



ANNUAL INTEGRATED REPORT

MARCH 2020 TO
FEBRUARY 2021

**Ezrah Community Training
and Development NPC**

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Section 18A Status

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



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Acknowledgements

All photos used with permission.

Please note that some photos were taken before COVID-19 restrictions were in place.



OUR STORY

"As a global community, we are increasingly aware of the impact of our choices on others. We are more aware of our human connection and our responsibilities to one another."

— **Linda Fisher Thornton**

EXECUTIVE SUMMARY

"Persistence and resilience only come from having been given the chance to work through difficult problems."
— Gever Tulley

The 2021 financial year for EzraH signalled a new dawn for our resilience amidst challenges such as lockdowns, a stressed funding landscape and ever-increasing community needs. But we rose above these challenges with determination largely because of a strength-based strategic plan, strong ethical governance and leadership, a committed board and team as well as caring relationships with our partners, donors, collaborators and beneficiaries.

Looking back, we celebrate a service year where we excelled in commitment, creativity and connection with increasing impact. At EzraH we not only aim to equip our beneficiaries with best practice skills, but also endeavour to role-model these skills with innovation and endurance.

A few of our service delivery highlights include the following: In responding to the mental health challenges that the Covid 19-crisis amplified, we implemented an innovative community-based resilience project in collaboration with Valcare, Sp(i)eel Arts Therapies Collective and Good Hope Psychological Service. This project testified to the strength of collaboration and the importance of connection in promoting community well-being.



During the early stages of lockdown, we used the time to fast-track our online strategic planning course and hosted Zoom meetings to keep momentum. We believe that by investing in our online strategy, while continuing with our in-person workshops and capacity building sessions, we will see the most growth in service sustainability. Having the option to run online courses parallel to in-person events, opens a new world of possibilities and therefore we will focus on strengthening this multi-level strategy during 2021.

Our strong collaboration with Valcare as our main partner, enabled our two main programmes, a) Strategic planning programme and b) Drakenstein Child Protection Programme to grow with leaps and bounds. We also value the recognition that we are getting from other stakeholders for our work to bring change about.

A particular highlight of the year was being shortlisted in the MTN Awards for Social Change 2020 for a second time as one of five non-profits in the small non-profit category - this time for our strategic planning programme. This award recognises excellent monitoring and evaluation practices and gives us confidence that we are indeed moving in the right direction. As a board, we are so grateful to God for His faithful provision as we continue to make our vision of ethical service delivery and quality education a reality. We honour each of our Ezrah supporters for persevering with us - together we are writing stories of change.



LESLEY HUYSAMEN

Chairperson

MAARTEN MEYER

Treasurer

Risk and Ethics Officer

MARIETTE JACOBS

Managing Director

Company Secretary

Information Officer



ABOUT US

WE ARE EZRAH

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.

OBJECTIVES

Main: Providing assistance to, and strengthening of community-based organisations in capacity building, leadership development and training through 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 delivering effective programmes.

VALUES

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 (Amplified)

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 PROGRAMMES

STRATEGIC PLANNING AND ETHICS PROGRAMME

Words chosen by our 2020 programme delegates to describe the strategic planning and ethics programme:

