

# ANNUAL REPORT

THE ASSOCIATION FOR THE AGED  
Inspiring active ageing

2023  
2024

1<sup>st</sup> April 2023 - 31<sup>st</sup> March 2024



### **Our Purpose:**

To make dignity, growth and meaningful life a realistic prospect for all elders

### **Our Vision:**

Leaders in innovative solutions for elders, inspiring a life worth living

### **Our Mission:**

To alleviate distress of the elderly and other vulnerable groups

### **Our Values:**

Trust; Accountability; Transparency; Care; Respect; Integrity; Purpose; Service; Compassion; Environment



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# Message From The Chairperson

Mr WICUS JACOBS



Dear council members, members of the executive committee, and all other sub-committees, donors, our beneficiaries, employees, stakeholders, supporters, and friends of Tafta,

It is a pleasure and with profound gratitude that I present to you my Annual Report of The Association for the Aged, sharing the remarkable journey, significant milestones, achievements and challenges. Through dedicated service and innovative programmes, the organisation has made an invaluable impact in the lives of older people.

As chairperson, I wish to recognise the dedication and leadership demonstrated by Tafta's CEO, Mrs Femada Shamam and the strides made by our employee care partners. Mrs Shamam continues to position the organisation as a leader in the sector with representation on local, national and international platforms. This provides us with the opportunity to be at the forefront of changes with the ability to influence and respond to inevitable changes.

Globally, almost 50% of the World's population will be engaging in election activities in 2024; including South Africa; and these outcomes will impact the socio-economic landscape of the country. On a national level the non-profit sector continues to feel the strain on their finances with government subsidy cuts affecting organisations across the country with some forced to close their doors.

With **Trust** as a central pillar of our Organisations Values; good governance becomes critical in ensuring this trust is maintained through, accountability and transparency. Tafta's Volunteer Council and Sub-Committees play a crucial role in ensuring ethical, professional, and accountable behaviour and that standards are met. The Executive Committee meets monthly with the organisation's Chief Executive Officer and Chief Financial Officer to ensure strategic and financial goals are met within the approved budgets.

We are grateful to the Risk & Compliance and Investment Sub-Committees for their astute council, and guidance when responding to the ever-changing market conditions, simultaneously ensuring compliance with changing regulations, so that Tafta's finances can continue to support the organisation's operations and ultimately our purpose to 'make dignity, growth and meaningful life a realistic prospect for all elders.'

The Life Rights Committee continues to work towards ensuring that older people can sustain their cost of living against the rising costs; while ensuring well maintained facilities across the homes.

'Every 3 seconds someone in the world develops dementia'; with 10 million people developing dementia every year and 60% of those people living in middle to low-income countries. With a global ageing population and increase in the number of people living with dementia; the way we design, prepare and plan for the future is important in meeting the changing needs of older people. An immediate need is the capacity building of employee and care partners which has been met through the successful application to the United States Fulbright Commission supported by CommonAge. This Train the Trainer: Elder Care Programme is a positive step not just for the organisation but is of greater impact with the intended roll out of this training programme nationally and across our country borders.

Global trends and evidence-based research continue to inform our work with increased research activities including our own collaborative research undertaken in the year, with oversight from the Committee for Lobbying, Advocacy and Social Services (CLASS). As such a Research Policy was ratified by the Tafta Council in October 2023; this policy outlined our procedures, expectations, and the roles and responsibilities of everyone involved in the research process.

Of significance in the year, Tafta commemorated 65 years since our humble beginnings in 1958. The organisation was founded on the amazing work of volunteers who just wanted to do what they could, to support those in need. These humble acts of kindness evolved into an organisation which impacts on thousands. We want to continue with that legacy.

We remember Dr Jarvis who sadly passed in December 2023 and had served with deep commitment on Tafta's Council and Committee for Lobbying, Advocacy and Social Services for almost 3 years.

I remain grateful for the continued governance, advice and counsel of Tafta's volunteer Council Members, Executive Committees and Sub-Committees as well as the continued dedication and support of Staff, Donors, Members and Volunteers!

**Warm regards,  
Wicus**

# Tafta Council

## Honorary Chairperson

Mr J.J. Jacobs - Appointed: March 2018

## Honorary Vice-Chairperson

Mrs C. Shandu - Appointed: 2019

## Second Vice-Chairperson

Mr D. Warmback

## Honorary Treasurer

Mr C. Barford

## Secretary to the Council

Mrs A. Rampersad - Appointed: 1 April 2019

## Members

Mrs N.M. Sithole

Mrs Z.Z. Ngcamu

Prof E. Moore

Mr A. Trikamjee

Mr M. Wosiyana

Mrs B. Bannister

Mr S. Sarugaser

Dr M.A. Jarvis (Passed away 14/12/2023)

## Chief Executive Officer

Mrs Femada Shamam

## Chief Financial Officer

Mrs Nita Sewpersad

## Divisional Managers

### Human Resources

Mrs Marshnee Naidoo

### Operations

Mrs Yoshina Kistensamy

### Income Development and Public Relations

Mrs Susanne Ramsunder

### Support Services

Mrs Belinda Naidoo

### Research, Strategy and Development

Mrs Carmel Murugen

### Finance & Administration

Vacant

## Residences

Tafta on Ridge

John Conradie House

Kings Hall

Tafta Lodge

Langelier Towers

## Wellness Care Units and Assisted Living Units

Tafta on Ridge

John Conradie House

John Dunn House

Tafta Park Care Cottage

Golden Years Sheltered Housing

## Retirement Complexes

Kings Hall

Lucas Gardens

St. Catherine's Close

Ocean View

Cambridge Gardens

Barns Cottage

## Retirement Villages

Tafta Park

St. Martin's Village

## Wellness Centres

Anna Conradie Wellness Centre

Mary Asher Wellness Centre

Oldfield Wellness Centre

Primrose Wellness Centre

## Clubs

Bluff Social Club (Closed December 2023)

Clairwood Senior Citizens Club

Jolly Hearts Club

Muslim Club

Seaside Seniors

Sunshine Club

Go Getters

## Community-Based Services

Professional Social Work Counselling

Toll-free National Elder Abuse Helpline

Home-Based Care

Tafta's Meal Delivery Service

Community Outreach

Lobbying and Advocacy

# Report from the Chief Executive Officer

Mrs FEMADA SHAMAM

**2023** marked Tafta's 65th anniversary, a milestone that allowed us to reflect on our Founders' vision of improving the lives of older people. This celebration centered around the voices, experiences, and stories of the older people who journey with us. The Spectacular Sapphire Soiree was a testament to this, holding space for their lived experiences and setting the stage for the 2024 Sawubona campaign. This campaign aims to spotlight older people, slowly dismantling the myths and stereotypes of ageism.

“



As we reflect on the 2024 financial year, we recognize Tafta's footprint locally, nationally, regionally and internationally. Tafta is uniquely positioned to meaningfully advocate for the rights of older people, through the various instruments and frameworks. Our accreditation with the United Nations Open Ended Working Group on Ageing and membership with the Global Alliance on the Rights of Older People positions Tafta to influence the developments at a global level.

At a direct service delivery level, the crucial services Tafta provides are increasingly important due to the extended lifespans of our residents, with many living into their 90's. This longevity necessitates a growing need for long-term and palliative care. Palliative care has become a focal point, with our team working diligently to provide compassionate and dignified care to those facing serious illnesses. Our partnerships with the Department of Social Development, the Department of Health, and other NPO's were instrumental in amplifying our impact. The subsidy received from the Department of Social Development is essential in continuing to support some of our most vulnerable elders.

While accommodation remained popular post Covid-19, we faced challenges filling vacancies in the inner city due to safety concerns. Our home-based care programme continued to thrive, ensuring consistent care and attention within the comfort of elders' homes. Community awareness programmes reached nearly 14,000 people, emphasizing intergenerational work. Outreach to schools in disadvantaged communities fostered mutual respect and understanding. Community dialogues with elders provided insights into contemporary issues impacting their lives.

Health and well-being programmes for older persons saw significant participation, promoting active lifestyles. The pilot period of our Toll-Free National Elder Abuse Helpline Line concluded successfully in November 2023. The Helpline is now a permanent service due to its positive community impact. This service is increasingly relevant as we note rising incidents of abuse and violence against older persons.

Changes in our social clubs reflect adaptive strategies to meet evolving community needs. We finalized our Research Policy and launched our first in-house research on Elder Abuse, presented at the Association of South African Social Work Education Institutions (ASASWEI) conference in Durban. This research underpins our evidence-based approach to elder care.

While Tafta provides care and support, it also enables elders to contribute meaningfully to the community. Elders at Tafta assisted with various initiatives including volunteering in local school libraries and knitting items for underprivileged children, making their contributions count.

Tafta's workforce development efforts saw the employment of 145 people, with increased training and learning opportunities to ensure our employee care partners are skilled and equipped. Notably, 7% of our workforce comprises older individuals. We successfully pursued a Fulbright application to build internal capacity on understanding ageing with particular reference to brain health. This partnership was aimed at extending training efforts across South African borders, emphasizing knowledge exchange and best practices in the sub-Saharan African region.

We strengthened our monitoring and evaluation processes to ensure strategic alignment and quality. Establishing our Research, Development, and Strategy Division was a significant milestone. Strides were made in health, safety, and risk management, ensuring a secure environment for employee care partners and residents.

Donor engagement increased, and we were encouraged by the re-establishment of our Annual Golf Day while the Cash Ring Rush together with the "31kms on the 31st" events raised **R100,000** for our Helpline.

Strengthening our procurement process for compliance and effectiveness resulted in changes in vendor management, including re-vetting and contract management initiatives. We enhanced our cybersecurity defences and changed our auditors, ensuring continued transparency and accountability.

