



# 2019/2020 Annual Report





# Glossary

DBE	Department of Basic Education	M&E	Monitoring and evaluation
DOH	Department of Health	MUAC	Mid-upper arm circumference. A measure taken on a straight left arm, mid-way between the tip of the shoulder and the tip of the elbow to assess nutritional status
DSD	Department of Social Development	NCF 0-4	The South African National Curriculum Framework provides guidance for those developing programmes and working with babies, toddlers and young children from birth to age four
ECD	Early Childhood Development. Refers to the physical, cognitive, linguistic and socio-emotional development of a child and continuum of care from the prenatal stage to school-going age	NECDA	National Early Childhood Development Alliance
ECD Centre	Can refer to a crèche, day care, nursery school, and playschool, preschool or after school care etc.	NQF	National Qualifications Framework ensures entry towards a qualification in ECD, health or community development.
EPWP	Expanded Public Works Programme	Practitioner	The term refers to all both formally and non-formally trained individuals who provide an educational service in ECD
Essential package	A range of services that facilitates the emotional, intellectual, mental, spiritual, moral, physical and social development and growth of children from conception to school-going age. Includes health, nutrition, social services, stimulation for early learning and caregiver support	Primary caregiver	The mother a relative or another person who is primarily responsible for the welfare of the child
FCM	Family and Community Motivator. An FCM (noun) is the community field worker that facilitates delivery of the FCM Programme	TVET	Technical Vocational Education and Training
FETC	Further Education and Training Certificate		





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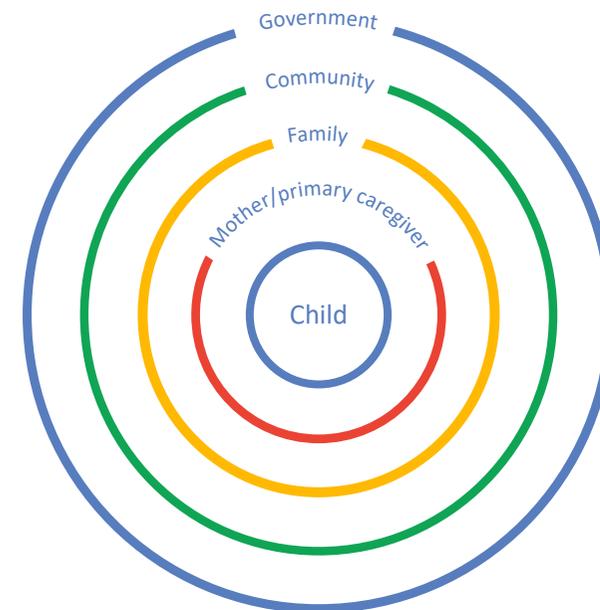


# Every child has the right to thrive

ELRU aims to address the immediate needs of young children in marginalised communities, by providing access to quality Early Childhood Development (ECD) services

In South Africa, six out of every ten children are born into poverty; the most vulnerable are the age zero to five cohort. This period is the “window of opportunity” during which brain growth is at its most rapid, but to grow, access to essential services is critical. Yet there is a major gap in these basic services and this has damaging long-term—even life-long—implications for the young child, increasing risks of malnourishment, poor growth and cognitive development. Health care services, nutrition, nurturing care, stimulation and learning opportunities are vital for positive outcomes and a brighter future, but are not always accessible. If a child is to be given the chance to thrive in life, early intervention is required. This is why ensuring young children have access to quality early childhood development (ECD) services is so crucial.

ELRU’s strategy is to strengthen the circles of support that surround the child through each developmental stage, from conception to age six. This is accomplished by providing formal training, mentorship and coaching support to build the capacity of pregnant women and primary caregiver (mother/father/grandparent), ECD principals and practitioners, and the broader community in which the young child lives (neighbours, social and health service practitioners).



Through this approach, the child prevails as central to ELRU’s purpose, constantly surrounded by environments that are stimulating and provided with opportunities for early learning, while nurtured by an empowered and skilled ECD workforce.



### Our Vision

A good start in life for every child



### Our Mission

Building tomorrow, today by facilitating better child outcomes for children in vulnerable communities through effective early intervention programmes.

## 2019/2020 Scope of our reach



**37 934** children reached



**1059** ECD Centres supported



**4107** practitioners and ECD Principals assisted



**33 771** children reached in ECD Centres



**339** fieldworkers reaching **4163** young children



**272** pregnant women supported



ELRU’s organisational footprint traverses the Western Cape, Northern Cape and North West, reaching 37 934 children. We trained and supported 1059 ECD Centres, assisting 4107 practitioners and ECD Principals while benefitting 33 771 young children within these Centres, directly and indirectly. In our home- and community-based Programmes (Home Visiting Programme and Playgroups), a 339 strong field workforce provided 4163 young children with access to quality early learning opportunities. A total of 272 women received support during their pregnancy.

Internally, ELRU worked with 14 ETD (education, training and development) qualified trainers, assessors and mentors within the organisation, with 1565 internal ECD practitioners trained across all ELRU Programmes.



## Chairperson's Message

I am proud to contribute to the ELRU Annual Report in this, the 42nd year of operation. ELRU has pioneered many strategies for reaching marginalised children and those who work with them. In the same way that our country has transformed through changing times, ELRU has also experienced several phases of development over the years. Yet, despite all the challenges faced, we have overcome and retained our position in providing integrated support for our country's young and vulnerable children.

While access to ECD has always remained central to the ELRU vision, our strategic plan continues to highlight the issue of access to essential services and ensuring rights for our most vulnerable young children, who remain the nucleus of our purpose. Nationally, the needs of marginalised young children are still not met. More than one-third of the seven million children in South Africa under six years are malnourished, stunted or overweight as a result of an inferior-quality diet. Animal source foods (meat and dairy) are essential for growing children ages 6–23 months but cost nine to ten times higher in SA than in high-income countries (UNICEF “State of the World's Children” 2019).

Most of us would have felt the pinch when it comes to filling a shopping trolley of late; fruit and vegetables have become extremely expensive, and off-limits for poorer households. Less costly, ‘cheap’ foods remain

the go-to staple which usually equates to an inferior nutrition intake in these households.

The Merriam-Webster Dictionary describes nutrition as “a substance that is needed for healthy growth, development, and functioning”. A lack of nutrition is not a recipe for a bright future. This is why the meals provided by ELRU nutrition partners—the Do More Foundation, Rise Against Hunger and JAM SA—are so valuable. Through these packets of porridge and rice-soy, growing children are consuming macro and micronutrients that are critical to their wellbeing and determine whether or not they will have a chance to survive and thrive.

ELRU prides itself in being one of the few NGOs delivering on the ‘essential package’ of ECD services in its Programmes that currently reaches 37 934 children.

We believe it has become our moral duty to ensure that the children in our country, and ELRU Programmes, receive adequate nutrition for their early development.

Without our funders and staff, we would not be able to achieve anything. A HUGE thank you from the Board for all that you do and your continued support.

*Richard Brown*



## Director's Message

When we start conversations about the importance of nutrition, the critical necessity of addressing food insecurity is reinforced. The South Africa Child Gauge 2019 reports that 27% of children in our country are stunted (too short for their age) and that number hasn't shifted in 20 years. This indication of chronic undernutrition is cause for great concern. Research shows that 90% of child development takes place during the first five years of life. The optimal time to intervene is between ages zero and two. Both the international approach and our Government's strategy towards nutrition is to undertake some very basic things. It doesn't cost a lot and can change the picture concerning nutrition: Exclusive breastfeeding for the first six months, Supplementary feeding, Vitamins (supplementation and zinc), Basic hygiene. Low cost, high impact. This is the kind of message we need to get across to our communities. BUT, at the same time, good nutrition means food, not just awareness.

