

An aerial photograph of a town, likely in South Africa, showing residential areas, commercial buildings, and a large green field. In the background, there are rolling hills and mountains under a blue sky with some clouds. The text 'INTEGRATED ANNUAL REPORT 2018' is overlaid in large, white, sans-serif capital letters.

# INTEGRATED ANNUAL REPORT 2018

**Ezrah Community Training and Development NPC**

133-155 NPO 20132270807/08 NPC 930050983 PBO

Directors: L.A. Huysamen, M.P Meyer, M. Jacobs



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# LETTER FROM THE BOARD

*“Change is inevitable. Growth is optional.”*

These words of John C. Maxwell summarise to a large extent the theme of the 2018 financial year. After a challenging 2017 financial year which called for some changes, we had to be willing to embrace the unknown with determination to grow within an everchanging external environment. Looking back and reflecting on the 2018 year, we honour God for His faithfulness and provision. Clarity in vision, prayer, a grounding in Biblical principles, and the nurturing of strong relationships, form the foundation of our mandate and help us to focus on our true north.

On a practical level, we courageously advanced into some new territory. Although we are still continuing with some of our current projects and partnerships across the Western Cape, we decided to shift the focus of our service delivery gradually towards one geographical area. This will enable us to build more depth in working towards long-term service outcomes. A new partnership with Valcare gave us wings to develop and launch an innovative child protection programme in the Drakenstein area at the end of 2017. What makes this programme so exciting is that it encapsulates all four of our key focus areas: a) investing in people as leaders of change, b) bringing strategic clarity, especially in the area of child protection, c) finding collaborative solutions through partnership and d) making an ethical commitment to best practice.

On a governance level, we realised that we had to adapt strategically in line with the latest online learning trends and apply entrepreneurial thinking to income generation. So, our strategic planning at the end of the financial year resulted in the development of a digital strategy where we aim to expand our current service success with a greater online and social media footprint. This new strategy will be implemented during the 2019 financial year as part of our overall strategic plan to enlarge our service influence, transfer valuable skills and increase our financial sustainability.

Through strong governance, partnership and teamwork, we are confident that we will see even greater success in the new financial year. We therefore salute the Ezrah team and all our clients, donors and partners for the incredible role that they play to contribute to our vision of promoting ethical service delivery and quality education where children matter. Together, we can be leaders of change who use our influence collectively to empower the next generation in line with Ezrah's slogan “Grow Today. Lead tomorrow”.

Board of Directors: Lesley Huysamen (Chairperson), Maarten Meyer (Treasurer) and Mariëtte Jacobs (Managing Director/Company Secretary)



# ABOUT US

## *We are Ezra*

Ezrah is a Hebrew word that means "help, support, assistance or aid; either human or divine. It is often used in the sense of a helper or assistant, one who assists and serves another with what is needed."

## *Vision*

To promote ethical service delivery and quality education where children matter

## *Mission*

We empower the next generation as leaders of change

## *Value Statement*

In Christ, through integrity, competence, stewardship, transparency and accountability, we take thought beforehand and aim to be honest and absolutely above suspicion not only in the sight of the Lord but also in the sight of men.

Based on 2 Corinthians 8:21 (Amp)

## *Objectives*

Main: Providing assistance to and strengthening of community-based organisations through capacity building, leadership development and training in effective programmes with the goal of promoting ethical service delivery and quality education.

Secondary: Working in collaboration with other organisations and networks that mainly focus on capacity building and effective programmes.