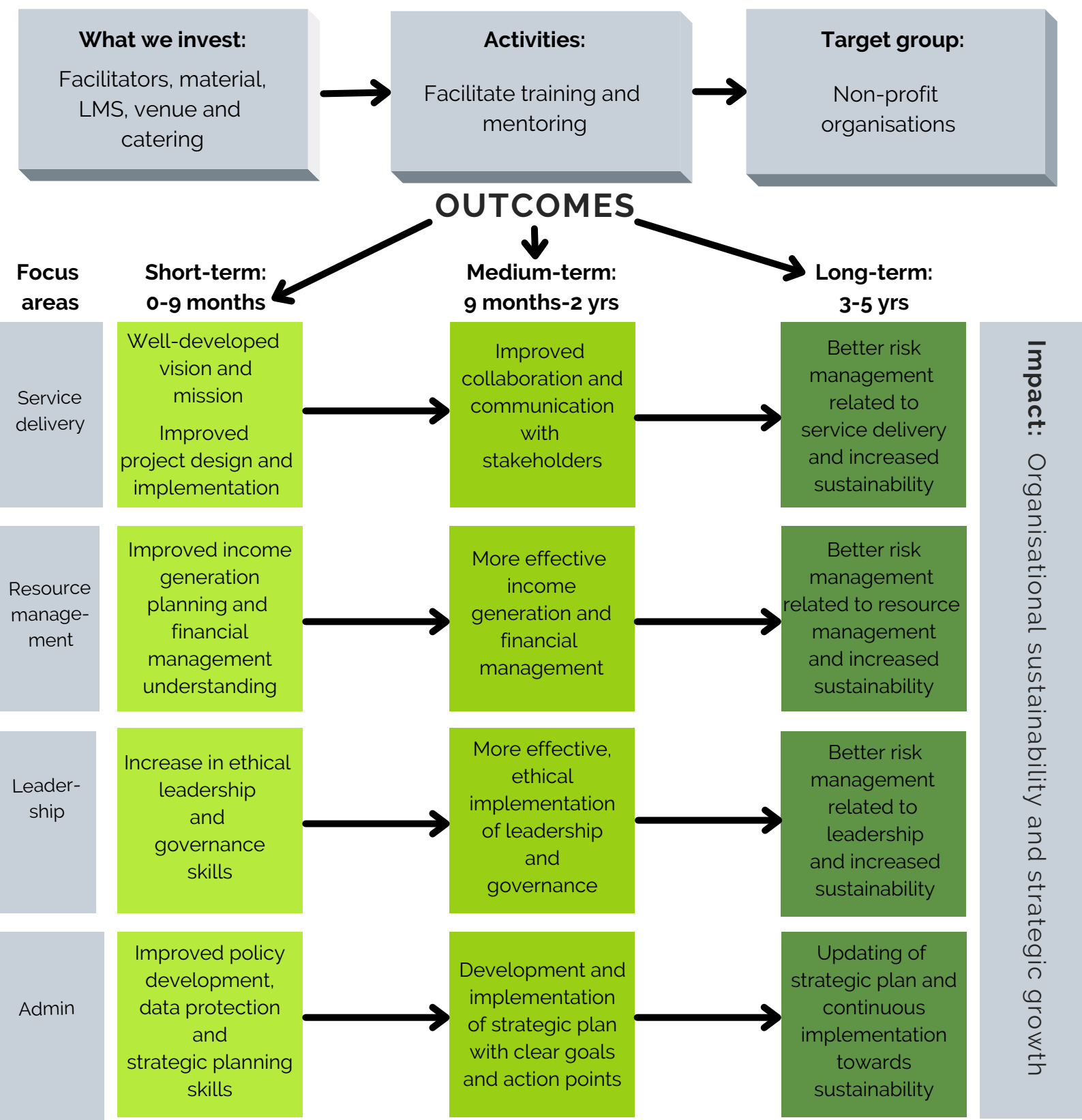
Wonderful, Resourceful, Helpful,
Motivating,
Encouraging, Relational, Valuable, Insightful,
Forward-thinking,
Supportive, Enlightening, Informative,
To the point, Factual.





THEORY OF CHANGE: STRATEGIC PLANNING AND ETHICS PROGRAMME

Goal: To facilitate organisational sustainability and strategic growth with an ethical focus for non-profit organisations in four key areas through training and mentoring



Assumptions: Active participation of programme delegates in workshop and mentoring sessions, as well as successful completion of assignments



KEY PROGRAMMES

STRATEGIC PLANNING AND ETHICS PROGRAMME

In collaboration with Valcare, Ezrah was privileged to host a strategic planning programme for seven identified Valcare members over a one year period.

This programme has four focus areas:

- Service Delivery
- Resource Management
- Leadership
- Administration

Through eight workshops, supported by mentoring sessions, participating organisations learned the skills to develop a contextualised strategic plan for their organisations.

We thank the following non-profit organisations that participated in this programme during 2020:

- Aitsa Aftercare
- Ikhaya le Themba
- Masakhe Foundation
- Ma's vir Wellington
- Mosaic Community Development
- Sp(i)eel Arts Therapies Collective
- Wamakersvallei Training Centre

We salute the leaders of these organisations for their commitment to growth and sustainability.



Some feedback from our beneficiaries

Most valuable aspects of the programme

- Context and demystifying of strategic planning.
- The useful information, frameworks and templates.
- POPI - learning the importance of needing to move forward in the new way of thinking and acting.
- Always ethics - making sure policies and procedures are up to date.
- Very grateful for the professional level of assistance and frameworks provided. Feeling empowered.

Change as result from programme

- I never thought that I would be able to lead a strategic planning process for an organisation. Now I do it confidently.
- How I started to model an ethics-driven approach to all I say and do.
- Shifting the ethical values and mindset of the team.
- Revisited impact in community. Adapted programmes.
- Team meetings are focused on developing strategy.