ELRU Programmes facilitate access to all five components of the 'essential package' for early childhood development — maternal and child health, nutrition, access to government services, early learning opportunities and support for the primary caregiver. During the year we strengthened positive relationships with stakeholders, government departments and communities and this, in turn, enabled the enhancement of our interventions. We cannot run learning programmes for children while 90% are hungry and need meals. The nutrition that is received is completely inadequate and the effects are visible, either in the form of malnutrition or stunted growth. Stunted growth and undernourishment put the health

of young children at risk, compromising immunity to illness and causing developmental delays which affect cognitive outcomes and even work performance later in life. We need to act, fast. This year saw another step taken towards achieving our goal to ensure all children have at least one nourishing meal per day. This was made possible by joining forces with strong partners that share our holistic approach to ECD and uphold the child as the centre of our purpose. We are grateful to JAM SA (porridge) and the Do More Foundation (Monati Porridge and Yum Yum Peanut Butter) for their continued provision of nutrition to our home visiting and Playgroup programmes throughout the year. We are also excited to share the news of a new partnership cemented with Rise Against Hunger in July, which enabled us to increase the impact of the nutrition that reached our beneficiaries.

Why does this make us proud? Because adequate complementary feeding is critical to support optimal physical growth and brain development in children. Complementary foods need to be nutrient-rich and be fed frequently to prevent stunting. A stunted child is more likely to later give birth to a stunted baby, which continues the cycle of malnutrition.

If we are to prevent undernutrition and stunted growth, adequate complementary feeding is critical. These need to be nutrient-rich and be fed frequently. And this is the void that our nutrition partners fill.

*Tracy van der Heyde*

# The Essential Package of services for ECD

Children have a higher chance of reaching their full potential if they receive love, food and nurturing care from the time they are in the womb. Added to these basic human needs, are critical services that provide access to nutrition, health care, social security, early learning and positive parenting. These elements are vital for optimal growth, wellbeing and healthy development in young children and combined, make up what is referred to as the 'Essential Package' of services and support for ECD. Greater access to these services contributes to improved school outcomes and increased economic productivity later in life.

The Essential Package is delivered across all ELRU Programmes to align with each age and stage of a child's development



## Maternal and Child Health

- Early antenatal monitoring and clinic visits
- Household hygiene
- Psycho-social support (prevention of alcohol and substance use)
- Immunisation
- Mother-to-child infection prevention
- Birthing practices
- Newborn care
- Growth monitoring and screening



## Nutrition Support

- Breastfeeding education
- Antenatal nutrition support
- Postnatal nutrition support
- Complementary feeding education
- Deworming



## Social Services

- Birth registration
- Child support grant
- Government grants
- ID document
- Responsive child protection services



## Early Stimulation

- Early interaction
- Basics of brain development
- Parenting interventions
- Learning through play
- Home visiting/Community-based Programme/Day care



## Support for the Primary Caregiver

- Antenatal/postnatal mental health (Psychosocial support)
- Bonding with baby
- Positive discipline

# Our Programmes

Our service offerings include three flagship ECD Programmes and Training:

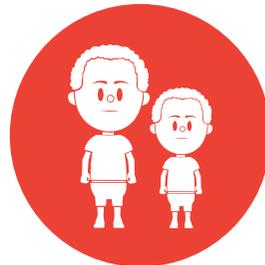
- 1 Family and Community Motivator (FCM) home visiting Programme (First 1000 days/conception to age 2)
- 2 Playgroup Programme (ages 3–5)
- 3 Whole Centre Development Programme (ages 0–6)
- 4 Training, Materials and Resource Development

Research shows 79% of children below age two and 63% of children ages 3–5 lack access to an early learning programme



**Family and Community Motivator (FCM) Programme**

Home-based



**Playgroup Programme**

Community-based



**Whole Centre Development Programme**

Centre-based



**Materials Development & Training**

Across all Programmes



## Family and Community Motivator (FCM) Programme

ELRU's home visiting Family and Community Motivator (FCM) Programme is aimed at children age 0–2 in communities with few services to support pregnant mothers, babies, young children and their caregivers. Starting from conception, these first 1000 days of life are a critical period during which brain development is at its most rapid and the foundations for lifelong learning are laid.

The FCM Programme provides pregnant women and young children with opportunities for early learning in the home, and facilitates access to integrated ECD services that are critical for children to develop and thrive. This 'essential package' includes primary maternal and child health, nutritional support for the baby and mother, early stimulation, social services and support for the primary caregiver.

Members of the community are trained and capacitated in their role to become a home visiting fieldworker and deliver the Programme. They are known as Family and Community Motivators, or FCMs. Each FCM recruits 20 households with pregnant women and children ages 0–2 who are not in any ECD provision.

### Programme reach

2660  
Children

272  
Pregnant  
women

135  
Fieldworkers





## Three components of the home visiting FCM Programme

### 1. Home visits

Throughout pregnancy, home visits focus around health, nutrition, maternal bonding and early stimulation in the womb. Maternal knowledge is strengthened as the mother-to-be prepares for birth and breastfeeding.

In homes with children ages 0–2, primary caregivers are taught how to stimulate the young child while learning about the importance of interaction, age and stage appropriate activities and play.

The FCM serves as a mentor and provides basic psychosocial support for the primary caregiver and mother-to-be as she may encounter anxiety or fears about birthing. Referrals to relevant service providers are made where necessary, for example, for prenatal care, health or nutrition concerns, birth certification and accessing government social grants.

### 2. Parent/Caregiver Workshops

FCMs are trained to facilitate monthly Parent Workshops held in the community to raise awareness about important issues. Topics are current and relevant to the struggles caregivers face daily. The workshops provide peer support, a space to sharing and discuss challenges about child-rearing and health. Caregivers in the larger community who are not formally registered in the FCM Programme, are also invited to attend.



During home visits reading material that enhances caregiver knowledge is discussed

### 3. Play Hubs

While the Parent Workshop is underway, the young children are kept engaged with age and stage-appropriate educational toys and resources. The learning environment of the Play Hub introduces children to structured play and peer interaction. Parents and caregivers attending the Workshop can witness the benefits of this early group interaction.

“I am excited by what I have learned at the workshop and share everything with my neighbours and relatives.”

Caregiver, Mahikeng

“Our baby would scratch things out of cupboards. Me and my husband have learned to not shout at him, because that is part of his development and exploring.”

