

REIMAGINING AGEING



tafta

ANNUAL REPORT

THE ASSOCIATION FOR THE AGED

2024 - 2025

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 J.J. Jacobs

“

From small acts of kindness in

1958

to a leading organization
serving thousands today,

our story is one of
compassion,
resilience,”

and shared humanity.”

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

It is a privilege to present my annual message as Chairman of Tafta's Council, reflecting on another year of dedicated service to older people in our community.

Over the past year, we have faced both challenges and moments of great progress. Through it all, the unwavering commitment of our team, care partners, staff, donors, volunteers, and council members kept us moving forward with strength and purpose.

I want to express my sincere appreciation to our CEO, Mrs Femada Shamam. Her leadership continues to place Tafta on respected local and global platforms, giving our organization the voice and influence it needs to shape how society supports and cares for older people. Our achievements of the past year are a testament to her passion and the efforts of the whole Tafta team.

As South Africa and much of the world still face economic and social uncertainty, we are reminded how important stability and trust are in the work we do.

Our focus on good governance, accountability, and ethical leadership remains firm. Tafta's council and sub-committees work hard to ensure we manage our responsibilities wisely.

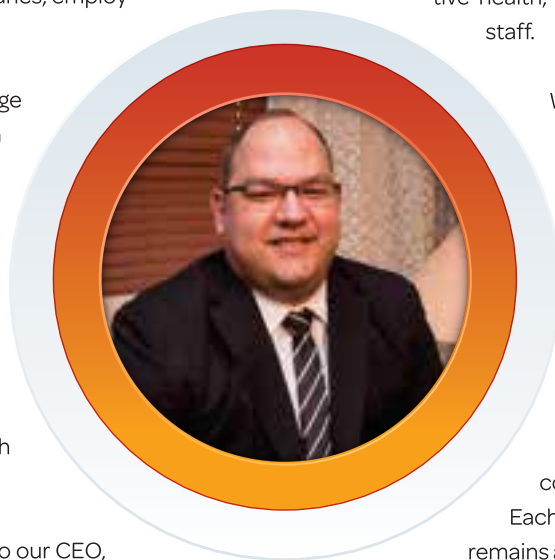
I also want to thank the teams behind our executive committee (EXCO), risk & compliance, investments, life rights, and our Lobbying, Advocacy and Social Services (CLASS) committees. Their sound advice, guidance, and decisions help us remain financially sustainable and responsive to the rising costs that affect both our organization and the elders we serve.

The world is ageing, and so is South Africa. More than 9% of the population in our country is now over the age of 60, and this figure is steadily rising. It is estimated that by 2050, the global population aged 60 and above will more than double, reaching over 2 billion. This demographic shift brings both challenges and opportunities.

We are seeing a growing need for responsive, inclusive systems of elder care that promote dignity, independence, and social protection. Tafta remains committed to leading this change, and we continue to grow in knowledge and impact through meaningful initiatives.

Last year, Tafta marked 66 years of service. From small acts of kindness in 1958 to a leading organization serving thousands today, our story is one of compassion, resilience, and shared humanity. We honour the volunteers and visionaries who laid this foundation, and we are committed to carrying that legacy forward as the needs of older people continue to grow.

This year, we were proud to co-host a Fulbright/CommonAge training on brain health and ageing, introducing global perspectives into our local work. This collaboration strengthens our ability to respond to the complex needs of older people, particularly in the areas of cognitive health, care support, and training for our frontline staff.



We also pay tribute to Mr Ashwin Trikamjee, who sadly passed away earlier in the year. Mr Trikamjee served on Tafta's Council with integrity and wisdom, and his contribution to the organization and the broader community will be remembered with great respect.

As we look ahead, I also want to acknowledge the ongoing dedication of our staff, the generosity of our donors, and the commitment of our members and volunteers.

Each of you plays a vital role in ensuring Tafta remains a trusted and compassionate presence in the lives of older people.

I am deeply grateful for the continued support and wise counsel of our volunteer council members, executive committee, and sub-committees, who uphold the values of good governance and accountability.

Thank you for walking this journey with us. Together, we are building a more caring, dignified, and age-inclusive future.



Tafta Council

Honorary Chairperson

Mr J.J. Jacobs
- Appointed: 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: 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

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 & Public Relations

Mrs Iris Naidoo

Support Services

Mrs Belinda Naidoo

Research, Strategy & Development

Mrs Carmel Murugen

Finance & Administration

Vacant

Residences

Tafta on Ridge
John Conradie House
Kings Hall
Tafta Lodge
Langelier Towers

Wellness Care & 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

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

2024–2025 Financial Year

As we bring the 2024–2025 financial year to a close, I offer this narrative not just as a summary of the year past. But as a record of a time that we will look back on twenty years from now as transformative—for Tafta, for elder care in South Africa, and for the movement toward dignified, purpose-driven ageing.

This was a year of deliberate transition: the conclusion of Strategy 2025 and the formal launch of our new vision, Strategy 2030. At the heart of this transition was our collective commitment to remain relevant, responsive, and rooted in purpose. The 2024 theme “Sawubona – I see you” was not simply a slogan—it was a living guide to how we reimagined our work.

One of the most significant shifts this year was the expansion of our appreciative care model. We embraced the truth that older people are not merely recipients of care—they are knowledge holders, contributors, and community anchors.

Through our programme, we achieved 100% of our objective of elder engagement and participation as residents and community elders took centre stage. This realignment was a clear affirmation of the value we place on their abilities and experiences. Daily group work sessions fostered deeper social bonds and reinforced mental wellbeing; while our Eden Alternative, Palliative Care, and Ageing-in-Place models continued to offer more personalised and dignified options.

Across our footprint, over 6000 individuals accessed Tafta’s community-based services, including 821 members of service centres, 244 elders in social clubs, and 47 receiving meal deliveries. These numbers reflect more than service—they reflect lives supported, voices heard, and people seen.

Our residential services offered care and shelter to 1852 elders across life rights, residential, assisted living, and frail care options. This remains a cornerstone of our service offering, particularly in an era where affordable elder care is rapidly diminishing.

However, challenges persisted. Occupancy rates, particularly in Durban’s CBD, were affected by broader urban shifts. The vacancies at Langelar Towers prompted important internal reflection—and a renewed urgency to explore innovative ways to repurpose, revitalise, and reintegrate spaces for sustainability and relevance.

In amplifying our voices through global engagements over the past year, I was privileged to represent Tafta and the region on several international platforms—each one offering an opportunity to learn, share, and influence the direction of elder care globally:

- In Florence, I was honoured with a fully sponsored special invitation to the Anti-Ageism Conference, engaging in critical discourse on shifting global narratives on ageing.
- At the European Ageing Network Conference in Greece, I shared insights into leadership in elder care, while bringing home best practices in reablement and recognising the talents of those living with dementia.
- As part of a panel at the ACCPA Conference in Australia, I presented on inclusive, sustainable care models.
- In India, I participated in the Dementia India Alliance Conference and the ASLI Conference, offering a pan-African perspective on ageing, while witnessing the historic launch of India’s first age-friendly city in Kochi.

These engagements were not merely ceremonial—they were deeply informative, helping shape our understanding of what is possible when dignity, innovation, and inclusion underpin care systems.

We marked a milestone with the publication of our first peer-reviewed journal article: “Exploring Risk and Protective Factors for Elder Abuse in South Africa”. This study identified community networks as a vital protective factor, reinforcing the value of our service centres and outreach. Our partnership with the Fulbright Programme advanced further, with training rollouts in Durban and Nairobi. We also contributed to the Commonwealth Heads of Government Meeting (CHOGM) through a panel on dementia—speaking to issues of health and climate justice within the Commonwealth.

This year confirmed Tafta’s role not only as a service provider but as an influencer in shaping care narratives and systems.