KEY PROGRAMMES

DRAKENSTEIN CHILD PROTECTION PROGRAMME

Words chosen by our 2020 programme delegates to describe the Drakenstein child protection programme:

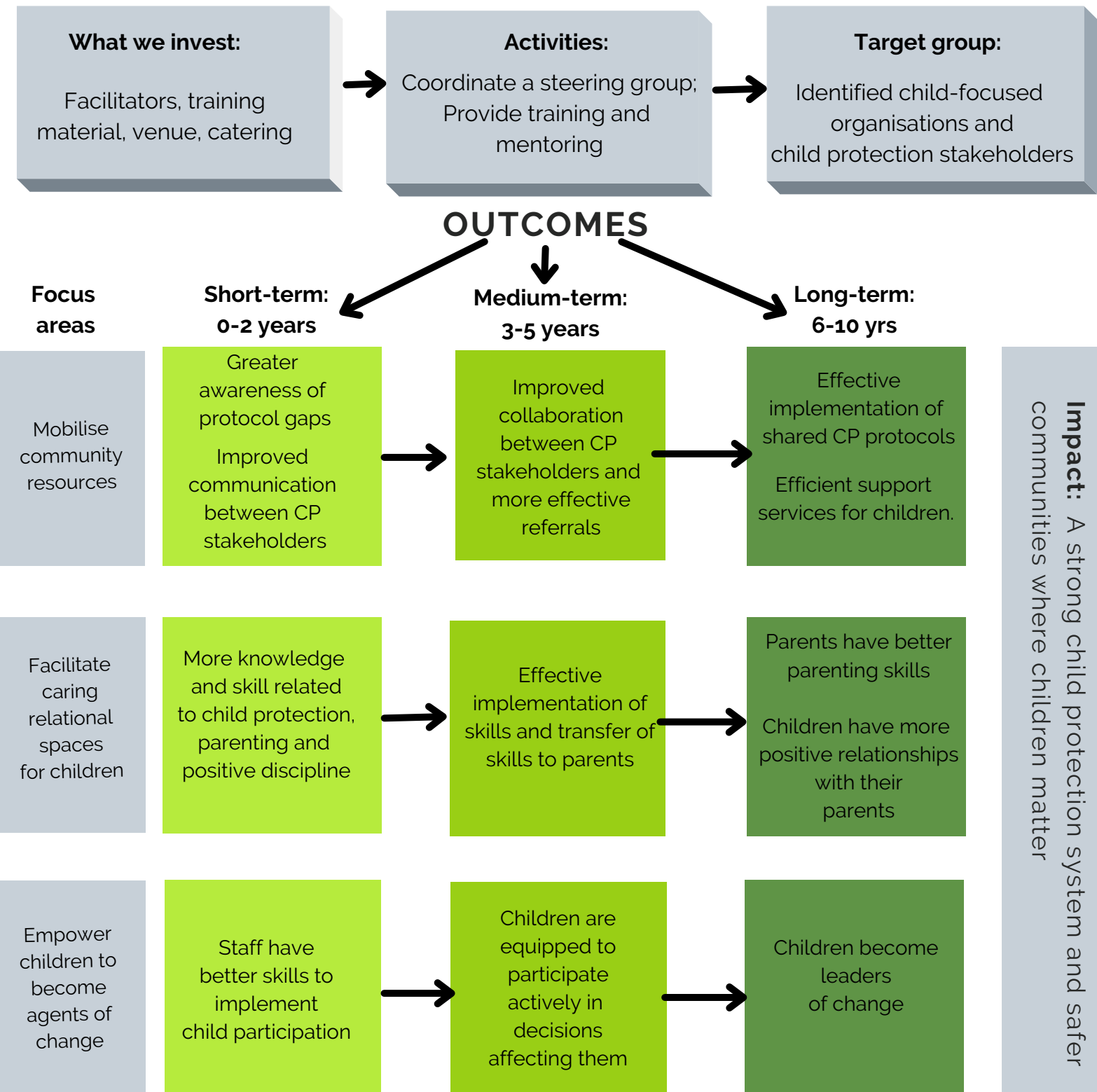
Informative, Exciting, Empowering,
Making real change, Awesome networking,
Focused, Relevant, Proficient, Collaboration, Excellent, Positive,
Important, Perseverance, Supportive, Educational, Motivating,
Productive, Forward-thinking, Ground-breaking, Resilient,
Dynamic, Inspiring.



THEORY OF CHANGE: DRAKENSTEIN CHILD PROTECTION PROGRAMME



Goal: To strengthen the larger child protection (CP) system in the Cape Winelands through collaboration and by empowering child-focused organisations as child protection champions.



Assumptions: Commitment from child protection stakeholders to implement training and to collaborate on child protection cases and protocols as well as to participate in child protection campaigns

KEY PROGRAMMES

DRAKENSTEIN CHILD PROTECTION PROGRAMME

Our long-term flagship programme that we implement in collaboration with Valcare, has two main projects: 1) The coordination of a Child Protection Steering Group and 2) the facilitation of a series of child-focused workshops and mentoring.

DESCRIPTION OF IMPACT

"More knowledge on the sector and what is going on, how organisations are working together to solve problems and address gaps in the system. Productive leadership skills, networking skills. I am using these skills to be more efficient, more productive - which directly impacts my services to children/families in a positive way - more gets done and (children are) better linked to resources. I can advise and refer more."

