



ANNUAL INTEGRATED REPORT

MARCH 2021 TO FEBRUARY 2022

**Ezrah Community Training
and Development NPC**

133-155 NPO
2013/227807/08 NPC
930050983 PBO with
Section 18A Status

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



OUR STORY



"Organisations such as EzraH that are committed to help with what happens behind the scenes are a resource of great value. What creates so much value in the programme is that it is completely customised to our experience as an NGO... to have that level of intention and support, is priceless."

- **Andrew May**
(Hope Prison Ministries),
Strategic Planning 2021

EXECUTIVE SUMMARY

Vision and mission statement

Promoting ethical service delivery and quality education where children matter by empowering the next generation as leaders of change.

The 2022 financial year for Ezrah was all about vision, ethics, forward-thinking and significance. Through the intentional pursuit of ethical advancement in the civil society sector, our service delivery strongly aligned with our vision and mission statement. We realised that unless ethical application is a consistent reality within communities, empowering the next generation as leaders of change will remain an incomplete dream.

The Ezrah board saw an opportunity to provide community leaders with frameworks of ethical thinking. So, therefore a particular highlight for the Ezrah board was to role out a three stage ethical strategy as part of our strategic planning and ethics programme:

1. Host a series of ethics workshops for the non-profit sector
2. Develop an online ethics guide with related resources
3. Develop an online ethics course

During the 2022 financial year, we managed to complete the first two stages successfully and made great progress towards completion of the third stage. We celebrate not only the successful completion of our Think Ethics in person course, but also the launch of our Think Ethics Ebook. We are so looking forward to launch the Think Ethics online course within 2022.



Our continued collaboration with like-minded organisations and networks such as Valcare, enabled our two main programmes, a) Strategic planning and ethics programme as well as the b) Drakenstein Child Protection Programme to reach the next level of maturity.

The Drakenstein Child Protection Programme saw the addition of several new projects including the establishment of the Western Cape Counter Child Trafficking Forum in collaboration with the Western Cape Department of Community Safety, the Department of Social Development and several counter trafficking organisations.

During the 2022 financial year, we completed a full cycle of our strategic planning course with seven selected NPOs. In addition, we were also invited to facilitate our strategic planning course for six more NPOs as part of Valcare and Mergon's Organisational Development Programme. Valcare also completed a very insightful independent evaluation report on our strategic planning programme - see www.ezrah.co.za/spp_celebration for the full report.

We are particularly grateful for the generous support of our donors and collaborators. We honour God for His faithful provision and guidance as we celebrate moments of growth and advancement. We also salute each of our clients, Ezrah supporters and partners for their commitment to journey with us - together we continue to write stories of significance.