Caregiver, Lavender Hill



## Key News

- FCMs reached more than **3000 families and children** each quarter
- **Joint Aid Management** South Africa (JAM SA) continued to provide beneficiaries in Langa and Lavender Hill with porridge each month
- Bags of **Rise Against Hunger** meals were distributed each month from July to all FCM beneficiaries and fieldworkers, providing nutrition for entire families.
- **The main capacitation of our fieldworkers in Cape Town and the West Coast received MUAC training** to assess the nutritional status of children. Training was done by the Department of Health in the Western Cape. Further information can be found on **page 30** under 'Significant Highlights and Happenings'.
- Toy libraries provided learning opportunities to **191 children** and raised awareness of the importance of early learning with **122 parents**. The pilot implementation of the mobile toy library began in March 2019 in the Langa community
- **A total of 410 toy boxes** were distributed to caregiver households during **November and December 2019**
- 57 FCMs in the North West Province completed their **ECD NQF Level 04 qualification** with Orbit College, bringing the total of ELRU FCMs in the province with this qualification to 62.
- We continue to support the Foundation for Community Work (FCW) in their Home Visiting Programme training and **redesign of the manual**, collaborating with our two Programmes in Langa.
- There is a growing demand for **replication of ELRU's FCM model**



MUAC stands for 'Mid-Upper Arm Circumference'. Measurement and is taken on a straight left arm, mid-way between the tip of the shoulder and the tip of the elbow.





## JAM SA porridge for pregnancy

Sara\*, a caregiver from Lavender Hill, battled with extreme nausea during her pregnancy. In her first trimester during a routine checkup, the doctor revealed the baby was showing no signs of growth. Sara told her FCM what the doctor had reported, saying that when she ate, it was hard to keep the food down, yet she had a craving for the porridge supplied to ELRU from JAM SA.

Sara was advised to try and eat as much of the porridge as she could so that both mother and child could get sufficient nutrients into their bodies. She followed this advice. The FCM Coordinator and Project Manager were made aware of the situation. Thereafter, ELRU ensured that Sara always had extra bags of JAM porridge delivered each month.

At her next checkup, the doctor told Sara to continue eating whatever she had been eating, as her baby was growing nicely. Sara continued with the porridge throughout her pregnancy, and months later gave birth to a healthy baby girl.

\*Name changed

Shared by Julia Peters, FCM Coordinator for Lavender Hill



“Our eleven month old baby wasn’t a child who would like to eat, but ever since the [JAM] porridge came he is eating and we are thankful for it.”

Caregiver, Lavender Hill

### Sara’s story:

I have 2 children both are boys and I’m 6 months pregnant. I’ve been on this program now for 6 months and Tania is my F.C.M. Eight years ago I found out I’m HIV positive and that made me very frustrated and angry with myself and I took it out on my children. My sister and I live next to each other but, there was no bond between us until we both joined the programme. We’ve learned in one of the workshops, of healthy family relationships and that brought my sister and me closer together. Last month I went for a check up at the baby clinic and the sister told me that my baby does not show any sign of growing inside of me and my F.C.M gave me some of the porridge they give to the caregivers, and yesterday was another visit to the clinic and I was told that there’s progress in baby growth. This programme help me and other caregivers alot, because we learn to cope with issue and stress and help us to encourage other caregivers and we learn how to play with our children. And I’m very glad that im on this programme, because I can go to my F.C.M to offload anytime.



## FCM Programme reach

### West Coast

- » 6 Wards
- » 10 Communities

Laingville  
Saldanha Bay  
Louville

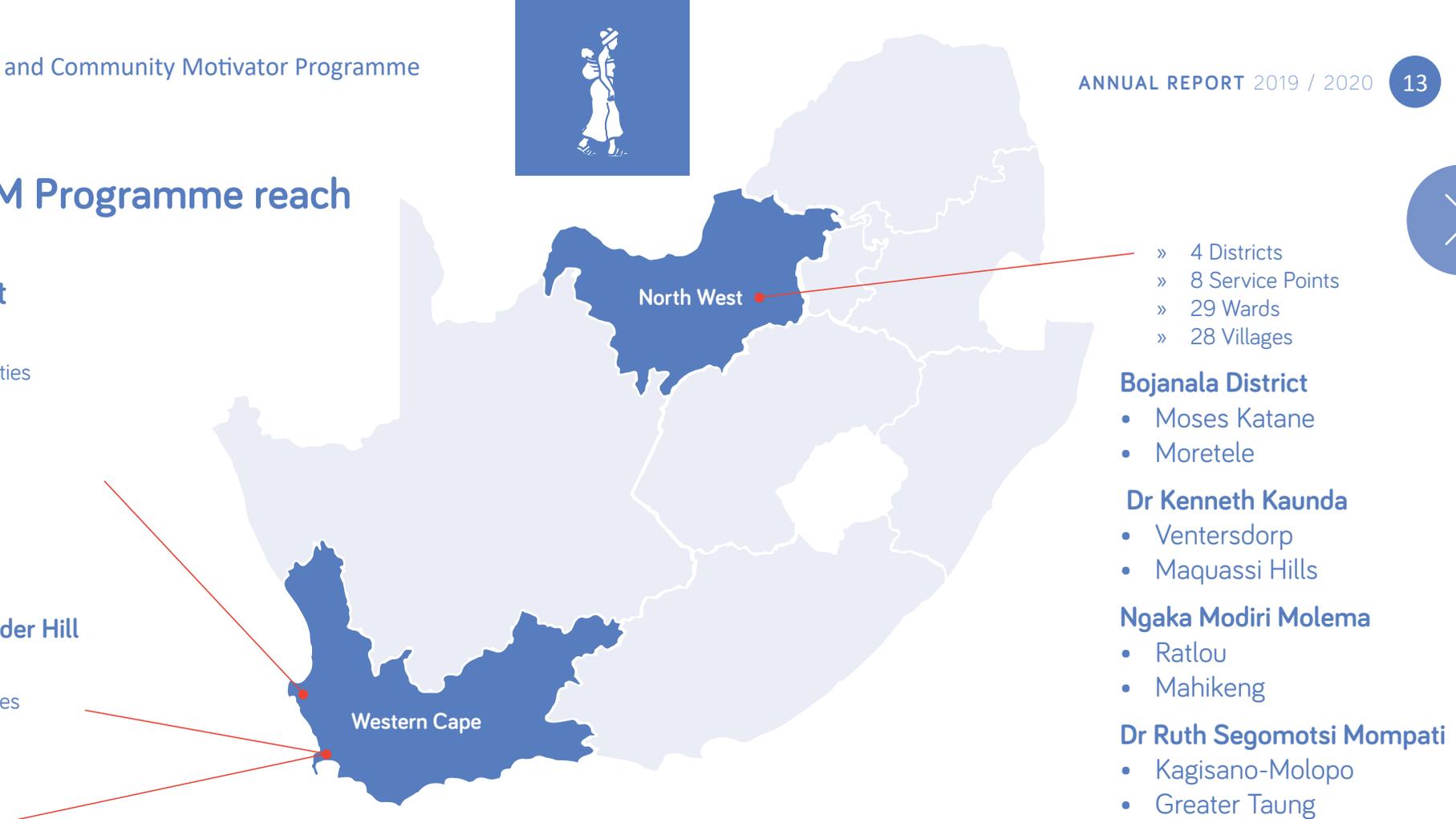
### Cape Town

#### Greater Lavender Hill

- » 4 Wards
- » 4 Communities

#### Langa

- » 1 Ward
- » 10 Zones



- » 4 Districts
- » 8 Service Points
- » 29 Wards
- » 28 Villages

#### Bojanala District

- Moses Katane
- Moretele

#### Dr Kenneth Kaunda

- Ventersdorp
- Maquassi Hills

#### Ngaka Modiri Molema

- Ratlou
- Mahikeng

#### Dr Ruth Segomotsi Mompati

- Kagisano-Molopo
- Greater Taung

Province	Region	FCM Fieldworkers	Children (0-2/6)	Pregnant Women
Western Cape (0-2)	Langa	18	305	21
	Greater Lavender Hill	17	300	22
	West Coast	24	490	29
North West (0-6)		76	1565	200
		<b>135</b>	<b>2660</b>	<b>272</b>



# Playgroup Programme

The Playgroup Programme provides early learning opportunities for 3–5-year-olds and has been designed to reach young children who lack access to, or cannot afford to attend an ECD Centre. The Playgroup curriculum is of a high standard and strengthens all developmental areas while providing children with a structured learning environment, play and routine from a young age to support school-readiness.