Keeping our 13 ageing buildings in good condition, while ensuring safety standards and compliance was particularly challenging with key employee care partners changes at the beginning of the financial year. The new team in the Support Services Division had their plates full with the thousands of maintenance requests, capital item projects and the fire at Kings Hall in July 2023. It was indeed a baptism by fire for the team. The early warning fire detection system was instrumental in containing the impact of the fire and highlighted the need for ongoing diligence and mindfulness.

Embracing the theme "Sawubona, I See You," this period has been one of growth, resilience, and profound impact. We remain committed to our purpose.

I extend my deepest gratitude to our Council members for their support, wisdom, and guidance as they discharged their fiduciary responsibilities. I am deeply honoured to be leading this amazing organization and my gratitude extends to our employee care partners, external partners, donors, and the community for their unwavering support and dedication.

Looking back on the year, I am reminded of the countless moments that have brought us together as a community. From the smiles and stories shared at the Sapphire Soiree to the daily acts of kindness by our elders, every moment has been a testament to our collective strength and compassion. One particularly moving experience was witnessing an elder, despite her own challenges, dedicating her time to knitting warm clothing for children in need. It is these personal touches that define Tafta and make our work so meaningful.

“  
**As we move forward, I am inspired by the resilience and generosity of spirit that permeates our organisation. Together, we will continue to create an environment where every older person can live with dignity, purpose, and joy.**  
  
**Thank you for being part of this incredible journey.**  
”



Proud recipient of the International award from CommonAge: Special Recognition - Outstanding Care & Support Services for Elders

# Report from the Operations Division

“The Operations Team is dedicated to providing comprehensive services to older persons, ensuring they feel **seen, valued, and supported.**”

Our team worked to deliver a range of essential services designed to enhance the quality of life for elders. From home-based care and community support to medical advisory clinics and the meal delivery service, the Operations Team is at the forefront of creating a nurturing and inclusive environment where elder's needs are acknowledged and addressed.

Our commitment is reflected in our compassionate approach, ensuring that every elder feels a sense of belonging, purpose, and dignity in their daily lives. The Operations team is committed to seeing and acknowledging each individual, ensuring they feel a sense of belonging and purpose. Through our comprehensive care and support services, we strive to uphold the dignity and integrity of older persons, fostering a community where they are valued and empowered.

## Transformation

### Palliative Care

The Operations team has fully embraced the core practices of palliative care, demonstrating care and compassion to the elders in the unit. Over the last fiscal year, palliative care services were provided to **197** elders.

Hospice played a crucial role in supporting both the elders and employee care partners. When an elder was registered with hospice, they conducted regular check-ups and provided the necessary care and resources. This collaboration ensured that the elders received comprehensive and continuous care.

The employee care partners diligently monitored the elders, identifying their needs and ensuring they received appropriate care. Employee care partners provided emotional support to family members, assisting them through the grief and bereavement process. The team helped with practical matters such as obtaining wills and funeral policies from various service providers. The Nursing Service Managers offered training to employee care partners as needed, ensuring they were equipped to handle palliative care requirements.

The commitment to employee care partners development will continue in the coming year, focusing on enhancing the model of care and ensuring all team members are proficient in palliative care practices. By integrating these practices, the operations team ensured a compassionate, comprehensive, and supportive environment for the elders and their families during difficult times.

### Community Support services

The Home-Based Care service within the Wentworth and Clairwood area provided care and support to **109** elders through the dedicated efforts of **15** caregivers.

Community-based support services enabled ageing in place for elders within their own homes. A total of **23,688** home-based care visits were conducted by **25** trained caregivers, benefiting **231** elders within our Tafta homes.

Medical advisory clinics, conducted by Tafta nursing employee care partners, provided screening and referrals for treatment to **2,174** elders. As part of continuous professional development, Nursing Service Managers and Caregivers attended monthly training sessions focused on Elder Care.

The Meal Delivery Service benefited **54** elders, with a total of **11,561** meals delivered.

A highlight of the year was the sit-down Christmas lunch hosted by Capitol Caterers for Tafta residents and members including the Meal Delivery service recipients at Dawncliffe Retirement Home in Westville.

Over the last fiscal year, Capitol Caterers provided **549,930** meals within Tafta buildings and for the Meal Delivery service, all prepared in the organisation's three satellite kitchens. Their dietician delivered health talks to residents, and special treats were provided for various occasions throughout the year.

## Elder Skills

Engaging elders in meaningful activities at Tafta has become increasingly important for enhancing their quality of life and benefiting the broader community.

At John Conradie House, a sewing group actively produced clothing items for the Umhlanga Rotary Club, which were then distributed to children in underprivileged areas. This project not only provided much needed clothing and support but also fostered a sense of purpose among the elders as they were included in the handover of the clothing items.

Another group of elders from the North buildings played a key role in supporting Addington Primary School by revamping their library. They labelled and catalogued books and read to students, fostering a love of reading and learning. Additionally, an elder from St. Martin's Village conducted exercise classes at other Tafta buildings, teaching the correct techniques for stretching and exercising, promoting physical health and well-being.

Elders continued to support various initiatives within the Tafta buildings, providing invaluable assistance to employee care partners and contributing to the smooth operations of the facilities. Their involvement exemplified how leveraging the skills and experience of the elders created a vibrant, supportive, and active community.

Through these activities, Tafta's elders demonstrated that they were seen, valued, and integral to both the organisation and the wider community.



## Therapeutic Services

As the Operations team, we recognize that having a sense of belonging and purpose is crucial to achieving a feeling of accomplishment. As individuals grow older, changes can erode their sense of purpose, leading to feelings of displacement. Small adjustments in life can significantly impact one's dignity and integrity, often causing distress.

Our Social Work team is dedicated to our core function of **"Care and Support"**, aligned with our strategic goals for 2020 to 2025. To achieve these goals, we emphasized the importance of efficient **internal processes**, staying **current with trends**, and ensuring sustainability. These three pillars support the care and support needs of our beneficiaries. While care involves providing essential services, support empowers individuals to remain independent and autonomous.

We understand that the care needs of older adults can change suddenly and are unique to each individual therefore our therapeutic services are designed to be flexible, versatile, and creative, adhering to the Ethical Guidelines of Social Work practice.

## Service Statistics

New Cases:	<b>9,928</b>	Older Persons received social interventions and developmental services.
Decentralized Intake:	<b>2,178</b>	Cases
Central Intake Office:	<b>7,750</b>	Cases
Long-term Services:	<b>1,212</b>	Cases became field cases.
Counselling Sessions:	<b>19,801</b>	Sessions, including individual and family counselling.
Online Support:	<b>2,332</b>	Older Persons accessed our services via email.
Telephonic Support:	<b>3,364</b>	Received telephonic support

To address and prevent vulnerability, we focused on the perspectives of older persons through community dialogues. These dialogues helped us understand their needs and created meaningful interactions.

## Key Dialogues Conducted were:

- Anger and Aggression: (Explored its relation to elder abuse with **418** older persons across multiple centres)
- Experiences during Load Shedding
- Importance of Family
- Joys and Challenges of Motherhood
- Benefits of being an Elder
- Elder Rights and Legacy
- Gender-Based Violence
- Alzheimer's and Dementia Awareness

The Social Work team also conducted extensive awareness and education programmes focusing on the reciprocal relationship between individuals and their socio-economic, cultural, and political environments.





### Community Awareness Initiatives:

- Community Awareness Initiatives: **297** held during the year.
- Total Beneficiaries: **13,932** people (**10,883** adults and **3,049** children).

### Intergenerational Programme:

We recognized the mutual benefits of intergenerational programmes, where younger people gained wisdom from older adults, and older adults found fulfillment and purpose. Some of the schools involved were North Crest Primary, Masifundisane Pre-Primary, Epcot Foundation Phase Pre-Primary, Christian Care School, Addington Primary, Quarry Heights Primary and Briardene Primary. Activities included; safety on roads, respect for elders, showcasing elder skills and talents, and positive decision-making impacts.

### Toll-free National Elder Abuse Help Line

Our National Help Line, launched in November 2022, managed **1,532** calls in the past year, providing telephone counselling and making **249** formal referrals to service providers for long-term intervention.

*Below is an overview of the various senior citizen clubs:*

Club name	Address	Members	Meeting Days/Time
Bluff Club	No longer active. Closed in December 2023	50	-
Happy Hearts	Primrose Wellness Centre: 224 Austerville Drive, Wentworth	40	Mondays - 9am to 12pm
Clairwood Senior Citizens	Tamil Institute: Sir Khurma Reddi Road, Clairwood	40	Twice per month
Sunshine Club	St. John's Hall: Rippon Road, Sydenham	21	Weekly on a Friday
Jolly Hearts Senior Citizens Club	Newlands East Community Hall: Tandipa Road, Newlands East	17	Twice per month
Seaside Seniors	John Conradie House: 15 Prince Street, Durban	54	Monthly
The Go Getters	Primrose Wellness Centre, 224 Austerville Road, Wentworth	40	Tuesday & Thursday 1pm - 3pm
The Muslim Club	2 Garrupa Crescent, Newlands East	20	Wednesday

**The Go Getters** actively trained for the Golden Games, an event hosted by the Department of Sports and Recreation and successfully advanced to the District Level, which was held in the Ugu District in September 2023.

## Research

Our Learning Perspective was crucial in fostering a culture and environment where both individuals and organisations can learn and grow. To facilitate effective learning, we must ask relevant questions internally and externally, guided by National and Global industry best practices.

Tafta was invited to participate in research focusing on Gerontology and professions providing services to older people. These invitations came from tertiary institutions and specialists in the field.

### Group Support and Long-Term Care:

- Our strategic goal of support involved consistent, intensive programmes encouraging older persons to take responsibility for their health and well-being.
- Total Sessions: **488** sessions with an attendance of **5,094**

### Long-Term Care:

- Assessments: **2,845** older persons professionally assessed via Social Work reports.
- Admitted to Frail Care Centers: **41** elders.
- Ageing in Place Services: **439** beneficiaries.
- Eden Model of Care: **900** beneficiaries empowered and self-reliant.
- Palliative Care Services: **197** beneficiaries received dignified end-of-life care.