# FOCUS AREAS

## *Investment in People*

We value and care for people with a strong focus on children's best interest



## *Strategic Clarity*

We implement purpose with clarity and endurance



## *Ethical Commitment*

We promote value-based education and disciplined, ethical service delivery



## *Collaborative Solutions*

We achieve social cohesion with a solution-focused attitude



# KEY SERVICES

## *Leadership Development*

Empowering the next generation as leaders of change

**46 PARTICIPANTS FROM 4 ORGANISATIONS DEVELOPED**

## *Capacity Building*

Equipping organisations to grow sustainably

**150 PARTICIPANTS FROM 72 ORGANISATIONS EQUIPPED**

## *Collaboration*

Building strong partnerships together

**2 STRATEGIC PARTNERSHIPS,  
1 CHILD PROTECTION  
STEERING GROUP WITH 5  
MEMBER ORGANISATIONS**

2018 IN  
NUMBERS

## *Training*

Sharing values, skills and resources in line with best practice

**269 PARTICIPANTS FROM 53 ORGANISATIONS TRAINED**



# LEADERSHIP DEVELOPMENT

Ethical and effective leadership is critical in the non-profit sector. Leaders in this sector often have the daunting task of inspiring people to get behind a vision of impacting communities with far less resources than leaders in the for-profit world have. In Ezrah, we aim to implement flexible and innovative leadership programmes in line with our LEAD model. Through shorter projects it becomes easier for leaders to implement and track their progress, while we help them to develop ethical thinking frameworks in line with moral principles. We also empower children as leaders of change as an investment in the next generation.



Investment in people is core within our leadership development model and therefore it was a great honour to facilitate two story-telling days with the staff of Khula Development Group's Stellenbosch branch on 27 to 28 March 2017 to strengthen their teamwork. We also had the privilege of training several organisations in our LEAD model.

The directors of the Kingdom Vision Bible School based in Vredendal participated in a LEAD governance session on the 24th of June 2017. ABBA Adoptions Western Cape invited Ezrah to facilitate a session on LEAD with the Adoption Coalition Group on the 7th of November 2017, while a full LEAD strategic planning session was facilitated with all the staff members of ABBA Adoptions Western Cape on the 31st of January 2018.

A very exciting joint leadership project, based on child participation principles, was launched at the end of 2017 by Khula Development Group. Ezrah was invited to train some of the children from the Paarl Junior Town Council in Ezrah's LEAD model as part of the Khula Sayso Project. These young leaders were trained on 20 January 2018 and 17 February 2018 and will implement the LEAD principles to mentor other children on the importance of school attendance.

***'In every decision that I make I had thought of the LEAD model principles. And by using these principles to also encourage students at my school to stay in school.'***

***Paarl Junior Town Council member***

***"The Ezrah lead model has helped me to apply self-discipline in my daily life. It has made me realise that we can live out our full potential with a positive and focused attitude. The LEAD model has taught me to have empathy."***

***Paarl Junior Town Council member***



# CAPACITY BUILDING

Capacity building in the civil society sector is all about empowering non-profit organisations with the motivation and skill to adapt to the external world in order to ensure long-term sustainability. Ezrah aims to come alongside organisations through a caring approach. We invest in people, bring strategic clarity and help them to make ethical commitments by putting sound processes, systems and policies in place as well as to register with the relevant entities. We also expand their capacity by helping them to connect with stakeholders, networks and resources in an empowering way.

As part of our capacity building services, several organisations were mentored on policies and successfully registered with the Department of Social Development including Oasis Pre-School and Life Centre as partial care facility and Grow a Heart as well as the Paarl Junior Town Council as non-profit organisations. Oasis Pre-School and Life Centre also successfully registered as public benefit organisation with Article 18A status with the Tax Exemption Unit of the South African Revenue Service (SARS). All of these organisations including Vineyard Houses were assisted with the development of their child protection policies and related documents. These policies and registrations will not only help these organisations to continue to grow in terms of governance and child protection, but also to be more financially sustainable in the long-term.

As part of Quality Improvement System (QIS) mentoring, we also mentored different organisations in the Drakenstein area on QIS modules such as Governance, Financial Accountability and Project Planning and Design. Organisations that participated in this mentoring include Paarl Youth Initiative, Salt and Light Children's School Discipleship and Ma's vir Wellington.



