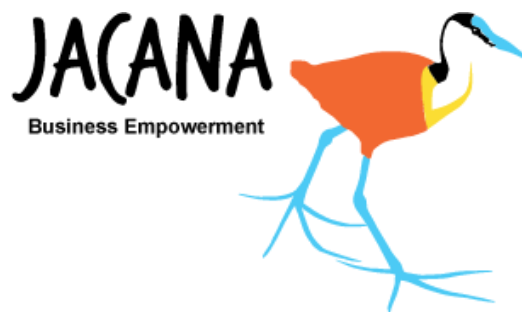


# Annual Report 2015



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# Tailor, Mirriam

## 1 Foreword

In the beginning of 2015, we were still searching for a name for the organisation. Andre, a good friend of us, came up with some names of African birds and trees and the name “Jacana” was born. The Jacana foundation was registered in the Netherlands on 31th March 2015. In June 2015, we started our activities in Zambia. In October, the Zambian International Jacana Foundation was already established.

Entrepreneurship is a way of living in Zambia. You see all kind of small scale entrepreneurs selling talk time in the streets, constructing buildings, shop keeping, farming etc. People start their own business simply because there are not enough jobs. But not all of these people are automatically good entrepreneurs. That is why Jacana focuses on the most talented, motivated and enthusiastic small scale entrepreneurs who want to expand their businesses. If they are successful in expanding their business this will automatically create more jobs. Most of the small scale entrepreneurs do not have a business and financial plan before expanding their business. The entrepreneurs who are attending our three day training appreciate the added value. They are very happy with the knowledge they gained and they want to continue learning. Therefore, it is important to continue after the three day training by guiding them in the process of expansions.

In October a new opportunity was given to Jacana by Mr. Henk Holtslag. He asked Jacana to think about starting a SMART training centre. This centre fits perfect to the mission and vision of Jacana because the focus is to develop a supply chain for water. Small scale entrepreneurs in the water sector will be trained in technical and business skills. The focus will be on water for rural areas. The training centre will

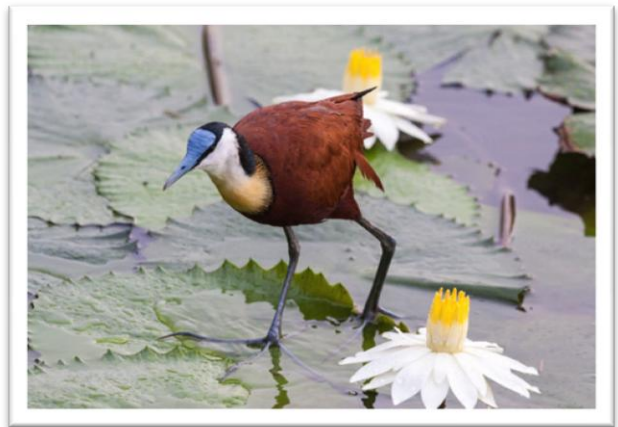
be part of a group of five training centres in five different countries (Malawi, Tanzania, Mozambique, Ethiopia and Zambia).

Jacana wants to thank all the people and organisations who donated money to make it possible to guide entrepreneurs in Zambia. We are sure that the guidance will lead to a more sustainable income for more and more people in the future.



Dinie Nijssen  
Program manager Jacana Zambia

**Jacana are waders in the family Jacanidae, identifiable by long toes and long claws that enable them to walk on floating vegetation in shallow lakes, their preferred habitat. Jacanas are found in sub-saharan Africa.**





**Wedding  
planner,  
Ireen Mutwale**

## 2 Background information

In the beginning of 2015, Rik Haanen and Dinie Nijssen started to realize their dream to develop their own NGO. Finally, on the 2<sup>nd</sup> April 2015, Jacana was registered in the Netherlands by its Board Rik Haanen, John Vaessens and Laura Kurth. After some research, Jacana Netherlands decided to focus its operations on Zambia, where Jacana Zambia was officially registered on 1 Oct 2015). Zambia is a political stable country and its economy has been growing for the last few years. Unfortunately still 87% of the people are living under the poverty level, less than US\$ 2 per day (worldbank.org) and 79% of the population does not have access to financial institutions. Besides that, more than 5 million people (37%) in Zambia do not have access to an improved water source (in rural areas this is 51%, JMP 2014).