- Member of the Drakenstein Child Protection Steering Group



*Delegates attending an Ezrah child protection event in Paarl, Western Cape.
Photo taken by M. Jacobs.*

Project 1: Coordination of the Drakenstein Child Protection Steering Group

The Steering Group members work together with other child protection stakeholders to share child protection knowledge, protocols and resources:

Through this programme, we firstly aim to be child protection champion organisations by ensuring that our staff teams are properly screened and that we implement well-developed child protection policies within our respective organisations.

Secondly, we strengthen the child protection system in Drakenstein and raise awareness for child protection through various community initiatives. Some of the community initiatives that the child protection steering group members implemented during 2020 included celebrating child protection month, providing psycho-social and educational support to children and their families, facilitating parenting training and participating in World Foster Day (read the full article at <https://www.ezrah.co.za/united-for-child-protection>)

65
**Total Number of
Organisations Trained**

117
**Total Number of
Community Leaders
Trained**



Project 2: Facilitation of child protection workshops

Ezrah also facilitates several child-focused workshops that are well attended by various nonprofit organisations, early childhood development centres, social workers and other child protection stakeholders. Training includes child protection empowerment, parent mentoring and LEAD child participation workshops.

BUILDSMART PARENT MENTORING WORKSHOP



- The sessions were presented very well and it has a very positive outcome. One can use these tools for your own parental guidance.
- Very high quality and professional training. The facilitation was excellent and very interactive.

- Participants (BuildSmart Parent Mentoring Workshop)

FARR TRAINING

FARR THINK TWICE TRAINING ON ALCOHOL ABUSE AND FASD

It was to my advantage to attend this workshop to help my community.

- Sophia van Wyk (Salt and Light Kids)

In considering the connection between substance abuse and fetal alcohol spectrum disorder (FASD), we invited the Foundation for Alcohol Related Research (FARR) to host their Think Twice workshop as part of our Drakenstein Child Protection Programme Workshops Series. This interactive workshop was enthusiastically attended by 24 participants on the 11th of November 2020. We thank Charnine Sobey (training coordinator of FARR) for the excellent training on this topic.

Very insightful and new information. Looking more seriously at the effects of FASD.

- Therese Fredericks, Social Worker (Badisa Wellington)



Delegates attending the FARR training in Paarl, Western Cape.

Photo taken by Carien van Zyl.

Very inspiring, interested and well presented training.

The facilitator did an amazing job.

- Chrizelle Petersen, Social Auxiliary Worker (Athlone House of Strength)

COLLABORATIONS

WORKING TOGETHER WITH THE CENTRE AGAINST SEXUAL EXPLOITATION SOUTH AFRICA

As part of working towards collaborative solutions, we value our collaborations with organisations that promote child protection. We are therefore grateful for our collaboration with the Centre Against Sexual Exploitation South Africa (see <https://case-sa.org/>) to share important resources related to child protection.

CASE-SA is at the forefront of empowering parents with resources to combat pornography through their #ParentTalk online training and to equip schools, families and organisations with resources to porn-proof spaces wherein children function. We are also collaborating with them to create awareness for alternative value-based sexuality education curricula as an alternative to Comprehensive Sexuality Education.



*Delegates attending the Centre Against Sexual Exploitation, South Africa (CASE-SA) launch event in Stellenbosch on 6 March 2020. Photo courtesy of CASE-SA.
Photo taken prior to Covid Regulations.*



KEY PROGRAMMES

DRAKENSTEIN CHILD PROTECTION STEERING GROUP

We express our sincere gratitude to the following organisations that formed part of the Drakenstein Child Protection Steering Group during 2020:

- Aitsa Aftercare
- Athlone House of Strength
- Change within Development Consultancy
- Childline Western Cape
- Department of Social Development
- Fountain of Hope
- Good Hope Psychological Service
- Ikhaya le Themba
- Khula Development Group
- Kin Culture NPC
- Ma's vir Wellington
- Paarl Youth Initiative
- Renew your Mind
- Rise up with Advocacy and Action
- Salt and Light Kids
- Sp(i)eel Arts Therapies Collective
- Stellcare Stellenbosch
- The Royalty Project
- Valcare

**Together we are building a culture of child protection
where children matter**



FEEDBACK FROM OUR BENEFICIARIES

What are the most important benefits of being part of this programme?

- To serve the community. To use what I have to help wherever there is a need. To bring a smile on the faces of children.
- Up to date information related to child protection to ensure that we are acting in the best interest of the child. You can immediately apply the knowledge and skills learned.
- Personal support. Networking. Information.
- Being able to have connections, learning more about the support systems in the communities.
- Learning about child protection issues, procedures and protocols.
- The opportunity to build relationships towards sustainable intervention.
- Common goal to improve child protection services for children - to be part of a bigger picture.
- The training - child protection empowerment and parent mentoring. I also really loved the Covid debriefing session.