Unemployed or partially-employed mothers and caregivers train as Playgroup Facilitators. They implement the Programme from their home, hosting up to six children for three hours at a time, twice a week. Facilitators receive ongoing coaching and support while all materials for the Playgroup are provided.

The Playgroup Programme is a quality ECD opportunity. It creates employment and empowers the primary caregiver to grasp the value of early learning through parenting campaigns.

Our Playgroups are implemented through the SmartStart franchise model.

“My child is now 3 years, he was a very difficult child by now he has matured. He always want to go to school. His behaviour has changed for the best, the playgroup activities excites him a lot that he is always busy.”

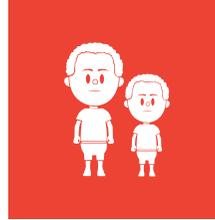
Parent, Louwville

## Programme reach

**1503**  
Children

**204**  
Facilitators





## Key News

- **Book sharing** was implemented with **33 Playgroups** in Northern Cape which promoted early literacy with over **320 children**. All children received two books to be used in the home.
- The **Do More Foundation** continued to provide all Playgroups with Monati porridge and Yum Yum peanut butter, served to the young children for breakfast or as a mid-morning snack. The two are mixed, providing increased energy.
- Bags of **Rise Against Hunger** meals were distributed each month to all Playgroups for Facilitators and children to take home, providing nutrition for entire families.
- All Playgroup facilitators in Cape Town and the West Coast were trained to use **MUAC measuring tape** to assess the nutritional status of children in their care. Training was done by the Department of Health in the Western Cape.
- There is **considerable expansion potential** of our Playgroups Programme to include additional areas in the Western Cape, Northern Cape and North West.



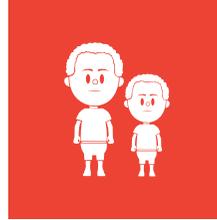
## Playgroup success

ELRU's Playgroup Programme was first established in Langa, Cape Town during 2016. From the start, the source of funding for Facilitator stipends came from a single corporate donor. Upon their exit in early 2020, a new funder was still in the process of being secured. This was concerning for the future of the Langa Programme as there was a risk of closure. The Playgroup Coordinator and 22 Playgroup Facilitators (who together were serving +220 families) faced losing their employment. Without the Playgroup, children would also lose access to the Monati porridge and Yum Yum peanut butter they received each morning, thanks to the Do More Foundation. With much at stake, the only option for the Langa Playgroups Programme was self-sufficiency.

Parents were informed about the situation and asked whether they would be in a position to contribute towards monthly running costs of their child's Playgroup. The majority already understood the importance of early learning offered by the Playgroup, and convincing parents of its value was unnecessary.

The Langa Playgroups are now self-sustained, with additional community members showing interested in running this business model. The Do More Foundation continues to deliver their monthly nutritional quota while Playgroup Facilitators and children are also given meals from Rise Against Hunger for added nutritional support.

Looking ahead we aim to introduce the same business model in additional areas to allow sustainability of the Playgroup Programme.



# Playgroup Programme reach



Province	Area	Playgroup Facilitators	Children
Western Cape	Khayelitsha	78	683
	Langa	19	184
	Gugulethu	19	161
	Nyanga	6	39
	Klapmuts	21	50
	Franschhoek	2	6
	Laingville	4	32
	Vredenburg (Louwville)	8	69
	Saldanha Bay	9	86
<b>Northern Cape</b>	Postmasburg & Danielskuil	38	193
		<b>204</b>	<b>1503</b>



# Whole Centre Development Programme

ELRU's Whole Centre Development Programme delivers quality early learning programmes and holistic support that transforms the ECD environment into a space conducive for optimal learning. This is achieved through the following:

## Centre Development

Centre Development Facilitators are the heart of the model and stationed in targeted communities to train, mentor and provide on-site support to improve the standard of education and care at the Centre.

## Training for Principals and Practitioners

The skills and capacity building of ECD practitioners is enhanced to strengthen business skills, leadership and governance, delivering quality ECD and create an optimal learning environment.

## Infrastructure Support and Centre Registration

Resourcing and infrastructure needs are supported as Centres work towards registration with the Department of Social Development. ELRU also facilitates the Centre registration process to ensure all the Department's requirements are met (see page 20).

## Programme reach

5630

Children

1565

Practitioners

368

Centres





## Key News

- **16 ECD Centres** on the West Coast were supported with **infrastructure upgrades**, assisting their progress towards becoming DSD registered and compliant.
- Our tailored ECD training model implemented in Philippi and Gugulethu/ Nyanga, resulted in outstanding shifts in behaviour and **improved learning environments in over 40 ECD Centres**. As a result of this success, the model is now replicated in Langa and on the West Coast.
- **Financial Management Training** was piloted with Principals from ECD Centres in Vredenburg (West Coast). A shift in thinking and management of finances followed, with Principals admitting that over-spending was no longer an issue.
- **Over 97 ECD Centres received first aid\* support and training**, certification and provision of **first aid kits**.
- **A series of five Cluster Workshops were run by Wordworks on the theme 'Every Word Counts'**. Caregivers of children attending ECD Centres in Langa were introduced to early literacy and maths concepts and learned how to continue in the home environment. Thanks to the Rotary Club of Newlands for making this possible.
- **29 Centres on the West Coast were provided with fire equipment** while we liaised with City of Cape Town ECD and DSD to provide fire training and equipment\* to Langa ECD Centres.

*\*Both first aid and fire training contribute to registration and municipal compliance but also warrants the safety of children in Centres*





## Whole Centre Development reach

### West Coast

Laingville  
Louville

### Cape Town

Langa  
Phillipi  
Gugulethu



### Feedback from Principal Thandi

Thandi Quleka is the Principal of Luthando Daycare in Louville. We have worked with her Centre as a service provider, assisting with DSD registration, and provided training opportunities.

*“The people at ELRU have helped me to make my Educare grow from strength to strength. I trust them and feel comfortable with them, even if they tell me I need to fix something or have a document in place. Their door is always open and it feels good being able to go to them at any time. They have taught me a lot on how to work with children and how to treat them but most importantly, I learned how to run my Crèche.”*

Region	Area	Centres	Children	Practitioners
Cape Town	Langa	124	31	1250
	Phillipi	194	1368	61
	Gugulethu	16	1018	55
West Coast	Laingville	9	377	122
	Louville	25	1036	77
		<b>368</b>	<b>5630</b>	<b>1565</b>



# Registration of ECD Centres

ELRU is one of 18 service provider Support Organisations tasked by the Western Cape DSD to assist ECD Centres with the process of registration as a Partial Care facility. This is a legal requirement for all Centres with more than six children in their care.

ELRU service areas include greater Athlone, Mitchell's Plain and Nyanga/Gugulethu (Metro South), Langa (Metro North) and Louville (West Coast).