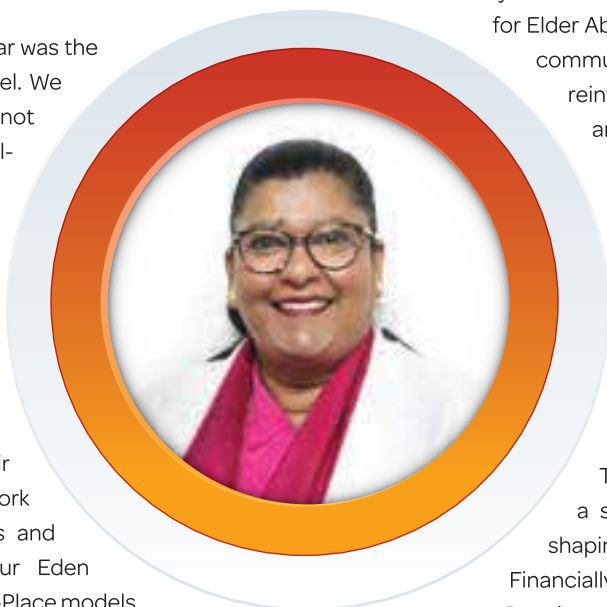
Financially, this was a challenging but well-managed year. Despite a shortfall in expected income (R3.2 million), largely due to subsidy cuts and reduced rental income, and an operating deficit of R32 million, we sustained operations through increased donor and investment income. Expenses were also R1.8 million below budget. The treasurers report will provide more detail.

On the operational front:

- Over 7000 maintenance tasks were completed
- R7.8 million invested in upgrades and refurbishments
- Commercial properties achieved 100% occupancy, generating nearly R750 000
- Our transport fleet covered over 78 000 km to ensure mobility and access.

This underscores our focus on ensuring that safe, functional, and accessible environments support the delivery of care.

Our internal climate continued to evolve. Of 115 performance reviews, 76 were completed in the first two quarters, with strong average ratings. Staff satisfaction surveys reflected a deepening belief in Tafta as a place of purpose and belonging.



Training was strategically aligned, with 853 attendances across four key focus areas: customer experience, internal process improvement, learning and growth, and sustainability. Recruitment remained stable, with 17 appointments and three promotions reflecting talent growth.

Public trust and community engagement were bolstered through a multifaceted communication strategy. Despite challenges with the postal service, our fundraising and campaigns remained strong, supported by multi-pronged marketing and fundraising strategies including digital innovation. Knock and drop direct mailing activities, use of traditional print media and events such as the Annual Golf Day and Mandela Day activities.

Media coverage increased significantly, with an 18.95% rise in media clips and a 61.67% increase in circulation, contributing to a 425% growth in overall media value. These efforts not only raised funds—they built credibility, awareness, and connection.

We embraced eco-social practices through recycling, upcycling, and initiatives such as the growth of the Joy Sprouts garden, reinforcing our commitment to environmental responsibility. Our governance structures were strengthened, internal reforms introduced, and transformation initiatives sustained, including increased capacity in gender-youth representation.

The seeds planted this year—across care, systems, people, and partnerships—will bear fruit well into the future. As we launch our 2030 strategy, we do so anchored in five strategic pillars: Sustainability, Enabling Environments, Workforce Development, Operational Excellence, and Innovation & Relevance.

This was a year of building legacy, and it is my honour to record it as such. To our volunteer Council members, elders, partners, staff, and community—I extend my deepest gratitude. Together, we continue shaping a future that honours age, champions dignity, and enables purpose.

Closing off Strategy
2025
a year of
progress &
purpose.”



Report from the Operations Division

The 2024/2025 year has been one of both reflection and renewal within TAFTA’s Operations Division as we concluded the final year of Strategy 2020–2025. Our work in this period focused on reshaping service delivery to uphold the dignity, independence, and rights of older persons.

Across our facilities and community-based programmes, teams have continued to respond with agility and compassion, ensuring that care is person-centred and empowering. Our collective efforts reflect the heart of our vision to challenge stereotypes and create spaces where ageing is not feared, but embraced as a valued stage of life.

Transformation

Palliative Care

This year saw a renewed focus on palliative care—not as a phase of decline, but as a meaningful chapter marked by compassion, connection, and quality of life. Over this fiscal period, palliative care was provided to 264 elders. Each elder reminded us of the importance of presence, of being there with and for someone in their most vulnerable moments.

Palliative care continues to evolve as an essential component of our elder care model. To achieve this, we enabled training for Care Staff, Social Workers and Nursing Managers on person-centered approaches, ethical decision-making, and pain management best practices. Multidisciplinary teams which include Nurses, Social Workers, Caregivers, and trained Volunteers; provided coordinated and responsive care. In recognizing the emotional impact of terminal illness, we provided support to families and loved ones.

Our approach focused not only on managing pain and symptoms of chronic or terminal illness, but also on addressing emotional, psychosocial, and spiritual needs. We have strived to ensure that every elder in need received care that was respectful and dignified. Our vision for palliative care over the past year was grounded in the belief that Ageing is not the end of a story, but a deeply human experience that deserves thoughtful, empathetic support.

Community Support services

Home Based Care services in the Wentworth, Clairwood, and surrounding areas supported 120 elders this year, delivered through the dedicated efforts of 15 Caregivers who conducted 25 465 home visits. For the many elders who remain in their own homes, this service has been a vital lifeline—providing personal care, companionship, and health monitoring that enables them to age with dignity and continued connection to their communities.

Additional Home-Based Care services in Tafta buildings and other areas were provided to 155 elders with 17 830 home visits being conducted by Caregivers. Medical advisory clinics, conducted by Tafta Nursing Staff, provided screening and referrals for treatment was utilized 1438 times.

During the reporting period, Tafta Meal Delivery Service delivered 9161 meals while an additional 559 326 meals were served across our buildings reinforcing our commitment to food security and holistic elder care. A total of 714 elders within Tafta and an average of 47 elders in the community received nutritious and balanced meals that supported their health and well – being.

Elder Skills

Elders actively contributed their talents and experience to the community by engaging in meaningful activities. Many elders take on roles such as Fire Marshals, Relief Residential Care Supervisors, Reception and Administrative Support; helping to ensure smooth daily operations. These activities not only provide a sense of purpose but also foster intergenerational engagement and strengthen the community spirit within Tafta. Through these contributions, elders remain valued, connected, and engaged members of the organization.

Elder committees offered a vital platform for open dialogue and collaboration between Residents and Tafta Staff, ensuring their voices are heard in decision-making. Innovative groups, such as the Tafta Park H2O committee, have explored environmental solutions to promote water conservation, demonstrating elders’ commitment to sustainability. At John Conradie House, the sewing group aptly named Sewing Angels partnered with the Umhlanga Rotary Club to produce clothing for underprivileged children, while gardening enthusiasts maintained the Joy Sprouts Garden Project. Across various sites, elders led successful recycling initiatives. Educational and recreational activities, included. French classes, ballroom dancing and yoga promoted lifelong learning and social connection. Some graduates of the Experience Incubator project launched small catering businesses, boosting their income and independence. Additionally, elders actively participated in fundraising events, preparing food for market days and social gatherings—further fostering a strong sense of purpose and belonging.

Areas of Service Expansion



Therapeutic Services

The Social Work team continued to prioritise holistic care that honoured the dignity and unique needs of each elder, supporting them to adjust meaningfully to new life phases. This year, we focused on promoting well-being, managing existing conditions, and enabling recovery—acknowledging that ageing is a deeply human experience deserving respect and support. Our person-centred approach ensured interventions were ethical, collaborative, and tailored to each elder’s physical, emotional, and social needs.

Access to services was broad, with a decentralised intake system ensuring no elder was left behind. We delivered support face-to-face, digitally, in groups, and through community engagements. Over 9 800 elders received social intervention and developmental services, with nearly 19 000 counselling sessions provided to individuals and families.