How do you apply the child protection knowledge and skills acquired?

- Planning programmes. Lead teams. I use these skills in my community and in my organisation.
- Sharing up to date information to community.
- I have taken little bits of all the training sessions and used them in my practice. The story boards I often use in group debriefings. The skills learnt from the parent mentoring workshop = we have used in the type of questions asked in screening reports.
- Reporting structure. Legislative issues re child protection - presented workshops to our beneficiaries. Awareness of child trafficking in our area.
- Leadership skills - implementing it every day to be more productive.
- Policies. Using knowledge of child protection to help protect children in church.



OTHER PROJECTS

"The workshop put in words and made practical what we all experience in our communities and are struggling to combat and address effectively. Thank you!"

"Definitely making use of and applying this newly found knowledge and resources into my day-to-day work with my kids. Child participation and mentoring play a vital role in the holistic approach to ensuring the best possible and outcome for the child."

Workshop participants attending the Ezra LEAD training on child participation



OTHER PROJECTS

COLLABORATIVE PSYCHO-SOCIAL RESILIENCE PROJECT

In response to the mental health challenges that escalated with the Covid-19 crisis, Ezraah coordinated an innovative psycho-social project in collaboration with Valcare, Sp(i)eel Art Therapies Collective and Good Hope Psychological Service with the following two goals:

- 1) To offer a story-making tool in an experiential workshop as a means to strengthen individual and group resilience and combat trauma as well as burnout.
- 2) To share theoretical knowledge on resilience and empower ground-workers with knowledge and tools to identify and help families in need of psychosocial support during the COVID-19 crisis.

Read more about this project here <https://www.ezrah.co.za/organisations-unite-to-provide-psychosocial-support-amidst-covid-19>.



"Both during the preparation and presentation of these workshops I am touched by the capacity and desire for the human spirit to want to reach out and connect to each other, especially during difficult times.

Despite the challenges presented by an online platform, we found universal themes in our stories, moments of shared laughter and tears and a bonding around the creative tasks that affirms we are stronger together and left me with a sense of hope and gratitude for what is possible under extreme circumstances."

- Marlize Swanepoel, Director of Sp(i)eel Arts Therapies Collective

OTHER PROJECTS

SUPPORT TO VALCARE COORDINATED EFFORTS

"It was most valuable to share personal challenges and connecting to expand services to a broader community."

- Delegate of the Mercy Women Empowerment Coordinated Effort, 2020

Ezrah was privileged to coordinate the Valcare Mercy Women Empowerment Coordinated Effort during 2020 for women-focused Valcare members. This exciting coordinated effort is one of several coordinated efforts forming part of Valcare's Coordinated Effort Strategy and will continue in 2021.



Delegates of the Valcare Mercy Women Empowerment Coordinated Effort. Photo taken in Paarl, Western Cape by M. Jacobs.

OTHER PROJECTS

GOVERNANCE AND FINANCE WORKSHOP: PAARL JUNIOR TOWN COUNCIL FUNDRAISING COMMITTEE

In line with our mission of empowering the next generation as leaders of change, Ezrah was delighted to host a governance and finance session for the fundraising committee of the Paarl Junior Town Council during 2020. It is really exciting to see how these young leaders learned how to apply governance and financial principles to their own context.



*Governance and Finance Session with the Paarl Junior Town Council Fundraising Committee.
Photo taken in Paarl, Western Cape by M. Jacobs.*

I learned that to start with a fundraiser you can't just get an idea and start to sell. It has to be planned. Then, it has to be executed as it was planned in line with the procedures. You also have to keep the slips as proof of purchase for the bookkeeping and feedback must be provided at all times.

- Paarl Junior Town Council Member, 2020

GOVERNANCE AND ETHICS



GOVERNANCE AND ETHICS

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 value system. Through continuous feedback from our stakeholders, we further ensure that our service delivery also reflects our values of integrity, competence, stewardship, transparency and accountability.

Principle 2 of the King IV report: The governing body should govern the ethics of the organisation in a way that support the establishment of an ethical culture.

This is a short summary of how we applied the King IV principles within our governance structure over the last financial year:

BOARD OF DIRECTORS AND STAFF TEAM

All Ezrah directors were officially appointed for another year in office according to our governance policy at our last annual general meeting (AGM) on 28 August 2020, where we celebrated our progress to be a responsible corporate citizen (Principle 3 of King IV). We also reviewed and updated our HR-, Governance- and Service Delivery policies during this financial year.

The Ezrah board takes ethical leadership very seriously and therefore we subscribe to Unashamedly Ethical and The Independent Code of Governance for Non-Profit Organisations in South Africa. At board meetings, we not only take the time to do comprehensive risk management and strategic planning, but also discuss how we can continually govern the ethics of the organisation in a way that supports the establishment of an ethical culture (Principle 2 of King IV). Great care is taken by the managing director to ensure that the staff team is well supported and equipped for their respective roles in Ezrah as we aim to serve with competence and compassion.