### Social Clubs

The Social clubs for older persons provided numerous benefits, including opportunities for social interaction, mental stimulation, physical activity, and community engagement. They helped reduce feelings of isolation and loneliness, improving overall well-being, and promoted a sense of belonging.



Elders who completed the Experience Incubator Programme

#### **Free State University in partnership with the Eden Alternative.**

The aim of the research was to improve the quality of care that addresses both the needs of residents and identifying training requirements and support for staff. This research has been completed and we await the findings.

**Negotiated Networks:** The Changing Configurations of Care for People of Mozambican Background Living with Dementia in Rural South Africa is part of the research project 'The Complexity of Informal Caregiving for Alzheimer's Disease and Related Dementias in Rural South Africa' led by the **University of the Witwatersrand, University College London and Harvard**. This research has been completed and we await the findings.

#### **Research on the Role of Social Worker in Elder Care:**

Research has been completed and the thesis compiled.

**Practicing Nurse; PG Dip PallMed Study** Title: What do nursing home staff know and understand about dementia and a palliative approach to dementia care? The research is underway.

**Research with PhD student in the Division of Physiotherapy, Department of Health and Rehabilitation Sciences, Faculty of Health Science, University of Cape Town** on: 'The prevalence of health conditions and levels of physical activity in older persons in SA', is completed. We await the findings.

Research on: **"Exploring the multidimensional experiences of well-being among mature adults living in old age residential care facilities in KwaZulu Natal."** This research has been completed and we await the findings.

Our continuous engagement in research underscores our commitment to improving care for older persons through evidence-based practices and informed decision-making. By participating in these research initiatives, we ensure that our employee care partners and elders contribute to and benefit from the latest advancements in elder care.

## **Partnerships and Collaborations**

The focus on partnerships and collaborations was to ensure our longevity and sustainability which are paramount. A key strategic goal is to foster effective partnerships, both locally and nationally, within the field of elder care. Unity and collaboration created mutually beneficial relationships with our partners and was essential.

Key partnerships with the Departments of Social Development and Health created access to; schools for intergenerational programmes, education and awareness initiatives; and clinics in the area of operation.

Our holistic service delivery was facilitated and maintained through partnerships with care partners and sister organisations. These collaborations enabled specialized services, referrals, joint programmes, and support, contributing to teamwork and keeping stakeholders informed of trends, new developments, and programme implementation.

In collaboration with the Global Institute for Experienced Entrepreneurship (GIEE); Tafta launched its own Pilot Experience Incubator@ (EI) Programme in September 2022. The programme came to fruition in August 2023 with 6 elders completing the programme. The programme focused on adult learning workshops. The twelve-week curriculum was designed with the South African perspective of Entrepreneurial opportunities for older persons utilising their skills to generate additional income.

Our visibility has increased exponentially through various programmes and groups run in collaboration with schools, churches, community centres, libraries, and other community organisations. These partnerships enhanced our reach and impact within the community.

By leveraging these partnerships, we ensured the continuous improvement and sustainability of our services, ultimately enhancing the well-being of older persons within our care.

## a) Residential Care Services

NAME OF BUILDING	ADDRESS	TYPE OF ACCOMMODATION AND NO. OF UNITS	NO. OF PEOPLE	TOTAL
John Conradie House	15 Prince Street, South Beach	Residential (172)	190	267
		Assisted Living (30)	40	
		Assisted Living Plus (20)	17	
		Frail Care (13)	20	
Langeler Towers		Floors 1-5 (160 Sub-Economic)	194	442
		Floors 6-11 (245 Economic)	248	
John Dunn House	224 Austerville Drive, Wentworth	Residential (13)	17	115
		Assisted living (16)	21	
		Frail Care (55)	77	
Tafta on Ridge	51 East Street, Essenwood	Residential (114)	128	190
		Assisted living (34)	41	
		Frail Care (12)	21	
Tafta Park Care Cottage	28 Greenwich Avenue, Bellair	Assisted Living (9)	11	11
Kings Hall	80 Samora Machel Street, Durban	Residential (125)	145	208
		Life Rights (54)	63	
Tafta Lodge	42 South Beach Avenue, Durban	Residential (205)	241	241
Ocean View	354 Musgrave Road, Durban	Residential (1)	1	36
		Life Rights (30)	35	
St Martin's Village	51 St. Theresa Road, Sydenham	Residential (9)	14	25
		Life Rights (9)	11	
Tafta Park	28 Greenwich Ave, Bellair	Residential (2)	2	183
		Life Rights (143)	181	
Cambridge Gardens	130 North Ridge Road, Morningside	Life Rights (77)	88	88
Barns Cottages	41 Haden Road, Morningside	Life Rights (12)	14	14
St Catherine's Close	13 East Street, Durban	Life Rights (2)	2	2
Lucas Gardens	541 Peter Mokaba Road, Durban	Life Rights (39)	45	45
<b>TOTAL</b>				<b>1867</b>

\* Numbers in brackets indicate number of units

## b) Community Care Services

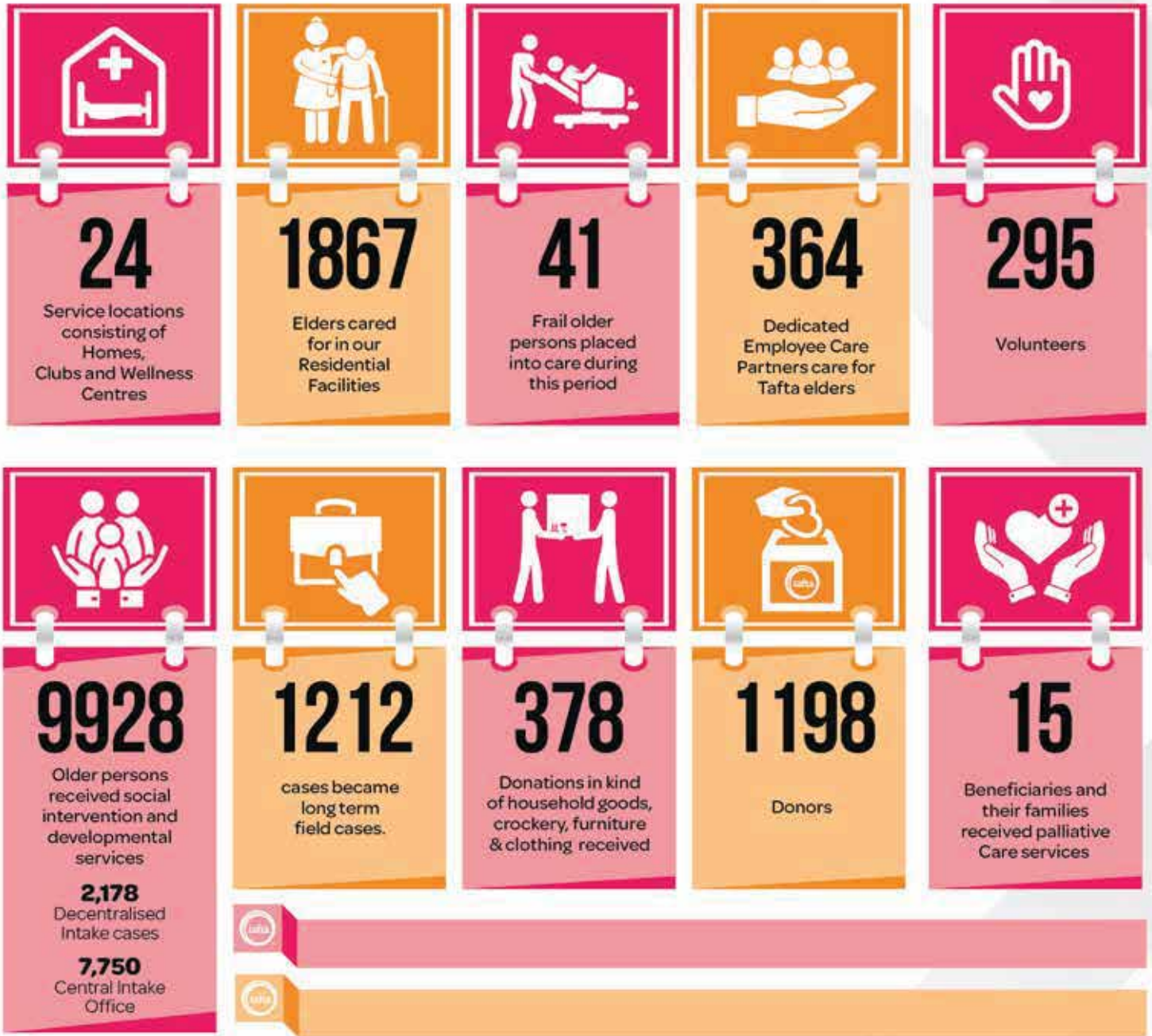
DEPARTMENT		CURRENT YEAR 2023/2024	PREVIOUS YEAR 2022/2023
Social Workers	Investigations	311	313
Casework	Caseload*	1212	1247
	Closed	429	203
	Interviews: Home, Office, Telephone	19801	17657
	Decentralized Intake	2178	2179
	Intake	7750	7228
Group work	Total No. of Groups *	33	32
	Total No. of Social Workers *	10	10
	No. of Group members attended *	425	501
Community Work	Total No. of Community Projects *	33	36
	Community Work attendance	3579	3826
	Total No. of Social Workers *	9	8