Key Service Statistics

New Cases:	Number of Beneficiaries/Events
New cases receiving social interventions	9 844
Decentralised intake cases	1 710
Central intake cases	8 134
Long-term field cases	1 234
Counselling sessions (individual/family)	18 631
Email support	2 405
Telephonic support	3 842
Online portal engagements	511
Community awareness initiatives	270
Community beneficiaries reached	14 529
Residential facility beneficiaries	1852
Awareness programs at partner facilities	29 sessions (673 elders)

Our community outreach included 29 awareness sessions at ten partner older persons’ facilities, focusing on relevant topics such as healthy ageing, dementia, elder abuse, mental health, rights, and empowerment. These programs fostered greater awareness, prevention, and inclusion.

Intergenerational Programmes

Recognising the mutual benefits of intergenerational exchange, we facilitated programs engaging 4 863 youth across schools and community groups. These initiatives encouraged knowledge sharing, social cohesion, and respect for elders’ wisdom—strengthening community bonds.

Group Therapy and Empowerment

We facilitated 46 support groups with 546 sessions and an attendance of 5926. Groups focused on exercise, mental health, language learning, Caregiver support, bereavement, and empowerment.

Long-Term Care and Ageing in Place

Due to limited frail care facilities, Tafta prioritised Ageing in place through home-based care, meals delivery, palliative care, and the Eden Alternative model. 42 elders were admitted to frail care, with 44 discharged during the year. A total of 442 elders received ageing-in-place services, supporting independence and dignity.

Service Type	Number of Beneficiaries
Frail care placements	42
Frail care discharges	44
Home-based care recipients	269
Support services recipients	173
Eden Alternative participants	1191
Palliative care recipients	264



Social Relief and Investigations

Recognising financial challenges faced by elders on limited pensions, Social Workers facilitated 608 cases of social relief—providing essentials such as groceries, medication, and transport. A total of 1975 statutory and non-statutory reports were compiled, including assessments, abuse investigations, and care plans, ensuring protection and advocacy.

Toll-free National Elder Abuse Helpline

Tafta continued to manage the National Helpline for elder abuse, receiving 1068 calls and making 265 formal referrals, providing vital counselling and intervention across the country.



Social Clubs

The social clubs continued to empower older persons to lead active, connected, and fulfilling lives. These clubs served as vital platforms by reducing loneliness and isolation, promoting emotional and physical well-being and restored a sense of purpose among older persons. During the reporting year, six vibrant clubs were actively supported, with a total combined membership of 244 older persons. Meetings were held regularly, providing a structured space for fellowship, recreational activity, and healthy ageing.

Club name	Address	Members	Meeting Days/Time
Happy Hearts	Primrose Wellness Centre, Wentworth	40	Mondays, 9:00 – 12:00
The Go Getters	Primrose Wellness Centre, Wentworth	40	March–Sept: Tues & Thurs, 13:00 – 15:00
Clairwood Senior Citizens	Tamil Institute, Clairwood	65	Twice a month
Sunshine Club	St. John’s Hall, Sydenham	28	Fridays, 9:00 – 12:00
Jolly Hearts Senior Citizens Club	Newlands East Community Hall	17	Twice a month
Seaside Seniors	John Conradie House, South Beach	54	Monthly

These clubs remain an essential component in advancing our commitment to ageing with dignity, purpose and joy.

Research

We remain committed to continuous learning and evidence-based practice by actively contributing to research that supports improved service delivery and aligns with best practices. Participation in research projects affirmed our dual role as both contributors to and beneficiaries of academic inquiry, fostering innovation and refining our understanding of older persons’ evolving needs.

Research Title		
Understanding isolation in Older Persons in third and fourth ages in diverse community contexts: Towards a conceptual framework		
Lead Researcher / Institution	Status	Focus Area
Linda Dennis, PhD Candidate, NWU	Awaiting summary of findings	Person-centred care in elder facilities

Research Title		
Fall Risk screening Protocol for Older Persons in community based residential facilities in South Africa		
Lead Researcher / Institution	Status	Focus Area
Rohini Inder. Masters Candidate, UKZN	Awaiting summary of findings	Enabling environments for Older Adults

Research Title		
Understanding isolation in Older Persons in third and fourth ages in diverse community contexts: Towards a conceptual framework		
Lead Researcher / Institution	Status	Focus Area
Renee Janse Van Rensburg, PhD candidate, UWC	Awaiting summary of findings	Falls prevention and risk management

Partnerships and Collaborations

The Operations team maintained and strengthened strategic partnerships to enhance access to specialised services and coordinated support for older persons. These collaborations facilitated effective referrals, joint programme implementation, and participation to ensure holistic, accessible, and person-centred care for older persons.

We extend our sincere appreciation to our key partners across faith-based institutions, healthcare services, community safety structures, educational facilities, and care organizations. Their contributions were instrumental in enhancing the quality and reach of our services. The Department of Social Development continues to support Tafta through ongoing monitoring, evaluation, and funding. In addition, various Care Partners have generously contributed through donations to our facilities and by creating meaningful opportunities for participation and engagement among our elders.

These partnerships have been vital in advancing our mission and responding to the complex needs of the elder sector through partnerships such as Fulbright, ADASA and students from tertiary institutions.



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)	188	264
		Assisted living (30)	40	
		Assisted Living Plus (20)	22	
		Frail Care (13)	14	
Langelier Towers		Floors 1-5 (160 sub-economic)	201	431
		Floors 6-11 (245 Economic)	230	
John Dunn House	224 Austerville Drive, Wentworth	Residential (16)	20	127
		Assisted living (16)	25	
		Frail Care (55)	82	
Tafta on Ridge	51 East Street, Essenwood	Residential (114)	121	182
		Assisted living (34)	39	
		Frail Care (12)	22	
Tafta Park Care Cottage	28 Greenwich Avenue, Bellair	Assisted living (9)	10	10
Kings Hall	80 Samora Machel Street, Durban	Residential (126)	151	211
		Life Rights (53)	60	
Tafta Lodge	42 South Beach Avenue, Durban	Residential (205)	239	239
Ocean View	354 Musgrave Road, Durban	Life Rights (31)	31	31
St Martin’s Village	51 St. Theresa Road, Sydenham	Life Rights (9)	14	24
		Residential (9)	10	
Tafta Park	28 Greenwich Ave, Bellair	Residential (2)	2	186
		Life Rights (141)	184	
Cambridge Gardens	130 North Ridge Road, Morningside	Life Rights (77)	86	86
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
TOTAL				1852

* Numbers in brackets indicate number of units

b) Community Care Services

DEPARTMENT		CURRENT YEAR 2024/2025	PREVIOUS YEAR 2023/2024
Social Workers	Investigations	296	311
Casework	Caseload*	1234	1212
	Closed	391	429
	Interviews: Home, Office, Telephone	18631	19801
	Decentralized Intake	1710	2178
	Intake	8134	7750
Group work	Total No. of Groups *	30	33
	Total No. of Social Workers *	10	10
	No. of Group members attended *	494	425
Community Work	Total No. of Community Projects *	27	33
	Community Work attendance	3424	3579
	Total No. of Social Workers *	9	9