## DSD registration status of Partial Care Facilities

ELRU service delivery areas	Registered	Unregistered	Lapsed
Mitchell's Plain	116	191	36
Gugulethu	50	35	33
Athlone	42	126	7
Langa	20	13	2
Louville	5	19	0
<b>Total</b>	<b>233</b>	<b>385</b>	<b>78</b>

## Gains in registration status

ELRU service delivery areas	Submissions (Portfolios of Evidence)	Received Conditional Registration	Received FULL registration
Mitchell's Plain	32	27	25
Gugulethu	29	17	5
Athlone	12	14	7
Langa	7	11	0
Louville	1	0	1
<b>Total</b>	<b>81</b>	<b>69</b>	<b>38</b>



## Key News

- There has been a general increase in unregistered partial care facilities receiving either **conditional or full registration**.
- Regular engagements with City of Cape Town Municipalities took place: Zoning and Land Use; Fire and Safety; Environmental Health etc. The **turn-around time increased** for ECD facilities receiving either health or fire certificates.
- Communication and information sharing with partial care facilities improved through **ECD Forum engagement**.
- **Relationships** were strengthened with DSD policy developers, Environmental Health Practitioners, the fire department and CoCT ECD partners.

These photos are just a drop in the ocean in comparison with the total number of Principals issued with either a conditional or full registration certificate





## Good news story: Volunteers facilitate Gugs Centre registration



Before renovation

We extend thanks to the IIE Varsity College team for their contribution towards this victory!

*When we tell volunteers they can make a difference, believe us, they can!*

*In early July 2019, a group of B. Ed students from IIE Varsity College, Rondebosch enquired with ELRU about volunteering for Mandela Day. They were interested in making a contribution of value, rather than a once-off feel-good opportunity. Lucas Mbebe Educare in Gugulethu immediately sprang to mind. At the time, our Department of Social Development (DSD) Registration team was working closely with the Principal of the Centre. Infrastructure damage that jeopardised fire, health and safety requirements stood in their way of gaining registration. But funds were not available.*

*We immediately arranged a site visit of the Educare so the College could prepare. What ELRU also identified as a necessity, was the lack of 'classroom feel' for the 113 children ages 0-6 who attend the Educare.*

*The Varsity College Mandela Day initiative was a three-day undertaking. Holes in the roof were repaired, while chipped tiles, broken toilets and*

*basins were replaced. All walls were painted. The students used their B.Ed knowledge to convert every space – from the baby's room to the five-year-old classroom – into colourful and inviting learning environments.*

*The transformation of the classroom space increased the practitioners' motivation, and the idea of Centre registration no longer seemed a hopeless wish. The Principal worked hard towards the final remaining requirements. Three months later, Lucas Mbebe Educare received their conditional registration status certificate.*



After renovation





**Mrs Feziwe Gcwadi (far left) attending training for practitioners**

Mrs Feziwe Gcwadi is the Principal of Loyiso Educare Centre in Crossroads. She was raised in a single-parent household and is the eldest of four children. Forced to leave school and support her siblings while in grade 11, she later returned to school to complete her matric certificate, and later received her national certificate N4, N5 and N6 in Educare in 1999.

Mrs Gcwadi is a compassionate and highly driven individual. As a result of her childhood challenges, her dream profession has always been one that contributes to improving the lives of young children.

## Principal Gcwadi's Story

*"The Department of Social Development referred our Educare Centre to ELRU as our service provider. So when I went to visit ELRU to submit my registration documents, I enquired about training and especially the NCF which was a big need for us in our Centre.*

*Normally teachers go to a training and come back and change nothing, but the art is to quickly apply what you have learned. The two other practitioners who were with me for ELRU training, were just as excited. I immediately demonstrated the next day to all my staff what we were taught at training.*

*After training, the biggest change for my Centre was the alignment of my classes and making my classrooms bright. They were dull and all the classrooms were depressing but now they are bright. We now put the children's work on the walls so they can see what they are doing and sometimes we have exhibitions where we invite parents to see how their children are doing.*

*They get to see that we work according to themes and that sometimes the children get home very dirty because that particular theme requires them to paint.*

*As a principal I always want to be involved. I demonstrate for my teachers because it is important for the principals to support classrooms and not only concentrate on the administration in the office and meetings outside the Centre. I have learned how that compromises quality.*

*I realized that my qualifications are not enough. One has to continuously look for skills course to refresh knowledge and to motivate yourself and get inspiration. I have learned that one has to keep up with new knowledge from the training as well as from your peers. With this training I got a refresher and revision, and I feel up to date with the latest language and development in the ECD. One is never too old to learn something that can change their communities.*

*ELRU's training was a huge revival and motivation for me."*

Mrs Feziwe Gcwadi, Principal of Loyiso Educare Centre, Crossroads



# Training

Training programmes, learning models and creation of materials are integrated into all ELRU programmes. They are tailored to target and strengthen specific skills that lead to the capacitation and delivery of quality-driven ECD that simultaneously supports clear career pathing.

## Accreditation

ELRU has maintained accreditation as a private FET college under quality assurance of the ETDP Seta. To accommodate our growing offering of accredited training programmes, we applied for extension of scope under quality assurance bodies, Services Seta and QCTO (Quality Council for Trades and Occupations).



## Internal training

The following shows the scope of training within our own organisation

14

Education, training and development (ETD) qualified trainers, assessors and mentors in the organisation

1565

ECD practitioners trained across all ELRU Programmes which includes:

52

practitioners trained in NQF 04 ECD

180

practitioners trained in short courses related to Centre-based work

204

practitioners trained as Playgroup facilitators

137

practitioners trained as FCM home visiting fieldworkers

182

parents & practitioners trained in Wordworks Home Literacy Programme



## Professional development of ECD Practitioners

Our key objective is to continuously enhance the professional development of ECD practitioners and caregivers. This supports and improves levels of basic education, literacy access and quality hereof.

To achieve this objective, we implemented three distinct training programmes to target 150 adults, each involved in the delivery of Early Care and Education Programmes for ECD.

The activities include:

1. A continuous training programme for Early Childhood Development teachers for 2 to 5-year-old children in quality delivery of the NCF 0–4. This was delivered over an 8 to 12 month period;

2. Access to campaigns, information sessions and capacity building. This was done on a scheduled basis by using a series of digital applications developed to support quality early learning Programmes in emergent literacy and mathematics.
3. A structured capacity building programme aimed at parents and caregivers with children ages 0–6 years. This enabled quality early literacy delivery over a six month period.

In addition to the above, a series of short cluster workshops were conducted towards achievement of a vocational competence certificate.



## Targeted career pathing through formal qualifications

Successful delivery and completion of the ECD NQF level 04 qualification

- The Further Education and Training Certificate (FET) in Early Childhood Development at NQF level 4 was successfully delivered to 52 practitioners. We are currently awaiting final verification from the EDTP SETA.
- As part of our integrated career development strategy, the formal qualification was offered to 22 youth, with support of the First Job Youth Employment Service Programme, and 30 youth and In-service practitioners. They were employed under the EPWP programme as ECD Centre registration officers and classroom assistants.



# Materials and Curriculum

**ELRU's training and implementation resources form the basis for supporting consistent quality of ECD services and programming.**

## ELRU resource contributions in the ECD sector

### Curriculum implementation guideline NCF: Birth to Four

ELRU lead the National ECD Alliance (NECDA) team in the creation of a Curriculum Implementation Guide and Implementation Resources to a successful conclusion.