The objectives of Jacana are:

- Poverty reduction: Strengthening and supporting of small scale entrepreneurs results in extra jobs and the development of local economy. The guided entrepreneurs will be a role model for other people in their neighbourhood.
- Sustainability: The Zambian entrepreneur asks for support and that makes him/her the owner of the growing process. Jacana guides the entrepreneur, but does not take over any responsibilities, and that is how Jacana guarantees the independency of the Zambian entrepreneur.
- Knowledge exchange: Besides training in writing a business, financial and marketing plan, Jacana also facilitates if necessary knowledge exchange between the Zambian entrepreneur and an expert.

Jacana started its activities in Chisamba and trained twenty entrepreneurs in the six months of operation in 2015 and selected six for individual guidance.

In October 2015, Jacana was approached to establish a SMART Training centre. In this centre, Jacana wants to focus on entrepreneurs who produce and implement low cost water technologies. Rik Haanen and Dinie Nijssen, the initiators of Jacana managed a SMART Centre in Tanzania for three years before and gained positive experiences. The goal of the centre is the training and guidance of small scale entrepreneurs who are working in the water sector, for example welders who produce pumps, drilling teams, water vendors etc. In January 2016, Jacana will search for the best suitable place in Zambia to start a SMART Centre in combination with the training centre for the required entrepreneurs.





**Lodge manager,  
Hilda Munkanda**

## **3 Aim, vision and procedures**

### **3.1 Aim**

The aim of Jacana is to support small entrepreneurs in developing countries who want to expand their business, specifically in Zambia, so that they can grow economically and create better living conditions for themselves and their environment.

### **3.2 Vision**

The background of this aim is that a lot of small entrepreneurs in development countries do not get the chance to expand their businesses. Many of them are lacking skills and knowledge. Jacana performs a role in providing this missing knowledge and skills. Through tailor made guidance, Jacana helps them to analyse their financial situation, make plans, and links them to experts and organisations, that can support them in their specific field of expertise.

Credit facilities are not always available and accessible in Zambia. Jacana helps small entrepreneurs in planning their expansion based on available cash flow and/or in the preparation of the loan application to existing finance institutions.

### 3.3 Procedure

Jacana invites small African entrepreneurs who want to expand their business to write a few sentences about their plan as an application for a three days workshop. Every quarter, Jacana selects eight to sixteen of the applicants and invites them for workshops, where they learn how to write a business, financial and marketing plan.

Out of these workshops, Jacana chooses the most promising small entrepreneurs and guides each of them individually, because every business case has different and unique needs.

During this guidance, Jacana assists in preparing a feasible business plan and fund raising starts through crowd funding. Once the funds have been raised, Jacana finds an external expert to help the entrepreneurs when required. This is done through a recruitment and selection procedure that works as follows: Experts can apply and the African entrepreneur decides together with Jacana with whom he or she would like to work.

The expert goes to Zambia for a couple of weeks. In the beginning, Jacana explains him/her how to deal with the Zambian culture. Thereafter the expert works together with the African entrepreneur for a few weeks. This results in a work plan.

When the expert has left, Jacana monitors the activities of the entrepreneur for about one year. The entrepreneur can still contact the expert through email or Skype when problems arise according to the work plan they made together.

Jacana informs the expert and donors on the progress of the entrepreneur.

After the guidance period, the African entrepreneur will be available as an expert for others in the future.



# Cooking Oil, Wamunyima



## 4 Project results 2015

The goal of the first year (June 2015 up to June 2016) is the construction of a solid base consisting of excellent workshops and professional guidance. In order to achieve this goal Jacana thinks it is important to keep the number of entrepreneurs low in the beginning to enable learning and improvement processes. While in 2015 Jacana was only in business for half a year a its first results can be proudly presented.