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



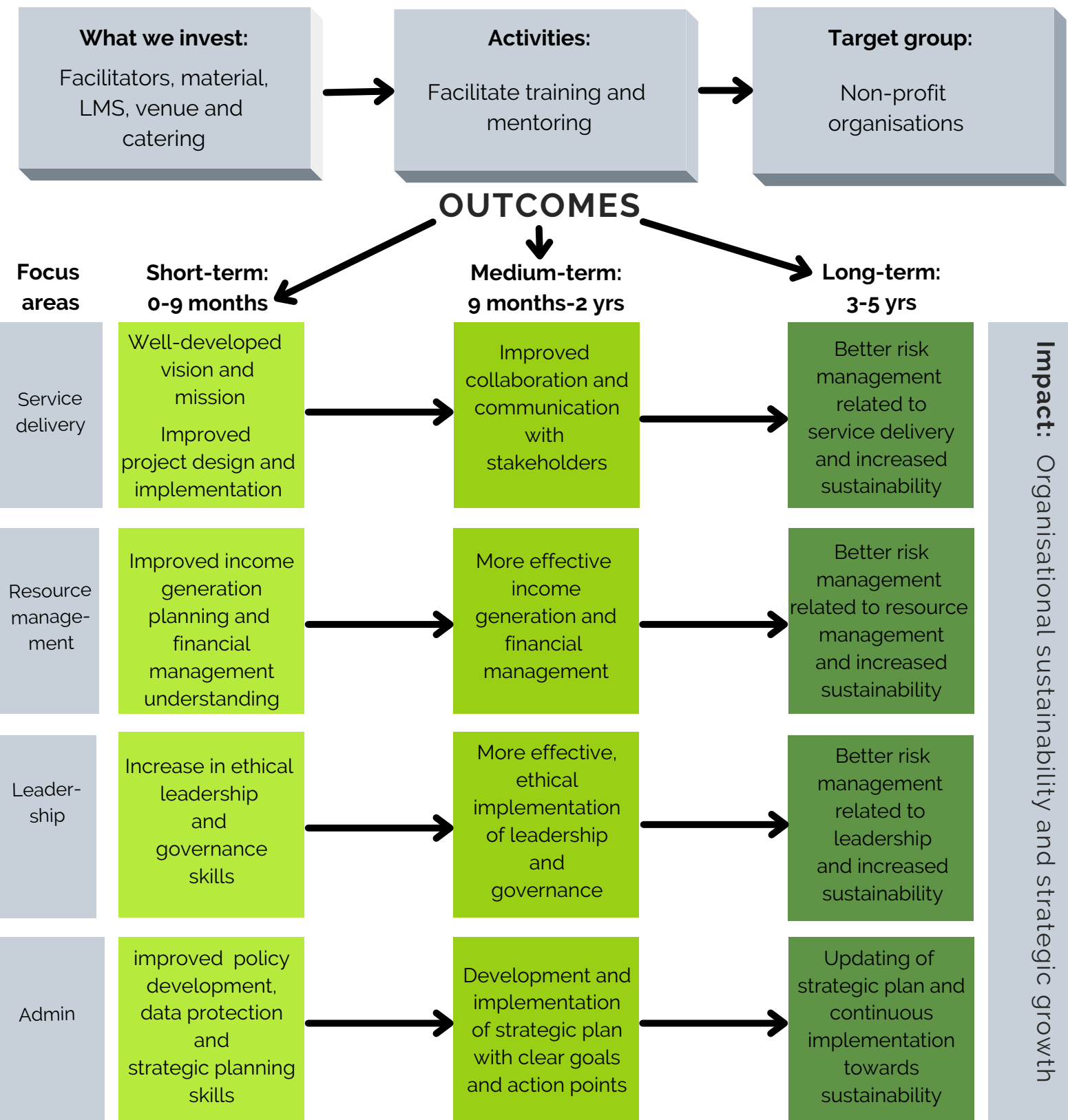
"When we started with the Ezra course, I was still very success minded. A success mindset can sometimes be an impatient mindset. You can sometimes have your priorities misaligned. Whereas now, it's helped me to be significant minded, to be focused on significance, rather than to focus on success.

- **Silke van Velden (Thuma Mina Teaching),
Strategic Planning Programme Participant 2021**



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



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 2021:

- Hope Prison Ministry
- Walking on Water
- Prochorus
- Thuma Mina Teaching
- Emerald Foundation
- Samaritan's Feet
- Renew your Mind
- Real Deal Trust

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



Strategic planning and ethics group, 2021. Photo taken by N. Steenkamp.

Most valuable aspects of the programme

- The value of this program is that it will be affecting our decisions for the next years. We are developing our strategic plan, so this is coming at a useful time
- Organising my time to keep from burn out. Goal-setting/vision-planning.
- The differences between governance, financial and human resource policies.
- The individual help I received (even in a group format).

Change as result from programme

- Broader thinking and approach to the organisation.
- This course taught me how to be more successful and organised.
- We are so busy – it is easy to get lost in the “tyranny of the urgent” – this program forces us to step back and assess the big picture.
- We were taught about the scaffolding of strategic planning and were given tools to build it.