The project was undertaken for UNICEF/Department of Basic Education with the objective of the resources being to support a standardised implementation of the NCF 0–4 across both Centre- and non-Centre-based ECD programmes in all South African contexts.

### Thematic Eco Skills Guides for ECD

ELRU partnered with learning organisation GreenCape to publish three themed curriculum guides for ECD practitioners to build Eco Skills awareness. We assembled and disseminated toolkits and provided capacity building sessions to 50 ECD Centres in the Atlantis area which lies 40km north of Cape Town.

**Themes include the following:** “Water, Precious Water”, “Waste, Wonderful Waste”, “Energy, Ecstatic Energy”.

## Digital Resources for ECD Centre Registration

Our ECD Centre Registration Pack has been updated and digitised. This transition has enabled ECD Centres to work autonomously towards improving their registration status with DSD. All documents are freely accessible to view and download on ELRU's website. They include land use by-laws, samples and templates for ECD policy, registration applications and step-by-step detail about the registration process.

A valuable resource and point of reference, ELRU's online Registration Pack assists both ECD Centres falling under ELRU's Whole Centre Development Programme areas of operation and outside of our geographical support areas, irrespective of region.

Link to our ECD Centre Registration Resource Pack:  
<https://www.elru.co.za/ecd-centre-registration>



**Practitioners with materials for site learning, complete with planning posters, lapbook and toy box containing educational resources**

# Partners in Nutrition

A child’s brain cannot develop without a sufficient complexity of nutrients, while stunted growth robs children of reaching their full potential. ELRU is both grateful and proud to join hands with our wonderful nutrition partners who supply our young children and families with essential vitamins and minerals to support healthy growth and development.



## JAM SA

Joint Aid Management South Africa (JAM SA) provides young children ages 0–2, pregnant women and breastfeeding mothers in our Home Visiting FCM Programme with “super cereal”. The porridge is mixed with either water or milk and provides approximately 75% of children’s daily nutrients for healthy growth and nourishment.

[www.jam.co.za](http://www.jam.co.za)



## Do More Foundation

Playgroup Facilitators in the Western Cape and Northern Cape receive Monati Porridge and Yum Yum Peanut butter each month to provide the energetic 3–5 year-olds with additional calories for improved learning. Peanut butter is mixed with the porridge and eaten for breakfast or as a mid-morning snack during Playgroup hours.

Together we can #DoMore  
[domore.org.za](http://domore.org.za)



## Rise Against Hunger

Rise Against Hunger USA has supported our home visiting FCM and Playgroup Programmes. Meal packets containing fortified rice-soy, dehydrated mixed vegetables and a nutritional supplement sachet are distributed monthly to households with pregnant and breastfeeding women, children ages 0–2 and FCMs. Both children attending the Playgroups and their Facilitators receive meal packets to take home and cook for their families. A single packet can fill ten empty little tummies and provide a child with sufficient nutrients for an entire day. The food is versatile, cooked with water and served hot.

[www.riseagainsthunger.org](http://www.riseagainsthunger.org)

A special thank you to our sister organisation, Foundation for Community Work (FCW), for assisting us with the use of your van for food deliveries to our beneficiaries when needed.

# Significant Highlights and Happenings

## Expresso Morning Show

Through our partnership with Rise Against Hunger, ELRU Director, Tracy van der Heyde, was invited for a live interview on SABC 3's Expresso Morning Show with presenter Graeme Richards. During the live broadcast, Tracy informed viewers about child nutrition during the critical window period of development from age 0–6.



Shanaaz Stoffberg (Rise Against Hunger) and ELRU Director, Tracy van der Heyde sign the MOU

## New Nutrition Partner: Rise Against Hunger

In July 2019, ELRU signed an MOU with the international hunger-relief organisation, Rise Against Hunger Africa (RAH). We received half a million meals for distribution over six months to beneficiaries in our home visiting FCM and Playgroup Programmes in the Western Cape. The partnership is a natural match as common denominators include both early childhood development and nutrition. The nutritional component of ELRU Programme offerings is strengthened through the provision of these meals and enhances healthy development and cognitive functioning in vulnerable young children.

## Rise Against Hunger Packing Events



ELRU staff and interns demonstrated support for Rise Against Hunger (RAH) by being hands-on, and voluntarily engaging in the assembly line process at various food packing events:

- As a gesture of giving back to Rise Against Hunger, ELRU hosted a meal packing event at our office in Lansdowne during September. The event was open to the public and saw three complete packing lines for both one-hour sessions.

- A second packing event was hosted at our office for our funders at the Rotary Club of Claremont. Our staff were invited to join in, volunteering to stay after work and help with the production line
- A group of staff and interns joined Rise Against Hunger's food packing drive at GrandWest Casino on 18 July. They donned hair nets and helped for 67 minutes as part of the annual Mandela Day initiative.



- Volunteer staff and interns headed to Kenilworth Centre in December for a packing event hosted by TV personality and Espresso Morning Show presenter, Graeme Richards. We were very kindly invited by Shanaaz Stoffberg from RAH, to display ELRU branding around the cordoned off packing area in the mall from which we gained valuable exposure. The event was broadcast on SABC 3 the following week.



Julia Peters, FCM Coordinator for Lavender Hill holds a bag of freshly-packaged food at the RAH event hosted by ELRU

### Screening for malnutrition

The nutritional status of young children is normally assessed during clinic visits. It is done by measuring the middle-upper arm circumference of the child, halfway between the shoulder and elbow using what is known as MUAC tape. The child nutritional status is 'classified' using colours on the tape: measurement in the red zone indicates severe malnutrition, yellow as moderate malnutrition and well-nourished as green.

Because early detection is key to prevention, in August we undertook a situational analysis of the nutrition intake of children ages 6 to 36 months in our home visiting Programme. The Western Cape Department of Health was eager to support our efforts to identify children at risk of stunting and administered in-house training to all our fieldworkers in Cape Town and on the West Coast. They also provided the MUAC tape, free of charge.

With FCMs recording MUAC measurements during home visits, two young children at risk of malnutrition were identified, including five who were already 'in the red', in other words, already malnourished. Immediate referrals to the local clinic were made and while remaining under the clinic's supervision, ELRU provided these families with additional Rise Against Hunger meals and porridge from JAM SA. FCMs continue to monitor these children, conducting the necessary support in the home, in conjunction with the local health clinic.



### Breast is best

West Coast home visiting FCM fieldworkers were visited by district health officials and given 'Mother and Baby Friendly Initiative' (MBFI) training in September. This Department of Health initiative shared information around expressing milk, lactating and latching, while promoting the numerous health benefits that breastfeeding has for both baby and mother.



Director, Tracy van der Heyde, Mario Claasen (Programme Manager) and Malibongwe Gwele (Research) attend the conference

### Saldanha Bay ECD Conference

ELRU had a prominent presence at the 2019 West Coast 'ECD as a Whole of Society Approach (WoSA)' Conference held in Saldanha Bay.

The objective of the two-day event was to explore the improvement of service delivery standards to children by developing a collaborative approach with local, provincial and national government, state-

owned institutions, the private sector and civil society.

ELRU Director, Tracy was invited to present on 'Integration and a Population Based Approach to ECD', while ELRU's Bernie Dawood and Chrizelda Saul facilitated a breakaway group session that focused on 'Family Responsibility and Parenting Skills'.