DEPARTMENT		CURRENT YEAR 2024/2025	PREVIOUS YEAR 2023/2024
Volunteers (Social Agency)	Total No. of Volunteers	7	6
Frail Care Placements	No. of Frail Care placements	42	42
Abuse Cases	No. of New Abuse Cases	33	55
Clubs	Total No. of club members	236	259
	Attendance	2914	2951
Home-Based Care Central	New Cases	18	25
	Caseload *	108	149
	No. of Visits by Carers	10507	16087
	Cases Contacted by Organiser	301	338
	No. of Assistive devices on loan *	8	9
	Advisory Clinics	957	1881
	Medication Administration*	38	95
	Employee care partners Wellness Contacts	51	44
	Closed Cases	13	66
Home-Based Care Tafta Park	Caseload *	31	33
	No. of Visits by Carers	1665	1868
	Advisory Clinics	184	312
	Medication Admin*	11	10
Home-Based Care Golden Years	Caseload *	16	16
	No. of Visits by Carers	5658	5733
	Advisory Clinics	25	27
	Medication Admin*	13	14
Tafta Meal Delivery Service	Caseload *	47	54
	Meals	9161	11561
	New	27	22
	Cancelled	44	17
Anna Conradie Centre	Meals	4437	5034
	Attendance	36180	30516
Mary Asher Centre	Meals	2763	2781
	Attendance	18352	15822
Oldfield Centre	Meals	11058	12209
	Attendance	30072	22691
	No. of Home Based Care Elders New	4	10
	Closed	5	12
	Caseload*	27	33
Primrose Centre	Meals	8163	7895
	Attendance	29566	27569
	No. of Home Based Care Elders New	56	40
	Closed	44	41
	Caseload*	87	109
General Enquiries		3214	3240
Models of Care	Ageing in Place *	10	37
	Palliative Care*	22	16
	InterRAI	4	7
	Eden Recipients*	99	75
Toll - free National Elder Abuse Helpline	Calls	1068	1532
	Referrals	265	249

Report from the Human Resources Division

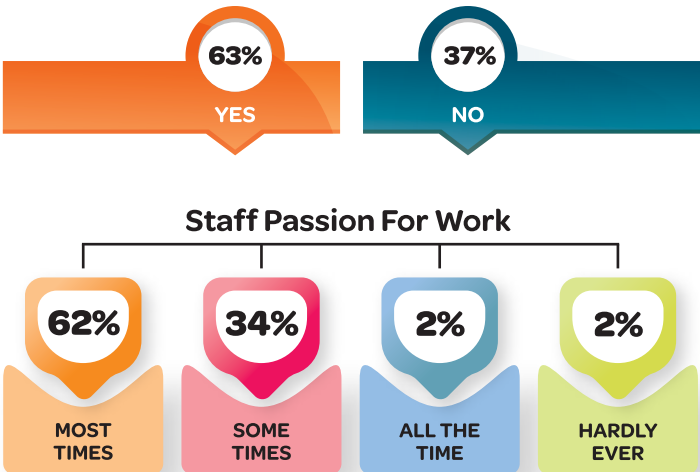
As we come to the close of the 2025 strategic period, we celebrate achievements, and reflect on lessons learned, both carrying us forward with inspiration and hope into the future.

Internal Process Perspective

The Human Resources team closed off the strategy period with an overall 60% achievement on this pillar. The objective to improve and streamline HR and payroll processes in the development of Eco-friendly operations was 90% complete with 7 out of 8 targets met. In this period, the training and research undertaken by the HR Senior Manager was implemented in the completion of job grading and salary banding exercises for the organization, mentored by a Specialist Care Partner. Whilst undertaking the exercise internally does require a longer investment, the outcome of having a specific and relevant grading document based on inputs and consultations with all departments, was achieved.

Automation of the performance management system remains incomplete. Performance reviews were completed and analyzed in the period, with an overall result of fully effective performance achieved. 40% of Transformation objectives were achieved overall. In the previous period, the roll out of Code of Good Practice on Prevention and Elimination of Harassment in the Workplace with staff was completed. Evaluation results revealed concerning staff experiences of behaviors highlighted in the Code from the elders themselves. The HR team partnered with the Operations team to determine what staff experience of aggression and appreciation from elders in the workplace was, and how this affected passion and motivation for daily work. The results revealed that whilst 63% of staff experience some form of aggression, 98% felt appreciated and were still passionate about their work. The Operations department then rolled out a comprehensive programme; raising awareness, understanding and creating a sense of accountability with elders around staff experiences, at all buildings. Ongoing strategies and platforms to improve relationships were implemented.

Staff experience of physical or verbal aggression from older persons in the course of work



“What is now in the past was once in the future.”
- Indian Proverb

Learning / Growth Perspective

An overall of 60% was achieved on Learning and Growth objectives with 3 fully completed and 2 progressed and ongoing. Staff engagement and consultations on all platforms were achieved, including Health and Safety, employment equity, skills development and staff events/activities. Strategies for improved processes and experiences are implemented.

The comprehensive learning and development programme covered all pillars of strategy:

Training & Development			
Strategic Pillars	Sessions	Attendance	% Split
Internal Process Perspective	40	143	17%
Customer Perspective	35	306	36%
Learning/Growth Perspective	37	251	29%
Sustainability	10	153	18%
TOTAL T&D	122	853	100%

In this period, 7 staff participated in the Fulbright Specialist Program. Applying the train-the-trainer format, the training was then rolled out to 87 staff internally. The training was well received by all staff and re-ignited the purpose of our organization. The details of this program are highlighted in the Operations and Research, Strategy & Development reports.

The target for technology was fully completed with the implementation of the Employee Self Service System (ESS), for automated leave applications, approvals and monitoring; access to employee information and pay slips; and digital access to Human Resources Policies, Procedures and documentation.





Customer Perspective

The 2025 financial year ended with a total workforce requirement of 137, of which 131 positions were filled with progress made toward filling the 6 remaining vacancies.

Vacant positions are filled on average, within 3 months, applying a stringent competency-based recruitment process to ensure capacity and fit. Challenges have been experienced with filling key positions and we take lessons from these in persevering to find the right Staff Care Partners to add value to the amazing Tafta Team.

MOVEMENT - 1 April 2024 to 31 March 2025

Terminations		Recruitment	
1. Retired	1	1. Appointed	14
2. Resignation	9	2. Promotion	3
3. End of Contract	0		
4. Dismissal	6		
5. Deceased	1		
6. Disability	0		
7. Retrenched	0		
TOTAL	17	TOTAL	17

Sustainability

In this period, 80% of the targets set from the initial Baseline Risk Assessments (undertaken in 2021) and the more specific Fire Risk Assessments (completed in 2023) were achieved. Administrative controls; including legal appointment and training of relevant staff, health & safety inductions and recordings, together with monthly inspections were completed. The organizational Fire Safety and Risk Management plan has been completed and implementation is over 80% complete with updated evacuation plans, emergency procedures and regular evacuation drills implemented.

Our Volunteer Fire and Floor Monitors, comprising Tafta residents, have supported the staff in efforts to be prepared for emergencies, participating enthusiastically in training and drills to ensure everyone's safety in the event of an emergency. We have made great strides toward a comprehensive SHEQ management system and acknowledge our safety Care Partners, the ProHas Team, with gratitude.



