrid model of operation in which we provide direct assistance in addition to working with - and through - (local) partners. This hybrid approach allows ZOA the flexibility to respond effectively to the needs and circumstances in each context. In most countries of involvement, ZOA is locally present and works with its own in-country staff. Decision-making has been decentralised to country teams as much as possible within the framework of organisational strategy and policies. This structure provides the flexibility to operate within the context of the country while providing support from ZOA in the Netherlands for cohesion, continuity, quality control, exchange of knowledge, financial management, fundraising, and staff recruitment.

Country Directors report directly to the Executive Board. Country Directors, the management team of ZOA in the Netherlands, and the Executive Board collectively form the International Management Team. They meet quarterly - online or physically - to exchange knowledge, discuss and agree on policies, share best practices, and discuss annual planning and reporting.

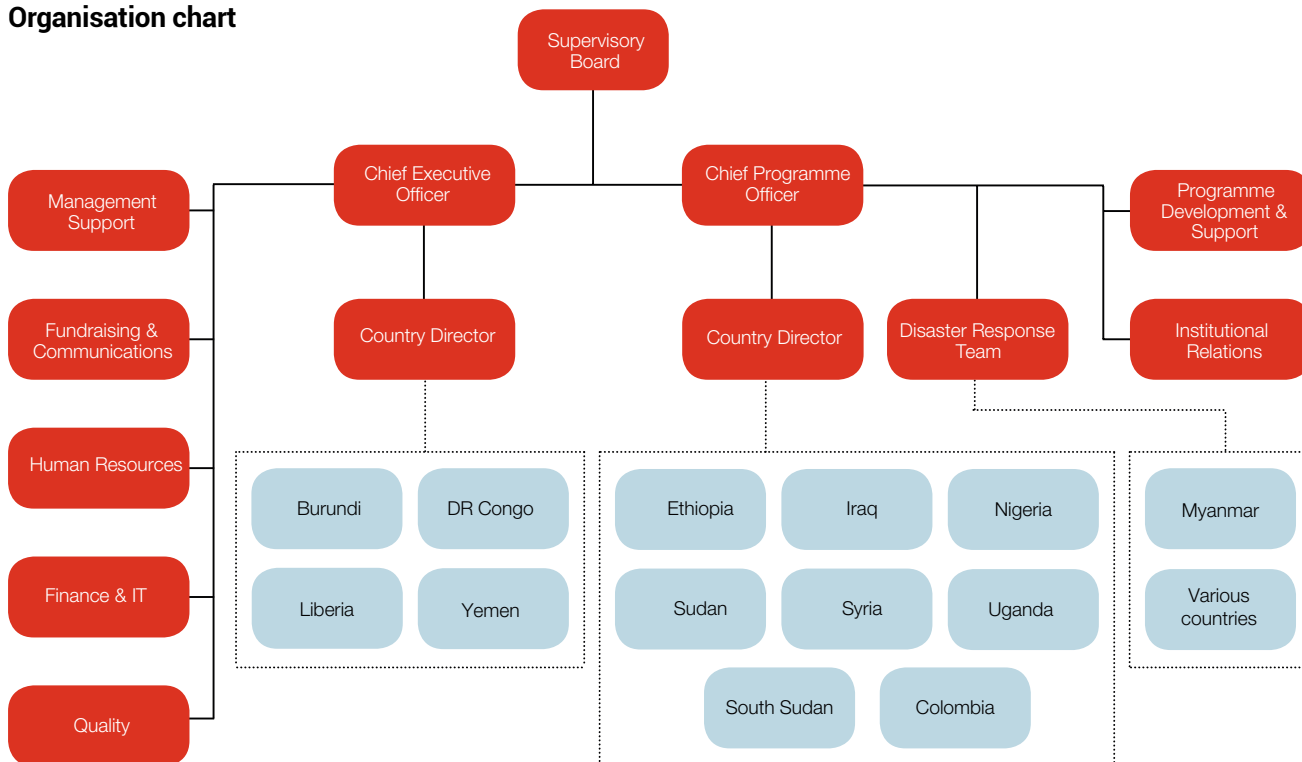
Staff

ZOA had 984 staff members worldwide (headcount December 31, 2021), of which 88 (9%) were at ZOA Netherlands, including 5 staff members in the Disaster Response Team. Of all 896 country staff, 52 (6%) were expatriate staff.

Volunteers

Volunteers are a very welcome addition to our staff. They are of vital importance for several fundraising activities. ZOA provides volunteers with the opportunity to contribute to our cause, and we are grateful to receive their expertise and commitment. In 2021, 1,380 people all over the Netherlands were active in organising the door-to-door fundraising collection. Unfortunately, we had to cancel this form of fundraising because of COVID restrictions. Fortunately, 3,600 people participated in a digital, online collection instead. Others volunteered in other ways. In 2021, 9 volunteers worked in the office in the Netherlands, 3 trainees worked in ZOA's programme countries, and 1 trainee worked in the Netherlands. Several additional volunteers were involved in informing schools and churches in the Netherlands about ZOA's work.

Organisation chart





Read our Code of Conduct

Quality standards and codes

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

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

ZOA holds the certificate for the ISO9001:2015 / Partos 9001:2015 (version 2018) quality standard for management systems. In 2021, a follow-up audit was conducted, which resulted in continuation of the certificate.

ZOA is fully committed to the Core Humanitarian Standard on Quality and Accountability (CHS). The CHS sets out nine commitments for humanitarian and development actors to measure and improve the quality and effectiveness of their assistance. It places communities - and people affected by crisis - at the centre of humanitarian action. In 2021, a CHS mid-term audit was conducted by HQAI, an accredited certification organisation. The audit confirmed that ZOA continues to meet the CHS requirements.

ZOA has been recognised by the Central Bureau of Fundraising (CBF) for complying with the Regulations and Appendices for CBF Recognition for Charitable



Organisations, which also covers the Good Governance Code for Charities. The CBF 'Recognition Passport' is available at www.cbf.nl/organisatie/zoa.

Works Council

The Works Council represents ZOA staff at the Executive Board. The Works Council also keeps a close eye on the organisation's interests, as a healthy organisation is crucial for the realisation of ZOA's mission and vision. The Works Council and the 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 comprises six members employed

in both the Netherlands and programme countries.

Several topics were on the agenda of the Works Council in 2021, including the 'working from home policy' (as it was in 2020), interaction with some ZOA working groups dealing with specific projects, and the update of the ZOA Working Conditions. Stimulating the involvement of international staff in the Works Council has also been on the agenda, in order to have a fairer representation and more acknowledgement of the issues relevant for international staff.

ZOA's Integrity Framework

All ZOA staff, as well as others acting on behalf of ZOA, must sign the Code of Conduct for compliance. Staff participates in mandatory training sessions on the content and application of the Integrity Framework.

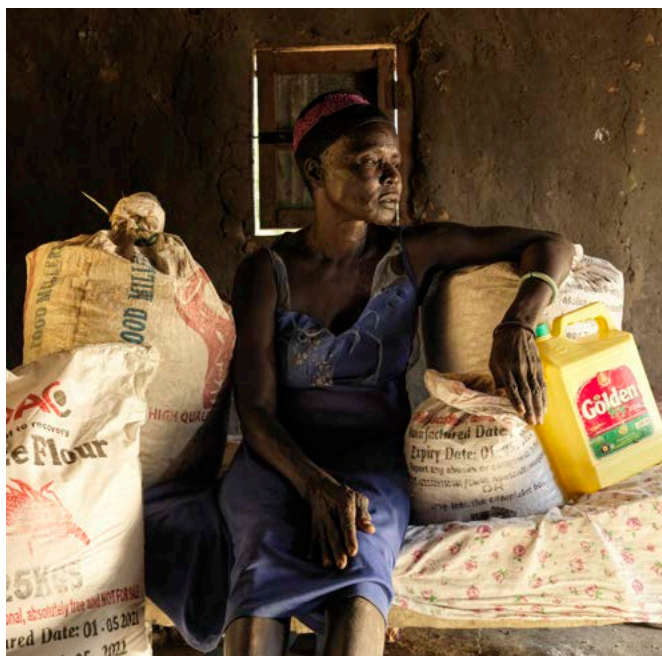
ZOA offers numerous options for reporting grievances at various levels within ZOA as well as externally. The Integrity Coordinator in each ZOA country programme guides the effective implementation of the Integrity Framework and coordinates the process of handling complaints. Each country has a female and a male Code of Conduct liaison available to advise staff on how to proceed with complaints. In 2021, the coordinators and liaisons

received full or refresher training tailor-made to their experience. An independent external advisor is also available for ZOA staff. ZOA's project participants are offered several options to report a complaint: verbally to staff as well as through a telephone line or a country email address. Projects can have other additional options, such as a complaint box or a combined system with partner organisations.

