



Zeister Zendings*genootschap*

Commitment works!

ZZg Policy paper 2011 - 2015

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1. Introduction

In August project coordinator Dinie Donze and I visited Tanzania. We were impressed with the problems of that country but even more with the way in which our partner organizations in Tanzania are trying to solve the problems.

"Can you tell me something more about what you and your organization are doing to improve the situation?"

I interrupted pastor Mwakamele bluntly. She was just telling me what can go wrong, and sometimes does go wrong, in the care of children that were orphaned when their parents died of Aids: they roam the streets, they are sexually abused, they do not finish school, they have to cope with trauma. All this is happening. With each problem I expected a request for financial support to solve that problem.

But then pastor Mwakamele started talking. She was sitting straighter and she could not help looking cheerful.

They are trying to put the children up with relatives or friends of the deceased parents, and they are trying to support those families. In this way they are able to help far more children for far less money, and they mobilize many volunteers. The family gets some chickens for a permanent increase of their income and a blanket so they won't have to get jealous of the child that also gets a blanket. The child gets pens, notebooks and a school uniform, and its school fees are paid. Over and beyond that they give information about Aids, how to prevent it and how to deal with it. All this costs only a fraction of the expenses for care in an orphanage, and has far greater social impact.

When I told this story to friends in The Netherlands I noticed that they too were impressed by the passion with which people like pastor Mwakamele are doing their work. This passion is catching. I could have gone round collecting on the spot.

This story shows in a nutshell what we, ZZg, want to achieve.

Working together with partner organizations who believe in their passionate work in programs and projects that we ourselves can believe in too, so that we can raise support for them with people in The Netherlands.

This policy paper shows how we see our role and which choices we make.

Who are we?

ZZg is the mission organization of the Moravian Church in The Netherlands. ZZg is part of the European Continental Church Province and as such part of the Unitas Fratrum worldwide. Founded in 1793 ZZg has been preaching, for more than two centuries, the Good News that God came into our world in Jesus Christ.

What do we consider as our mission?

ZZg preaches the Good News not only in words (predication), but also in action (service). In the beginning ZZg focused on missionary activities in Suriname, but later other countries came into the picture. At the moment Tanzania is an important country for us, not in the least because the Moravian Church counts 500.000 members: half of the total membership of the Unitas Fratrum worldwide.

Of course the mission of ZZg has to be rephrased from time to time in answer to the changing times. ZZg is developing policy papers in which the mission is reformulated and where lines are drawn for the years to come. Our last policy paper (2006, *Moved in Movement*) ran until 2010. This plan gives us a policy outline for the years to come (2011-2015).

2. Mission

The ZZg was founded to send people out into the world to preach the Gospel. In the beginning those missionaries were no theologians. They were rather skilled craftsmen who felt they had a special vocation. They settled in a foreign country, shared their lives with the local people, helped them where help was appreciated and finally shared with them their inspiration. Their presence made groups of people - or sometimes complete societies like in Estonia and Latvia - grow in confidence and self-esteem. The soil was better tilled, people found new ways to earn a living, mutual trust and support grew. And all that in random order, but coherently.

This is, of course, a favourable summary of a complex and many-coloured history in many continents, but the fact remains that preaching and helping have always gone hand in hand in the international history of the Moravian Church and that the presence of the Moravian Church has often led to a permanent liberation from poverty and injustice.

Nowadays we do not usually send out people into the world any more. We work together with churches that have grown out of missionary activity and with social organizations that are driven by the same inspiration as we: to work passionately towards a lasting improvement of situations of poverty and injustice.

Passion, Compassion and Future

These are the words that describe the mission of ZZg.

We would like to work together with partner organizations that believe in what they are doing and are working with passion, driven by compassion.

We would like to believe in what our partners are doing by seeing how people in situations of poverty and injustice benefit from their work.

We would like the efforts of our partners to have a lasting effect and improvement, so the people whom it concerns, the target group, have a future.

The word 'Future' implies a lasting improvement of situations of poverty and injustice. Its focus is International Cooperation.