DEPARTMENT		CURRENT YEAR 2023/2024	PREVIOUS YEAR 2022/2023
Volunteers (Social Agency)	Total No. of Volunteers	6	13
Frail Care Placements	No. of Frail Care placements	41	50
Abuse Cases	No. of New Abuse Cases	55	40
Clubs	Total No. of club members	259	235
	Attendance	2951	3049
Home-Based Care Central	New Cases	25	15
	Caseload *	149	150
	No. of Visits by Carers	16087	19133
	Cases Contacted by Organiser	338	106
	No. of Assistive devices on loan *	9	8
	Advisory Clinics	1881	1233
	Medication Administration*	95	62
	Employee care partners Wellness Contacts	44	6
	Closed Cases	66	16
Home-Based Care Tafta Park	Caseload *	33	36
	No. of Visits by Carers	1868	2147
	Advisory Clinics	312	350
	Medication Admin*	10	11
Home-Based Care Golden Years	Caseload *	16	16
	No. of Visits by Carers	5733	6800
	Advisory Clinics	27	4
	Medication Admin*	14	16
Tafta Meal Delivery Service	Caseload *	54	67
	Meals	11561	11602
	New	22	21
	Cancelled	17	24
Anna Conradie Centre	Meals	5034	5757
	Attendance	30516	29424
Mary Asher Centre	Meals	2781	3195
	Attendance	15822	12624
Oldfield Centre	Meals	12209	10661
	Attendance	22691	21676
	No. of Home Based Care Elders New	10	21
	Closed	12	19
	Caseload*	33	37
Primrose Centre	Meals	7895	10601
	Attendance	27569	26013
	No. of Home Based Care Elders New	40	37
	Closed	41	31
	Caseload*	109	105
General Enquiries		3240	3311
Models of Care	Ageing in Place *	37	14
	Palliative Care*	16	13
	InterRAI	7	11
	Eden Recipients*	75	55
Toll - free National Elder Abuse Helpline	Calls	1532	1243**
	Referrals	249	114**

Note : \* Indicates a monthly average \*\* Figures for 23rd November 2022 to 31st March 2023

# A Year In Review

## RESIDENTIAL CARE SERVICES



# 2023 - 2024

## COMMUNITY CARE SERVICES

Group support and long-term care:

488 sessions held with

5,094 attending

297 Community awareness initiatives held for the last year and reached 13,932 people



Online Support: 2,332 older persons accessed our services via email

Telephonic Support: Provided to 3,364 older persons

311 New social work investigations  
Tafta handled 55 cases of abuse

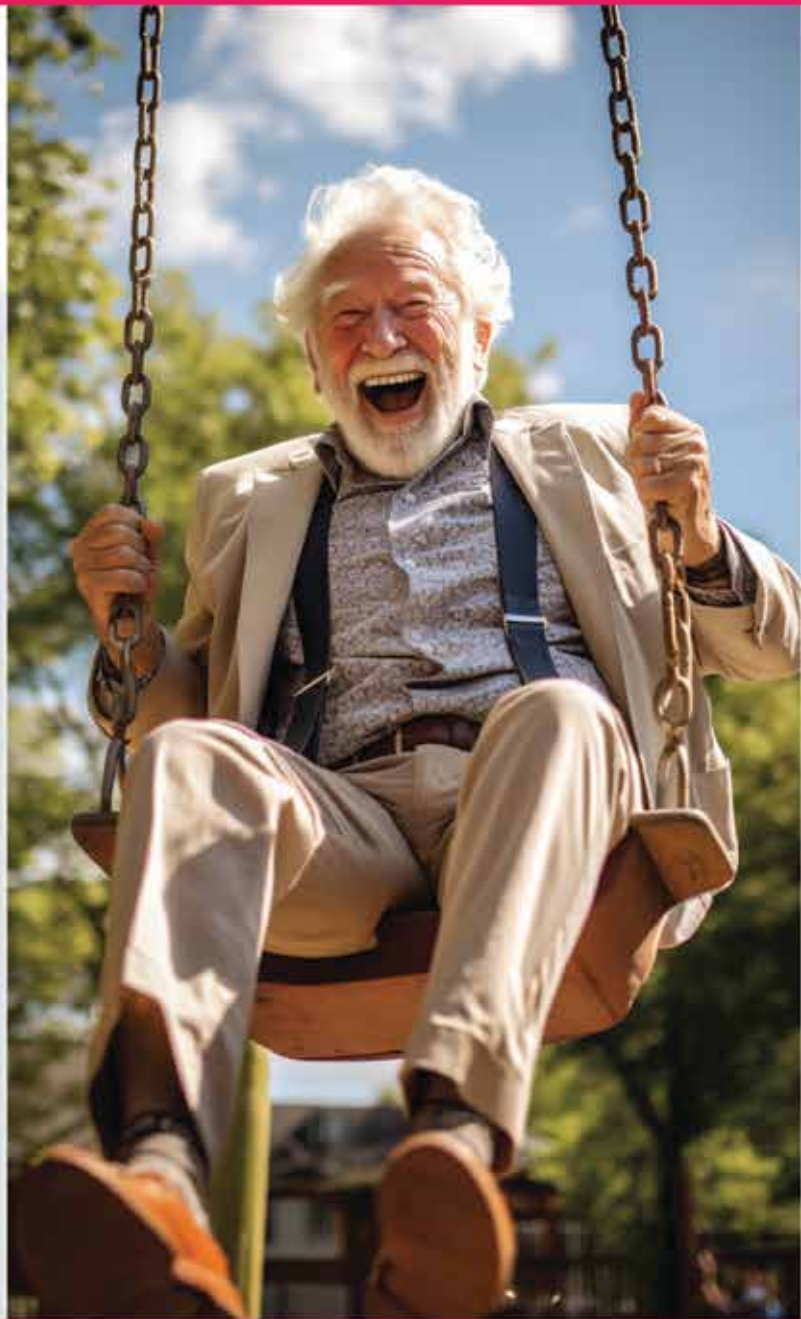


231 elders received home base care with 23,688 visits conducted by 25 carers in Tafta homes

109 elders provided with ageing in place services by 15 home-based carers in the community and 549,930 freshly prepared meals enjoyed by elders; including 11,561 ready to eat meals delivered to 54 elders



19,801 counselling sessions were held with elders and their families, including both individual and family counselling sessions at our facilities and in communities.



**TOLL-FREE NATIONAL ELDER ABUSE HELPLINE (0800 10 11 10)**



1532  
Calls Received



249  
Referrals



Barbara Age: 87 Estelle Age: 64 Voera Age: 81 Shirley Age: 66 Sarojini Age: 87 Renee Age: 67

# Five-Year Strategy

## BALANCED SCORECARD – STRATEGY IN SUMMARY

### TAFTA'S BALANCED SCORECARD

#### THE CHANGE AGENDA



Each of these strategic pillars will guide the formulation of strategic objectives over the next five years in each division, with plans of action set out to meet them.

These are the statements of intent for each perspective and strategic objective contained in the Balanced Scorecard for all Tafta divisions:

- Customer Perspective: What do our customers expect from us?**  
*Statements of intent:*
  - Elder skills:** We encourage the establishment of a community in which elder skills are valued and contribute towards creating a meaningful life for all who live at Tafta.
  - Long-term Care:** We are committed to providing quality, comprehensive and compassionate elder care.
  - Relevance:** We will meet and exceed client expectations through a bouquet of service offerings that deliver holistically on customer needs, now and into the future.
- Learning Perspective: To be successful, how must our organisation learn and improve?**  
*Statements of intent:*
  - Technology:** We will leverage relevant technologies to optimise organisational efficiency and performance.

- Research:** Invest in research and development to benchmark against relevant national and global industry best practice models for improved organisational performance.
- Inspired and Capable Workforce:** Recruit and retain a highly-skilled workforce, striving for excellence in all we do.
- Sustainability: If we succeed, how will we look to our stakeholders?**  
*Statements of intent:*
  - Partnerships and Collaborations:** We will maintain and grow our reputation as a respected brand to entrench long-term mutually-beneficial partnerships and collaborations.
  - Expansion:** Growing our reach is an essential step to our longevity.
- Internal Process Perspective: To satisfy our customers, at what processes must we excel?**  
*Statements of intent:*
  - Eco-friendly Operations:** We are committed to reducing our carbon footprint at all Tafta facilities through the creation and implementation of a conservation roadmap for the next five years.
  - Transformation:** We will implement transformation initiatives relevant to the context of our work and aligned to the care and support needs of elders.



# 2020 - 2025

## YEAR 4 IN REVIEW

Tafta's Monitoring & Evaluation (M&E) process aims to determine the effectiveness, efficiency and impact of the work we do in addressing the needs of older persons. In essence, its geared to tell us what difference we're making in the lives of older persons and if we are using our resources to achieve that difference in the best possible way.

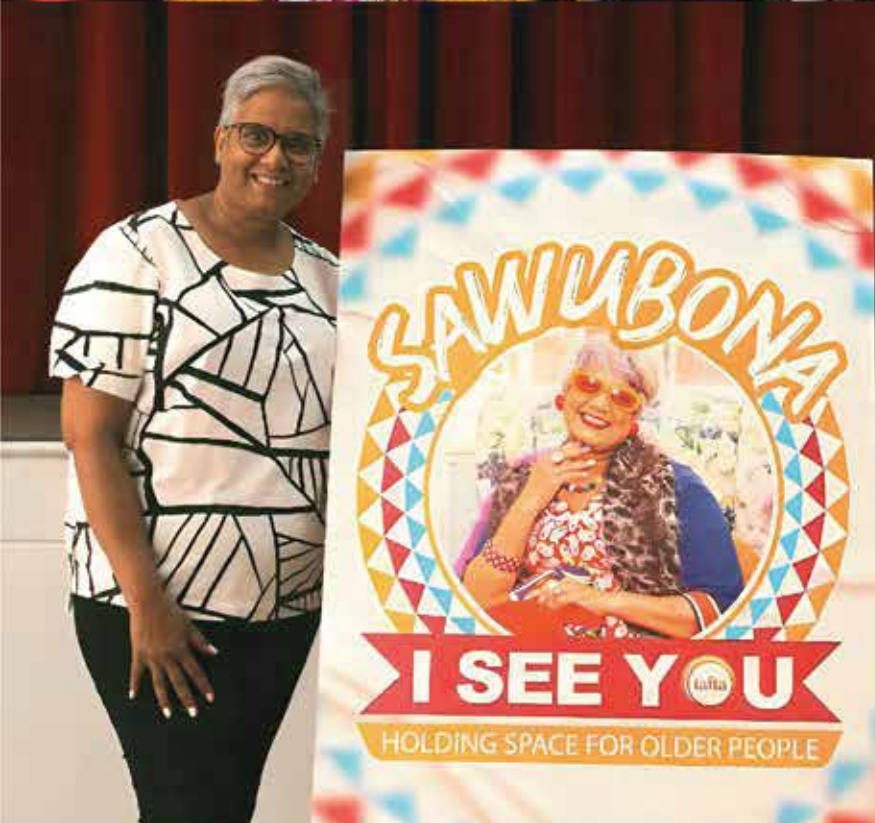
During year 4 of Strategy 2025, 35 M&E meetings were held across 6 departments to focus on the impact of the activities we implemented in relation to strategic objectives.