For more testimonials please visit www.ezrah.co.za/testimonials

KEY PROGRAMMES

DRAKENSTEIN CHILD PROTECTION PROGRAMME

Words chosen by our 2021 programme delegates to describe the Drakenstein child protection programme:

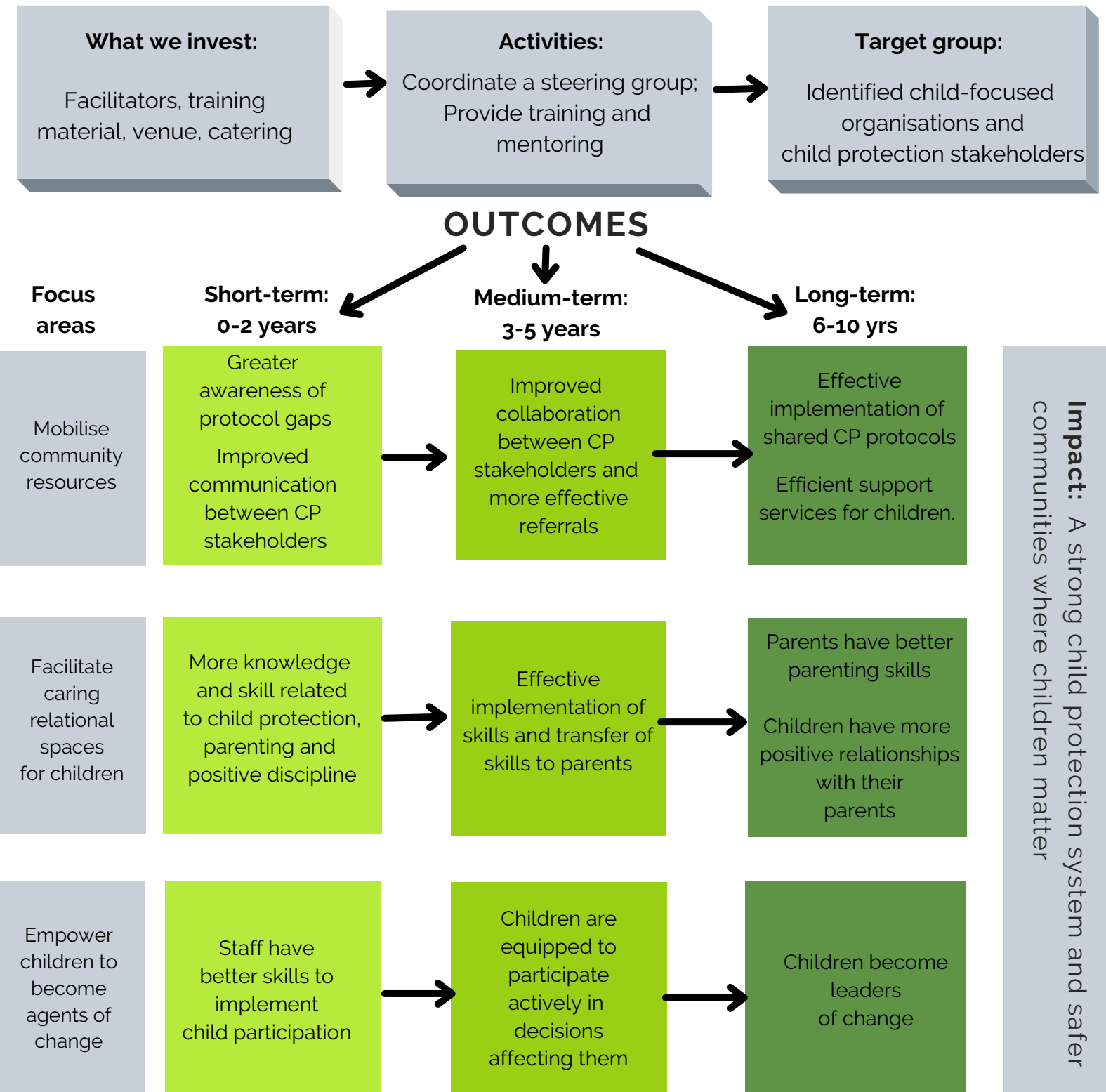
Caring. Innovative. Informative. Empowering.
Networking. Connection. Vision. Inspiring.
Thought-provoking. Forward-thinking. Collaboration.
Hopeful. Meaningful. Refreshing. Helpful.
Relevant. Effective. Insightful. Fruitful.
Practical. Support. On the ball.