International Cooperation aims at the structural and underlying causes of poverty and injustice. The ZZg tackles those causes too. We want to contribute to the capacity of people to provide for their own needs. More access to education, health care, work and income will help in building up the capacities and resources of the people. This work is aimed at the individuals themselves, but also at their communities and their society. Building up the society must also involve the underprivileged and the economically and socially weak. People should have the opportunity to participate in their community and society, to make their voices heard and to change what needs to be changed. This requires mutual trust and cooperation; in one word: social capital. Churches and other social organizations play an important role in this process. That is what we want to invest in: human and social capital. That is, in our view, our task in the bigger context of international cooperation.

The word 'Compassion' has a long history. From the beginning of the history of the church neighbourly love has played an important role in community life. Especially when there is no one else to help. The church has met this obligation in the diaconal care. Taking care of our fellow human beings, especially the poor and needy, is central in the diaconal care. Actions sometimes speak louder than words. Therefore the ZZg feels that it has a special vocation - together with our partner organizations - to offer support to the needy, to those who live in difficult or deplorable circumstances and need structural or temporary help.

Passion is both necessary and elusive in our work. Passion and practical help go hand in hand. Passion implies motivation, enthusiasm, strength of mind, sharing inspiration.

Is that *Mission*?

In the early years of the *ZZg Mission* was central in our work. The Brother Community wanted to share her inspiration with people worldwide. In the course of time churches were founded in the former mission countries as a result of the work of the Brother Community. They have adopted an important part of the original missionary task of the *ZZg*. But the need to share inspiration has remained, and the term 'mission' needs to be given a new, contemporary content. We are going to work on that in the years to come, and in order to do this well we want to discuss this with our partners and our supporters.

The way we define our mission shows that we are serving both sides. We want to support our partners in their work for people who need it (the target group) and we want to give people in The Netherlands the opportunity to find ways for their wish to contribute to a better world. Put into financial terms: we want to co-finance promising initiatives of our partners and to that end raise money with donors who - just like us - believe in the solutions that our partners have found. We want to work out this position in more detail in the next chapters by explaining which choices we will make to work together well with our partners and to commit ourselves to a group of people who want to support us.

3. The present context: challenges, opportunities and main goals

3.1 Scepticism, cynicism but also commitment

The Netherlands have a right-wing government, which does not favour development cooperation. This means in the first place that the government is going to spend less money on International Cooperation. In the past the ZZg carried out programs that were financed with money from the government; and in the next five years we are also going to carry out programs in Surinam and Tanzania financed by the government. We must realize, though, that this will be the last period in which the ZZg can finance its work in this way.

But there is more. Political choices indicate changes in the Dutch society. In former years a great number of people supported the work done by development organizations and the ZZg wholeheartedly, but nowadays we cannot take their support for granted.

People openly ask if help really helps and even if help does not make people dependent.

Development organizations are often depicted as big bureaucratic institutions which work on such a big scale that the people who matter are no longer visible. Project coordinators are seen as sitting at computer desks, ticking boxes in monitoring schemes, instead of people who keep in contact - through email, telephone and field visits- with and show a deep interest in the people abroad who work hard day in day out.

On the other hand more and more private initiatives arise to alleviate the needs of people abroad. Holidaymakers encounter a situation which they find fully unacceptable. They start a foundation and offer help, concretely and simply. They often build websites in which they make perfectly clear how the project is developing.

In this context the ZZg wants to offer its experience as an organization which has had relationships with people abroad for many years. We have been working together with partner organizations for years, who know the people who are getting help through our projects and programs by name and our experience guarantees continuity. The ZZg does not suffer from the drawbacks of a very small private foundation which loses its strength when the founders are too busy to invest much time in it. Neither does the ZZg suffer from the drawbacks of big organizations which cannot help organising their work bureaucratically. But our professional organization still costs money. We pay the expenses of the work of our organization out of the donations we receive, but our donors more and more tend to support specific projects rather than donating to the ZZg.

The ZZg is an interesting partner for all those people in The Netherlands who want to contribute to a better world, providing the work is done professionally, with continuity and on a human scale. But professionalism, continuity and a human scale alone are not sufficient to defy the growing cynicism towards development aid.

In order to gain lasting support ZZg will also have to show that help makes sense. Or at least that we believe that our projects and programs make sense.

We must fight scepticism and cynicism with passion. If we know partner organizations that are improving people's situation in a well-considered way and apply themselves to it with passion and vision, we can try and find others to support them. That support could be: money, volunteering, ambassadorship, prayer, interest etc. ZZg will try and find ways to apply the support that we can raise for the work of our partners effectively.