### 4.1 Establishment of cooperation with partner(s)

- Jacana visited several Micro Finance banks in Lusaka: Finca Micro Finance Bank, EFC Bank, Agora Microfinance Zambia (AMZ), CEEC and Zanaco Bank. These potential partners could be useful for trained entrepreneurs when they are looking for a loan.  
Compared with European or American standards, the cost of a loan in Africa is very high (10% setup fee plus 50% to 145% annual interest rates are common).  
Jacana learned that there is a lack of information about the cost and risks the entrepreneurs commit when applying for a loan.  
Besides that, most small entrepreneurs are not able to convince the finance institution to approve their loan application, because they might not have enough collateral. Jacana supports the entrepreneurs in financial planning and optimizing their own resources as much as possible before applying for loans.

- Jacana is about to sign a Memorandum of Understanding with Zambian Development Agency, a semi-governmental organization that links small scale entrepreneurs to the national and international market. Together with ZDA, Jacana wants to support small scale entrepreneurs in the future.
- Jacana is in regular contact with PUM Senior Experts country coordinator. The work and goals of PUM and Jacana are very similar, except that PUM focuses on middle and large scale entrepreneurs, while Jacana supports small scale entrepreneurs. PUM has a extensive network of senior experts. Jacana can address this network when looking for an expert to guide an entrepreneur.
- Jacana became a member of the SMART Centre Group. This group aims to provide low cost water technologies to development countries by training small scale entrepreneurs in water technologies like locally produced pumps, tube wells, boreholes, water tanks and water recharge systems. There are already three SMART training centres in Africa (Tanzania, Malawi and Mozambique) and the group will be expanded with two new centres Ethiopia and Zambia. It is expected that Jacana will benefit in sharing knowledge and co-writing of (multi-country) proposals.

## 4.2 Development of tools and test them

- A multimedia web-site with online crowd funding facilities has been developed, tested and is in use.
- A newsletter delivery system has been developed, tested and is in use now.
- Flyers have been designed, printed and distributed.
- The manual for the training of entrepreneurs has been developed and revised after each training session of three days.
  - business planning
  - financial planning
  - marketing tips
- A bookkeeping database system is under construction and will be tested and used in 2016.
- For the SMART training centre Jacana developed a household survey. This survey has been developed to select the best area in Zambia to start a show case area concerning water issues. It is important to research if there are possibilities for manual drilling in the show case area. Besides that we need to know if the economic status of the people in the villages in the show case area is suitable enough for the self supply concept. Meaning that -after some years when the pumps are known- people will be able to buy locally produced pumps without the need of sponsorship. The survey was tested and improved in Chisamba District. In January 2016 the survey will be executed in Eastern, Western and Northern Province.  
Read more about this below.

## 4.3 Development of workshops and test them

- Jacana developed a three day workshop with a mix of theory and practice.
  - Day 1: Training on how to write the Lean Canvas Business Model. At the end of the day the trainees go home with a first version of their own business model to expand their business.
  - Day 2: Training on financial planning. In this training the entrepreneurs learn theories concerning finances which are important for expanding their businesses. At the end of the day the trainees go home with a calculation of the cost price of their product and a simple financial plan for their expanding business.
  - Day 3: Finalize the financial training and entrepreneurs get marketing tips which they can immediately apply in their businesses.

At the end of the three days training Jacana selects the most motivated and most promising entrepreneurs for an individual guidance trajectory.

Every quarter Jacana facilitates this workshop and hence it has been facilitated twice in 2015. Jacana has employed a local trainer who is being trained on the job in facilitating these workshops.

- In order to find the best location for the SMART training centre, Jacana trained three surveyors in conducting a practical household survey.

## 4.4 Train, raise funds, find experts and guide entrepreneurs

Jacana selected six entrepreneurs for the intensive program.