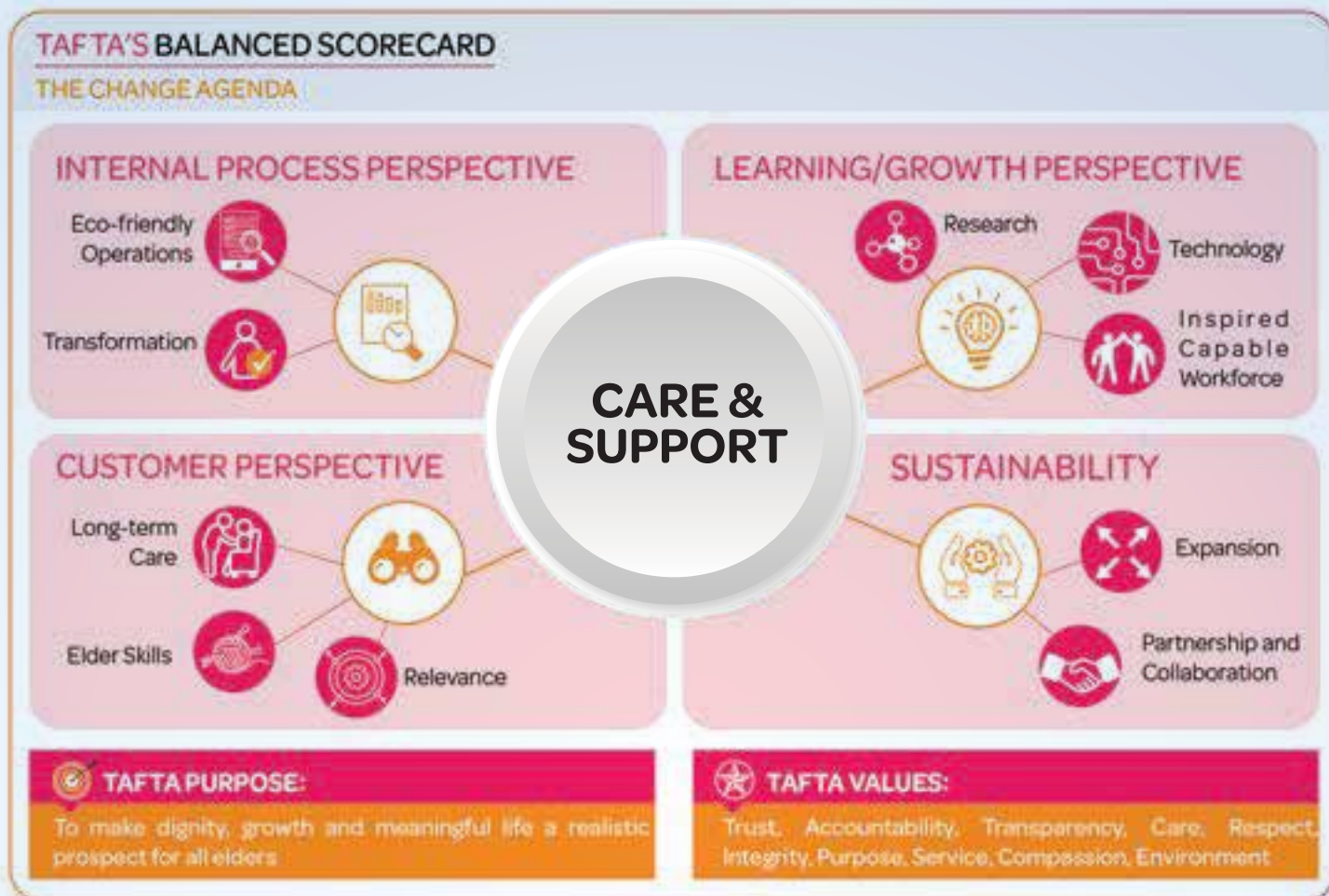
Organogram

Executive Team



Five-Year Strategy

BALANCED SCORECARD – STRATEGY IN SUMMARY



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.

A Year In Review

Residential Care Services



Service locations consisting of Homes, Clubs and Wellness Centres

23



Elders cared for in our Residential Facilities

1852



Frail older persons placed into care during this period

42



Dedicated Employee Care Partners care for Tafta elders

357



Volunteers

265



Older persons received social intervention and developmental services

2,178

Decentralised Intake cases

7,750

Central Intake Office

9844



Cases became long term field cases

1234



Club Members

236



Central Home visits by carers

10507



Tafta Park Home visits by carers

1665



Golden Years Home visits by carers

5658



Meals served through Tafta's Meal Delivery Service

9161



4437 meals served Attendance

36180



General enquiries

3214



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

265

Referrals

Calls Received

1068



Interviews (Home, Office, Telephone)

18631



Mary Asher - 2763 meals served Attendance

18352



Oldfield - 11058 meals served Attendance

30072



Primrose - 8163 meals served Attendance

29566

Departmental Snapshot

2024–2025



Administration, Finance, IT and Procurement

This department ensured the organisation's operational stability and compliance through sound administrative and financial management, supplier vetting, and streamlined procurement.

- The organisation Sustained an operating deficit of R32 million through donations (71%) and investment income (29%).
- Managed and distributed 481 SASSA pensions.
- Fulfilled 1 527 purchase requisitions through Procurement.
- Vetted and added 26 compliant suppliers to the Procurement database.
- Vetted and added 56 compliant suppliers to the Facilities Management database.

Research, Strategy and Development



The department advanced Tafta's knowledge leadership through research, advocacy, and strategic oversight.

- Elder Abuse Helpline (now in its third year) received 1 068 calls and facilitated 265 referrals.
- Rolled out the Fulbright Train the Trainer programme to 115 participants collectively in Durban and Nairobi.
- Published academic journal article "Exploring Risk and Protective Factors for Elder Abuse in South Africa", identifying community networks such as Service Centres as key protective factors.
- Achieved an average of 78.3% progress across 10 strategic pillars in the 2020–2025 Strategy assessment.



Human Resources

The HR team supported organisational capacity through recruitment, staff development, and performance management.

- Recorded staff turnover of 17 employees.
- Successfully appointed 17 new employees.
- Delivered 122 training and development sessions with 853 attendees.
- Completed 76 performance reviews.
- Classified health and safety incident risks as 65% High, 28% Medium, and 7% Low.

Support Services



Support Services ensured that facilities, assets, and housing remained functional, safe, and well-maintained.

- Facilitated 7 098 onsite maintenance projects.
- Received 1 136 maintenance requisitions.
- Processed 1 139 maintenance purchase orders.
- Completed 40 Capex projects.
- Renovated 64 units.
- Generated R748 358 in commercial rental income



Operations

Operations strengthened community impact and service reach through partnerships, outreach, and engagement with older persons.

- Maintained 142 partnerships and collaborations during the period.
- Engaged staff and elders in 3 external research projects.
- Delivered 270 community outreach programmes.
- Supported 244 older persons through 6 community-based social clubs.
- Served 821 members across 4 Service Centres.
- Facilitated 546 group work sessions.

Income Development and Public Relations



The IDPR department drove fundraising and advocacy efforts, securing vital resources and amplifying Tafta's voice.

- Secured a total income of **R23 436 159** through donations.
- Published 182 news clips through media partners.
- Localized international advocacy through the joint Age with Rights campaign (with GAROP), and commemorations for World Elder Abuse Awareness Day and International Day of Care and Support.
- Hosted Annual Golf Day event yielding a profit of R35 939.

Report from the Income Development & Public Relations Division

This past year, Tafta's Income Development and Public Relations (IDPR) team worked with purpose and passion to move beyond simply responding to the needs of our elders—we focused on re-imagining what ageing can look like in South Africa.

In the face of economic adversity and a highly competitive donor landscape, we leaned into innovation, empathy, and advocacy. Our strategy was not only to raise funds, but to raise the collective consciousness about ageing—not as decline, but as a stage of life filled with potential, dignity, and worth.

Navigating Challenge with Purpose

Through strategic storytelling, heartfelt partnerships, and resilient teamwork, we transformed challenges into opportunities. Collaborating across departments and communities, we created spaces for older voices to be heard, supported programmes that uplift quality of life, and reminded the public that ageing is not a burden—but a legacy.

Campaign Highlights: Re-imagining Generosity

Each campaign was designed not only to meet immediate needs, but to challenge outdated narratives and evoke compassion:

- Guardian Appeals: Mobilised vital funding for frail care—reaffirming that elders deserve consistent, quality care
- Meal Delivery Appeal: Highlighted the joy and independence a warm meal can bring, partnered with our annual Golf Day to maximise reach
- Home Maintenance Drive: Promoted the idea that safe, well-maintained spaces are a right, not a luxury, for older adults
- Cost of Care Campaign: A national radio campaign that reached over 1 million listeners, reframing elder care as a societal priority—not a silent crisis

Media, Advocacy & Public Storytelling

Our media work this year was deeply aligned with our mission to re-imagine ageing through awareness and visibility:

- R4.5 million+ in earned media coverage, making Tafta a trusted voice in elder advocacy.
- Three high-impact radio campaigns across KwaZulu-Natal.
- Strengthened our digital footprint through structured monthly press releases and real-life stories of hope, resilience, and wisdom
- Used commemorative dates like World Elder Abuse Awareness Day and the United Nations International Day of Older Persons to amplify elder voices, advocate for their rights, and celebrate their contributions

“Re-imagining Ageing: Dignity, Care & Connection in Every Campaign”



Global Presence, Shared Purpose

Tafta proudly positioned itself as a thought leader and connector in global ageing conversations:

- The department supported the launch event of a Fulbright/CommonAge training programme on brain health and ageing, introducing global perspectives into our local work.
- Custodianship of the Tafta brand ensured our visibility on multiple levels at esteemed forums including:

- o Association Science of South Africa
- o Pass It on Network
- o Active Ageing Consortium – Asia Pacific

These engagements strengthened our belief that ageing well is a global aspiration—and a local responsibility.