***'I have a clearer idea of how to implement policies and act on them. It is our children's future that we as caregivers have in our hands.'***

***ECD Participant***

# COLLABORATION

We aim to collaborate with partners meaningfully to maximise our efforts and resources so that we can achieve greater outcomes in the best interest of children together. Purposeful collaborations allow each partner to grow deeper and reach wider with a strong premise that it is an honour to serve. Starting from this foundation, we implement integrated plans with a shared vision and value system, always keeping the best interest of our clients in mind.

Our two main partners currently are Valcare and Connect Network. Through partnership with Valcare we are implementing the Drakenstein Child Protection Programme. This is a collaborative programme which aims to strengthen the child protection system in Drakenstein through a child protection steering group, a series of child-focused workshops and mentoring. We also value the input and collaboration of the members of the steering group who represent five non-profit organisations in Paarl, namely Khula Development Group, Salt and Light Children School Discipleship, Kin Culture, Paarl Youth Initiative and Valcare.



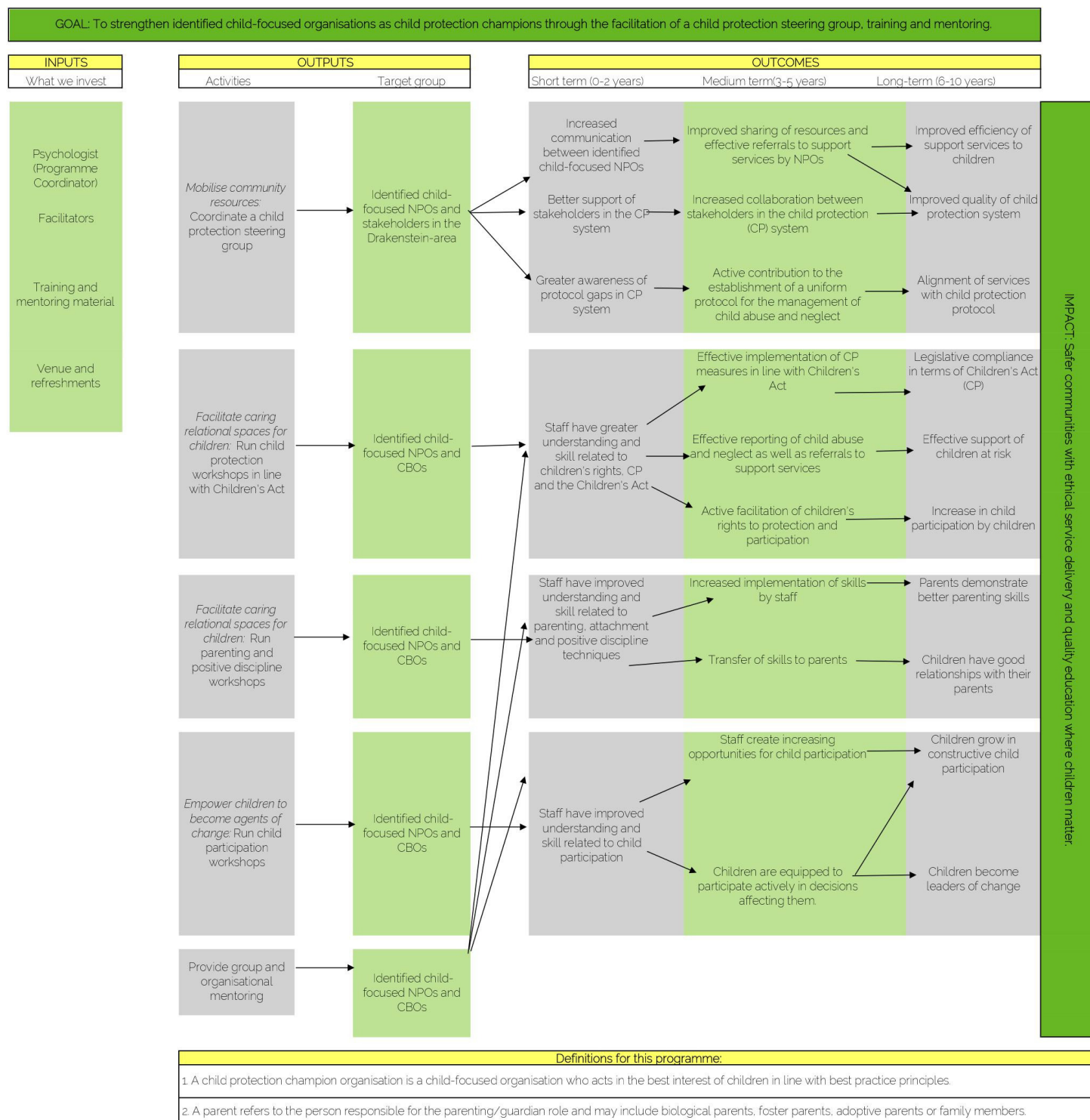
Not only will these organisations work together to strengthen the child protection system in Drakenstein during 2018, but as part of the participation in the programme, they have committed to grow into child protection champion organisations through Ezrah's tracking, training and mentoring system. An important part of this programme is to map the different child protection challenges and service gaps, so a survey for social workers to identify these challenges and gaps was launched at the end of 2017. These results were compared to the input provided by the members of the child protection steering group and will inform the way forward for us.