*The King IV Report of Corporate Governance for South Africa 2016. Institute of Directors Southern Africa available at www.iodsa.co.za/page/AboutKingIV.

GOVERNANCE AND ETHICS

ONLINE COMMUNICATION STRATEGY

The Ezrah board endeavours to ensure effective communication and data protection and therefore governs technology and information in a way that supports the achievement of our strategic objectives in line with Principle 12 of the King IV report and the Protection of Personal Information (POPI) Act. The managing director of Ezrah has therefore been appointed as information officer and works closely with the board to develop and implement obligations related to the processing of personal information.

As part of our online communication strategy, we are especially proud of our website resource page where persons can download important information and protocols related to child protection and leadership. We also share regular updates through our Mailchimp newsletters and social media platforms

During 2020, our online e-learning platform gained great momentum as we launched our first online strategic planning course. This course was made available to the organisations that committed to being part of the strategic planning programme for the year and will be further developed during 2021.

Principle 12 of the King IV report: The governing body should govern technology and information in a way that supports the organisation setting and achieving its strategic objectives.



Principle 5 of the King IV report: The governing body should ensure that reports issued by the organisation enable stakeholders to make informed assessments of the organisation's performance and its short, medium and long-term approach.



Good Hope Psychological Service

LEGAL COMPLIANCE AND REPORTING

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. 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 in line with Principle 5 of the King IV report.

FINANCIAL SUMMARY



FINANCIAL ACCOUNTABILITY

Principle 4 of the King IV report: The governing body should appreciate that the organisation's core purpose, its risks and opportunities, strategy, business model, performance and sustainable development are all inseparable elements of the value creation process.

Emma Pardoe was re-appointed to audit our annual financial statements for the 2021 financial year. These statements were approved by the board of directors and are available to all stakeholders on our website and can be [downloaded here](#).

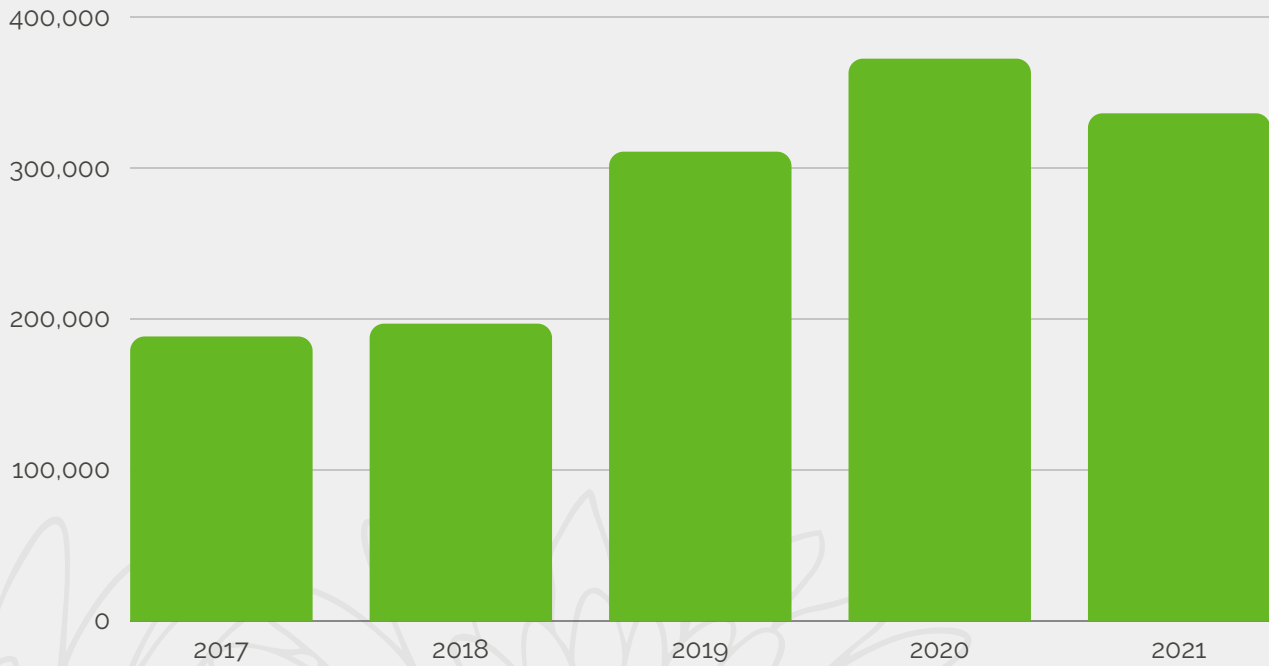
As part of our financial sustainability plan, we aim to diversify our income sources through donations, service and training fees as well as building strong financial partnerships with well-defined MOUs and service agreements. To ensure accountability we issue quarterly financial reports to our funding partners and make sure that they receive our audited financial statements in line with Principle 5 of King IV.