In addition to tracking progress towards achieving objectives we looked at:

- Whether we are making an impact ?
- What were our success stories ?
- What lessons we learned that will help us maximize results ?

The number of objectives increased during the year from **57 to 63** due to the inclusion of the Research, Strategy and Development division as well as the addition of objectives related to the Transformation Plan.

While Strategy and Monitoring & Evaluation is often perceived as daunting, most employee care partners have become more invested in the process over the last two years due to the regular M&E sessions and their increased understanding of how their role contributes to the bigger purpose of the organisation. By optimizing the strengths within teams and highlighting progress achieved in the bi-monthly meetings, employee care partners are motivated. They are able to look beyond their department and at the organisation as a whole to actively participate in driving strategy forward.



# Report from the Human Resources Division

The phenomenal achievements of the teams in the last period drives the momentum for the achievement of our strategic and operational goals. We acknowledge and thank our **145** employee care partners for their efforts, energy and commitment to our mission.

## Internal Perspective

We continue to embrace the advantages of automation whilst mitigating against the related risks. In this period, we explored the opportunity to digitize the Performance Management/Review Process as well as training platforms to streamline, provide easier access and to reduce reliance on paper. Various applications were interrogated and this process will be carried forward to find the most suitable solutions for our needs.

Legislative changes and updates are constantly reviewed in relation to our operations. Policies and processes are updated accordingly. The Code of Good Practice on Prevention and Elimination of Harassment in the Workplace and the Occupational Health and Safety Induction were rolled out in the period. 82% employees engaged in group awareness and consultation and 18% individually, to ensure understanding of both the rights and responsibilities relevant to these changes.

## Learning & Growth Perspective

The organisation continues to invest in learning and growth opportunities for continuous development. The number of learning opportunities increased by **51** to an unprecedented **132** sessions for the year. Online learning opportunities contributed significantly to this growth, increasing from **43** in the last period to **75**. The passion and skill of Tafta employee care partners remain in demand as facilitators for both internal and external training.

## Total Attendance at Training 2023 - 2024

### STRATEGIC AIMS



194 Internal Process Perspective



165 Customer Perspective



96 Learning/Growth Perspective



33 Sustainability

“If you want to go fast, go alone.  
If you want to go far, go together”  
African Proverb



# Customer Perspective

## MOVEMENT

Terminations	
1. Retired	6
2. Resignation	3
3. End of Contract	2
4. Dismissal	7
5. Deceased	1
6. Disability	0
7. Retrenched	0
<b>TOTAL</b>	<b>19</b>

## RECRUITMENT

1. Appointed	21
2. Promotion	2
<b>TOTAL</b>	<b>23</b>

Turnover was higher in this period; however, this was on par with market trends for the period. It is significant that of the 19 terminations only 3 resigned. Trends indicated an ageing workforce, some achieving decades of long service with the organisation. In partnership with the provident fund administrator retirement planning is initiated early to prepare our employees for this life change. Notwithstanding the number of employee care partners retiring, 7% of the workforce are older persons, continuing to share their wealth of experience and transferring critical skills to an emerging workforce.

In a time when non-profits are facing serious challenges, strong governance, including enforcement of the disciplinary code, ensures that the elders whom we serve and the organisation's resources are kept safe.

Climate surveys help gauge the strength and development areas for an organisation by determining the levels of employee engagement and how these impact on performance. While overall employee satisfaction was higher, the learning and growth culture of the Tafta team will drive the plan for improvement.

## Employee Engagement

### Overall Employee Satisfaction



- Very dissatisfied
- Somewhat dissatisfied
- Neither dissatisfied or satisfied
- Somewhat satisfied
- Very satisfied
- No response





## Sustainability

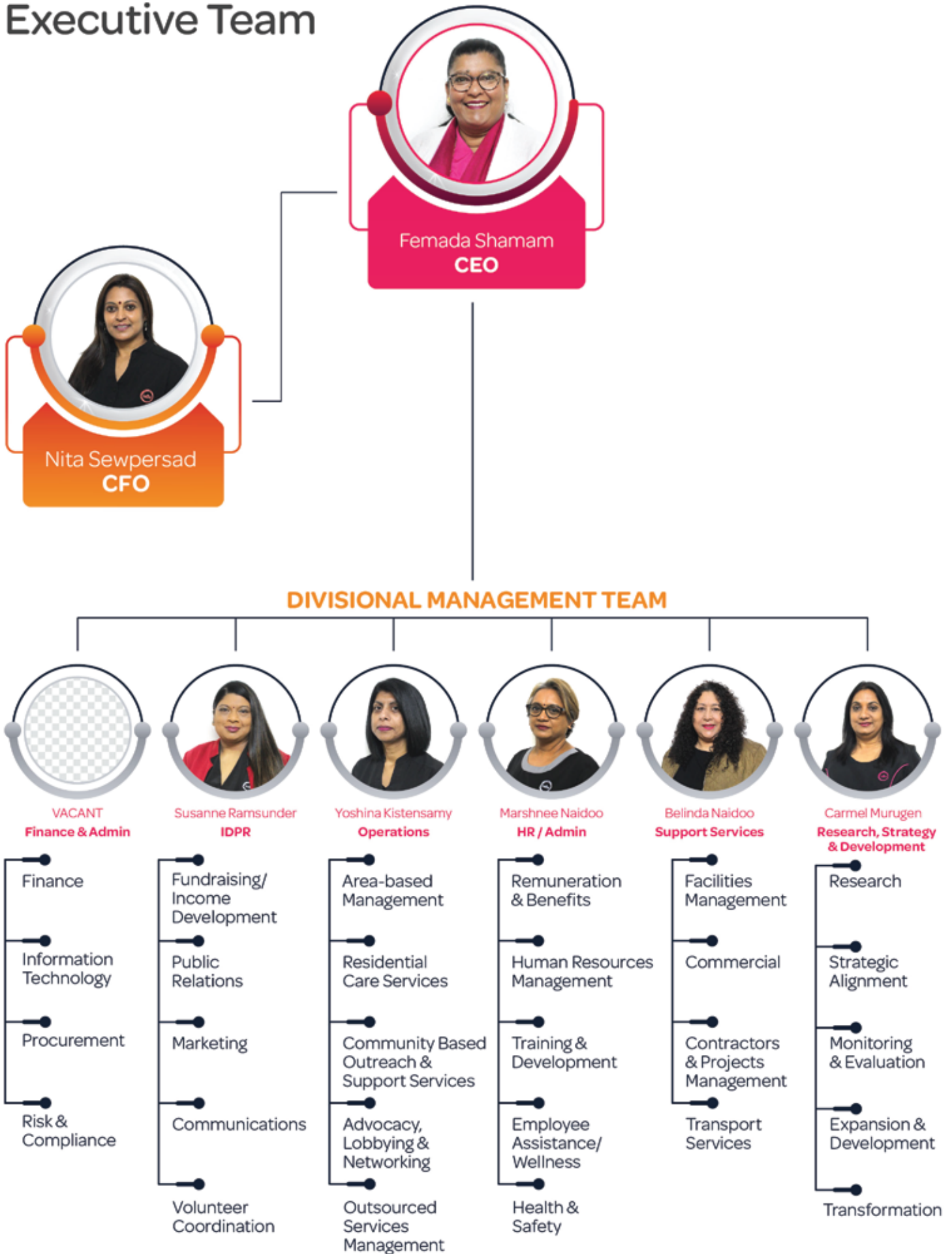
In this period, the implementation of our Safety, Health, Environment and Quality (SHEQ) plan progressed significantly. A risk-based inspection programme for all our buildings, focusing on fire safety, was completed. The subsequent Fire Safety Plan ranged from awareness and training of our employee care partners and residents to updating all emergency evacuation plans and procedures in all 13 buildings. Our Facilities Management Department (FMD) implemented the service and upgrades to fire detection and firefighting infrastructure and equipment, as tabled in the Support Services Report, and will continue to track and manage these.

The Health and Safety Committee meet bi-monthly, reporting on risk areas and risk mitigation measures; sharing challenges and building capacity to manage risk and improve safety to contribute towards the sustainability of the organisation.



# Organogram

## Executive Team



# Report from the Income Development & Public Relations Division

A Spectacular Sapphire Soiree... a celebration of 65 years marking the coming of age for Tafta, reflection of the milestones reached, achievements celebrated and recognition through 'holding space for older persons'. And it was in this same spectacular fashion that the organisation beckoned in 2024 with the Sawubona Campaign to greet our elders, care partners and each other with recognition and acknowledgment!

## Income Development

With the vision of each founding member of charity organisations across the world are the people who carry that vision forward, employee care partners, volunteers, patrons and donors. Our employee care partners are fueled by their passion to provide care and support to older people; but it takes more than passion to run any business or any organisation. Without the financial and in-kind support of donors towards programmes, projects, activities and events; our purpose to make dignity, growth and meaningful life a realistic prospect to all elders would not be possible. We 'see you' and thank you for making this possible!



“The year marked a coming of age, reflection and recognition!”