Volunteerism & Community Outreach

Re-imagining ageing also means empowering older persons as contributors, not just recipients:

- We launched monthly mall activations and wellness outreach that brought care and connection to public spaces
- Our Mandela Day 2024 initiative inspired intergenerational acts of service in every Tafta home and surrounding community
- At our Annual Volunteer Celebration, we honoured resident volunteers—proving that purpose doesn’t retire.

**Socia Media Audience**
as at end March 2025



Festive Giving with Dignity

Our 2024 Christmas campaign, themed: “Joy doesn’t retire. And neither should compassion”, was a heartfelt reminder that older people deserve to be seen, celebrated, and supported year-round. Through print, digital, radio, postal and email channels, we delivered festive warmth and raised crucial funds to bring joy and dignity into our homes.

R23 Million

In Summary: A Year of Impact and Intention

In line with our vision to re-imagine ageing in South Africa, the IDPR team:

- Raised over R23 million in financial support through legacy gifts, individual-giving campaigns and targeted proposals to Trusts, Foundations and Corporates toward Tafta’s operational deficit
- Received in-kind donations that directly implemented solutions for basic needs such as nutrition and clothing. Goods received were distributed directly to older people via our Needy Pensioners Programme, Wellness Centres and Community Outreach programmes
- Income generated through the conversion of donated pre-loved items via flash sales amounted to a R116 122 injection into our Needy Pensioners Fund, sustaining a programme that enables older people to access services they cannot afford. These regular flash sales also offer community members and Tafta residents’ access to affordable items
- Strengthened public trust, expanded brand awareness, and positioned Tafta as a leader in elder care innovation
- Championed advocacy and inclusion, ensuring that elders are heard, valued, and prioritised



With Deep Gratitude...

To our incredible donors, CSI partners, media allies, volunteers, and staff—thank you. Your belief in our mission fuels every milestone we reach. Together, we are rewriting the narrative of ageing: from isolation to inclusion, from invisibility to influence, from survival to celebration. Let us continue re-imagining a world where every person can age with dignity, purpose, and connection.



996
DONORS



265
VOLUNTEERS



R 4 588 240
FREE MEDIA COVERAGE



R23 436 159
DONOR INCOME RAISED



R116 122
RAISED THROUGH
FLASH SALES



Report from the Support Services Division

The 2025 fiscal year marked a period of transformation, growth, and dedicated service for the Support Services Division—encompassing the Facilities Management Department, Transport Services, and Commercial Rentals.. Guided by Tafta’s purpose—to make dignity, growth, and meaningful life a realistic prospect for all elders—our efforts extended beyond infrastructure maintenance to fostering safe, supportive, and empowering environments.

Throughout the year, our teams remained focused on delivering practical solutions that uphold quality of life for the elders in our care. From maintaining and upgrading physical assets, to ensuring reliable transportation, and maximising revenue from commercial properties, the division played a pivotal role in supporting Tafta’s long-term sustainability and mission-driven service delivery.

Facilities Management Department

The Facilities Management Department (FMD) played a critical role in supporting Tafta’s strategic focus on care and support ensuring that the physical spaces in which elders live are equipped to meet their evolving needs. Through proactive maintenance, capital improvements, and strategic infrastructure planning, we reinforced the foundation on which quality care and a meaningful elder experience are built.

Operational Highlights

Over the course of the year, the department managed an extensive volume of maintenance activities and operational tasks across Tafta’s 13 facilities, ensuring consistent service delivery and infrastructure support:

- 1136 maintenance requisitions processed across all Tafta homes
- 1139 purchase orders issued for services provided by external contractors and vendors, to the value of R3 805 255,63 for maintenance and R7 336 178,17 for projects and renovations
- 7098 entries recorded in onsite maintenance logs, managed by facility-based handymen
- 40 capital projects successfully completed
- 64 residential units were refurbished and prepared for new occupants



Capital Projects

A range of essential capital projects were implemented to enhance safety standards and compliance, improve functionality, and elevate resident well-being. Highlights from the year’s capital developments include:

Kings Hall

- Fire safety equipment upgrades
- Electrical compliance improvements
- Installation of a new security gate

John Conradie House (JCH)/ Langelier Towers (LT)

- New industrial laundry equipment
- Air conditioning unit installation
- Acquisition of a new combi steamer

Tafta Lodge

- Installation of a roller shutter door
- New laundry equipment

Tafta Park

- External painting

Cambridge Gardens

- Installation of CCTV cameras and beams
- External painting
- Installation of a new heat pump
- New aluminium windows

Tafta on Ridge

- Roof waterproofing
- Boardroom ceiling repairs
- Installation of water storage tanks
- CCTV cameras installed in frail care unit

St. Martins Village

- External painting
- Installation of new hand rails along the pathways

Ocean View House

- Replacement of aluminium windows in passageways
- New laundry equipment

Lucas Gardens

- Laundry equipment upgrades
- Roof waterproofing and repairs
- Window replacements

Barns Cottage

- Installation of a JoJo water tank
- External painting



Transport Services

The Transport Department, operating as a vital component of the Support Services Division, continued to deliver essential logistical support across all Tafta services during the reporting period. Tasked with the management and maintenance of a 12-vehicle fleet, the department upheld its commitment to the enhanced service delivery standards established in recent years.

Reliable and timely transportation remains a cornerstone of our mission to support older persons in accessing medical appointments, shopping, and other vital services. In recognition of the Transport Department's critical role, a comprehensive review of Tafta's transport operations was initiated during the final quarter of the year. The objective of this evaluation was to assess current systems and identify opportunities to enhance cost efficiency while maintaining – and where possible, improving – the quality and reliability of service delivery.

This strategic review will continue into the new financial year and is expected to inform key decisions around budgeting, resource allocation, and operational improvements. The insights gained will support the implementation of sustainable, responsive transport solutions that continue to meet the evolving needs of our elder community.



Commercial Property Management

Part of Tafta's Support Services Division, is our Commercial Property Management. Tafta has nine spaces which are rented out on a commercial basis. At the close of the previous financial year, three vacancies were recorded - located at Kings Hall and Langelier Towers. However, through focused marketing and proactive tenant engagement, all vacancies were successfully filled during the year, resulting in 100% occupancy by year-end.

Recognising the strategic importance of this revenue stream in supporting Tafta's broader operational sustainability, the team placed strong emphasis on tenant retention, debt reduction, and maximising occupancy levels. These efforts not only enhance financial stability but also contributes to the long-term viability of Tafta's services for older persons.

As we look ahead to the 2026 fiscal year, we are committed to maintaining and building on the momentum through continued innovation, sustainability initiatives, and targeted infrastructure upgrades that further support our vision of quality care and support for older persons.



Report from the Research, Strategy & Development Division

In an era of rapid change, the need to ensure that programmes and services are relevant to the changing needs of older persons, is at the heart of the work we do in the Research, Strategy and Development division. This is achieved through;

- Conducting research that promotes evidence-based practice and produces data to inform policy development;
- Leveraging strategic partnerships to develop or adapt services that amplify the voice of older persons and address changing needs;
- Implementing a robust monitoring and evaluation system that tracks strategic alignment and impact in the organization.