A board resolution was further made to use a portion of our income to build a reserve fund in order to avoid any unexpected cashflow crisis. This strategy was implemented in February 2021 and will increase our sustainability and resilience during economic challenging times.

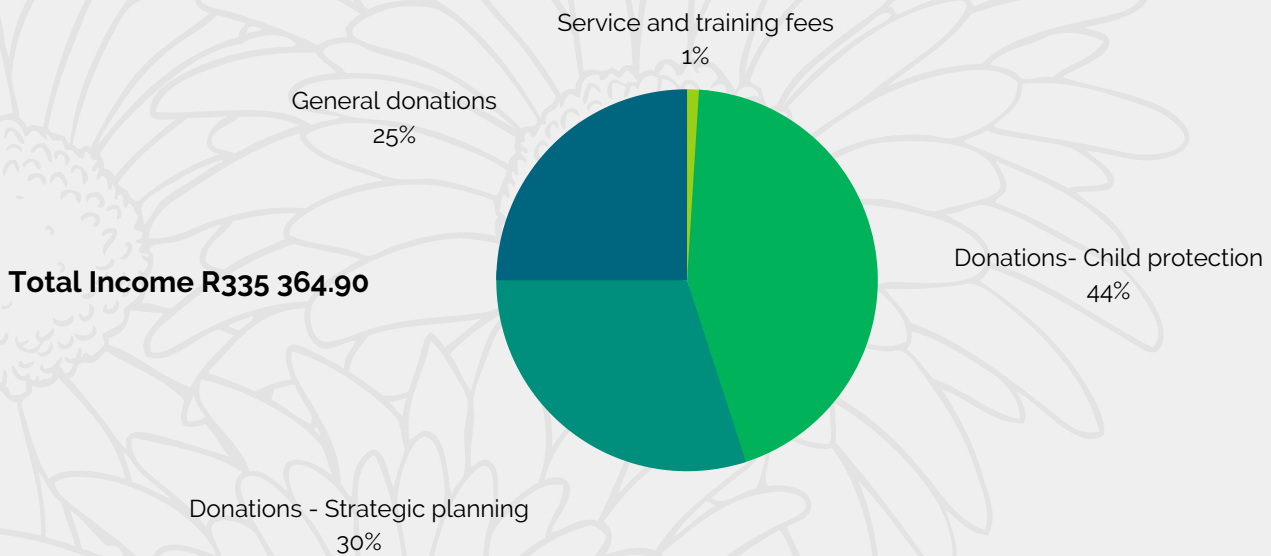
The Ezrah board recognises value-based stakeholder relationships as a crucial element of our income generation strategy. We take time to clarify with our stakeholders how we can meet their expectations within our resource capacity with both the best interest of the organisation and our clients in mind. This strengthens a stakeholder-inclusive approach in line with Principle 16 of King IV.

Principle 16 of the King IV report: In the execution of its governance role and responsibilities, the governing body should adopt a stakeholder-inclusive approach that balances the needs, interests and expectations of material stakeholders in the best interest of the organisation over time.