- Ireen, wedding planner, wants to open a new branch in Livingstone. An expert from the Netherlands will come in February 2016 to guide her. Jacana supports her in implementing a stock keeping and bookkeeping system, providing skills in computer use and management. Ireen is using a stock keeping system and after analysing her financial situation she opened a second shop in Lusaka.
- Mirriam, tailor. She wants to open a tailor shop at the market in Williams Chisamba and wants to attract more clients. Jacana supports her in business planning, implementing a practical financial system, marketing and the transition of her shop to the market place. Jacana has the required skills to support her therefore an external expert is not needed. She learns how to keep the financial books.
- Hilda, lodge manager. She wants the lodge to be fully booked. Jacana guides her in business planning, implementing a book keeping system, marketing, using a computer and management skills. Hilda has started using a computer for the first time in her life, keeps her own financial books, is aware of the financial situation every month, conducts staff meetings and makes difficult HR decisions.
- Wamunyima, sunflower and soya oil producer, wants to supply her product to local shops. Jacana guides her in financial planning, implementing a bookkeeping system, management skills and branding of her product. Wamunyima started to keep her financial books.
- Xavier, shop keeper and ice cream producer, wants to expand his business. He is entering all the data for book keeping and he is testing some new products in his shop. In the future, he wants to brand his freezits (ice cream). Jacana will guide him in bookkeeping and branding his freezits

- Jozeph and Jona Zulu, welders, want to sell their window and door frames via hardware shops and are making a bending machine. Jacana guides them in bookkeeping and finding an expert to improve their welding capacities.

Raising funds is an ongoing process. Proposals are written and sent to donors. Jacana received funds from 70 private donations (crowd funding) and 3 donations from Haella Foundation, De Johanna Donk-Grote Stichting and Protestants Steunfonds.

The fundraising for the SMART training centre just started. A private donor donated € 1,000.- and the Castricum helps Muttathara Foundation from Castricum committed for € 12,000.=.

## 4.5 Start creating brand awareness

Jacana is active on the internet via social media and website and tries to reach as many people as possible.

By cooperating with ministries (Ministry of Commerce, Trade and, Industries and the Vice President) and other organisations like the Zambian Development Agency and Pan African Radio, Jacana tries to become well known in Zambia as an NGO which supports small scale entrepreneurs.

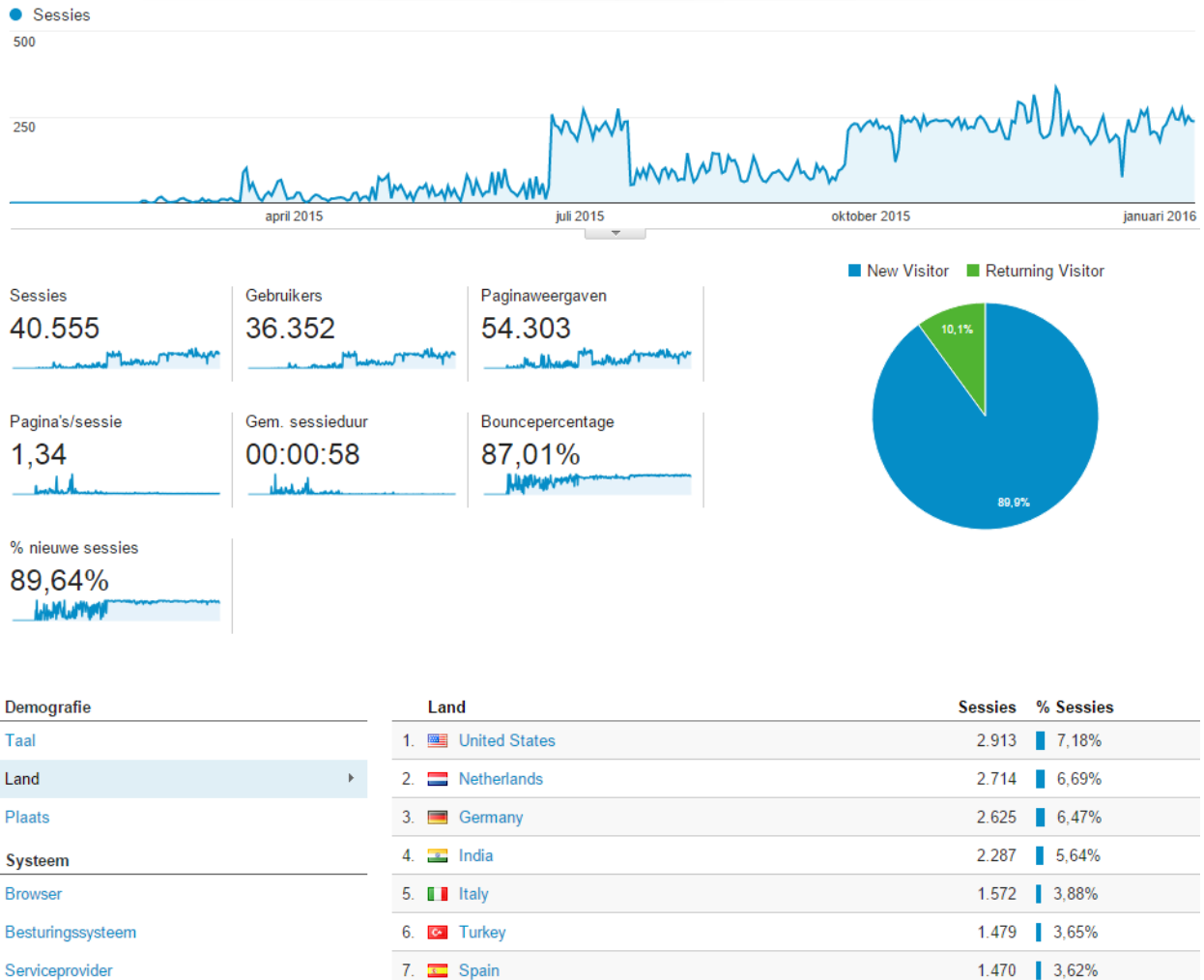
Jacana's marketing strategy focuses on three different groups:

1. Marketing focuses on small African entrepreneurs who will be supported by Jacana; This was done through the website, flyers and visiting the entrepreneurs. Also, two radio programmes about entrepreneurial skills were broadcasted by Pan African Radio.
2. Marketing focuses on passionate experts. Jacana works together with PUM senior Experts.
3. Marketing focuses on recruitment of donors by crowd funding and charity organizations through personal contacts, flyers, newsletters, website and social media.

<b>Number of donations</b>	<b>73</b>
<b>Number of donors who donated more than once</b>	<b>7</b>
<b>Number of returning monthly donations</b>	<b>5</b>
<b>Number of anonymous donations</b>	<b>2</b>

Jacana provides information in different ways:

- Website, information about the aim of Jacana and its projects, [www.jacana.help](http://www.jacana.help). Reaching 36.352 unique individuals visited in 2015. These people visited the site for an average duration of 58 seconds. Over 10% of these visitors are returning visitors.
- Social media, up-to-date information about Jacana
  - Facebook ([www.facebook.com/jacana.help](http://www.facebook.com/jacana.help))
  - LinkedIn ([www.linkedin.com/company/jacana-business-empowerment](http://www.linkedin.com/company/jacana-business-empowerment))
  - Google+ (<http://plus.google.com/+JacanaHelp/posts>)
- Newsletters, 456 readers (opt in).
- Flyers
- Radio programme by Pan African Radio (FM 105.1)



In total Jacana spent 34 euro on online advertising in 2015.

Advertising focuses on entrepreneurs in Europe, USA and Zambia that operate in the same sectors as our own entrepreneurs. The website has more than 220 unique visitors every day.

## 4.6 New opportunities for entrepreneurs in the water sector

Jacana was approached by the SMART Centre Group (Henk Holtslag, water consultant from the Netherlands) with the question if Jacana can research if there are viable possibilities to open a SMART training centre in Zambia. The training centre fits perfect with the vision and mission of Jacana, because it aims at creating a self supply chain for water by training small scale entrepreneurs like welders, drilling teams, shop keepers, water vendors, farmers etc.

Jacana accepted the challenge and suggests creating a show case area somewhere in Zambia.

This Show case area (some villages) will be developed with partly subsidized boreholes and pumps.

Entrepreneurs like welders and drilling teams will be trained in producing local pumps.