Research Elder Abuse Study

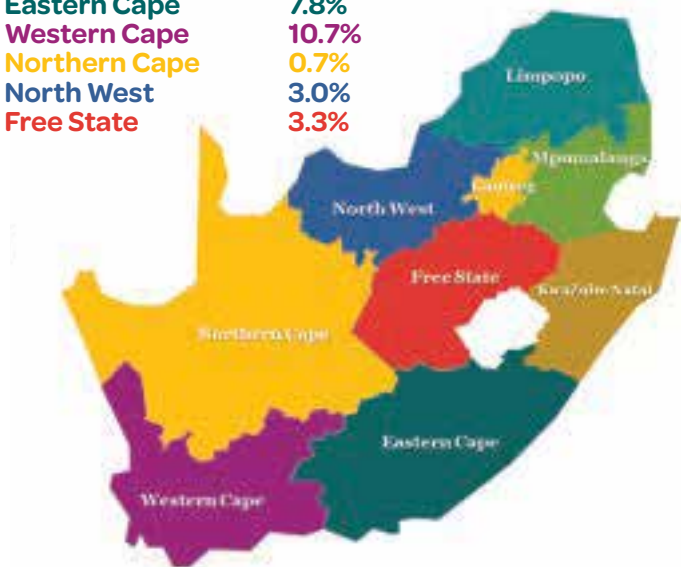
Tafta's first homegrown academic publication; **"Exploring Risk and Protective factors for Elder Abuse in South Africa"** was published in the African Journal of Social Work in October 2024. The article, which was co-authored by Tafta Divisional Manager: RSD, researcher Rachael Glaser from Ikamva Labantu and Professor Raniga from the University of Johannesburg, makes a valuable contribution to the body of knowledge on elder abuse in Africa.

Falls Study

In a collaborative study with researchers from the University of the Western Cape, Tafta has aligned our Falls register to cutting edge research on risk factors for falls. Significant trends identified through the register are analyzed and utilized by the care team to improve care practices thereby reducing the number of falls incidents in Tafta buildings.

Areas of Calls made to Helpline

Gauteng	28.5%
KwaZulu-Natal	41.1%
Mpumalanga	2.2%
Limpopo	1.5%
Eastern Cape	7.8%
Western Cape	10.7%
Northern Cape	0.7%
North West	3.0%
Free State	3.3%



Train the Trainer Evaluation

An impact evaluation study of the Fulbright Training, utilizing a pre, post and 6-month posttest design; commenced during the period under review. The study aims to explore the impact of the training on participants' knowledge and perceptions of ageing. A WhatsApp group comprising the 28 trainers, the Fulbright Specialist and the Tafta Project Managers was created to provide a support network to the trainers as well as to track and celebrate progress with the rollout in the various countries and communities.

Expansion National Elder Abuse Helpline

In its third year of operation, the National Elder Abuse Helpline recorded:



In most cases, the perpetrator of abuse was a family member. This is consistent with the literature on elder abuse.



Fulbright Specialist Program

Arising from an international partnership between Tafta, The Commonwealth Association for the Ageing (CommonAge) - an accredited organization in the Commonwealth - and the Fulbright Specialist Program which catalyzed the capacitation of the elder care workforce in Sub Saharan Africa. Specialist gerontologist and Fulbright scholar, Dr Renu Varughese implemented this interdisciplinary training programme to equip the workforce to enhance eldercare. Tafta coordinated all logistical arrangements for the 9-day programme which involved 28 participants from South Africa, Kenya and Botswana. Participants signed an MOU committing to roll out the training to at least six other care providers in communities within the three countries.



Older Persons Symposium

Tafta, in partnership with several prominent academic institutions and a Western Cape NPO, was invited by the University of Johannesburg SARCHi Chair to host a symposium for older persons in Africa. The symposium entitled “Social Justice and Human Rights of Older Persons in Africa,” created space for rich dialogue and debate around critical issues facing older persons in Africa, including:

- Resilience and agency of older persons
- The care economy
- Human rights and social justice
- Ageing in place

The Tafta team presented a paper and participated in a panel discussion on the research study on Elder Abuse in South Africa.



Strategic partnerships on a national, regional and global level are key to expanding the organization’s reach and promoting the ageing agenda. The Peoples Forum at the Commonwealth Heads of Government Meeting (CHOGM) held in Samoa in October 2024 presented an opportunity to network with civil society organizations to co-create solutions to health and climate injustice and threats to the freedom of self-expression. The significance of intergenerational collaboration in the fight against climate change was encouraged and eloquently articulated by a young environmental advocate.

“I have vision because my grandparents have memory. A fossil- fuel free Pacific is not just a vision but there is memory that it can exist.” - Ms. Brianna Frulean

Tafta participated in a panel discussion led by CommonAge, on the recently launched Report on Dementia in the Commonwealth. Insights were shared on the contribution of Tafta’s Fulbright Train the Trainer Programme in strengthening the elder care workforce to cope with the global rise in Dementia cases.



Transformation

In our quest to ensure that Tafta’s policies and services add maximum value to the lives of older persons, each division integrated the following transformation imperatives into their strategy: expanding services, responding to changing elder needs, re-engineering business processes and promoting elder skills.

- Key initiatives during the period under review included:
- Digitization of Finance and HR processes
 - Expansion of a basket of services to new communities such as Newlands East, Avoca, Maqobeni and Pinetown
 - Implementing programmes to facilitate elder accountability
 - Harnessing elder skills to provide a host of psycho-social activities, including an Addiction Support group, line dancing, yoga, sewing, knitting and so forth,

Strategic Roadmap

As we entered the final stretch of Strategy 2025, all hands were on deck to achieve the strategic objectives for the 2020 - 2025 period, a large chunk of which had been “interrupted” by the Covid 19 pandemic. Year five closed out with each team reflecting on their achievements and challenges during the 5-year journey and the extent of their achievements within each strategic pillar. The net effect for the organization across the 10 pillars is reflected below:

ORGANIZATION % ACHIEVED PER STRATEGIC PILLAR							
Inspired Capable Workforce	Technology	Relevance	Elder Skills	Long Term Care	Partnerships & Collaboration	Research	Transformation
81%	72%	80%	100%	88%	91%	70%	67%

The planning for Tafta’s new strategic direction for the forthcoming period commenced in March 2024. A consultative process preceded the strategic planning session and involved:

- 7 Focus groups with elders in different buildings
- Telephonic engagements with 22 strategic partners
- Team reflection on 5 critical questions

The leadership team engaged in a 2-day strategic planning session in July 2024 to carve out the new strategic pillars, themes and objectives. Arising from this meeting of minds, the team generated:



As we navigate the next five years of service to older persons, we remain undaunted by the challenges within our socio-economic and political landscape but take inspiration from the elders we serve.

“There is a goldmine of elder skills at Tafta that we are willing to use to help others.” - Langelier Towers Resident

It is on this foundation of elder wisdom and reciprocity that we continue to build a future where older persons’ rights to agency, choice and dignity are upheld.

Report from the Finance & Administration Division

Administration Department

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

The Senior Manager of Admin, as department lead, continued to act as a first point of contact; dealing with correspondence, phone calls, managing diaries and organizing meetings and appointments. Further providing support to the CEO, the Executive Management team, as well as managing the role of Secretary to the Council and sub-committees continues.

The department continued the maintenance of all of the Organization’s legal documents. These include minutes of meetings, resolutions, contracts, compliance certificates and regulatory filings. Further ensuring that these important documents are both up to date and readily accessible.

The Executive Admin Support Administrator continued to offer further support to the Executive Management team when required, specifically supporting the health and safety requirements of the Organization and further supporting the other departments during critical periods.

Tafta’s head office switchboard operations continued as fully functional with no disruptions during the financial year.

Procurement

The Procurement Department continued to collaborate extensively with all departments to procure goods and services required, to support Tafta’s 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 with that in the prior year:



Critical considerations in the procurement of good and services are timeous, reliable supply and delivery of goods and service to ensure continued operations. Quality and best price considerations are further key principles that continue to be practiced.



Tafta’s Procurement department continued the Vendor Management process for the financial year.

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

The vetting of service providers as compliant continued during the financial year, maintaining supplier databases. For the Procurement database of suppliers; 43 applications were received and vetted during this financial year, with 26 suppliers approved and added as compliant suppliers of goods and services.