### New West Coast Office

We celebrated the launch of the opening of our new office in Louwville on 22 October 2019. Among guests were funders, stakeholders and members of the Saldanha Bay Municipality. Alderman Elize Steyn, Mayoral Committee Member for Community Development, cut the 'officially open' ribbon. The new venue is the home-base for our Programmes in Louwville, Vredenburg, Saldanha and Laingville. The office provides a larger area for training sessions, while group discussions and meetings can now take place without constant disruption and accidental interference due to the sharing of desks. Each employee now has their own workspace.

We thank Air Liquide for funding the indoor renovations.



Alderman Elize Steyn, Wilna Smith (Saldanha Bay Municipality), Angela Hobbs-Harrison (Economic Development Manager from Aurora Wind Power) and Chrizelda Saul (ELRU West Coast Programme Coordinator)



### Upskilling interns

As part of our integrated career development strategy, 34 youth joined our intern Programme, supported by the First Job Youth Employment Service Programme (Firststrand/Duja). The Programme, which started on 1 March 2019, allowed the interns to upskill and gain in-service mentoring for a year. They also received accredited training from various training providers, depending on the department in which interns was placed. The following qualifications and courses were successfully completed with only one candidate exiting the programme:

NQF Level 4 qualifications (22)

IT courses (3)

Administration courses (5)

Facilitator & Assessor courses (3)



### Anti-bias workshop

An anti-bias workshop was held for our interns on 3 February 2020, lead by Annette Robertson and Brinthia Dawood. For most, this workshop ventured into new territory.

Honest discussions were held while self-reflection and group work helped bring to light how easy it is to be unintentionally biased, discriminate and intolerant of differences. A culmination of pairing-up, group sharing and

practical tasks aided in teaching our interns about the Constitution, Bill of Rights and child rights.

Interns were asked to reflect on what was learned:

*"I learned how to be mindful of other people's feelings and notice how they feel, and not only pay attention to how I feel."*

*"Even though we all have different backgrounds, a unique personality and ideas, we need to remember that everyone has something to contribute. We should learn to listen and understand one another."*



## Community Chest Twilight Run

At the Community Chest Twilight Run (December 2019), we completed a 5km run/walk around the Cape Town city center with another 5000-plus participants who were there have fun for a good cause. The ELRU team dressed as superheroes in an act of solidarity against gender-based violence and championed for children and our ECD workforce, the majority of whom are women. Our outfit was completed with whistles, which, when sounded, represented a voice for child safety.

Thank you to the Community Chest of the Western Cape for our additional entries!



## Mandela Day at Die Gat

Cavalla Dorp, known to locals as 'Die Gat' (The Hole), was the community identified for ELRU's Mandela Day project. Our home visiting FCM Programme is implemented in this Steenberg informal settlement containing 27 shacks with minimal area for the children to safely play. We enquired with the families about their greatest needs, and residents voiced concern over the alien vegetation that surrounds their homes and provides camouflage for nearby gangs, especially at night.

Due to the magnitude of the task, we invested two full days in the vegetation hack (19 and 24 August). Bowsaws, spades and a wood chipper were hired and our entire staff, including senior management, interns and FCM fieldworkers (working with families in Die Gat), volunteered to help with the bush hack.

Volunteers from the Diocesan College and family members of staff also offered a helping hand and community members from Die Gat jumped in to help. Cape Nature Conservation was invited on board and they assisted due to the potential fire-hazard factor posed by the vegetation.

At lunchtime we offered hotdogs while a team of volunteers from Nedbank provided soup.

This event was marked by our first distribution of Rise Against Hunger meals – every household in Die Gat received bags of the food to feed their families, particularly needed for the visibly undernourished young children in our home visiting Programme.



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## March in support of Child Protection Week

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On 5 June 2019, children in ELRU Playgroups, FCM fieldworkers, parents and staff marched from Vredenberg to Louwville (West Coast) to create awareness for Child Protection Week and highlight child safety. We were joined by other young children and ECD Centres including representatives from the police service, DSD, Emergency Medical Services (EMS) and other nonprofit organisations. The mass march shouted for a stop to the violence and abuse that is so prevalent in our children's lives today.



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## Standing against child abuse

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ELRU took up placards in protest against child abuse, joining ECD Forums and members of the South African Congress for ECD outside Wynberg Magistrate Court. The demonstration was in response to the discovery of a father who was sexually abusing his 5-year-old daughter and due to appear in court on that day in October 2019. The case was discovered by an ECD practitioner who had observed the girl's behaviour at the Educare and alerted the situation through the correct channels. The investigation outcome was shared on ECD platforms to bring about awareness while communicating the reality that similar incidents of abuse of young children occur every day. A call was made for heightened vigilance in ECD environments





## Monitoring and Evaluation, Research and Systems

Our work is shaped by ongoing monitoring and evaluation (M&E) of the progress and development of the Programme model and its impact on the holistic development of the child. With M&E embedded in our Programmes, we have access to a wealth of information and evidence to support its implementation.

During the year, we noticed improvements in both quality and throughput of data monitoring resulting from strengthened internal processes. M&E functions are better embedded within the Programme logic, and these efficiencies have allowed for more useful data analysis upon which to reflect.

ELRU collects both process (monthly) and outcomes (pre/post) data in all ELRU Programmes. This process data is utilised as a dashboard for targets achieved and includes a qualitative feedback-loop which allows for identifying and resolving any issues that may arise. Improvements have been seen in our pre- and post-measurements but also observations and feedback from beneficiaries. This data has enabled us to develop and strengthen our Programme Models.





## Key News

- Up-to-date monitoring data per Programme, per area or funder can be provided within in reasonable amount of time. The simple-to-use format allows for dashboards that reflect **data-driven targets**.
- Improved Programme outputs lead to **improved outcomes** achieved for each child and family.
- KEE (Kids ECD Estimate) Planners remain a useful tool to scan the population of children in any given community which assists in the implementation of our **population-based strategy**.
- Quantitative and qualitative data indicated the **effectiveness of the systems** and M&E in place. There is room for improvement as we continue to strengthen and coordinate data points. Data was provided for reporting and proposal purposes including 'ELRU's advocacy agenda'

### Qualitative data

Focus groups serve as a tool to better evaluate the caregiver/parent support component of Programme logic and implementation. Using participatory techniques, a moderator takes an unbiased, neutral stance and tailors questions for focus group participants, or individual interviews.

The group (or individual) is encouraged to reflect and share thoughts on their experiences in the programme, from the perspectives and understanding in their role as a caregiver, FCM fieldworker, Playgroup facilitator or ECD Centre practitioner in the Programme.

In the FCM Programme, interviews and group discussions were held with caregivers during designated focus group discussions. This, together with observations of home visits and parenting workshops, gives a balance view of Programme impact and gaps that need particular attention. Focus groups held within the Playgroup Programme space gave facilitators and caregivers insight into the impact of the Programme – on them as

adults, and on the young children in their care. One key discussion centred on the leave-at-home books and their facilitation in strengthening interaction between caregiver and child.

In the Whole Centre Development Programme, ECD practitioners were interviewed for greater understanding of the quality of assistance provided by Centre Development Facilitators in their Centres.

### Research

Through research, we strive to generate learnings from our ECD Programmes whereby findings are disseminated through publications, knowledge-sharing events, social media and participation in relevant forums

A research project on indigenous knowledge practices in ECD in Lusikisiki (Eastern Cape) continues with our research objectives. This has enabled increased awareness amongst men and women about the cultural practices and how those could be leveraged, questioned or preserved. This work builds on a number of research reports produced since 2012.