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

DRAKENSTEIN CHILD PROTECTION PROGRAMME

Our long-term flagship programme consists of several projects including:

- Coordination of the Drakenstein Child Protection Steering Group
- Facilitation of a Working group on a Referral Protocol
- Workshops on Child Protection Policies, Parent Mentoring and Child Participation
- Collaboration on Child Protection Awareness and Practice
- Collaboration on Countering Child Trafficking

FACILITATING HOPE

"Through Ezraah meetings and trainings, there is always hope for whatever the situation is. Ezraah always has a ear to help and to give good advice."

**- Member of the Drakenstein Child Protection Steering Group,
2021**



*Delegates attending an Ezraah child-focused training in Paarl, Western Cape.
Photo taken by M. Jacobs.*



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 2021:

- ACVV Paarlvallei
- Aitsa Aftercare
- Amazing Brainz
- Athlone House of Strength
- Badisa Wellington
- Change within Development
- Childline Western Cape
- Department of Social Development
- Fountain of Hope
- Good Hope Psychological Service
- Grassroots Sport and Culture
- House Andrew Murray
- Ikhaya le Themba
- Ikamva Foundation
- Khula DG
- Kin Culture NPC
- Ma's vir Wellington
- MCM
- Mosaic
- Paarl Youth Initiative
- Renew your Mind
- Rise up with Advocacy and Action
- Salt and Light Kids
- Score
- Sp(i)eel Arts Therapies Collective
- Stellcare (Stellenbosch)
- The Grape Community
- The Royalty Project
- Valcare



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

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 27 August 2021, where we celebrated our progress to be a responsible corporate citizen (Principle 3 of King IV). We also reviewed and updated our Financial as well as Child Protection Policy 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 the information officer and works closely with the board to develop and implement data protection obligations.

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

With the goal of scaling our services to reach more beneficiaries, we launched our first online Ebook, Think Ethics: an ethics guide for NPOs on our online shop. In due time, more ethics resources will be added including the Think Ethics online course, which we started to develop in the 2022 financial year.

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.



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. In terms of service delivery, we make quarterly progress reports available to all our donors and other stakeholders. 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.