We further have a strong partnership with Connect Network. The Drakenstein steering group with Ezrah as lead agent forms part of Connect Network's city-wide safe community strategy to implement 10 safe communities for children within the Western Cape. We also partnered with Connect to coordinate their capacity building programme, the Quality Improvement System (QIS) on behalf of the Network and to do some mentoring under the Connect Consult banner. One of the organisations that were mentored under this banner is Hope to the Hopeless, a non-profit organisation working in Ravensmead to implement a feeding scheme, primary school support programme as well as a cancer support programme.



# COLLABORATION

## Drakenstein Child Protection Programme







# TRAINING

Our workshops aim to be professional, yet creative, fun, interactive and life-changing. We have a particular strong emphasis on promoting the best interest of children in line with the Children's Act and international rights of children. Therefore, we host multiple workshops to empower community leaders and care-givers to create safe spaces for children where they can thrive and develop as the next generation of leaders.

In the last financial year, Ezrah was privileged to facilitate several training and information sessions on child protection and child well-being. During Child Protection Month on the 13th of May 2017, Neolife hosted a Mother and Daughter Day in Hawston with about 200 mothers and daughters in attendance. At this celebration, Ezrah facilitated several sessions related to child protection including making the young ladies aware of the dangers of pornography and human trafficking. On the 1st of June 2017 as part of Child Protection Week, Ezrah trained about 27 Early Childhood Development Centres (ECDs) from Drakenstein on the implementation of a child protection policy.

A particular highlight was our parent mentoring workshop held on the 16th of February 2018 in collaboration with Valcare with 36 delegates in attendance, including all the members of the Drakenstein Child Protection Steering Group, several Drakenstein non-profit leaders and many social workers from different areas within the Western Cape. Through this workshop, we managed to build a good working relationship with the national child protection manager of the ACVV and we are looking forward to strengthen social workers with our future workshops.

***'I have only received positive feedback from our social workers who attended Ezrah's parenting workshop last Friday. In fact, very positive feedback, e.g. 'the best parenting workshop I've ever attended, it was extremely useful,' etc. It provides me immense pleasure that the investment in our staff's training leads to such satisfaction and they are empowered through quality training.***

***From my side, a very big thank you. I am so happy that I've decided to invest in this training opportunity and I hope that we can have many more such "working agreements" in the future.'***

***Nicolette van der Walt, ACVV's National Manager of Child Protection***

One of the great success stories of the parent mentoring training is how Khula Development Group's programme coordinator of the primary care-giver support group, Marie-Louise Rautenbach successfully contextualised the content of the training as a working model for her group. She not only implemented this training within her care-giver group, but also trained some of the other Khula staff in using the building blocks of this model. It is great when skills get transferred in this way in line with the outcomes we want to achieve for our child protection programme!