Integrity notifications in 2021

The total number of integrity notifications in 2021 was 29, of which 3 cases are still under investigation. No appeal cases have been made.

CATEGORY OF NOTIFICATIONS	NUMBER REPORTED	NATURE	OUTCOME OF REPORT HANDLING
Interpersonal	13	Sexual and verbal harassment; power abuse; culturally inappropriate behaviour.	Notifications were handled by both country teams and ZOA in the Netherlands. Staff involved either resigned, were dismissed, or received an official warning.
Abuse of power and position	2	Conflict of interest with government relation; possible links to unreliable organisation.	One notification was included in a fraud investigation.
Financial / material	14	Suspected fraud, such as: non-payment of volunteers; non-delivery of beneficiary goods; procurement issues; misuse of quotes.	Notifications were handled by country teams with intense support from ZOA the Netherlands. If appropriate, involved staff received an official warning or were dismissed.



Confidential options for staff and project participants to report suspected integrity breaches and clear complaint handling procedures remain crucial. ZOA continues to invest in the application of the Integrity Framework by training and communication to promote and sustain a culture where all staff and project participants are safe from any abuse of power.

ZOA is very grateful for a wide variety of donors

Governments



And:
 - the Embassies of the Kingdom of the Netherlands in Burundi, Uganda, and Rwanda
 - US State Department/BPRM

UN organisations



Corporates



And the ZOA Business Ambassador teams for Burundi, DR Congo, Iraq, Myanmar, Uganda, Ethiopia and the Relief Aid Team.

European Union



Foundations



Third-parties



And DOB Emergency, Rammelt Veenstra Fonds voor ZOA, stichting Mitswah, Stichting Weeshuis der Doopsgezinden.

And many donors who wish to remain anonymous and, of course, our 36,896 private donors in the Netherlands.



We are

ANNUAL FINANCIAL REPORT

2021

These are the financial accounts of Stichting ZOA
Sleutelbloemstraat 45, Apeldoorn

here

Financial Report

Main trends

It is with great gratitude that we reflect on ZOA's 2021 financial results. The year 2021 was dominated by the global coronavirus health-crisis, which also had tremendous economic impact. Because of the pandemic, it was not possible to organise ZOA's annual door-to-door collection. However, our constituency gave generously. Thanks to their donations and the contributions of institutional donors, we were able to reach the most vulnerable people in the most dangerous places.

Income from Dutch constituency

Income from our constituency in 2021 was 20% lower than the previous year. Despite the cancellation of the door-to-door collection, we were almost able to realise the budget for 2021. Noteworthy in this respect, is the positive development of the unearmarked income. The percentage of unearmarked income increased to 57%, which makes it possible to allocate this income in the most effective way. We feel supported by our donors, and would like to account to them in this annual report for the expenditure of the funds entrusted to us.

INCOME GENERATED FROM ZOA'S OWN FUNDRAISING ACTIVITIES AND THIRD-PARTY CAMPAIGNS	Actual 2021	Budget 2021	Actual 2020
Unearmarked	6,066,932 57%	6,000,000 54%	5,583,583 42%
Earmarked	4,621,361 43%	5,210,000 46%	7,804,271 58%
TOTAL INCOME	10,688,292	11,210,000	13,387,853

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

Net result

The profit and loss account shows a negative result of € 1.17 million. Of this amount, € 1.54 million relates to expenditures in 2021 from programme funds received in previous years. On balance, we were able to make an addition to the reserves of € 0.37 million, while we had budgeted for an addition of € 0.13 million.

Country portfolio

In terms of project implementation, we ended the year 2021 with € 55.3 million spent on objectives in programme countries. This is with 18% significantly below budget. Unrealistic budget ambitions as well as implementation challenges were the two main reasons for this deviation. Our overall project portfolio remained healthy, with € 70 million of new projects approved in 2021.

Risk analysis and reserves

Given the high-risk, unstable contexts in which ZOA operates - and our core organisational values of faithfulness and stewardship - we aim to retain a portion of the entrusted funds as reserves. As per the end of 2021, the balance sheet shows sufficient liquidity for ZOA to meet all its short-term obligations.

In line with RJ650, ZOA distinguishes between continuity reserves and designated reserves for specific purposes. At the end of every year, ZOA reassesses the level of risk its country programmes are exposed to, including the increasing need to pre-finance essential projects. ZOA also keeps the financing assets in reserve as financed fixed assets, which caps liquidity. This year we decided to create a separate reserve for exchange rate risks because of the increased risk. This reserve could be formed because of the positive exchange rate results in 2021. The exchange rate risks are not included in donor budgets and will be covered by this reserve in the future.

In 2021, the general continuity reserve increased due to the above-mentioned assessment of the reserves. The level of the general reserve is currently at the minimum desired level as determined by the Executive Board and the Supervisory Board. ZOA prefers to maintain reserves for specific goals rather than for general purposes.



BALANCE SHEET

After appropriation of the result

ASSETS		31 Dec 2021	31 Dec 2020	LIABILITIES		31 Dec 2021	31 Dec 2020
Intangible fixed assets	1	53,618	80,426	Reserves and funds			
Tangible fixed assets				<i>Continuity reserve</i>			
Land	2	349,000	349,000	General	6	1,966,132	1,684,114
Building		780,794	805,114	<i>Designated financing and risk reserves</i>			
Inventory & Equipment		225,301	176,766	Pre-financing projects	7	4,000,000	3,600,000
Vehicles in programme areas		59,325	152,093	Exchange rate reserve	8	152,996	-
		1,414,420	1,482,973	Financing fixed assets	9	1,468,038	1,563,399
						5,621,033	5,163,399
Receivables, prepayments, and accrued income	3	26,205,322	21,038,475	<i>Designated reserves for future project spending</i>			
				Programme financing	10	500,000	500,000
Securities	4	256,345	256,601	Country programme reserves	11	674,246	1,049,246
				Programme development & innovation	12	526,148	595,237
Cash and cash equivalents	5	21,620,032	21,979,001	Disaster Response	13	417,685	341,098
						2,118,079	2,485,582
TOTAL ASSETS		49,549,737	44,837,476	<i>Programme funds</i>			
						11,876,729	13,049,600
				Provisions	15	622,777	1,057,558
				Current liabilities			
				Accruals to donors	16	25,041,031	18,277,306
				Other liabilities and other accruals	17	12,009,201	12,453,012
						37,050,232	30,730,318
				TOTAL RESERVES AND LIABILITIES		49,549,737	44,837,476

STATEMENT OF INCOME AND EXPENDITURE

INCOME		Actual 2021	Budget 2021	Actual 2020
Income from private individuals	18	6,100,602	6,210,000	6,216,241
Income from companies		1,607,697	850,000	1,138,462
Income from government subsidies:				
- Project grants for consortia partners	19	8,195,606	8,184,502	9,918,327
- Project grants for ZOA	20	42,540,501	55,971,604	47,743,337
Income from other non-profit organisations	21	2,941,070	4,150,000	6,019,904
Total income raised		61,385,477	75,366,106	71,036,271
Income in exchange for the delivery of products and services	22	40,080	-	71,797
Other income	23	97,590	-	75,746
TOTAL INCOME		61,523,147	75,366,106	71,183,814