3.2 Main targets

We are challenged to convince people that our cooperation with our partner organizations is useful, and that target groups worldwide have a bright future owing to the support of those partner organizations, among others. We have three main targets:

In 2015 we can create commitment in The Netherlands on the basis of the strength of our partners and the sustainability of their solutions. People can be sure that supporting the ZZg does help and that their money reaches the people it was intended for.

In 2015 the ZZg works together with partners who have developed a convincing strategy to solve the problems, together with the people of the target group themselves, in a sustainable manner. The activities and projects in that strategy are part of a coherent program. This cooperation in projects does not exceed 25% of the total budget.

By then our partners will have consolidated their projects so that they can carry out and finance their solutions for the main part themselves.

If you read this paper carefully you will understand that the targets are mutually dependent. We want to raise support for programs and projects that our partners believe in and that we ourselves believe in. We put this target first as the commitment of people in The Netherlands will be our biggest challenge in the years to come.

This target deserves most of our attention in the near future. We have no clear view of the connection between creating commitment, addressing new groups of people, generating funds, getting support from volunteers or interns. We have made more progress as to Partners, Programs and Projects.

4. Partners, programs and projects

We cannot carry out our mission, summed up in Passion, Compassion and Future, without our partner organizations. We depend on organizations that apply themselves to a lasting improvement of situations of poverty and injustice, that help where no one else does, and that work with passion. We ourselves are not able to reach the people concerned. This means that we ask a lot of our partners.

4.1 Partner policy

It is easy to raise support for partners who are successfully improving a situation or helping people (target group) effectively. This means that, ideally, the partner organization owns the project or the program. This ownership shows in the balance between their own input and help from outside. Ideally, a program or project is financed for more than 50% by the partner himself. This shows that the partner organization feels that it is the main responsible party for the problem, that it believes in the solution and that it really goes for it.

At the beginning of the process the situation does not have to be ideal yet. But the program's or project's execution plan must clearly indicate how the partner will develop towards a situation where its ownership is realized and where the input by the ZZg is less than the input of the partner organization itself.

The ZZg demands a contract in which the details of the agreement for the whole process are laid down. This contract also describes how we are going to monitor the agreement. We agree on the indicators to monitor the process and on the sanctions that are imposed in case the targets are not met.

This contract is the result of a meeting with our partners about the support that they need for their project or program (Contract is preceded by contact).

Target: in 2015 our partners will take chief responsibility and ownership of their the projects and programs that we support, and finance them for the main part themselves.

In the notice '*Partner policy*' we will describe how these principles of policy will be applied in practice. We will also describe how important it is that the partner organizations really represent the target group and that they work together with other organizations that apply themselves to the target group.

4.2 Programs

Up till now we have discussed *projects and programs*.

In the background of much criticism of development cooperation lies the observation that for many years much money was spent on random projects, in which only isolated problems were solved, and only temporary at that. That is why we want to tackle the problems as part of a coherent program. But a program is more than an opportunity to create coherence.

A program is aimed at the lasting improvement of situations. This can only be done if, in the country itself, there are organizations that join efforts and undertake concrete activities to improve things, but first and foremost gain strength so that future problems are prevented and that they put their case forward on a higher level to enforce the conditions that are necessary for a workable starting point.

In the International Cooperation, which aims at a lasting improvement of situations of poverty and injustice, we need programs. We carry out our work within the framework of financing by the government in programs. But also outside this framework of government financing working in programs can be a solution for complex problems. If, for instance, a brother community cannot make ends meet, a lasting solution to its problems is not achieved by financial help from another brother community by giving the minister a car for his pastoral work. It would be better to help that community find ways and means to increase the income of its members and to increase their commitment to the community. Investing in a car could even mean that the community members

notice that the pastoral work goes on even without their support. And that would be counterproductive on the commitment of the members to their community.

Target: in 2015 the ZZg works together with partner organizations in programs if complex problems must be solved in a wider context.

Working in programs means:

- investing in the build-up of resources of our partner organizations;
- working together with various organizations;
- working together on lasting solutions;
- cutting back on donations by the ZZg;
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In the notice *'Work in programs'* we describe those points of interest in the context of the target.

4.3 Projects

Not all the work that we want to support fits in with a method of working in programs. That is recognised in the Dutch society. Not everyone is a cynic. There are plenty of people who respond out of compassion, or because they appreciate contact.