**Welders,  
Joseph &  
Jona Zulu**

## **5 Organisation**

### **5.1 Board report Jacana Netherlands**

On 31st March 2015 Foundation Jacana in the Netherlands has been notarially founded and registered by the chamber of commerce (Kamer van Koophandel) under number 63033747 on 2nd April 2015. Foundation Jacana is also recognized as Algemeen Nut Beogende Instelling (ANBI) by the Dutch Tax law.

Jacana Netherlands has a board of three members who meet every quarter. The board is responsible for funding, strategy, policy, budget and yearly planning. In 2015, three board meetings took place on 25 May, 20 June and 1 November. During these meetings finances, running businesses, marketing and funding were discussed and minutes were made and signed.

Board members:

**Rik Haanen**  
(founder Jacana)  
Chairman

**Laura Kurth**  
(PhD researcher)  
Secretary

**John Vaessens**  
(financial controller)  
Treasurer

## 5.2 Jacana Zambia

On 1<sup>st</sup> of Oct 2015, Jacana Foundation was registered in Zambia as an international NGO (nr: DRNGO 10/0517/15). The Zambian board has five Board Members who also meet quarterly. In 2015 there were two board meetings on 12 August and 27 October, minutes were made and signed. The board is responsible for the oversight of:

- Execution of projects in Zambia according to donor requirements and realizing high quality for the benefit of small scale entrepreneurs.
- Planning, developing and implementing the projects in Zambia.
- Correct spending of donor money.
- Reporting every quarter to Jacana Netherlands.

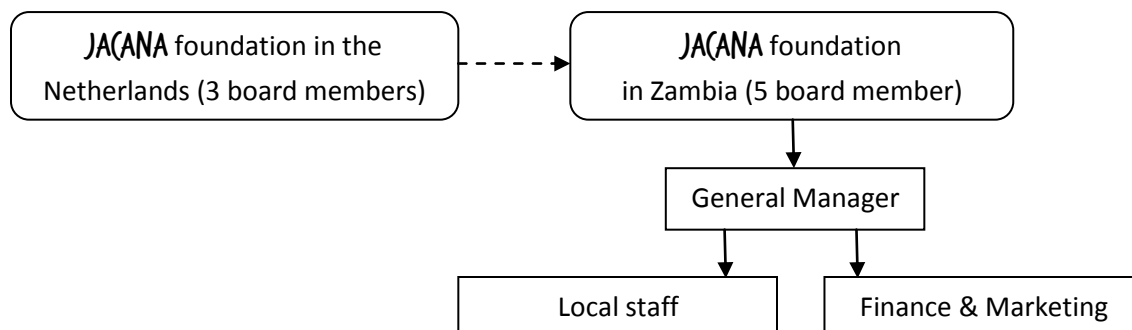
Board members Zambia:

Philip Bailey:	chairman (director of Lima Agro Consult Ltd)
Rik Haanen:	treasurer (co-founder Jacana)
Hilda Munkanda:	board member (lodge manager)
Lisa Sendwe:	board member (manager Conservation Farming Unit Agroforestry farm)
Lucky Mwanza:	board member (sales and construction manager)

## 5.3 Staff Zambia

Rik Haanen and Dinie Nijssen went in June 2015 to Zambia and started the office in Chisamba. Dinie is the program manager and Rik is the finance and marketing manager.

On the 1<sup>st</sup> of November Pious Nyirongo started working as a field officer and trainer.



# Shopkeeper, Xavier Ndeketeya



## 6 Way forward in 2016

### 6.1 Challenges in Zambia

The Zambian economy has been growing until 2015, but at the moment the country faces economic challenges. One of the problems is the devaluation of the Zambian Kwacha.

Another problem is the electricity shortage that has been caused by a water shortage at Lake Kariba's water (power dam). From June 2015, Zesco, the national energy company, planned power cuts for almost 8 hours a day and raised the electricity prices enormously.

In some parts of Zambia the rainy season is delayed which lead to a loss of crops for farmers. The result is that life gets more expensive and people have less money to spend. Entrepreneurs who produce local materials have an advantage compared to those who depend on import. Entrepreneurs who depend on electricity are challenged by a lot of power cuts. Night shifts and flexible working hours are required to overcome these problems. Especially in this difficult situation, it is very important to support and guide the Zambian entrepreneurs.