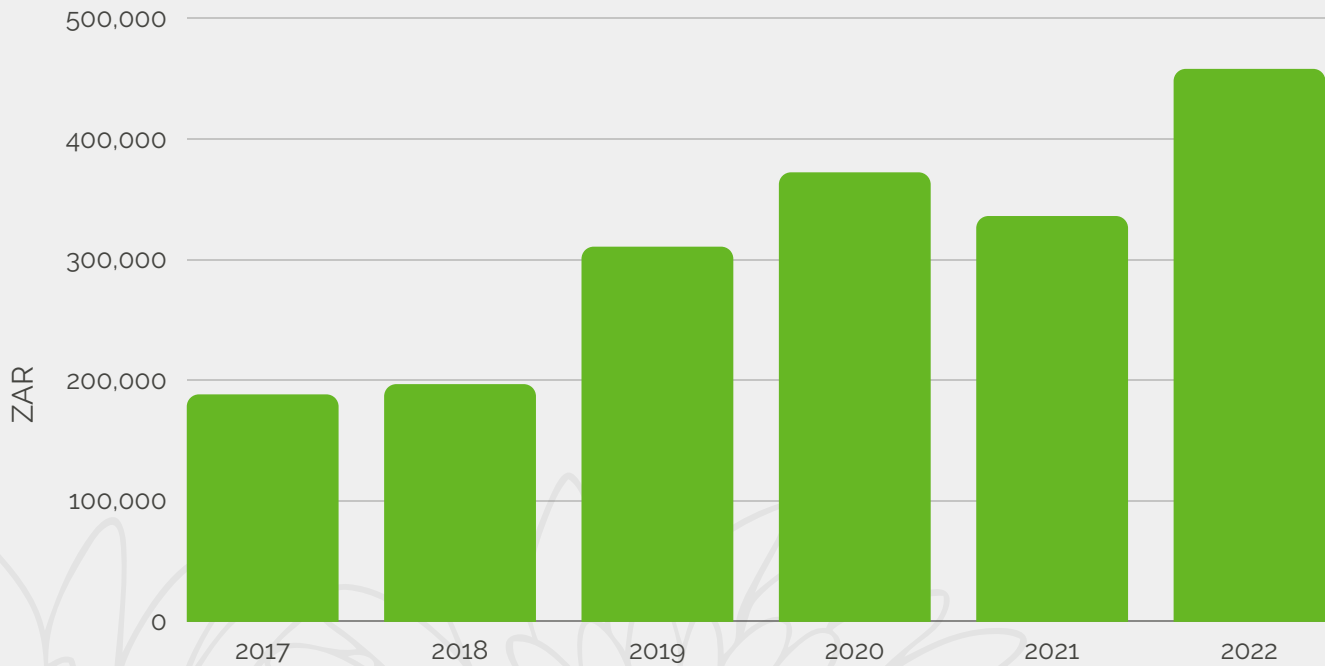
Emma Pardoe was re-appointed to audit our annual financial statements for the next financial year. All audited financial statements are approved by the board of directors and are available to all stakeholders on our website.

As part of our financial sustainability plan, we diversified 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. We have also established a reserve fund to ensure sufficient cash flow should an expected financial crisis occur. Another potential income stream is our online shop which was launched at the end of the 2022 financial year. Through these combined strategies, the Ezrah board is confident that we will increase our sustainability and advance financial growth.

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.

FINANCIAL GROWTH



INCOME

General donations
12%

Service and training fees
17%

Total Income R457,216

Donations - Strategic planning
30%

Donations- Child protection
41%

EXPENDITURE

General operational costs
14%

Child protection expenses
43%

Total Expenditure R444,310

Strategic planning expenses
43%

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

Relational investment is at the heart of our service delivery. We therefore continuously strive to build strong collaborations and partnerships in order to facilitate meaningful change.



ACKNOWLEDGEMENTS

We salute our committed directors that ensure that Ezra 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 that serves Ezra with so much integrity and accountability.



Ezrah Child Protection Policy Training 2021, Paarl. Photo taken by C. van Zyl

We also want to thank our team for all their contributions during the 2022 financial year. The Ezra board is very grateful for services provided by Sophie Olivier, Riaan Huysamen (from Bluepixels) as well as Nanine Steenkamp and Janique Oliver (from D'Light Story Collective). Their assistance with fundraising, communication as well as the compilation of our online programme material is 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 Ezra 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 Ezra'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.



Ezrah LEAD Child Participation Training 2022

Our financial partners are key to our success. Therefore we want to honour all our donors for partnering with us during the 2022 financial year by investing in our programmes towards sustainable impact:

- Individual donors who wish to remain anonymous for donations of R18,000 towards our child protection programme.
- Valcare
- Lewis Stores
- Ackerman Family Foundation

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

Ezrah Community Training and Development NPC

Tel: 084 463 1056

Email: info@ezrah.co.za

Website: www.ezrah.co.za

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