**1,198**  
DONORS



**295**  
VOLUNTEERS



**R24 MILLION**  
DONOR INCOME RAISED



**378**  
DONATIONS (IN-KIND)



**R42.5K**  
RAISED THROUGH  
FLASH SALES

# Lobbying And Advocacy

Joint Campaign: Global Alliance for the Rights of Older People



In a world where ageism remains a pervasive issue hindering the enjoyment of human rights for many, the organisation launched and will be using their new Sawubona Campaign throughout the year to address age discrimination and promote the rights, protection, and dignity of older persons. At the launch event in January 2024, Femada Shamam (Tafta's CEO) shared the following: **"Age discrimination often leads to elder abuse, as older individuals are sometimes denied their fundamental rights to protection and a life lived with dignity. The Sawubona Campaign seeks to challenge this deeply rooted problem by encouraging society to truly 'see' and appreciate the value and contributions of older people."**

## Awareness



Distribution of materials by Social Workers who host various information sessions at public centres, libraries, clinics and care institutions to promote the organisation's services and raise awareness on elder abuse



The team visited the Umhlanga Market to promote the organisation's services, new products (the inspiring shopper bags) and offered blood pressure and glucose screenings to patrons



Tafta hosted a stall at the Windermere Shopping Centre to raise awareness and generate support for the Christmas Lunches appeal

With ongoing issues with the South African Post Office and resultant delays the organisation pivoted to a knock-and-drop and online mailing approach. The organisation circulated information and donation requests to over 50,000 individuals across the country for support toward Tafta's Toll-Free National Elder Abuse Helpline

# Events



## Corporate Golf Day 2023

A fundraising and networking event hosting over 100 corporate individuals and service providers to raise awareness and funds **R70k** for Tafta's Meal Delivery service reaching elders in the community who cannot cook or afford to cook for themselves



## Cash Ring Rush and 31km's on the 31st December

Tafta hosted a telethon event with over R56,000.00 pledged and received from this initiative on the day; and Tafta's Vice-Chair of the Council, Charmain Shandu, raised the shortfall of R42,500.00 in the 31kms on the 31st December reaching the target of R100,000.00 toward Tafta's Toll-Free National Elder Abuse Helpline.



## Volunteer's Function

Over 200 Tafta residents who dedicate their time and talent towards assisting with Tafta's operational activities, programmes and events were honoured in a 60's themed celebration to show the organisation's appreciation for their assistance and service



## Donor Appreciation Tea

Supporters of Tafta were invited to attend an Appreciation Tea and learn about the key projects, programmes and campaigns.

Thank you to the North Durban Lions Club and the Robinhood Foundation for their unwavering support!

## KZNBWIB

We were selected as the nominated Charity for KZN Women in Business for 2023 with **R34,000.00** raised.



## Social, Online, Print And Broadcast Media

Our online reach (followers) is growing...

We remain grateful to the Newsclip Media Monitoring Service (pro bono) recording an Advertising Value Equivalent of **R4,332,267.00** with an estimated circulation of **94,752,012** across the online, print and broadcast media platforms. The media continue to provide a vital role in sharing our activities, programmes, events as well as lobbying and advocacy activities.

The online world is changing every day and we have to adapt. With growth in the organisation's social media platforms; this medium opens up opportunities to grow supporters, volunteers and donors. Our platforms (including our website) create a pathway for those seeking help or advice; with fans engaging and celebrating our elders and donors by showing their support.



## Launch of the Conversation Cards!

"Using the cards is a light-hearted and insightful exercise that allows younger generations to engage with the elders around them; learning important aspects about that person, the life they lived and being able to catch a glimpse of the world through their eyes. There is no better way to gain advice, preserve our culture and learn our history, other than from the 'living libraries' that surround us daily – and in turn we get to tell our older people 'I see you' and 'I value your contribution'. Using these conversations, one can gain a broad understanding of the changes that come with growing older and an awareness and reality of what it is to be 60 years and older – eliminating the stigma that leads to ageism," – Femada Shamam, CEO - Tafta



# Report from the Support Services Division

The beginning of a new financial period often brings about changes within organisations. In line with this, our Support Services division experienced its own period of imbalance with the retirement and resignation of key leadership figures at the start of the new year. By the second quarter of the year, a new Divisional Manager and Senior Manager were employed and handed the reigns to navigate the Support Services Division towards Tafta's purpose **'to make dignity, growth and meaningful life a realistic prospect for all elders'** living across Tafta's 13 homes.

## Facilities Management Department

The Facilities Management team include the Senior Manager, a maintenance coordinator a Foreman, **1** senior Handyman and **12** handymen / painters. The 2023/2024 fiscal year, although characterised predominantly with discovering, developing and transition, successfully yielded the following:

- **881** maintenance requisitions from all Tafta homes
- **951** purchase orders issued for work to be undertaken by external contractors and service providers
- **7,500** entries made into the onsite maintenance books at the **13** facilities (addressed to the handymen on site)
- **34** capital projects completed at the different buildings
- **105** units renovated for occupation

Some of the major Capital projects completed during the period under review included:

- |                        |   |
|------------------------|---|
| • Kings Hall           | : Installation of new water pump, Replacement of lifts                          |
| • John Conradie House  | : Purchase of a new Tilt Pan for the main kitchen                               |
| • Tafta Lodge          | : Installation of fire detection equipment in the Generator room, New generator |
| • Tafta Park           | : Tenting and Fumigation of the Church  |
| • Cambridge Gardens    | : New intercom system and New lift 04/24  |
| • Tafta on Ridge       | : Lift repairs  |
| • St Martin's Village  | : Replacement of carports   |
| • Ocean View           | : Replacement of the fire detection system                                      |
| • Lucas Gardens        | : Replacement of the fire detection system                                      |
| • St Catherine's Close | : Painting and fencing of complex   |
| • John Dunn House      | : CCTV repairs  |

## Inaugural Service Providers Breakfast

In line with Tafta's mission, the Support Services Division continually strives to alleviate the distress of elders through the quick and efficient response to all maintenance requisitions and building renovations. The team identified that access to; reputable, registered, vetted and compliant contractors as one of the major difficulties in achieving this. In response, the team hosted a recruitment breakfast for **66** potential new service providers on 26 February 2024 with the main aim to expand Tafta's database of reliable contractors and service providers in the various sectors.



## Transport

The Transport Department is responsible for the maintenance of the 12-vehicle Tafta fleet and plays a crucial role in supporting the core services provided to elders in Durban. The department has opted to maintain the changes previously made in terms of service delivery and decentralization for the financial period under review. However, the team will be embarking on the new financial year with an exploratory survey into transport needs, with the view toward best practice and value-based service to elders.

## Commercials

During the 2024 fiscal year, the team managed a total of 7 commercial renters – 4 at Kings Hall, 2 at Langeler Towers and 1 at John Dunn House, with 2 vacancies at Langeler Towers and Kings Hall. The year closed with a new tenant at Kings Hall.

Income generated through commercial rentals is critical in supporting Tafta's broader operations. With this in mind, the team strategically focussed on the recovery of commercial debt aggregated since Covid-19 and the lockdown period. During this financial period, the team were successful in recovering 64% of commercial rental arrears.

Repair work following the fire at Kings Hall



Changing riser pipes that have served the buildings for more than 80 years



New tilt pan at John Conradie House



Installation of a new generator at Tafta Lodge



Carport at St. Martin's Village



Wood borer treatment at our 100 year old Church



# Report from the Research, Strategy & Development Division

Tafta's commitment to optimizing the quality of care to older persons by pioneering best practice initiatives and conducting research to promote evidence-based practice, was cemented by the creation of the Research, Strategy and Development Division in April 2023. In the year under review the division embarked on several collaborative and innovative research projects.

## Research

The Research Strategy and Development Division focuses on home grown research, while the Operation Division facilitates the participation in research initiated by external partners.

## Elder Abuse

The research study on elder abuse explored the risk and protective factors for elder abuse, the gaps and strengths of services for older persons and recommended strategies to prevent the abuse of older persons. The study involved 6 focus group discussions with 50 elders (19 male and 31 female) in five previously disadvantaged communities in eThekweni. 15 key informants from the Departments of Health, Social Development and the South African Police Services, as well as NPO's were interviewed. The research was a collaborative effort with the University of Johannesburg and iKamva Labantu in the Western Cape.

## Findings from the study revealed that:

- **The main risk factors for elder abuse are;** the socio-economic circumstances of the family, victims fear of retaliation for reporting abuse, substance abuse by the perpetrator and evolving sociocultural values.
- **The primary protective factors against abuse are;** good cognitive and physical health, economic self-sufficiency of the older person, access to a strong support network and community services.
- **Services provided to older persons experiencing abuse are;** fundamentally impacted by deficits in human capacity and resources such as safe houses, police stations, vehicles for social workers and police officers.

## Falls Study

The research team for the Falls Study in consultation with relevant employee care partners, amended the Falls Register. The team developed a web-based register to capture incidents of falls. The new format circumvented the need to consolidate the excel spreadsheets from the four areas and facilitated the analysis of trends in the organisation as a whole. Information from the analysis will assist employee care partners in identifying and addressing common risk factors such as; environmental factors, health conditions of elders, functional or mobility factors of elders thereby reducing the number of incidents.