EXPENDITURE		Actual 2021	Budget 2021	Actual 2020
<i>Spent on objectives</i>				
<i>Spent on Objectives in Countries</i>				
Project grants to consortia partners	19	8,195,606	8,184,502	9,918,327
Own spending on objectives	24	47,085,983	59,477,676	55,299,728
		55,281,589	67,662,178	65,218,055
<i>Preparation and Coordination from the Netherlands</i>	25	4,035,384	4,378,471	3,907,505
<i>Education/Awareness-raising</i>	26	594,354	644,022	657,817
		59,911,327	72,684,671	69,783,377
<i>Fundraising expenses</i>	27	1,902,822	2,032,150	1,890,295
<i>Management and Administration expenses</i>	28	1,015,754	1,025,458	1,014,903
TOTAL EXPENDITURE		62,829,902	75,742,279	72,688,576
SURPLUS/DEFICIT (-) BEFORE FINANCIAL INCOME AND EXPENSES		-1,306,755	-376,173	-1,504,762
<i>Balance of financial income and expenses</i>	29	133,884	-	-703,872
SURPLUS/DEFICIT (-)		-1,172,871	-376,173	-2,208,634

ADDED TO/ WITHDRAWN FROM		Actual 2021	Budget 2021	Actual 2020
<i>Continuity reserve</i>				
General		282,018	125,245	420,277
<i>Designated reserves</i>				
<i>Financing and risk reserves</i>				
Prefinancing projects		400,000	-	-
Exchange rate reserve		152,996	-	-
Financing fixed assets		-95,362	-	-145,681
		457,634	-	-145,681
<i>For future project spending</i>				
Programme financing		-	-	-200,000
Country programme reserves		-375,000	-374,861	-682,268
Programme development & innovation		-69,089	-126,557	-393,399
Disaster Response		76,587	-	-118,998
		-367,503	-501,418	-1,394,664
<i>Programme Funds</i>				
Future project spending		-1,545,021	-	-1,088,566
TOTAL CHANGE IN RESERVES AND FUNDS		-1,172,871	-376,173	-2,208,634



CASH FLOW OVERVIEW

CASH FLOW	Actual 2021	Actual 2020
Cash flow from operating activities		
<i>Received</i>		
From own fundraising and other non-profit organisations	10,781,118	13,435,963
From project grants	49,712,089	51,686,504
From project grants consortia partners	8,195,606	9,918,327
In exchange for the delivery of products and services	40,080	71,797
Other income	97,590	75,746
	68,826,484	75,188,337
<i>Payments</i>		
Programme and coordination costs	-57,842,702	-58,133,041
Project grants to consortia partners	-8,195,606	-9,918,327
Fundraising, management, and administration costs	-2,918,575	-2,905,199
	-68,956,883	-70,956,567
Cash flow from operating activities	-130,399	4,231,770
<i>Cash flow into investments</i>		
Assets bought (book value)	-393,383	-547,784
Assets sold (book value)	28,873	3
	-364,510	-547,781
<i>Cash flow from financial activities</i>		
Balance of financial income and expenses	135,684	-695,230
Change in securities and cash equivalents	-359,225	2,988,760
Balance 31 December	21,876,377	22,235,602
Balance 1 January	22,235,602	19,246,841
TOTAL CHANGE IN SECURITIES, CASH, AND CASH EQUIVALENTS	-359,225	2,988,760

RATIO LIQUIDITY	Actual 2021	Actual 2020
Liquidity expressed by ACID ratio	128%	136%
Receivables and Cash	48,081,699	43,274,077
Short-term liabilities and provisions	37,673,009	31,787,876

The cash position should be analysed 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 128%, the organisation maintains sufficient funds to cover all its short-term obligations.

The cash flow statement was compiled according to the indirect method. The net cash position decreased from € 22.2 million to € 21.9 million.

Explanatory notes to the annual accounts

General

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

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

Associated parties

There is a mutual relationship between Stichting ZOA and ZOA Deutschland gGmbH, which is formalized in a Charter Agreement. In accordance with Guideline 650 of Fundraising Organisations, no consolidated annual accounts have been prepared.

Consortia partners income

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

Reporting period

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

Comparison with the previous year

The valuation principles and methods of determining the result are the same as

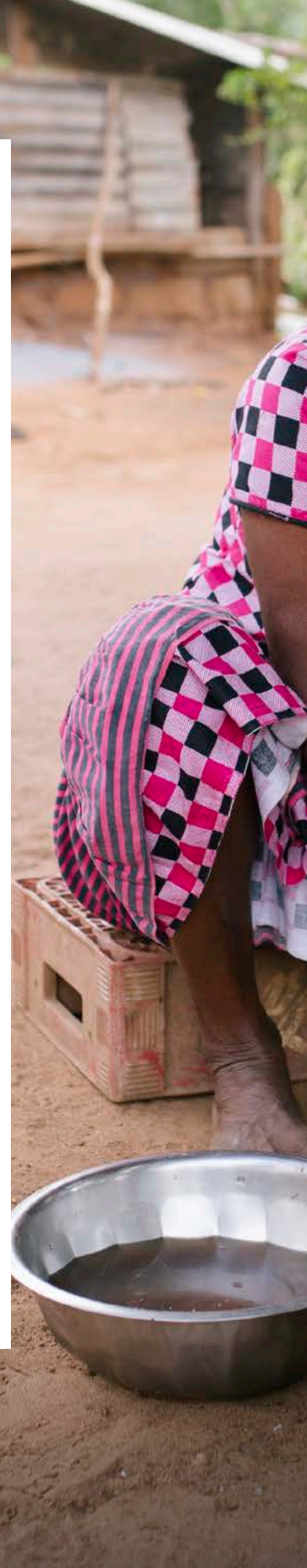
those used in the previous year, with the exception of the changes in accounting principles as set out in the relevant sections.

Transactions in foreign currencies

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

Use of estimates

The preparation of the annual accounts requires the Executive Board to make judgements, estimates, and assumptions that influence the application of accounting principles, as well as the reported value of assets, liabilities, income, and expenditure. The actual outcome may deviate from these estimates. The estimates and underlying assumptions are assessed on an ongoing basis. Revised estimates are used once the estimate changes, and in future periods when revisions may have consequences.





Impairment

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

Financial instruments

During normal course of business, ZOA uses various financial instruments that expose the organisation to market and/or credit risks. These relate to financial instruments that are included on the balance sheet. Receivables on the balance sheet mainly relate to donor receivables, and are generally obtained from large institutional parties. Therefore, the credit risks incurred by these receivables are limited. ZOA runs very limited interest rate risks, as the organisation does not have interest-bearing loans. The market value of the financial instruments stated on the balance sheet is approximately equal to their carrying amount. ZOA does not make use of financial derivatives.

Uncertainties in local legislation

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

Accounting principles for the balance sheet

Fixed assets

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

Partially or fully depreciated fixed assets are removed from the fixed assets registers only once they have been sold or officially decommissioned. Maintenance expenses will only be 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 are 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	3⅓%
Refurbishment	10%
Inventory and equipment	25%
Vehicles in programme areas	33⅓%

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

Inventories

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

Receivables, prepayments, and accrued income

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

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

Continuity reserves

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

Designated reserves

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

Programme Funds

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

Provisions

Provisions are recognized for legally enforceable obligations that exist at balance sheet date, for which an outflow of resources will be required and a reasonable estimate can be made.

Provisions are measured at the best estimate of the amount that is necessary to settle the obligation as per balance sheet date.

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

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

Liabilities

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

Leasing

When entering into a contract, the economic reality – including all facts and circumstances – will determine whether a contract is a lease contract. A lease contract is applicable when the fulfilment of the contract depends on the particular use of an asset or on the rights to use the asset. In case of financial lease, the asset is activated and depreciated as part of the fixed assets. ZOA does not normally engage in operational leases. However, in cases 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 realise 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. 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 content of the deed, or "*akte van scheidings en deling*." Donations and legacies still under usufruct by the donating party are recognized in the year the usufruct ends; in these financial accounts they are presented as off-balance sheet receivables.

Income recognition related to projects implemented by partners is based on periodically received expenditure reports. Contributions from funds and third parties are recognized in the statement of income and expenditure of the year that include the project expenditure. Campaigns by other non-profit organisations only include

campaigns for which ZOA does not bear any risk.