Primary schools are not looking for big wide-ranging programs, but prefer small projects that appeal to the children's imagination. The ZZg will help, either by identifying small projects within a big project, so that schools can organise a concrete campaign, or by finding single projects that matter and are feasible. This means, among other things, that we will not offer projects that are in fact irrelevant and that we will find out if there are not others who can support the problem better than we (with our donors).

People feel the need to help where no one else does. The ZZg will often work together with church organizations (diaconal care).

There are also projects through which people express their commitment. They are less aimed at results than at maintaining a relationship.

Working in projects takes place under the conditions of cooperation that we agree upon with our partners. This means, among other things, that the partner organizations own the projects and that they support them for the main part, or that a clear process is agreed upon in which they grow towards realistic ownership.

Target: in 2015 our partner organizations support the projects that they ask our support for for the main part themselves.

A good project:

- is RELEVANT: it meets the needs of the target group;
- is EFFECTIVE: it meets the intended results ;
- is EFFICIENT: a favourable balance between income and expenses;
- HAS LASTING RESULTS, also when financing by donors is stopped.

In the notice *'Planning, Monitoring and Evaluating'* we describe not only how we deal with projects (in their context within programs), but also which procedures we follow when things do not go as expected or agreed upon. This way we clarify our procedures to our partners.

4.4 Target group

The target group consists of people in underprivileged circumstances, in countries and/or circumstances that ask for care, improvement and/or solution. They are, first and foremost, vulnerable groups and individuals in society who cannot provide for their needs or have insufficient access to means of subsistence. We are mainly concerned with the people who get no or insufficient support from the government or others.

We are especially interested in *children and young people*, for they are the future. We distinguish between very young children, school going children and youngsters. Very young children (0-4) do not attend school yet and are a vulnerable group. For this group we emphasize "Early Child Development". This aims at a better preparation for school and access to good health care. For the

age-group 5-16 years access to education is most important. For the youngsters (17-24 years) vocational education and training is most important.

The ZZg also gives special attention to the physically or mentally disabled.

The ZZg has supported this special care for many years and intends to keep doing this in the years to come.

Girls and women are in most societies an underprivileged group with less access to education, health care and means of subsistence. An increasing number of them fall victim to (sexual) exploitation. On the other hand women play a central role in church and society. It is mainly women who launch small scale initiatives. Women and girls are going to get extra attention in the programs and projects of the ZZg in the years to come.

Seniors also belong to the target group. Many of them have insufficient means of subsistence and are dependent on others. They are going to get extra attention from the ZZg as diaconal care. The ZZg supports them through financial support of homes for the elderly, and in other ways.

The target groups will be more prominent in the execution of programs and projects: when all is said and done, they are the people who matter, the people whom we, as an organization, want to help in getting a humane existence.

4.5 Forms of cooperation and commitment

Our concern and activities for the target groups is about supporting the local partner organizations in the execution of their programs to realise the goals that they have set. We usually support them *financially*. The work on the ground is done by the local partner organizations. In exceptional cases *people* from The Netherlands help, if the required skills are not otherwise available. In those cases we try and restrict the stay of the Dutch helper, and make an effort to train the local people and to transfer the required skills.

Financial help is, in principle, aimed at financing programs and projects. *Small loans*, aimed at earning a living, are getting more and more important. They help to decrease dependence and strengthen the self-esteem of those involved. A combination of different forms of support is possible.

In the future, the growth of commitment can broaden. Money, in the form of loans to earn a living, or gifts, can be supplemented with sending volunteers and interns for a short period of time. Travelling is getting more and more common, and visiting a project can make someone a lifelong ambassador.

5. Commitment

In 3.2 we wrote that we do not yet have a clear view of the big picture in which the following elements are interconnected: fundraising, addressing new groups of people in The Netherlands, creating commitment, making effective use of volunteers and interns, raising money with individual people and trusts, communication and education.

A lot is happening and hard work is done, but the various activities lack a coherent framework that is seen by the coworkers as setting out the direction.

We intend, by 2015, to work with a notice '*Commitment*' that is recognised as setting out the direction by all coworkers and that brings the following elements together:

- fundraising, addressing new groups of people, trusts, communication, education;
- making use of volunteers and interns in programs and projects;
- deciding on partners, programs and projects.