## Growth And Expansion

The Toll-Free National Elder Abuse Helpline (0800 10 11 10) was established in November 2022, to facilitate the reporting of elder abuse across South Africa. A helpline supervisor was appointed in June 2023. The team comprises the Divisional Manager: Research, Strategy

and Development, the Helpline Supervisor and 2 Helpline Counsellors. During the period April 2023 to March 2024 the Toll Free National Elder Abuse Helpline recorded;



249

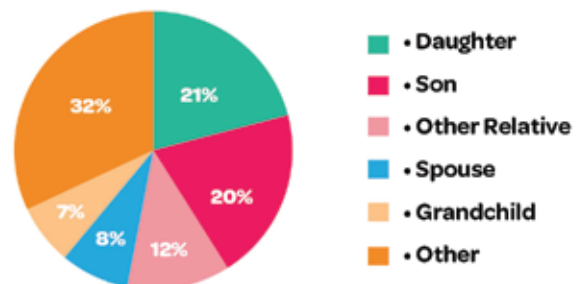
E-mail Referrals



1,532

Calls Received

The gender breakdown of victims of elder abuse consistently reflected a higher percentage of female to male with 63% female and 33% male. In 4% of cases gender, was not indicated. In the majority of cases the perpetrator was a family member. The relationship of perpetrator to the older person was reflected as follows:



The age groups most at risk of abuse according to statistics from the Helpline were:

- **60 to 69 years - 33%**
- **70 to 79 years - 31%**

The lowest risk seemed to be the 90 to 99-year age group at 5%. Most calls reporting abuse were received from family members at 38% and 32% were self-reported. It was interesting to note that 18% of calls were made by a neighbour while 4% were made by a friend of the victim. In an effort to raise awareness on elder abuse and the Helpline, Tafta's CEO and Divisional Manager: Research, Strategy and Development participated in an interview on Lotus FM in June 2023. The National Office of the Department of Social Development undertook training with employee care partners from the Helpline and Intake department on the Older Persons Abuse Register (OPAR), in November 2023



## Association of South African Social Work Education Institutions (ASASWEI)

The Divisional Manager of Research, Strategy and Development had the opportunity to present a paper entitled **“National initiative to support older persons traumatized by elder abuse,”** and the Area Manager: Central, presented on **“The Experience Incubator as an economic empowerment modality for strengthening sustainability and self-reliance in older persons,”** at the ASASWEI conference in Durban in September 2023.



## Fulbright Specialist Programme

In a 2022 study by STRIDE, dementia prevalence in South Africa was estimated at 12.5% with the possibility of over 450,000 people living with dementia. This highlighted the need for training and empowerment of employee care partners caring for older persons with neurological impairments. Tafta in partnership with CommonAge submitted an application to the Fulbright Commission, USA in May 2023. The application was approved in October 2023. This opened the door for 28 delegates from government departments and NPO's in South Africa and other sub-Saharan countries to participate in a 9-day training programme on 'The care of older persons with cognitive and sensory impairments'. Some of the modules to be covered include;

- Evidence-based best practices of care
- Psychosis, mood and behavior
- Neurology systems
- Caregiver stress

The programme will utilise a Train the Trainer model to deepen its reach. A core group of professionals across the country and in 2 other Sub-Saharan nations will be capacitated to train the elder care workforce to effectively care for and manage with the behaviour of older persons with cognitive deficits.

**“A dementia friendly community should be developed by providing more opportunities regarding education and training for care recipients, caregivers and service professionals and by changing policies.” –(Innovative Ageing, 2018)**

## Symposium on the Human Rights of Older Persons in Africa

Following from the completion of the Elder Abuse Research Report and presentation of a paper at the ASASWEI conference, Tafta was invited to collaborate with the Centre for Social Development at the University of Johannesburg to host the **Symposium to advance Human Rights and Social Justice of Older Persons in Africa**, along with 3 other universities and iKamva Labantu in the Western Cape.

The symposium aims to encourage rich dialogue to address concerns related to the human rights of older adults, challenge negative stereotypes about ageing and highlight the valuable contributions of older persons to society. Tafta actively participated in the local organizing committee of the symposium (scheduled to take place in 2024).

## Transformation

The organisation's draft Transformation Plan emerged from a host of consultative workshops facilitated with each department. The draft plan was presented to the leadership team in June 2023. Leadership then cascaded the discussions to their teams for workshopping their departmental action plans.

The departments' input on their Transformation Plans was collated and refined into Tafta's comprehensive plan. The tracking of this plan was built into employee care partners' work processes from September 2023.

### Some of the key initiatives involve:

- Expansion of services into informal settlements such as Maqobani
  - Automation/use of digital platforms in Finance, Human Resources and Procurement
  - Development of a Change Management Policy
  - Exploring Home-based Care expansion in the Mayville, Kwa Mashu and Newlands East communities.
  - Working on awareness of care partners and residents on the Bullying and Harassment Policy & Code of Good Practice.
- The Human Resources and Operations Departments collaborated to create a campaign of mutual care – creating awareness among residents on the need to respect employee care partners.
- Updates to Rental Agreement to incorporate requirements from Finance.

## Monitoring and Evaluation

During the year under review, **35 Monitoring & Evaluation meetings** were held with Divisional Managers, Area Managers and Senior Managers. The focus of these meetings shifted from evaluating alignment of operational activities to strategy in the previous year, to measuring the impact of our operations in relation to our beneficiaries. The period under review marked the 4th year of Tafta's 2020 - 2025 strategic plan.



# Report from the Finance & Administration Division

## Administration Department

The primary functions of the administrative department are; the keeping of records and the management of the administrative duties.

The Senior Executive Administrator as the department lead, continued to act as a first point of contact, dealing with correspondence, phone calls, managing diaries and organising meetings and appointments. Further, providing support to the Chief Executive Officer, the Executive Management team, as well as managing the role of Secretary to the Council and Sub-Committees continues.

The department continued with the maintenance of all of the Organisation's legal documents. These include minutes of meetings, resolutions, contracts, compliance certificates and regulatory filings. In addition, these important documents are both up to date and readily accessible.

A new position within the Administrative department was created during the financial year, namely, Executive Admin Support Administrator. This role offers further support to the Executive Management team.

Tafta's Head Office switchboard operations continued as fully functional with no disruptions during the financial year.

## Procurement Relevance, Partnership and Collaboration

The Procurement Department continued to collaborate extensively with all departments to procure the goods and services that Tafta requires, to support its daily operations and service delivery to its clients.

The department continued the **management of the procurement functions**, with the operational results for the department tracking fairly consistently compared to the prior year:

- Purchase Requisitions: **1,600** requisitions fulfilled
- Purchase Orders: **1,542** orders placed
- Invoice Approval: **1,843** invoices matched to supporting documentations and submitted to the Finance department for payment
- Deliveries from Head Office: **1,143** deliveries transported to Tafta buildings.

Best prices, quality and timeous and reliable supply and delivery are key and fundamental principles that continue to be practiced within the Procurement department.

A strategic change was implemented for the purchasing of goods; at the start of the financial year, the department implemented **bulk purchasing** of products utilised.

The process entails the holding of 3 months of inventory for cleaning, stationery, groceries and specific maintenance items. This purchasing methodology has resulted in;

- known prices upon requisitioning, creating better budget management,
- the standardisation of the products utilised across Tafta's buildings,
- eliminated possible delays for products requisitioned and improving overall efficiency of the department's turnaround time on requisition fulfilment.

The Procurement department continued with the **Vendor Management** for the financial year.

To ensure that the organisation engages with legitimate, compliant suppliers, the department undertakes the supplier vetting process, which entails the receipt and scrutiny of supporting compliance documentation.

The vetting of service providers for goods and services continued during the financial year. The Procurement database of suppliers vetted and maintained for the financial year consisted of **44 service providers**.

At the start of the financial year, the department assumed the vendor management of the Facilities department vendors and contractors. A process of re-vetting these suppliers was embarked on. Facilities supplier and contractor vetting requirements were updated to ensure compliance with legislative requirements. A facilities database of **80 vendors** have been re-vetted, with a compliant database of **39 compliant vendors** compiled for use of service.

The Procurement department continued with the **Contract Management** during the financial year.

The services received from current service providers are evaluated continually by management, and should there be a need for a change, the Procurement department is responsible for the sourcing of, alternate providers, facilitating of visits to Tafta sites and obtaining quotations on the needs required. Further support, continues to the organisation, for the renewal of Service Level Agreements including; successfully negotiating acceptable annual escalations and facilitating on contracts and troubleshooting during the duration of service. Contracts were facilitated during the financial year for the following areas; low traffic printers and printer service, Waste Services, Lift Services, Pest Control and Laundry Services.

The department continued to oversee the following recycling initiatives at all Tafta buildings; the recycling of old printer cartridges, the safe and effective disposal of fluorescent lights and bulk shredding. The department continues to collaborate with internal departments and continues to partner with external service providers to achieve the best prices and service delivery for Tafta and its clients.





## Research

Research and keeping abreast of legislature applicable to this department is vital in ensuring a compliant procurement department. Research continues to be performed specifically for the handling and storage of all products procured. This is to ensure compliance and health and safety requirements are adhered to. Safety data sheets continue to be maintained and standard operating procedures updated. Training of new employee care partners on the safety requirements continued.

## Risk And Compliance

Risk and Compliance meetings were conducted on a quarterly basis with Tafta's governing external Risk Committee. All risks and compliance matters affecting the organisation were reported on with further solutions offered.

For insurance compliance, risk areas identified through insurer's inspections audits on Tafta's buildings continue to be addressed within the current and upcoming annual Capital & Maintenance plan.

The monitoring and implementation of the Safety, Health, Environment and Quality (SHEQ) plan continued, with the focus being on monthly health and safety inspections being performed, contractor management and fire safety.

## Information And Technology

A secure IT environment continued to be maintained, with the IT systems and equipment optimally functioning with minimal disruptions and down time.

The Organisation's external IT consultant, continued to provide support and IT solutions in the following areas:

- The monitoring of the existing servers and all other IT infrastructure continued
- Regular backups were completed timeously
- Departmental employee care partners' IT requirements continued to be addressed, to ensure all employee care partners operate with optimally functioning IT equipment and software
- New server developed and installed to house and meet the requirements of the upgrade of the accounting package to ensure that it functions optimally
- Replacement of outdated equipment and IT infrastructure where necessary
- Monitoring of systems with ad-hoc power disruptions continued

Additional IT controls and requirements were implemented to ensure the continued cover for Cyber insurance. These included the implementation of password controls, and the replacement of outdated software which was no longer supported by the software provider and now addressed with the accounting software upgrade.