# Project measures and outcomes



## Family and Community Motivator Programme

One of the central components of our home visiting FCM Programme is child stimulation. Caregiver-child interaction naturally creates an environment for stimulation, yet we have specific interventions in place to ensure it happens. What has been particularly significant is the narrative behind the numbers: responsivity is now pursued with clear outcomes and better understanding from the caregiver/parent's perspective.

### Overall changes seen in caregivers

	Pre-	Change	Post-
Average score for caregiver coping capacity	63%	5%	68%
Average score for household hygiene	89%	8%	97%

### Caregiver-child stimulation measure

	Pre-	Change	Post-
Affection	79%	1%	80%
Responsiveness	75%	5%	80%
Encouragement	71%	4%	76%
Teaching	67%	13%	80%





### Playgroup Programme

Programme improvement is measured through Playgroup Assessment Tool (PAT scan). The pre-assessment serves as our baseline and informs our priorities. From the comparison between pre- and post-scores we derived the measurement of change. The following example is the result of the PAT scan assessment.

Playgroup assessment: Saldanha

	Pre-	Change	Post-
Learning Environment	62%	22%	83%
Routines	42%	51%	93%
Interpersonal wellbeing	81%	13%	94%
Adult-child language interactions	62%	26%	88%
Open-ended play	68%	17%	85%
Interactive storytelling	88%	9%	96%
<b>Overall playgroup score</b>	<b>67%</b>	<b>23%</b>	<b>84%</b>

### ECD Centre learning environment age 2-5: Gugulethu

		Pre-	Post-
1	Age appropriate equipment and learning materials for inside play	54%	70%
2	Age appropriate materials outside (e.g. balls, ropes, wheel toys)	60%	58%
3	During play times, room is divided into learning areas, visual supervision is easy	65%	78%
4	Children's work and posters, charts relating to curriculum are displayed	58%	75%
5	Routines are smooth and non-disruptive	73%	87%
6	Age appropriate daily programme aligned with NCF	38%	77%
7	Art activities	54%	73%
8	Music/Movements activities	58%	87%
9	Opportunities for gross motor play	71%	80%



### Whole Centre Development Programme

Our Centre Assessment Tool (CAT scan) helps us track progress in the ECD Centres with which we work. At the end of the intervention period we can then provide a consolidated assessment report on different indicators measured in a one-year period. These measurements indicate whether or not we have achieved our expected outcomes.

Bar graph representation of the above stats





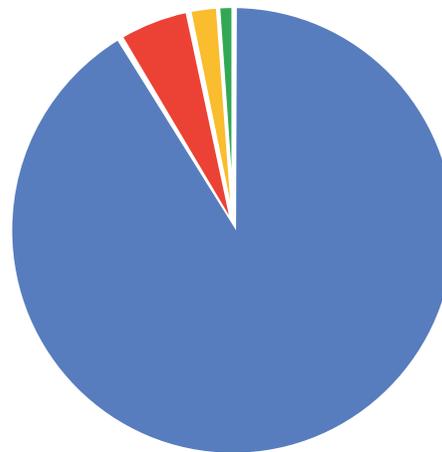
# Grants and Finances

## Statement of financial position 2019/2020

During the financial year 1 March 2019 to 29 February 2020, ELRU remains resolute in preparing a brighter future for children living in vulnerable communities. ELRU's principles of good governance, continuous learning, cost consciousness and responsible financial management helped deliver positive results and increased funder confidence for the coming financial year.

The support of ELRU's dedicated financial partners throughout the year, has helped the organisation achieve its social goals and for this, we are grateful

**Emmerson Chininga**  
Finance Officer (ACMA/CGMA/MBA)



- **91.52%**     **Grant income**
- **5.27%**     **Service fee income**
- **0.01%**     **Publications**
- **2.05%**     **Interest**
- **1.15%**     **General donations**

## Finance Department keeping with the times

The majority of our Finance Department's operations have migrated toward digitizing which allows for remote functioning and online management of the following:

- Sage Payroll
- QuickBooks
- Netcash bulk payments
- e-Requisition (paperless, efficient)



Ackerman Family Foundation	HCI Foundation
Aurora Wind Power (Rf) (Pty) Ltd	Jim Joel Fund
City of Cape Town	Lerole Power Operations and Maintenance
Citadel Philanthropy Foundation	Nelson Mandela Children's Fund
Community Chest	Oppenheimer Memorial Trust
Coronation Fund Managers	Rotary Club of Claremont
Department of Social Development – North West	Rotary Club of Newlands
Department of Social Development – Western Cape	Rolf-Stephan Nussbaum Foundation
ELMA Philanthropies	SmartStart
FirstRand Foundation	
<b>Total</b>	<b>R19 203 474</b>

# Thank you to our partners and funders in development

We thank you for the ongoing support of our work that provides vulnerable children with a chance to thrive



**Brimstone Investment Corporation Ltd**

We thank Brimstone for their valuable contribution through the donation of shares.

# Thank you to ELRU Board Members and Staff Team

## Board Members

Richard Brown (Chairperson)  
Kanu Sukha  
Lynnette Matthews  
Sharon Stevens  
Ricki Fransman  
Sello Leshope  
Elizabeth Engelbrecht (Honorary member)

## Director

Tracy van der Heyde

## Executive Office

Michael Blanckenberg  
Julie Papier (left 2019)

## Finance

Emmerson Chininga  
Ashaania Maggot  
Mkhuseli Sofika (left 2019)

## Operations & HR

Michael Blanckenberg  
Salie Amardien  
Francis Nqinigana

## Fundraising | Resource Mobilisation

Hermoine Solomons (Retired 2019)  
Carolyn Clark

## Monitoring and Evaluation, Research and Systems

Toby Runciman (left 2019)  
Malibongwe Gwele  
Lynn Ross

## Programmes Manager

Mario Claasen

## FCM and Playgroup Programmes

Brinthia Dawood FCM Programme Lead  
Unathi Mtyotywa Playgroup Programme Lead  
Beaula Olyn  
Bulelwa Ngcetani  
Chantelle Stuurman  
Chrizelda Saul  
Dibolelo Ursula Dorcas Mogale  
Eunice Thandi Lebogang  
Julia Peters  
Macfallen Nthongoa  
Maite Sara Letsoala  
Martha Dibe  
Matilyn Smith  
Mmathapelo Caroline Kepu  
Mosetsanagape Gladness Tshesebe  
Nokuzola Grace Goso  
Nonkululeko Ngcatshe  
Ogomoditse Revelation Sehako  
Priscilla Esterhuizen  
Rifihlile Sam

Sarah Mmatinkane Kok  
Semphethe Charlotte Oepeng  
Thandeka Dliso  
Thuliswa Mvakade  
Vuyiswa Ngeni  
Zoliwe Dayimani

## Whole Centre Development Programme

Faadiela Ryklief Programme lead  
Jolene Palmer  
Noluntu Njoli  
Lucinda Faulmann

## Materials Development and Training

Carol Harington Programme lead  
Annette Robertson  
John Russouw  
Lydia Makiva  
Lulama Ntulini  
Josephine Nathan-Amardien

## West Coast Project Coordinator

Chrizelda Saul

## All our Fieldworkers

Family and Community Motivators  
Playgroup Facilitators



# Annual Report

2019/2020

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