# GOVERNANCE

Even though we are a small non-profit company, we pride ourselves in aiming for excellent governance to lead ethically and effectively in line with the sixteen King IV principles\* for non-profit organisations. The importance of the King IV principles for us is that it strengthens our governance with integrated thinking in line with our code of ethics and values of integrity, competence, stewardship, transparency and accountability. This is a short summary of how we applied the King IV principles within our governance structure over the last financial year:

All Ezrah directors were officially appointed for another year in office according to our governance policy at our last annual general meeting (AGM) on 19 October 2017, strengthening stability within Ezrah in the midst of external changes. Lesley Huysamen provided consistent leadership as chairperson and Maarten Meyer gave valuable financial and legal input as treasurer. Mariette Jacobs served as managing director and company secretary for another year, linking strong governance with quality service delivery.

Not only were the four board meetings attended with full participation, but all directors also completed the QIS cycle by attending the QIS modules on Project Planning and Design as well as Governance as part of board development. Board meeting decisions had a consistent focus on the implementation of ethics and risk management. We also made it an intentional priority to evaluate performance and to think about new action plans as part of our strategic planning for 2018-2020 in order to ensure that we achieve our strategic objectives.



***'We thank you for your dedication and most professional way you go about business without losing your beautiful heart and personality. We appreciate you so much.'***  
***Dee Moskoff, Executive Director of Connect Network***

# GOVERNANCE

As we aim to ensure that our strategic plan aligns with King IV principles, we have set as goal for the 2019 financial year the development of a digital and data protection policy in line with the POPI Act and principle 12 of the King IV Code 2016, which states that “the governing body should govern technology and information in a way that supports the organisation setting and achieving its strategic objectives.” We also reviewed and updated our child protection policy and financial policy as well as code of ethics to strengthen the company as a responsible corporate citizen.

In terms of legal compliance and reporting, we submitted the necessary reports to the Companies and Intellectual Property Commission (CIPC) as well as the Department of Social Development at the end of 2017. To ensure tax compliance, we submitted our annual income tax return as well as our bi-annual payroll declarations to the South African Revenue Service (SARS). Our annual reports along with our audited financial statements are also made available to all our stakeholders on our website. These assurance functions enable an effective control environment to reflect the integrity of information and to promote trust with our stakeholders.

Lastly, we welcomed a new team member, Erns Labuschagne to the service team at the end of the financial year. He will support the managing director and provide specific input to the digital strategy and action plans.

## Reference:

\*(2016). The King IV Report of Corporate Governance for South Africa 2016. Institute of Directors Southern Africa available at <https://www.iodsa.co.za/page/AboutKingIV>.



***'Thank you for what you mean to us as partner and for the deep capacity which you help build in the other Valcare members. Thank you for your commitment and the immense passion you have for impact'***  
***Ivan Swartz, CEO of Valcare***

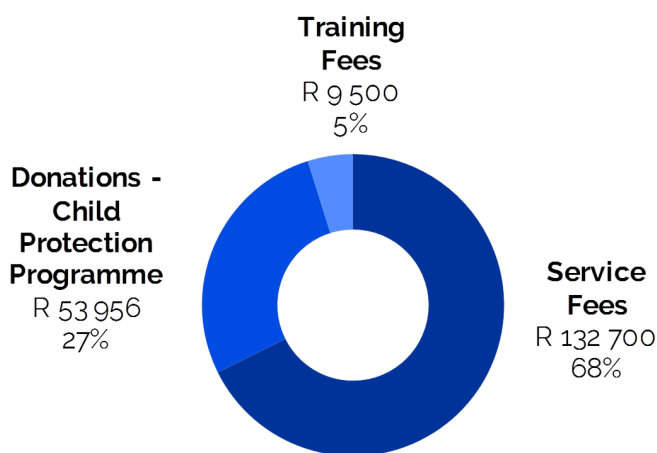


# FINANCIAL ACCOUNTABILITY AND SUSTAINABILITY

To increase our financial sustainability, we were successful in registering Ezrah as a public benefit organisation with Article 18A status with the tax exemption unit of SARS during 2017. This allowed us to issue Article 18 receipts to donors who supported our child protection programme financially. Maarten Meyer amended our memorandum of incorporation (MOI) in line with the requirements of SARS and the amended MOI was resubmitted to all entities.