## 6.2 Project goals for 2016

- Continue with training of small scale entrepreneurs who want to expand their businesses.
- Research if there are possibilities to train youths and start-ups in business, financial and marketing planning.
- Continue guiding the entrepreneurs (goal is 12 to 14 entrepreneurs by the end of June 2016 and 22 entrepreneurs by the end of June 2017).
- Continue seeking valuable partnership with different organisations.
- Continue raising funds through crowd funding and writing proposals.

For Jacana water related SMART training centre

- Continue the household survey in the Eastern, Western and Northern part of Zambia.
- Make a decision where to start Jacana SMART training centre.
- Start development of Jacana SMART training centre by establishing of a Show case area.
- Train drilling teams, welders and other entrepreneurs related to water issues.



# 7 Annual Accounts

## 7.1 Balance sheet at 31 December 2015

(All amounts are in Euro)

### After allocation of results

<u>Assets</u>	<u>31 December 2015</u>	
<b>- Tangible fixed assets</b>		
Computer equipment	721	
		<b>721</b>
<b>- Current assets</b>		
Receivables	0	
		<b>0</b>
<b>- Cash and cash equivalents</b>		
Bank account	3.975	
Savings account	21.812	
		<b>25.787</b>
<b>Total</b>		<b>26.508</b>

<u>Liabilities</u>	<u>31 December 2015</u>	
<b>- Equity</b>		
Reserves	24.451	
Funds	2.057	
		<b>26.508</b>
<b>- Short term liabilities</b>		
Other payables and accruals	0	
		<b>0</b>
<b>Total</b>		<b>26.508</b>



## 7.2 Income statement 2015

	<b>2015</b>	<b>Budget</b>
<b>- Income</b>		
General donations	42.856	25.000
Specific project donations	8.589	4.000
	<b>51.445</b>	<b>29.000</b>
<b>- Expenses</b>		
<b>Spend for projects</b>		
Basic training	5.485	3.278
Intensive guidance	6.138	7.090
Support provided for partner organisation	7.336	5.413
Water for Zambia	1.314	1.103
	<b>20.273</b>	<b>16.884</b>
<b>Cost of generating income</b>	<b>1.848</b>	<b>2.147</b>
<b>Management and administration</b>	<b>2.816</b>	<b>2.929</b>
<b>Total expenditure</b>	<b>24.937</b>	<b>21.960</b>
<b>Result current year</b>	<b>26.508</b>	<b>7.040</b>

## **7.3 Accounting policies**

### **7.3.1 General**

Foundation Jacana is statutory located in Maastricht in the Netherlands. The activities of Jacana focus on combating poverty in the broadest sense of the word in the African continent by education of small business owners to enable them to expand their business and thus employ more people.

The financial statements have been prepared in accordance with the Dutch Accounting Standard for fundraising Institutions (RJ 650). This guideline requires that costs are allocated to costs of the organisations goals, costs of fundraising and cost of management and organisation

### **7.3.2 Accounting policies for the valuation of assets and liabilities**

The financial statements are stated in euro's.

Tangible fixed assets are carried at historical costs less depreciation calculated over their estimated useful life

Equity is divided into reserves where the board has separated part of the equity for specific goals and funds where the goals are specified by third parties.

The other assets and liabilities are stated at face value after deduction of provisions for bad debts.

Income is recognized in the year to which the item of income relates. Non-recurring items of income are recognized in the year in which they are received.

Costs of projects are broken down into our main projects. The cost of our partner organisation in Zambia represents the donations made to our partner organization Jacana Zambia. The costs are further broken down in the notes to the income statement.

Costs of generating income include the cost of recruiting and maintaining relationships with sponsors and the cost of crowd-funding. The costs are measured at historical costs.

Costs of management and administration include the costs of the board of the foundation, the financial accounting function and all costs indirectly allocated thereto.