Project grants for consortia partners

Project grants for consortia partners are recognized as both income and expenditure in the statement of income and expenditure in the year of the contractual spending obligation.

Project grants for ZOA

Operating grants are recognized in the statement of income and expenditure of the year that include the subsidised expenditure. Losses are taken into account if they



originate in the relevant financial year and as soon as these are anticipated. Grants received in kind, often food and relief supplies, are valued at the cost stated in the contract relating to the goods. If the contract does not provide for this, the goods will be valued at fair value at place of delivery. If received goods are not based on a contract and a reliable valuation is lacking, the transaction is not accounted for in the statement of income and expenditures.

Income in exchange for the delivery of products and services

Income raised from products or services delivered are presented as net figures.

The gross income is deducted with the direct costs and reported as net income.

Costs

Stakeholders also require insight into the level and breakdown of the costs of fundraising organisations; the notes provide a specification of these costs in accordance with 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, food and relief goods purchased, cost of deployed personnel, transport costs, local accommodation costs, and office expenses. They also include the acquisition costs for means of transport and office inventory, which might be made available to the local partner after the project has ended.

Fundraising expenses

All costs incurred for activities aimed at encouraging people to donate money toward one or more of ZOA's objectives are earmarked as costs for fundraising. This means the costs for publicity and public relations are regarded as costs of fundraising, unless they are costs for education and awareness raising. It can often concern

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

Management and administration expenses

Costs of management and administration are costs 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

Exchange differences 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	Total 2021	Total 2020
On 1 January 2021		
Acquisition value	211,521	217,341
Cumulative depreciation	131,095	83,296
Book value	80,426	134,045
Changes in book value		
Investment	-	-
Divestment	-	5,820
Depreciations	26,808	53,619
Depreciations disinvestment	-	5,820
Balance	-26,808	-53,619
On 31 December 2021		
Acquisition value	211,521	211,521
Cumulative depreciation	157,903	131,095
BOOK VALUE	53,618	80,426

The intangible assets are the investment and depreciation in software.

TANGIBLE FIXED ASSETS 2	Land	Building	Inventory & Equipment	Vehicles	Total 2021	Total 2020
On 1 January 2021						
Acquisition value	349,000	1,108,546	941,383	3,547,117	5,946,046	5,880,091
Cumulative depreciation	-	303,433	764,617	3,395,024	4,463,074	4,305,056
Book value	349,000	805,114	176,766	152,093	1,482,973	1,575,035
Changes in book value						
Investment	-	-	192,476	200,907	393,383	547,784
Divestment	-	-	63,777	263,069	326,846	481,828
Depreciations	-	24,320	121,345	287,399	433,064	639,843
Depreciations disinvestment	-	-	41,182	256,791	297,973	481,825
Balance	-	-24,320	48,536	-92,770	-68,554	-92,062
On 31 December 2021						
Acquisition value	349,000	1,108,546	1,070,079	3,484,958	6,012,584	5,946,046
Cumulative depreciation	-	327,752	844,778	3,425,633	4,598,163	4,463,074
BOOK VALUE	349,000	780,794	225,301	59,325	1,414,420	1,482,973

In 2021, the investments of € 0.4 million consisted primarily of inventory, equipment, and vehicles used in country programmes. Divestments of € 0.3 million related mainly to used vehicles sold in country programmes or fully depreciated assets. Divestments are assets sold by ZOA after they became redundant or economically too expensive to operate. Land and buildings in the Netherlands were acquired in 2013. There is no indication that the actual value at end of financial year is materially higher or lower than the book value.

RECEIVABLES, PREPAYMENTS AND ACCRUED INCOME 3	31 Dec 2021	31 Dec 2020
Receivables from donors		
European Union (ECHO / EuropeAid)	6,252,936	5,864,494
Ministry of Foreign Affairs, the Netherlands	2,800,108	185,563
Foreign, Commonwealth and Development Office (FCDO)	2,587,678	4,382,318
US Agency for International Development (USAID)	1,180,090	437,966
UN organisations	1,167,638	897,376
MTI	362,765	-
IWRM	294,108	-
Padane	202,932	-
Canadian Foodgrains Bank	155,401	74,440
German Development Agency (GIZ)	149,193	153,322
Funds and third parties	134,859	108,119
Other donors	484,569	4,076,544
	15,772,276	16,180,142
Project expense advances to local partners	9,449,614	3,521,271
Other debtors and receivables		
Debtors and prepaid expenses (countries)	515,722	785,451
Legacies	43,150	174,900
Debtors and prepaid expenses (NL)	424,559	374,911
Interest to be received	-	1,800
	983,431	1,337,063
TOTAL	26,205,322	21,038,475

Donors like the European Union and FCDO do not pre-finance activities, which led to higher receivables. These funds include the amounts for partners. Receivables from institutional donors relate to project grant instalments to be received for projects that are implemented by ZOA.

All receivables are claimable within one year.

SECURITIES 4	31 Dec 2021	31 Dec 2020
Oikocredit EDCS U.A.	256,345	256,601
TOTAL	256,345	256,601

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

CASH AND CASH EQUIVALENTS 5	31 Dec 2021	31 Dec 2020
In bank accounts		
Euros in the Netherlands	8,256,054	10,862,382
Euros in programme countries	1,489,661	1,271,458
	9,745,715	12,133,840
US Dollars in the Netherlands	3,126,580	3,988,012
US Dollars in programme countries	2,683,383	1,883,715
	5,809,963	5,871,727
GB Pounds in the Netherlands	1,531,954	771,661
GB Pounds in programme countries	-	-
	1,531,954	771,661
Other currencies in the Netherlands	3,108,163	1,740,116
Other currencies in programme countries	1,248,248	1,306,937
	4,356,411	3,047,053
Held in cash	175,988	154,720
TOTAL	21,620,032	21,979,001

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. To limit the risk, a separate exchange rate reserve was formed for this purpose in 2021. In general, these do not influence programme activities.

ZOA aims to limit large balances in unstable foreign currencies. On 31 December 2021, foreign currencies held by ZOA were local currencies needed for short-term project implementation. ZOA is aware of concentration risks, and tries to divide its cash between different banks. Cash held in programme countries is needed in the short term for project implementation purposes.

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

LIABILITIES

Reserves and funds					
CONTINUITY AND APPROPRIATED RESERVES		31 Dec 2021	Added to	Spent	31 Dec 2020
Continuity reserves					
General	6	1,966,132	282,018	-	1,684,114
Total continuity reserves		1,966,132	282,018	-	1,684,114
Designated financing and risk reserves					
Pre-financing	7	4,000,000	400,000	-	3,600,000
Exchange rate reserve	8	152,996	152,996	-	-
Financing fixed assets	9	1,468,038	-	95,362	1,563,399
Total designated finance and risk reserves		5,621,033	552,996	95,362	5,163,399
Designated reserves for future project spending					
Programme financing	10	500,000	-	-	500,000
Country programme reserves	11	674,246	-	375,000	1,049,246
Programme development & innovation	12	526,148	-	69,089	595,237
Disaster response	13	417,685	76,587	-	341,098
Total designated reserves for future project spending		2,118,079	76,587	444,089	2,485,582
TOTAL		9,705,244	911,601	539,451	9,333,094

The net changes in reserves correspond with allocations from the 2021 result shown in the statement of income and expenditure.

ZOA reserve policy

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

Continuity reserve **6**

The general continuity reserve covers all remaining risks that are not addressed in any other allocated reserve. The general continuity reserve should, for example, compensate unforeseen, sudden, and temporary stagnation of income or unforeseen excessive expenses. The Executive Board and the Supervisory Board have set a general continuity reserve minimum requirement based on a risk assessment. In this assessment, all country risks were evaluated. In order to live

up to ZOA's core values - including faithfulness - in a situation of sudden lack of funding, a minimum continuation of three months is ZOA's goal for each programme.