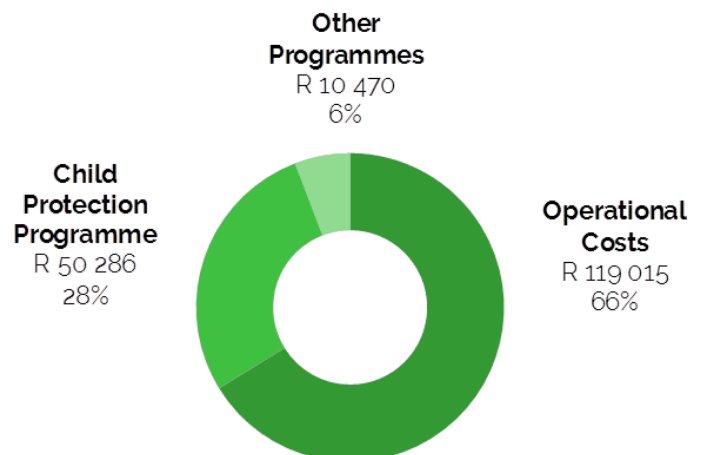
Emma Pardoe was re-appointed to audit our annual financial statements for the 2018 financial year. These statements were approved by the board of directors and are available to all stakeholders. We are also making great strides towards our strategic goal of diversifying our income sources through donations and building strong partnerships through well-defined MOUs or service agreements. To ensure accountability we issue quarterly financial reports to our funding partners and make sure that they receive our audited financial statements. We take time to clarify with our stakeholders how we can meet their expectations within our resource capacity in the best interest of the organisation and our clients. This strengthens a stakeholder-inclusive approach in line with principle 16 of King IV.

## INCOME



**Total Income 2018: R 196 156**  
2017: R 187 668

## EXPENDITURE



**Total Expenditure 2018: R 179 711**  
2017: R 192 694



# THANK YOU

We want to give special thanks to our board of directors and our staff team who all made unique contributions towards Ezra's success. Without your dedication, loyalty and incredible support to serve in line with our leadership model and value system, we would not have been able to celebrate Ezra's investment in the next generation.

We acknowledge the following businesses who contributed services pro bono to strengthen Ezra's governance and service delivery:

- Maarten Meyer Attorneys and Mediators ([www.maartenm.co.za](http://www.maartenm.co.za)) for the amendment of our Memorandum of Incorporation (MOI).
- 1001 Web Solutions ([www.1001.co.za](http://www.1001.co.za)) for our website hosting and branding design.
- Skypixels ([www.skypixels.co.za](http://www.skypixels.co.za)) a division of 1001 for all corporate/event videos and photos.

We want to honour all our donors and partners for partnering with us during the 2018 financial year:

- An individual who wishes to remain anonymous for a donation of R10 000 towards our child protection programme.
- Connect Network ([www.connectnetwork.org.za](http://www.connectnetwork.org.za)), a collaborative network of NPOs and churches working together for women and children at risk.
- Valcare ([www.valcare.org.za](http://www.valcare.org.za)), an Impact Funding Platform activating and enabling social change in community.

Lastly, we want to thank each and everyone of our clients and beneficiaries who allowed us to invest in you as leaders of change. It is our privilege to journey with you. To echo the words of our partner network in Drakenstein, Valcare: ***You are truly the real heroes of our communities.***



# CONTACT DETAILS

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**Registrations:**

Non Profit Organisation: 133-155

Non Profit Company: 20132270807/08

Public Benefit Organisation with Section 18A Status: 930050983



We subscribe to the Independent Code  
of Governance for  
Non-Profit Organisations in South Africa