## Finance

### Relevance

The finance department continued to ensure all documentation received into the department is scrutinised and in accordance with the relevant authorisation and support before processing into the general ledger. This ensured the continued accuracy of the financial accounting and recording of the Organisation's transactions.

Monthly management accounts continued to be prepared, for reporting purposes, ensuring compliance with the reporting requirements to Tafta's Committees and Council. Financial results are prepared in accordance with International Financial Reporting Standards for Small and Medium Enterprises (SME's).

Monthly processing for the transactions within the Commercial Investments entities were completed timeously.

The Organisation's monthly payments and receipts processes continued.

Receipt and payment of South African Social Security Association (SASSA) grants continued.

The Department continued to manage the annual budgetary process. Statutory compliance for Vat and Taxation has been achieved through the timeous submission of the relevant returns and completing any verification audits.

The audit for this financial year reflected a **change in auditors from PWC to BDO**.

Finance engaged with the auditors facilitating a smooth transition and the successful completion of the 2024-year end annual statutory audit.

### Technology

In ensuring that the accounting systems remains relevant, an **upgrade** of the accounting software, Syspro, had been completed. This ensures that the latest version is in use and continues to be supported by the developers. The finance team received comprehensive training on the new system ensuring continuity in the processing of the financial results.

### Sustainability

The collection of debt from Tafta's residents and commercial tenants remained a key area of focus. Various initiatives have been performed during the year to ensure that the outstanding debts are recovered. These initiatives included;

- the follow up of rejected debit orders on a monthly basis
- attending to residents walk in payment queries and disputes (**315**)
- meeting with the residents at the respective building (**215** visits), to discuss and arrange payment plans, assess current payment arrangements to convert to a more secure payment methodology, via debit orders or procurement of pensions.

Cash investments continue to be optimally managed to maximize the interest income earned, whilst also ensuring that the operating and capital expenditure cash flow requirements are met. FICA compliance continue to be maintained.

### Collaboration

The finance department continues to collaborate with other departments to ensure financial information requirements are met for accurate processing and recording.

# Report From The Treasurer

Mr CHARLES BARFORD



## An overview of the financial results of Tafta for the year ended 31<sup>st</sup> March 2024.

Tafta's operating deficit remained consistent to that of the prior year. This deficit has been positively funded through an increase in the investment income and donation income, received for the year.

Revenue generated from Tafta's ordinary activities amounted to R85.3 million, reflecting an increase of 10% (R7.7m) on the prior year. This revenue generated comprises income received through operational activities and donation income received.

Operating income, which includes income from accommodation, services provided and subsidy income, amounted to R60.6 million, an increase on the prior year of 8.5% (R4.7m). This has been attained by a concerted effort by management to maximise occupancy rates at the buildings.

Government subsidies received from the Department of Social Development, amounted to R6.7million, an increase of R770 000 on the prior year. The continued support from the Department is appreciated with gratitude.

Gross donation income amounted to R24 million, reflecting an increase on the prior year of 14.6% (R3m).

Other income amounted to R5.1 million. Included in Other income is the gains on the disposal of financial equities, amounting to R4,8m for the financial year with the prior year amounting to R344 000.

Total expenditure for the year amounted to R90.4 million, which represents a decrease of R7m (7%). This decrease is primarily attributed to no impairment losses incurred on the loan investments for the current financial year, as compared to the impairment loss of R12. 5 million in the prior year.

Excluding impairment of loan investments, operating expenditure, reflected an effective increase of 6.5% (R5.5m) as compared to the prior year.

Investment income comprising interest income and dividend income amounted to R20.9 million, reflecting an increase of 36% (R5.5m) on the prior year. This is primarily due to the favourable interest rates during the financial year and to considered investment decisions.

Tafta's two commercial investments continue to be managed through the Umthunzi Charitable Trust. Financial commitments for these investments continue to be supported by Tafta.

For the first investment, the proposed exit and close out strategies have been evaluated and concluded on. There has been no further impairment of this investment during the financial year, as compared to the prior year (R8.5m).

The second investment has been sold and the proceeds have been used to repay the loan investment to Tafta.

The investment in the equities portfolio amounted to R104.8m, reflecting an increase of 5% (R5.3m). The fluctuating landscape in the South African and foreign equities market required careful consideration of the investment decisions made. These decisions enabled Tafta to receive a steady flow of dividend and interest income from this investment while achieving the investment income requirements from this portfolio for the financial year.

Innovative and creative approaches in these economic conditions is key to remaining cost efficient towards a sustainable future for the organisation.

Management are continuously evaluating and exploring alternatives with the objective of securing further income flows and maintaining expenses to an acceptable level of increase to enable us to continue to provide care and support for older persons.

We are, as always, most grateful to all our donors who share our vision of providing optimal care and support services for older persons; and to our employees care partners and service providers for their ongoing commitment to deliver quality support and service.



# Summarised Financial Statements

## Statement of Financial Position as at 31 March 2024

	2024 R	2023 R
<b>Assets</b>		
<b>Non-Current Assets</b>		
Property, plant and equipment	19 454 943	16 253 371
Investment property	320 739 553	317 836 507
Investments	104 835 580	99 526 950
Loan to associated Trust	19 971 875	26 502 375
	<b>465 001 951</b>	<b>460 119 204</b>
<b>Current Assets</b>		
Inventories	307 406	256 584
Receivables and prepayments	2 042 721	1 683 714
Cash and cash equivalents	1 64 835 709	155 025 873
Investments	4 710 727	-
	<b>171 896 563</b>	<b>156 966 171</b>
<b>Total assets</b>	<b>636 898 514</b>	<b>617 085 375</b>

## Equity and Liabilities

### Equity

Reserves	59 684 034	64 962 432
Accumulated Fund	388 036 149	367 069 612
	<b>447 720 183</b>	<b>432 032 044</b>

### Liabilities

#### Current liabilities

Trade and other payables	14 311 761	12 422 760
Life Rights	174 866 570	172 630 570
<b>Total liabilities</b>	<b>189 178 331</b>	<b>185 053 330</b>
<b>Total Equity and Liabilities</b>	<b>636 898 514</b>	<b>617 085 375</b>

## Statement of Comprehensive Income for the year ended 31 March 2024

	2024 R	2023 R
<b>Revenue</b>		
Operating income	60 680 417	55 924 661
Donations received - other	23 232 130	20 589 382
Donations received - capital	734 365	316 969
Sundry income	697 730	815 284
	<b>85 344 642</b>	<b>77 646 296</b>
<b>Other Income</b>	<b>5 168 488</b>	<b>469 591</b>
<b>Operating Expenses</b>		
Care and cleaning	(17 232 723)	(14 900 382)
Depreciation	(1 039 420)	(915 580)
Donation expenses	(1 500 814)	(944 494)
Employee costs	(25 751 760)	(24 299 335)
Food and groceries	(12 139 220)	(11 161 717)
Impairment of loan	-	(12 506 669)
Loss on sale of assets and liabilities	(206 361)	(3 000)
Municipal services	(15 943 362)	(14 952 577)
Other operating expenses	(11 834 020)	(11 396 291)
Professional fees	(1 461 497)	(1 281 523)
Repairs and maintenance	(3 052 816)	(4 797 886)
Transport costs	(283 864)	(283 210)
	<b>(90 445 857)</b>	<b>(97 442 664)</b>
<b>Operating surplus/(deficit)</b>	<b>67 273</b>	<b>(19 326 777)</b>
Investment Income	20 908 703	15 340 301
Finance cost	(9 439)	(66 690)
	<b>20 899 264</b>	<b>15 273 611</b>
<b>Surplus/(Deficit) for the year</b>	<b>20 966 537</b>	<b>(4 053 165)</b>
<b>Other comprehensive income</b>		
Revaluation of available-for-sale financial assets	490 187	(451 089)
Disposal of available-for-sale financial assets	(6 536 064)	(1 333 396)
<b>Other comprehensive loss for the year</b>	<b>(6 045 847)</b>	<b>(1 784 485)</b>
<b>Total comprehensive income/(loss) for the year</b>	<b>14 920 690</b>	<b>(5 837 650)</b>



# OUR DEEPEST GRATITUDE

*Tafta is extremely grateful to the individuals, corporates, trusts and foundations that continued to support us.*



## OUR VALUED DONOR COMMUNITY

We thank you for:

- Listening when the older person's sector did not fit into your giving strategy.
- Patiently receiving our proposals and follow up calls during your busy day.
- Taking a stand on elder rights when your committee or Board disagreed with you.
- Making the effort to visit our homes and treating our elders as family.

Your support over the 2023/2024 year is acknowledged and highly valued in honouring our elders.

**SAWUBONA**

### WE ALSO THANK

- The Department of Social Development
- The media for their ongoing coverage of our appeals, events and campaigns that headline the ageing agenda
- The medical professionals who sacrifice their time to visit our homes to care for our elders
- The individual donors who continue to give in a climate of financial instability
- The teachers, principals and students
- Local and international advocacy partners who help us lobby for elder rights across various platforms
- Our volunteers

### OUR MAJOR DONORS

Alexander Forbes Financial Services (Pty) Ltd  
Bid Corporation Ltd  
The Barnett Trust  
The Coker Family Trust  
The Concord Trust  
The F Vreede Will Trust  
The Fulton Trust  
The GMA Foundation  
The Judith Maxwell Trust  
The Ken McKenzie Foundation  
The Marcel Ewan Trust  
The Victor Daitz Foundation

### BEQUEST AND IN MEMORY OF/ IN LIEU OF

We honour the memory of every individual who has bequeathed a part of their heritage to Tafta in the period:

### INCOME RECEIVED:

TOTAL  
**R 2 684 481,93**



SCAN HERE  
TO DONATE TO TAFTA  
**zapper**



**THE ASSOCIATION  
FOR THE AGED**  
Inspiring active ageing

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Elder Abuse Helpline

**0800 10 11 10**