### 7.3.3 Notes to the balance sheet

#### 7.3.3.1 Tangible fixed assets

	2015
Computer equipment	
Book value at the start of 2015	0
Investments	987
Depreciation	-266
Book value at the end of 2015	<u>721</u>

#### 7.3.3.2 Equity

	2015
<b>Reserves</b>	
Opening balance	0
Added	24.451
Balance at the end of the year	<u>24.451</u>

	2015
<b>Funds</b>	
Opening balance	0
Added	2.057
Balance at the end of the year	<u>2.057</u>

## 7.3.4 Notes to the income statement

### Notes on distribution of costs (in the Netherlands)

	Spend for projects				Other		
	Basic training	Intensive training	Support partner organisations	Water for Zambia	Cost of generating	Management and administration	Total
Project subsidies Zambia	2.664		7.336	-	-	-	10.000
Personnel costs	2.393	5.207		1.115	409	1.724	10.848
Promotion costs					1.366		1.366
Travel costs	428	931		199	73	308	1.939
General expenses	-			-		518	518
Depreciation						266	266
<b>Totaal</b>	<b>5.485</b>	<b>6.138</b>	<b>7.336</b>	<b>1.314</b>	<b>1.848</b>	<b>2.816</b>	<b>24.937</b>

The share of cost of projects is 81% of the total costs

The share of cost of generating income is 3½% of the income generated.

The share of costs of projects is 48% of the income generated. This is mainly due to the fact that 2015 is the first year of the organisation. Part of the year is used to prepare the actual projects therefore a substantial part of the contributions received in 2015 will be spent in 2016 as projects prepared in 2015 will get in full swing in 2016.

### Allocation of costs

Project subsidies Zambia	Subsidies earmarked for separate projects are allocated to these projects the balance is allocated to the general support of our partner organization
Personnel costs	Are allocated based on hour's spent
Promotion costs	Are allocated to costs of generating income
Travel costs	Are allocated in accordance with the personnel costs
General expenses	Are allocated to costs management and administration
Depreciation	Are allocated to costs management and administration

#### 7.3.4.1 Project subsidies Zambia

The expenditures of our Zambia partner organization can be broken down in (in €):

	2015	Budget
Personnel costs	1.392	
Accommodation costs	1.488	
Promotion costs	576	
Travel cost	1.006	
General expenses	1.106	
Total expenditures	5.568	8.131
Allocated for 2016	4.432	
	<b>10.000</b>	<b>8.131</b>

## Notes on distribution of costs in Zambia

	Spend for projects		Water for Zambia	Other	Total
	Basic training	Intensive guidance			
Personel costs (*)	645	7	370	370	1,392
Accomotation costs	155		117	1,216	1,488
Promotion costs	195	145	28	208	576
Travel costs	174	216	70	546	1,006
General expenses				1,106	1,106
<b>Total</b>	<b>1,169</b>	<b>368</b>	<b>585</b>	<b>3,446</b>	<b>5,568</b>

Note: The Zambian Jacana partner has been initiated end of June. A substantial part of work has been put in establishing the organisation in Zambia making sure it has all the required legal details in place. Nevertheless some project activities have been implemented in less than ½ a year.

(\*) Personnel cost mentioned above is for only one employee for the months Nov and Dec. Other personnel costs were paid by Jacana NL and mentioned in the next paragraph.

### 7.3.4.2 Personnel costs

	2015	Budget
Salaries	8.430	
Insurances	2.056	
Other personnel costs	362	
	<b>10.848</b>	<b>11.025</b>

The number of staff is two (including one volunteer). Both of them are working in Zambia.

### 7.3.4.3 Promotion costs

	2015	Budget
Development promotion material	1.044	
Other promotion costs	322	
	<b>1.366</b>	<b>1.581</b>

## 7.4 Other data

The part of the donations for specific purposes which has not been used in 2015 is added to the funds for an amount of EURO 2.057. The balance of the result (Euro 24.451) is added to the reserves.





## 8 With thanks

We want to thank everybody who supported Jacana in a financial or any other way. Without your generosity, professionalism and effort our work would be impossible.

Especially we want to thank the donor organisations like Castricum helps Muttathara, Protestands Steun Fonds and individual donors like Madelief en Floris Tiedink, Andre en Riet (for proceeds from the garden party), Suita Carrano, Aliet Vos and many more . . .



De Johanna Donk-Grote Stichting