As a fundraising institution, ZOA adheres to the Goede Doelen Nederland Guideline "Financial management for charities" (Richtlijn 'Financieel beheer goede doelen'), which prescribes a maximum level of the general continuity reserve as per the end of 2021. ZOA's continuity reserve is significantly lower than this maximum, and is at the minimum described by this guideline.

Designated reserves

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

Pre-financing **7**

Classified as designated reserve is an amount of € 4.0 million, earmarked to be able to pre-finance essential project expenses that - either by contractual obligations or by delay in payment by donors - require pre-financing by ZOA. Such pre-financing allows ZOA to continue execution of projects at the quality level and



pace ZOA deems necessary, despite delay in payments by donors. The amount of this reserve is set by the Executive Board. Above a certain threshold, prefinancing is only allowed after explicit consent from the Executive Board.

Exchange rate reserve ⁸

The exchange rate reserve of € 0.15 million is meant to cover potential exchange rate risks in the future. This reserve could be formed because of the positive exchange rate results in 2021.

Financing fixed assets ⁹

The designated reserve “Financing fixed assets” of € 1.5 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.

Programme financing ¹⁰

The designated reserve of € 0.5 million for programme financing is meant to cover risk caused by project expenses that may be unrecoverable from donors.

Country Programme reserves ¹¹

The designated reserve “Country programme reserves” is based on the financial performance of the country programmes, and may be used for specific projects.

Programme development & innovation ¹²

A designated reserve for programme development and innovation was formed in order to invest more in country programme quality and development and to finance programme innovation. This reserve is also meant for investments in quality development benefiting all ZOA country

programmes. Furthermore, the reserve enables ZOA to initiate a programme when cost coverage is still limited and recovery of start-up costs in later years is uncertain. In 2021, ZOA's investment in new ERP system was partly drawn from this reserve.

Disaster Response reserve ¹³

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

PROGRAMME FUNDS 14	31 Dec 2021	Funds received	Spent on projects	Reallocation	Contribution reserves	31 Dec 2020
Afghanistan	-	40,584	33,776	-7,280	-1,789	2,261
Burundi	94,497	120,444	110,156	-	-	84,209
Colombia	11,466	75,608	322,827	144,577	2,218	111,890
Congo	216,492	228,146	58,384	-	-6,310	53,040
Ethiopia	189,144	582,617	808,630	238,080	-15,671	192,748
Indonesia	-	41,368	367,094	-	-9,624	335,350
Iraq	161,222	343,266	193,044	-34,000	-	45,000
Lebanon	177,245	8,614	164,388	-	-	333,019
Liberia	96,005	197,770	221,822	39,475	798	79,785
Mozambique	-	120	20,000	-	-6,948	26,828
Myanmar	37,796	46,153	178,674	-	-6,153	176,470
Nigeria	17,900	22,134	41,326	50,000	-12,908	-
South Sudan	166,303	207,419	411,205	-	28,543	341,546
Sri Lanka	-	243	134,233	-	20,012	113,978
Sudan	-	7,176	416,031	65,000	-1,618	345,473
Syria	128,013	167,676	194,676	34,000	11,491	109,521
Uganda	473,943	1,010,245	1,325,670	17,000	42,207	730,161
Yemen	253,993	476,977	365,255	-	-200,000	342,271
Subtotal	2,024,020	3,576,560	5,367,192	546,852	-155,752	3,423,552
Corona	-	231,359	-	-213,963	-97,178	79,782
Drought - Africa (general)	772	172,903	-	-270,889	-	98,758
Emergency Relief (general)	-	-	-	-50,000	-	50,000
Other	146,693	236,962	17,850	-12,000	-124,833	64,414
Subtotal	147,465	641,224	17,850	-546,852	-222,011	292,954
TOTAL	2,171,485	4,217,784	5,385,042	-	-377,763	3,716,505

The Programme Funds include available financial means that donors or contributors have earmarked for a particular programme or project - either emergency relief or rehabilitation. Because private or institutional funding is irregular in its nature, the pattern of income versus spending 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 15	Provision for ineligible project costs	Local pension and taxes provision	Total
Balance 1 January 2021	1,028,308	29,250	1,057,558
Addition	386,147	-	386,147
	1,414,456	29,250	1,443,706
Utilisation	-607,772	-	-607,772
Release	-184,404	-28,753	-213,247
BALANCE 31 DECEMBER 2021	622,280	497	622,777

Current liabilities

	31 Dec 2021	31 Dec 2020
Accruals to donors 16		
Ministry of Foreign Affairs, the Netherlands	12,234,350	9,503,018
Embassy of the Kingdom of the Netherlands	5,102,312	1,537,490
UN organisations	3,064,035	2,403,410
Swedish International Development Cooperation Agency (SIDA)	817,948	1,319,492
European Union (ECHO / EuropeAid)	341,040	1,756,174
German Development Agency (GIZ)	319,819	241,355
Canadian Foodgrains Bank	297,452	63,849
WorldRenew	249,753	146,597
AECID	204,373	289,846
EO Metterdaad	144,610	45,852
Funds and third parties	2,047,930	86,106
Other donors	217,406	884,117
	25,041,031	18,277,306
Other liabilities and accruals 17		
Contractual obligations to be paid to partners	7,799,121	9,140,819
Liabilities (countries, related to staff)	951,767	1,093,187
Accrual holiday allowance and annual leave provision	439,213	440,209
Creditors (the Netherlands)	629,761	246,250
Other liabilities and accruals (countries)	1,670,151	1,366,094
Other liabilities and accruals (the Netherlands)	519,188	166,452
	12,009,201	12,453,012
TOTAL	37,050,232	30,730,318

Provisions for potential liabilities for costs and claims relate to ineligible project costs, pensions, and tax (re)payments in programme countries. On 31 December 2021, it was uncertain if these costs required payment, but a provision was deemed necessary. In 2021, the total balance of provisions decreased compared to the balance of 2020, due to the utilisation for ineligible project costs.

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

Accruals to donors 16

Institutional donor contributions received in advance - which will be spent after 2021 - are shown as liabilities. ZOA received these payments based on programme proposals and contracts. ZOA is required to spend funds accordingly and return money to its original donor if a commitment is not fulfilled.

Other liabilities and accruals 17

Contractual obligations to be paid to partners

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

Liabilities countries - related to staff

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

Other liabilities and accruals - countries

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

Off-balance sheet liabilities

Liabilities not presented on the balance sheet at end of the financial year relate to office rent and other contracts in countries are € 0.3 million. These off-balance liabilities are fully related to short-term liabilities (maximum of one year).

Explanatory notes to the statement of income and expenditure

INCOME

Total income during financial year

ZOA's total income decreased from € 71.2 million in 2020 to € 61.5 million in 2021, showing a decrease of € 9.7 million. This decrease can be subdivided into a € 2.7 million decrease for income from own fundraising activities and third-party campaigns and a € 6.9 million decrease for project grants.

Income generated from own fundraising and third-party campaigns

Total income generated from own fundraising and third-party campaigns decreased 4.7% in relation to the budget. In 2021, unearmarked income increased by € 0.5 million to € 6.1 million, while the percentage of unearmarked income also improved in relation to the objectives of the strategic plan to 57%.

INCOME GENERATED FROM ZOA'S OWN FUNDRAISING ACTIVITIES AND THIRD-PARTY CAMPAIGNS	Actual 2021	Budget 2021	Actual 2020
Income generated from ZOA's own fundraising and third-party campaigns			
Income from private individuals	6,100,602	6,210,000	6,216,241
Income from companies	1,607,697	850,000	1,138,462
Income from other non-profit organisations	2,941,070	4,150,000	6,019,904
Income in exchange for the delivery of products and services	38,924	-	13,247
	10,688,292	11,210,000	13,387,853
Unearmarked	6,066,932 57%	6,210,000 55%	5,583,583 42%
Earmarked	4,621,361 43%	5,000,000 45%	7,804,271 58%
TOTAL	10,688,292	11,210,000	13,387,853

The income components are specified in the following paragraphs.