This notice reflects the thought that we can only raise funds for programs and projects that our partners are working on with passion and that we too believe in.

Next we mention some building stones of the appendix. In the last paragraph we point out the big changes in our financial situation when the government withdraws its financial support.

5. Commitment as the basis our work

From its foundation the ZZg has been supported by groups and individuals in The Netherlands who have felt a commitment towards ZZg. They feel that it is important what those, who are working abroad, do, and support them with money, interest and prayer.

Nowadays, things are basically the same. We cannot do our work without the commitment of people in The Netherlands towards our people abroad.

In the course of the last century the ZZg has become a serving organization. We support the work that our partner organizations are doing for the target group and we offer groups of people in The Netherlands the opportunity to show their sense of commitment. So we serve both sides, but we are also dependent on them. If partner organizations cannot reach the target group in an effective way with a project or program, we cannot do anything for them either. And if people in The Netherlands cannot commit themselves to a project or program of our partners they will not support their work.

We have a listening, but also advising, role to both sides. We listen to our partner organizations in order to hear what problems they face and how they are going to tackle those problems, and we advise them, if need be unsolicitedly. For we know what projects can get support from donors in The Netherlands and what projects do not appeal to potential donors. But we also have to inform the people who support us. From our experience we are able to tell them about the effectiveness of a project that may not look spectacular at first sight. Many people are willing to support a concrete project, and it is our task to tell them that training a group of women is in some cases more necessary than a concrete donation.

Being dependent is not the same as being subordinate. ZZg does not want to subordinate itself to the wishes of donors or the strategies of our partner organizations. As an intermediary we have our own responsibility. Our donors expect us to make sure that their money reaches the people it was intended for. That is why we have a policy concerning our partners, the programs and the projects.

We negotiate an agreement about the execution with our partners and stick to it. Our partner organizations work together with us trusting that the relationship, which has existed for many years, offers a permanent basis. That is why we feel responsible to ask the support of groups in The Netherlands, time and again, for the work of our partners.

Ideally, we work together with our partner organizations in programs and projects that they fully believe in themselves (which shows by the fact that they themselves invest much time and possibly much money in them), and that we and our supporters fully believe in.

Generally, that is the case when partners not only notice needs, but also offer solutions that they have been working on and that benefit the target group and meet its needs. This way people, who want to support this, feel that they take part in a successful program.

5.2 Commitment can grow in many ways

Till now our supporters have shown their commitment mainly in financial support. Their personal commitment, through relationships of friendship or family that were maintained in letters and travel tickets, has been less visible.

Nowadays it is easier to travel and to maintain contacts all over the world. The internet and mobile phones play an important role.

The need for personal commitment is felt in questions that the ZZg gets. Some people are looking for meaningful opportunities for volunteering. Others want to do an internship abroad to contribute to development. And there are those who want to get into contact with the people that they support financially.

The ZZg has tried and found tailored answers to those requests by connecting people, e.g. a Dutch student looking for an internship and a coordinator abroad.

In the years to come we will try and find out if the need for personal commitment is really growing and if we should develop a policy for this.

5.3 Growing commitment

It goes without saying that the ZZg will proactively inform the general public about the work that is being done.

But Communication is not like the marketing and advertising department that tries and raises money for projects and programs that are undertaken far away. Communication is a specialised part of an integral policy that aims at a growing commitment of people in The Netherlands with the life of people abroad (and the other way round!). This integral policy will take advantage of new media to get into contact with new groups of people in a new way. We are going to develop a policy for this in the years to come. In the mean time the usual communication strategies remain worthwhile.

Communication policy and public relations

We publish about the work done by us and our partner organizations through various channels, ranging from newsletters to brochures, from advertorial campaigns to information booths at rallies, or appearances in thematic broadcasts on radio and TV. The ZZg publishes a quarterly: ZZg Nieuws (formerly Suriname Zending), 25.000 copies. The quarterly informs, and contributes to fundraising. Besides, the ZZg has its own website (www.zzg.nl) that gives information about the organization, activities and specific projects. There is a special website aimed at schools (www.twinkids.nl). And we are developing models for communication through social networks like Facebook.

Education.

Education is "raising", raising the awareness of people, young and old. Education is a means to increase the knowledge of our supporters and to make them gain more insight. To make people aware of the need for mission, for helping our fellow humans, for international solidarity and cooperation. We want to make them understand the problems and causes, but also the possible solutions, and to give them hope of change and improvement.