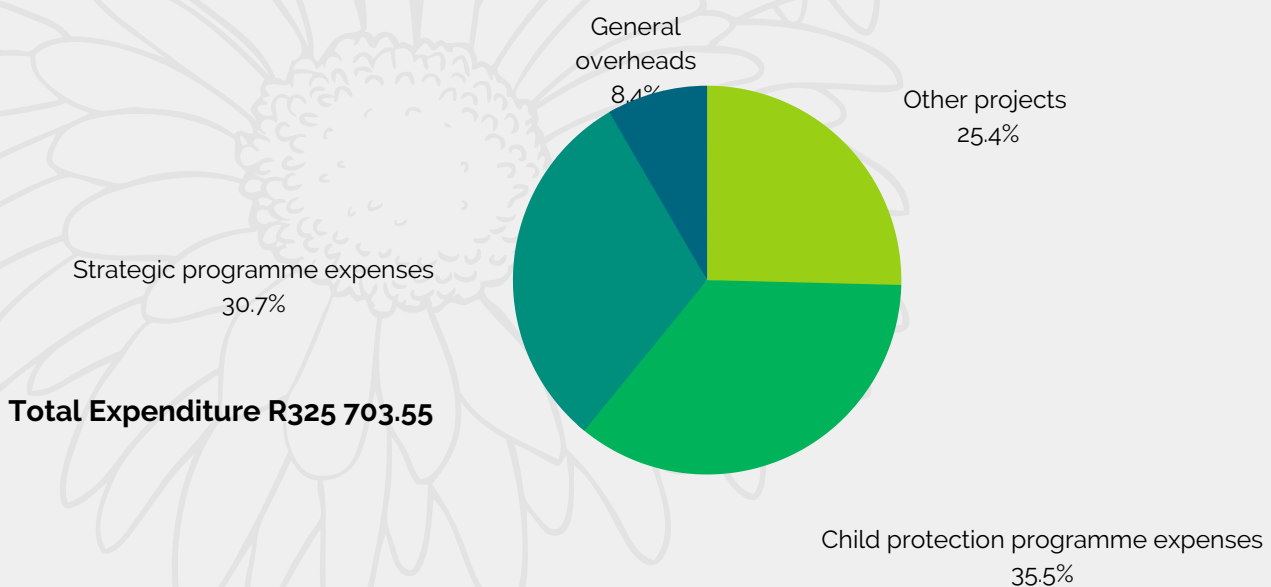
GROWTH IN INCOME



INCOME



EXPENDITURE



Figures are for the financial year March 2020-February 2021.
Please see our full Audited Financial Statements for further details.

LOOKING AHEAD



HAVING A GREAT STRATEGY

Implementing our strategic plan for 2021 to 2023 along with our digital strategic plan and organisational policies, will enable us to build towards sustainability, ethical maturity and excellence in service delivery, resource management, leadership and administration.



OPTIMISING SERVICE DELIVERY

With multi-level interventions such as online courses, in-person training, mentoring, leadership development, capacity building and collaboration with key stakeholders, we will invest our time wisely towards facilitating change.



INVESTING IN RELATIONSHIPS

People matter and their perspectives count. Therefore, we will make time to listen to our stakeholders to ensure that we address real needs and enable better service delivery continuously.

GROWING IN MONITORING, EVALUATION AND REPORTING (MER)

Service delivery is only as good as the change it is able to facilitate. Therefore we will collaborate with our partners to ensure that we build on solid monitoring, evaluation and reporting practices.



COMMUNICATING CLEARLY

We will make the effort to communicate clearly with the best interest of our beneficiaries paramount. Therefore, we will implement data protection principles continuously in line with our organisational policies..



VALUING COLLABORATIONS

Apart from productive collaborations with our main network and financial partner, Valcare, we also value ongoing collaborations with organisations such as the Centre Against Sexual Exploitation South Africa, Unashamedly Ethical, A21 and the National Freedom Network.



ACKNOWLEDGEMENTS

A heartfelt thanks to our committed directors who ensure that Ezrah functions in line with the highest ethical standards: Lesley Huysamen (chairperson), Maarten Meyer (treasurer/risk and ethics officer) and Mariëtte Jacobs (managing director/company secretary/information officer). It is an incredible privilege to have such a committed board of directors that serves Ezrah with so much passion and dedication.



LEAD training March 2020. Photo taken prior to Covid Regulations by M. Jacobs

We also want to thank our staff team for all their contributions during the 2021 financial year. The Ezrah board is very grateful to Sophie Olivier and Nanine Steenkamp for assisting the managing director, Mariëtte Jacobs with fundraising, communication as well as the review and editing of online programme material. Their creative input and perseverance to take Ezrah to the next level are greatly appreciated.

The leadership also wants to give a huge shoutout to Manyano Centre as our main venue partner - we appreciate all their assistance to make Ezrah training and capacity building events so hospitable throughout the year.

We further acknowledge the generosity of the following businesses and individuals who contributed services pro bono to strengthen Ezrah's governance and service delivery:

- Maarten Meyer Attorneys and Mediators (www.maartenm.co.za) for legal input into our organisational policies as well as partnership and service agreements.
- 1001 Web Solutions (www.1001.co.za) for continued website and email hosting.



LEAD training March 2020. Photo taken prior to Covid Regulations by M. Jacobs

Our financial partners are key to our success. Therefore we want to honour all our donors for partnering with us during the 2021 financial year by investing in our programmes towards sustainable impact:

- Individual donors who wish to remain anonymous for donations of R13 000 towards our child protection programme.
- Valcare (www.valcare.org.za), an Impact Funding Platform committed to sustainable change in South Africa through collaboration.

Lastly, we want to thank each and everyone of our clients and beneficiaries who allowed us to provide input to their lives and who share this journey towards excellence and ethical leadership with us in line with our motto: "Grow Today. Lead Tomorrow." Together, we empower the next generation of leaders to promote ethical service delivery and quality education where children matter.

CONTACT

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NPO: 133-155

NPC: 2013/227807/08

PBO: 930050983 with Section 18A status

Banking Details

Account Name: Ezrah Community Training and Development NPC

Bank: FNB **Account Type:** Cheque **Account Number:** 625 131 931 86

Branch: Somerset Mall **Branch Code:** 200912 **Swift**

Code: FIRZAJJ

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