INCOME FROM PRIVATE INDIVIDUALS 18	Actual 2021	Budget 2021	Actual 2020
Contributions, donations, gifts	5,486,002	5,210,000	5,170,395
Door-to-door collections	267,536	500,000	313,199
Legacies	347,064	500,000	732,647
TOTAL	6,100,602	6,210,000	6,216,241

General income from contributions, donations, and gifts increased from € 5.2 million to € 5.5 million - a variation of € 0.3 million - in relation to the 2020 actuals. Unfortunately, in-person door-to-door collection could not take place for a second year, so it was held digitally again. Nevertheless, a considerable amount - € 0.3 million - was raised. Categorically, income from legacies is hard to predict and fluctuates substantially over the years.

INCOME FROM GRANTS FOR CONSORTIA PARTNERS 19	Actual 2021	Budget 2021	Actual 2020
Ministry of Foreign Affairs - DRA - Syria Joint Response	3,062,108	-	4,073,817
Ministry of Foreign Affairs - ARC - Addressing Root Causes	421,668	-	2,857,515
Ministry of Foreign Affairs - WaA - We Are Able	2,119,364	-	-
Ministry of Foreign Affairs - TRIDE - Transition Inclusive Development in Eastern Congo	168,943	-	-
UNOCHA - Life-changing Assistance in Central Rakhine	39,620	-	-
UNOCHA - Addressing Critical Gaps in WASH, Shelter	175,530	-	-
UNOCHA - Food Security 2021 - 2022	36,065	-	-
RVO - SDGP	8,510	-	-
ECHO - Emergency Health Response - Congo	930,000	-	680,000
ECHO - Ebola - Congo	-	-	157,000
ECHO - Essential Primary Healthcare - Iraq	-	-	239,996
ECHO - Emergency Response in South Sudan	-	-	750,000
ECHO - Life-hanging Humanitarian Assistance - Syria	833,799	-	160,000
ECHO - FLOFA 2019 - Afghanistan	400,000	-	1,000,000
TOTAL	8,195,606	8,184,502	9,918,327

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 statement of income and expenditure equals the amount appearing in the expenses.

INCOME FROM PROJECT GRANTS FOR ZOA 20	Actual 2021	Actual 2020
Ministry of Foreign Affairs DSH-HH	6,671,441	1,722,948
Ministry of Foreign Affairs DSO-MO	881,816	-
Ministry of Foreign Affairs DMH-VG	1,678,207	4,752,462
Netherlands Enterprise Agency (RVO)	215,883	88,614
Young Experts Programme (YEP)	26,659	13,760
Subtotal	9,474,005	6,577,784
Embassy of the Kingdom of the Netherlands in Rwanda	1,750,015	2,918,814
Embassy of the Kingdom of the Netherlands in Burundi	804,670	1,045,187
Embassy of the Kingdom of the Netherlands in Uganda	2,349	62,412
Subtotal	2,557,035	4,026,413
Total Dutch Ministry of Foreign Affairs donors	12,031,040	10,604,197
EuropeAid	3,839,140	6,055,127
ECHO	34,922	1,680,381
Total EU	3,874,062	7,735,509
United Nations (OCHA)	5,350,949	5,810,731
World Food Programme (WFP)	3,810,961	772,472
United Nations Development Programme (UNDP)	1,443,944	47,817
UNHCR - Sudan	913,864	375,860
United Nations Educational, Scientific and Cultural Organization (UNESCO)	707,481	-
International Organization for Migration (IOM)	525,973	511,428
UNPBF	380,835	-
UNICEF - Colombia	295,412	398,440
UNHCR - Ethiopia	281,504	-
UNCDF	196,615	-
UNICEF - Myanmar	119,340	156,904
Food and Agriculture Organisation (FAO)	63,013	51,402
UNICEF - Yemen	-	387,266
UNHCR - Sri Lanka	-	83,476
UNHCR - Iraq	-	11,183
UNICEF - Liberia	-	27,795
UNIMISS	-	45,238
Total UN	14,089,890	8,680,012

PROJECT	Actual 2021	Actual 2020
U.S. Agency for International Development (USAID)	4,210,147	4,093,360
Swedish International Development Cooperation Agency (SIDA)	3,167,972	2,342,983
German Development Agency (GIZ)	433,198	507,077
Irish Aid	253,645	249,025
DFAT, Australia	185,618	274,244
ZIVIK	107,756	-
Foreign, Commonwealth and Development Office (FCDO)	98,936	8,581,365
AECID (Spain)	85,474	-
Swiss Federal Department of Foreign Affairs	-	9,182
Total Governmental donors	8,542,746	16,057,234
Canadian Foodgrains Bank	2,019,160	1,611,594
Education Cannot Wait (ECW)	782,262	974,990
MTI	364,106	-
People in Need (MHF)	212,636	303,678
Woord en Daad	200,000	235,898
Cordaid	139,073	-
Mission East	64,843	-
DW	58,243	-
NUFFIC	38,762	-
Hellioz	29,166	-
Dorcas	18,463	-
Civil Society Fund	10,599	166,518
Livelihoods and Food Security Trust Fund (LIFT)	-	884,502
Medair	-	216,590
ICCO	-	199,974
The Economic Community of West African States (ECOWAS)	-	42,903
ZOA Germany	-	7,826
Geneva Global	-	3,844
YMCA	-	546
Other	65,450	17,521
Total Others	4,002,763	4,666,385
TOTAL PROJECT GRANTS	42,540,501	47,743,337

Income from institutional donors reflects contributions from the Dutch government, other governmental donors, the European Union, United Nations organisations - such as UNHCR, UNDP, UNICEF, WFP - and others. Whether donors are willing to contribute to an emergency situation or reconstruction project during the year - and to what degree - is difficult to anticipate in a budget. The actual figures of € 42.5 million are slightly lower than the actuals of 2020 (€ 47.7 million). Compared to the 2021 budget, income from institutional donors decreased by 24%. 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 programme goals and mandate.

INCOME FROM OTHER NON-PROFIT ORGANISATIONS 21	Actual 2021	Budget 2021	Actual 2020
Funds	1,592,552	2,550,000	4,012,606
Third parties	348,537	600,000	1,066,573
Churches and schools	999,981	1,000,000	940,725
TOTAL	2,941,070	4,150,000	6,019,904

In 2021, income from other non-profit organisations decreased from € 6.0 million in 2020 to € 2.9 million in 2021. This income category is a combination of funds, third parties, churches and schools.

INCOME IN EXCHANGE FOR THE DELIVERY OF PRODUCTS AND SERVICES 22	Actual 2021	Budget 2021	Actual 2020
Net revenue from the sale of spicy nuts	-	-	537
Cost price - spicy nuts	-	-	1,148
	-	-	-611
Net revenue from Charity Dinner	50,350	-	5,375
Cost price - Charity Dinner	13,529	-	
	36,821	-	5,375
Net revenue from the sales of face masks	-	-	14,072
Cost price - face masks	-	-	5,589
	-	-	8,483
Income in exchange for services provided to other NGOs	2,102	-	52,722
Outsourcing staff	1,157	-	5,829
TOTAL	40,080	-	71,797

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

OTHER INCOME 23	Actual 2021	Budget 2021	Actual 2020
Income from sold assets	72,640	-	43,497
Other income	24,950	-	32,249
TOTAL	97,590	-	75,746

EXPENSE STRUCTURE OF THE ORGANISATION	Actual 2021	Budget 2021	Actual 2020
Spent on objectives in countries excluding consortia	86.2%	88.0%	88.1%
Education and awareness	1.1%	1.0%	1.0%
Programme preparation and coordination in The Netherlands	7.4%	6.5%	6.2%
Total spent on objectives	94.7%	95.5%	95.4%
Fundraising costs	3.5%	3.0%	3.0%
Costs of management and administration	1.9%	1.5%	1.6%
TOTAL COSTS OF THE ORGANISATION	100.0%	100.0%	100.0%