Museum.

We intend to realize a *Moravian museum* (in Zeist), not only because of the rich traditions of church and mission, but also because of its educational function. We organise trips to Moravian destinations because of their educational function.

Contact with our supporters.

Moravians in The Netherlands are the natural supporters of the ZZg. Most of them have migrated from Surinam and remain in close contact with their country of origin. We want to engage them in mission, help and development cooperation through information and special campaigns. The local communities contribute to financing the work of the ZZg. Their committees support projects on mission and diaconal care of the worldwide Moravian Church around the world and especially of the Moravian Church of Suriname. ZZg rewards their efforts by adding an amount of money on top of the results of collection campaigns through the so-called *3-D program* (Dreaming, Donating and Doing).

During the annual Mission festival, we forge a tighter link with our supporters and inform them of the work of the ZZg. Every year we intend to highlight the cooperation with a different country.

Donors

The ZZg can count on a loyal, but decreasing group of donors. At the moment we have over 4000 donors, who support the work of the ZZg regularly with gifts and donations and bequests. Over 25.000 people are kept posted of the work of the ZZg through the quarterly "ZZg-nieuws" and the website. Their rising average age is a point of concern. We will have to try and find new young supporters through new fundraising initiatives.

Volunteers

The ZZg can also count on a small but dedicated group of volunteers who help to carry out parts of the work of the organization for free. All members of the Board and the Financial Committee are honorary members.

5.4 Financing

ZZG raises funds to achieve its goals. Finding financial means is crucial. In recent years we have not been able to increase revenues from fundraising. Hardly any new regular donors have been found and fundraising with trusts has shown no growth. This was mainly due to the fact that we had few projects that appeal to potential donors. Other causes were sometimes poor execution of projects and lacking reports.

In the years to come we will again have to make an effort to raise more money, but we will also have to come to terms with decreasing revenues. The withdrawal of financial support by the government (MFS-II) in 2011 will certainly make itself felt.

We will have to answer the following questions:

1. How do we find projects that appeal to potential donors and that contribute to the achievement of our goals?
2. How can we come to terms with the fact that an increasing number of donors is cutting back their support of ZZg in general and demand their money for 100% to benefit the projects of their choice (and how are we going to pay for the costs of our organization?).
3. How shall we go on when the government withdraws its financial support?

6. Organization and execution

The ZZg is an association under Dutch law. Its highest body is the General Assembly. Members of the Association are all members of the council of elders of the Moravian Church in The Netherlands, but there are also members in their personal capacity.

The General Assembly elects the Board and determines the annual and financial reports.

The Board supervises the implementation of the policy.

The General Secretary is charged with the organization, management and activities of the ZZg. We have chosen a systematic approach, following the progress of projects and programs more closely and a growing commitment and support of the community. That is why we too are going to cooperate more closely inside our organization. Just as our partners invest in the development of their organizations, we will also have to continue to learn as an organization.

The policy and activities of the ZZg are carried out according to approved plans. The policy is determined by the General Assembly, and it is laid down in a policy paper for a period of five years. Some specific areas are dealt with in additional notices. The general policy paper is worked out in detail in a one-year plan. The execution of activities and the spending of financial means are accounted for in annual reports and financial reports that have been approved of by an auditor. The annual and financial reports are adopted by the Executive Committee and approved of by the General Assembly.

In the years to come ZZg is going to put more emphasis on results in order to work more effectively. In order to achieve this goal the system of monitoring and evaluation will be adapted, modernised and made more explicit. In order to improve the monitoring of the execution of our work we are going to work with annual targets within the one-year plan, and with quarterly reports that indicate to which extent the work contributes to achieving the annual targets. We are going to examine the quarterly financial reports to see how our expenses and incomings are developing. The annual budget is the frame of reference, of course.

ZZg has a CBF-Seal of approval (CBF-Keur). The Central Bureau on Fundraising (CBF) issues this Seal of approval to trustworthy fundraising organizations. The requirements to keep this Seal of approval influence the management of the ZZG (the costs for fundraising may not amount more than 25% of the revenues from its own fundraising, a clear insight in the financial records, the board must consist of independent persons), and guarantee the quality and trustworthiness of our organization.