SPENT ON OBJECTIVES IN COUNTRIES ²⁴	Actual 2021	Budget 2021	Actual 2020
Projects spent through consortia partners	8,195,606	8,184,502	9,918,327
Own funding spent on objectives in countries			
Afghanistan	751,801	349,000	2,755,220
Burundi	1,861,220	3,015,000	1,903,446
Colombia	4,514,296	2,481,000	1,348,537
Congo	2,862,960	3,265,000	3,726,709
Ethiopia	6,754,986	6,498,000	4,575,912
Indonesia	356,412	-	455,203
Iraq	2,412,943	5,250,000	3,311,395
Syria	3,861,914	4,591,000	1,725,241
Liberia	2,383,794	3,037,000	2,094,002
Myanmar	1,472,761	2,308,000	2,183,757
Nigeria	2,388,874	4,417,000	2,354,298
Sri Lanka	141,112	-	788,145
South Sudan	2,233,144	2,541,000	2,902,333
Sudan	8,044,071	11,391,000	15,975,542
Uganda	3,072,275	3,965,000	3,317,774
Yemen	3,767,246	5,600,000	5,697,768
Other (DRT-countries)	206,173	769,676	184,446
	47,085,983	59,477,676	55,299,728
Own funding spent on objectives from The Netherlands			
Preparation and coordination from the Netherlands	4,035,384	4,378,471	3,907,505
Education and awareness-raising in the Netherlands	594,354	644,022	657,817
	4,629,738	5,022,493	4,565,322
TOTAL	59,911,327	72,684,671	69,783,377

EXPENDITURE

Total expenses during financial year

While income decreased by a total of € 9.6 million, expenses decreased by € 9.9 million - from € 72.7 million in 2020 to € 62.8 million in 2021. In 2021, 94.7% of the expenditure was spent directly on objectives, well above ZOA's minimum target of 88%. Types of expenditure expressed in a percentage of total expenditure - excluding expenditure through consortia partners - are shown in the table.

Projects spent through consortium partners

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

Funding spent on objectives in countries

The amount spent on objectives in countries shows a decrease of € 8.2 million (14.9%) from € 55.3 million in 2020 to € 47.1 million in 2021. This decrease is a mix of fluctuating country programme and closing of country programmes in Afghanistan and Sri Lanka.

ZOA's budget is drawn up in September and is based on a project portfolio and opportunities known at that time. During the financial year, ZOA depends on the circumstances in the countries in which it operates, government approvals, and approval from donors to initiate programme activities. As a result, projects may start later - or have a lower budget - than initially planned. In 2021, the actual expenses on objectives of € 47.1 million stayed below the budgeted amount of € 59.5 million. Assets required for a specific project - and fully subsidised by the donor - are presented as project expenditures.

Preparation and Coordination from the Netherlands 25

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

	Actual 2021	Budget 2021	Actual 2020
Preparation and coordination costs - the Netherlands	3,149,733	3,448,265	3,276,914
ERP project	69,089	126,557	223,259
Syria Joint Response coordination costs	177,595	145,000	143,392
ARC coordination costs	219,996	256,220	135,687
DRA coordination costs	138,921	25,909	85,272
Coordination Covid project	900	-	34,281
PeaceNexus	3,579	-	5,978
DRA Innovation (app)	-	-	2,723
We Are Able!	257,109	376,520	-
DIF4 DRA Upskilling and upscaling	18,462	-	-
Cash and voucher assistance			
TOTAL	4,035,384	4,378,471	3,907,505

Education and awareness-raising 26

Education and awareness-raising are 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 2021 is slightly lower than the actuals in 2020 and the budget for 2021.

FUNDRAISING EXPENSES 27	Actual 2021	Budget 2021	Actual 2020
Total fundraising expenses	1,902,822	2,032,150	1,890,295
Total fundraising expenses as part of the total income excluding consortia	3.6%	3.0%	3.1%

The relative costs of fundraising increased due to the decrease in income.



MANAGEMENT AND ADMINISTRATION EXPENSES 28	Actual 2021	Budget 2021	Actual 2020
Total costs - management and administration	1,015,754	1,025,458	1,014,903
Total costs - management and administration in percentage of total costs excluding consortia	1.9%	1.5%	1.6%

Based on ZOA's operations and resulting managerial and administrative responsibilities, the Executive Board limited management and administration costs to 4.0%. In 2021, actual costs totalled 1.9%, well below the limit.

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



Cost allocation to management and administration

	%	Explanation
Allocation only from ZOA Netherlands departments		
Building and Depreciation	pro rata	
Department Finance	100	
Management Finance & IT	50	Other 50% allocated to preparation and coordination
Department IT	pro rata	Support of countries allocated to preparation and coordination
Department Human Resources	pro rata	
Department Directors and Management Support	50	
Supervisory Board	100	

BALANCE OF FINANCIAL INCOME AND EXPENSES 29	Actual 2021	Budget 2021	Actual 2020
Interest received	-	-	8,576
Interest paid	-19,112	-	-3,703
Currency exchange and recalculation results	152,996	-	-708,745
TOTAL	133,884	-	-703,872

Currency exchange and recalculation show an overall positive result in 2021. This result is largely due to a positive exchange rate result on the US Dollar. There was, however, a (smaller) negative exchange rate result due to the devaluation of the Sudanese Pound (SDG) in February 2021. Currency exchange and recalculation results are not budgeted for as they are unpredictable risks. ZOA is aware of these exchange rate risks and takes appropriate measures to mitigate them where possible. This positive exchange rate result is added to a designated reserve to cover potential exchange rate risks in the future.

Attribution of costs

	Programmes	Education	Coordination	Fundraising	Costs of man. and admin.	Total 2021	Total 2020
Own programmes/ projects	31,806,047	-	518,502	-	-	32,324,549	40,409,493
Staff costs	14,892,036	355,876	3,015,653	1,037,969	793,177	20,094,710	19,605,841
Communication costs	-	188,722	1,457	691,171	63	881,413	836,827
Accommodation costs	-	4,919	36,288	13,830	9,225	64,261	66,318
Office costs and other general costs	-	43,431	426,355	155,899	183,806	809,490	1,158,308
Depreciation costs	387,899	1,406	37,130	3,953	29,483	459,872	693,462
TOTAL ZOA	47,085,983	594,354	4,035,384	1,902,822	1,015,754	54,634,295	62,770,249
Project spent through consortium partners	8,195,606	-	-	-	-	8,195,606	9,918,327
TOTAL INCLUDING CONSORTIUM PARTNERS	55,281,589	594,354	4,035,384	1,902,822	1,015,754	62,829,902	72,688,576

BREAKDOWN OF STAFF COSTS	Actual 2021	Actual 2020
Staff costs - countries	14,892,036	14,409,862
Gross salary	3,970,258	3,908,518
Social security	659,685	652,896
Pension costs	345,156	360,172
Other staff costs	227,576	274,392
TOTAL	20,094,710	19,605,841

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

Costs have been allocated according to the following criteria:

A) Spent on objectives in programmes in countries

The amount of € 55.3 million represents the total expenditure in the countries related to direct project costs (including staff costs of posted field workers and office expenses). The expenditure is directly related to the implementation of projects in countries outside the Netherlands. Costs of ZOA offices in countries are fully accounted for under this objective.

B) Spent on objectives in/from the Netherlands

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

- The direct costs relating to education and awareness-raising at € 0.6 million, which is a statutory ZOA objective.
- The preparation and coordination costs from the Netherlands at € 4.0 million. These costs mainly relate to costs of the Disaster Response Team, Programme Development & Support Department, Finance & IT Department, and selected costs of other departments.

C) Direct costs Fundraising

This contains the total costs of raising project grants and third-party campaigns at a total of € 1.9 million.

D) Costs allocable to Management & Administration

Expenditure in departments in the Netherlands that cannot be directly allocated to either objectives or fundraising. These expenditures of € 1.0 million consist of so-called mixed costs that are allocated to Management and Administration for a specific percentage per department. These percentages have been established based on prudence criteria (number of workplaces, deployment of staff, etc.) and according to consistent policy.

Remuneration Supervisory Board and Executive Board

REMUNERATION EXECUTIVE BOARD	Chief Executive Officer	Chief Programme Officer	Actual 2021	Actual 2020
Name	C.T. Lukkien	C.W.A. Visser		
Position	permanent	permanent		
Hours / week	40	40		
PT-percentage	100%	100%		
Period	1/1 - 31/12	1/1 - 31/12		
Gross salary	107,384	90,308	197,692	182,725
Transition fee	-	-	-	-
Vacation bonus	8,349	7,033	15,382	14,576
End-of-year bonus	8,718	7,339	16,057	15,227
Total gross salary / remuneration	124,451	104,680	229,130	212,528
Pension premiums	10,803	9,972	20,774	18,278
TOTAL	135,253	114,651	249,905	230,806

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

The remuneration of the Board of Directors has been set in accordance with the guidelines and BSD scales for CEOs of Goede Doelen Nederland, the Dutch industry body for fundraising institutions. The policy is updated periodically. The regulation sets a maximum standard for annual income based on weighted criteria. This led to a so-called BSD score of 492 points for ZOA's CEO and a maximum annual income of € 162,397. This also led to a so-called BSD score of 452 points for ZOA's CPO and a maximum annual income of € 141,765. Based on their responsibilities and scope of work, the positions of CEO and CPO belong to scale J and I respectively.

In 2021, the actual annual income of board members included in the assessment, based on applicable limits, amounted to € 124,451 for C.T. Lukkien (1 FTE/12 months) and € 104,680 for C.W.A. Visser (1 FTE/12 months). In both cases, the salary level is well below the applicable maximum.

Remuneration External Auditors

	Actual 2021	Actual 2020
Consolidated financial accounts	71,979	93,139
Other audit assignments	21,463	24,200
Fiscal advisory services	4,126	-
Other non audit services	-	-
TOTAL	97,568	117,339

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

Number of staff

As per 31 December 2021, ZOA employed 984 people based on headcount (2020: 979). This increase is a mixture of increased and decreased country programme volumes – some programmes approach phase-out while others grow from start-up to maturity phase.

Appropriation of results

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

Independent auditor's report

To: The Executive Board and Supervisory Board of Stichting ZOA

A. Report on the audit of the financial statements 2021, included in the annual report

Our opinion

We have audited the financial statements 2021 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, 2021 and of its result for 2021 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, 2021;
2. the statement of income and expenditure 2021;
3. the cashflow statement 2021; and
4. the notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion

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

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

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

B. Report on the other information included in the annual report

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

- Our purpose and vision;
- Introduction;
- Reflections of ZOA's executive board;
- The story of Amarasiri from Sri Lanka;
- ZOA's approach;
- ZOA's core values;
- Statement of the Supervisory Board;
- The story of Félicite from Burundi, and
- Impact of our work in 2021.

Based on the following procedures performed, 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 the 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. Description of responsibilities regarding the financial statements

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 organization'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 organization's ability to continue as a going concern in the financial statements.

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

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence 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 organization'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 organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause an organization 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 provide the supervisory board with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Lelystad, 20 May, 2022
Crowe Foederer B.V.
P.H.M. Huijsmans RA AA

Annex A

Long-range overview, budget, and estimates

INDICATORS	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Estimate 2023	Estimate 2024
Number of programme countries	14	15	15	14	13	11	11
Volume per country	2,640	3,225	3,687	3,363	4,339	5,227	5,364
Percentage income of non-project grants	25%	20%	22%	20%	20%	21%	22%
Norm cost percentage total fundraising	4%	4%	4%	4%	4%	4%	4%
Norm costs of management and administration	3%	3%	3%	3%	3%	3%	3%

INCOME (x € 1,000)	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Estimate 2023	Estimate 2024
Income generated from own fundraising and participation in third party campaigns	12,537	11,903	13,388	10,688	13,000	14,000	15,000
Project grants							
Project grants for consortia partners	8,549	18,264	9,918	8,196	10,183	pm	pm
Project grants from institutional donors	37,491	46,967	47,743	42,541	52,342	53,000	53,500
Other income	358	237	135	98	-	-	-
TOTAL INCOME	58,935	77,371	71,184	61,523	75,525	67,000	68,500

EXPENDITURE	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Estimate 2023	Estimate 2024
Total spent on objectives							
Project grants to consortia partners	8,549	18,264	9,918	8,196	10,183	pm	pm
Own spending on objectives	46,679	56,422	59,866	51,308	61,577	62,800	64,350
Spent on own fundraising							
Expenses of own fundraising	2,117	2,099	1,890	1,903	2,301	2,500	2,600
Management and administration	1,189	1,209	1,015	1,423	1,058	1,250	1,250
TOTAL EXPENDITURES	58,534	77,994	72,689	62,830	75,119	66,550	68,200
Balance of financial income and expenses	137	160	-704	134	-	-	-
SURPLUS/DEFICIT (-)	538	-463	-2,209	-1,173	406	450	300

ADDED TO/ WITHDRAWN FROM	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Estimate 2023	Estimate 2024
Programme funds	-530	1,403	-1,089	-1,545	-	-	-
Continuity and allocated reserves	1,068	-1,866	-1,120	372	406	450	300
TOTAL CHANGE IN RESERVES AND FUNDS	538	-463	-2,209	-1,173	406	450	300

OTHER INDICATORS	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Estimate 2023	Estimate 2024
Percentage spent on objectives	93%	94%	95%	94%	95%	94%	94%
Liquidity	159%	158%	136%	128%	130%	130%	130%

Annex B

Budget 2022

INCOME	Budget 2022	Actual 2021	Actual 2020
Income			
Income from private individuals	7,250,000	6,100,602	6,216,241
Income from companies	1,200,000	1,607,697	1,138,462
Income from government subsidies:			
- Project grants for consortia partners	10,183,000	8,195,606	9,918,327
- Project grants for ZOA	52,342,000	42,540,501	47,743,337
Income from other non-profit organisations	4,550,000	2,941,070	6,019,904
Total income raised	75,525,000	61,385,477	71,036,271
Income in exchange for the delivery of products and services	-	40,080	71,797
Other income	-	97,590	75,746
TOTAL INCOME	75,525,000	61,523,147	71,183,814

EXPENDITURE	Budget 2022	Actual 2021	Actual 2020
Spent on objectives			
<i>Spent on Objectives in Countries</i>			
Project grants to consortia partners	10,183,000	8,195,606	9,918,327
Own spending on objectives	56,404,000	47,085,983	55,299,728
	66,587,000	55,281,589	65,218,055
<i>Preparation and Coordination from the Netherlands</i>	4,501,292	4,035,384	3,907,505
<i>Education/Awareness-raising</i>	671,296	594,354	657,817
	71,759,588	59,911,327	69,783,377
Fundraising expenses	2,301,490	1,902,822	1,890,295
Management and Administration	1,057,922	1,015,754	1,014,903
TOTAL EXPENDITURES	75,119,000	62,829,902	72,688,576
SURPLUS/DEFICIT (-) BEFORE FINANCIAL INCOME AND EXPENSES	406,000	-1,306,755	-1,504,762
Balance of financial income and expenses	-	133,884	-703,872
SURPLUS/DEFICIT (-)	406,000	-1,172,871	-2,208,634

ADDED TO/WITHDRAWN FROM	Budget 2022	Actual 2021	Actual 2020
Continuity reserve	406,000	282,018	420,277
Designated reserves			
<i>Designated financing reserves</i>			
Pre-financing projects	-	400,000	-
Exchange rate reserve	-	152,996	-
Financing assets	-	-95,362	-145,681
	-	457,634	-145,681
<i>Designated reserves for future risks and project spending</i>			
Programme financing	-	-	-200,000
Country programme reserves	-	-375,000	-682,268
Programme development & innovation	-	-69,089	-393,399
Disaster Response	-	76,587	-118,998
	-	-367,503	-1,394,664
Programme Funds	-	-1,545,021	-1,088,566
TOTAL CHANGE IN RESERVES AND FUNDS	406,000	-1,172,871	-2,208,634







Colophon

The girl on the cover photo is Iraima González. She fled with her family from Venezuela to Colombia. The picture was taken in Villa del Sur informal Settlement, Riohacha, Colombia by Living Image.

ZOA

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ZOA is registered with the Chamber of
Commerce under number: 41009723

Executive board

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

ING account number
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ZOA is registered with the Chamber of
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Design

www.deelstraendejong.nl

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