For the FMD database maintained, 83 applications were vetted and 56 compliant suppliers were added to the database. This is inclusive of the results from the Contractor Expo (held in February 2024), which yielded 21 compliant suppliers.

During the financial year, the Procurement department continued with the facilitation of Contract Management. The team maintained the responsibility of sourcing alternate providers, facilitating visits by suppliers to Tafta sites and obtaining quotations on the needs required. Further support continues to the Organization for the renewal of service level agreements, including successfully negotiating acceptable annual escalations, facilitating on contracts and troubleshooting during the duration of service.

This year, facilitation of site visits included suppliers visits to determine the correct electrical requirements (lights and bulbs), and to determine the paint specifications for painting of buildings capital projects. Site visits were also facilitated to potential catering service providers. Staff uniform fittings from a new service provider were also conducted during the financial year.

Contracts for catering services, care services, pest services and the PBX rental service were facilitated on during the financial year.

The department continued to oversee recycling initiatives at all Tafta buildings, including; the recycling of old printer cartridges, the safe and effective disposal of fluorescent lights, bulk shredding and confidential destruction of sensitive documents.

Tafta’s Procurement team continues to collaborate with internal departments, and partner with external service providers to achieve excellent service delivery for Tafta and its clients.

Risk and Compliance

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

Risks identified by Tafta's insurers, through building inspections performed, have significant consequences for the Organization. During this financial year, the insurer's performed inspection audits on 2 Tafta buildings - namely Tafta Park and Langelier Towers - with 11 risk items being identified. These risk items will be addressed in the new financial year's capital expenditure plan.

In the prior year, insurers performed an inspection audit on 1 Tafta building, Kings Hall, with the audit yielding 16 risk items. During this financial year, 15 of these risk items identified were attended to and addressed.

The monitoring and implementation of the SHEQ plan continued during the financial period. There have been 12 risk areas identified. 8 risk items have been addressed and will be maintained, with a plan initiated and currently progressing to address the remaining 4 risk items.

Information Technology

A secure IT environment continued to be maintained, with minimal disruptions and down time, ensuring optimal functioning of the IT systems.

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

- Monitoring of the existing servers and all other IT infrastructure
- Regular backups completed timeously
- Staffing IT requirements continued to be addressed, ensuring all staff operate with optimally functioning IT equipment and software
- Replacement of aged equipment and IT infrastructure where necessary
- Facilitated the implementation of a new mail server, serving to increase storage capacity and improve security requirements
- Facilitated the roll out of access to the remote desktop protocol with the leadership team, via a newly created VPN network system
- Further IT security controls and requirements were implemented to ensure the continued insurance cover for Cyber risks. These included:
 - The creation and implementation of a Virtual Private Network (VPN) connection for remote access interfaces
 - Increasing storage capacity due to requirements for all system activity logs to be stored for a minimum period of 6 months and for all back up data to be stored and tested for 6 months

Financial results are prepared in accordance with international financial reporting standards for SMEs. Finance ensures that monthly management accounts continued to be prepared for reporting purposes, ensuring compliance with the reporting requirements to Tafta's committees and Council.

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

The receipt of SASSA grants continued. Finance facilitates on 481 pensions received, deducting rental and packaging, and returning approximately R470 000 to elder residents.

The Department continued to manage the annual budgetary process.

Statutory compliance for Vat and Taxation has been achieved through timeous submission of the relevant returns and completing any verification audits. Vat refunds for the year amounted to R6,4m.

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

Technology

Following an upgrade of the accounting system - Syspro - to the latest version in the prior year, access to Syspro was rolled out during the year to the Leadership team; facilitating an ease of reference for detail supporting the financial numbers.

Sustainability

The collection of debt from Tafta's residents and commercial tenants remained an area of key focus. The total collections on residential and commercial debt amounted to R2.3m and R6,000 respectively for the financial year.

Various initiatives have been performed during the year to ensure that the outstanding debts are recovered. These initiatives included:

- Follow up of rejected debit orders on a monthly basis. For this financial year, 285 rejected debit orders were followed up on, with 256 (90%) recovered. For the remaining 29 (10%) of rejected debit orders, payment plans were arranged.
- Attending to residents' walk-in payment queries and disputes (245) and
- Meeting with residents at respective buildings (190 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.

Life Right resales and refunds processed yield a net positive R5.8m inflow for the financial year.

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

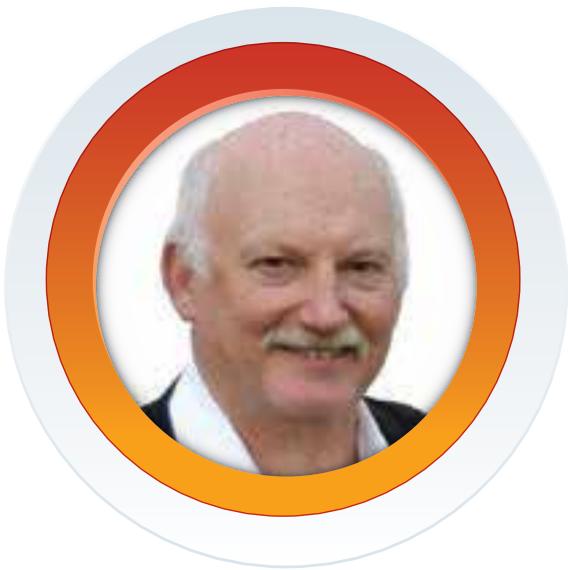
The finance department continues to collaborate with other departments to ensure financial information requirements are met for accurate processing and recording

RELEVANCE PARTNERSHIP COLLABORATION

Finance

Relevance

The Finance department ensured continued monthly processing and recording of the Organization's receipts and payments into the general ledger. The team continued to ensure all documentation received into the department is scrutinized and in accordance with the relevant authorization and support before processing.



An overview of the
financial results
of Tafta for the year
ended **31 March 2025**

Revenue generated from Tafta's ordinary activities amounted to R86.6 million, reflecting a slight increase of 1.5% (R1.26m) on the prior year. This revenue generated comprises income received through operational activities and donation income received. This stability in our core revenue streams is a positive outcome given the current economic pressures faced by our donors and residents.



Operating income, which includes income from accommodation, services provided, and subsidies, amounted to R61.2 million, a marginal increase of 0.9% (R565,373). 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 R5.7million, a decrease of R1m from the prior year. The continued support from the Department is appreciated with gratitude. Donation income remained robust, with gross donations amounting to R24.5 million, reflecting an increase on the prior year of 2.2% (R529,469). This consistent support from our benefactors is the cornerstone of our ability to deliver on our mission, and their generosity is deeply appreciated.

Other income amounted to R148,591 reflecting a decline of R5m. The disposal of equities for the financial year yields a loss amounting to R634 000. Included in prior year is the gains on the disposal of financial equities, amounting to R4,8m.

Total expenditure for the year amounted to R97.9 million, representing an increase of 8.3% (R7.45m). This increase is largely attributable to the rise in the cost of municipal services, care costs, food, and other operational expenses due to inflation. We continue to apply prudent financial controls over Tafta's investment to ensure long term sustainability.

In these demanding economic conditions, our focus on innovative and cost-efficient operations is more critical than ever. Management remains committed to exploring all avenues to secure additional income streams and manage expense growth prudently, ensuring we continue to provide exceptional care and support for older persons. We extend our profound gratitude to our dedicated donors; whose unwavering financial support enables us to provide optimal care and support for older persons. We also thank our employees, care partners, and service providers for their commitment and compassion in delivering quality service every day. The collective efforts are the true foundation of our financial and operational strength.

Summarised Financial Statements

Statement of Financial Position as at 31 March 2025

ASSETS

	2025 R	2024 R
NON-CURRENT ASSETS		
Property, plant and equipment	21 402 213	19 454 943
Investment property	325 528 135	320 739 553
Loans to related parties	23 435 145	19 971 875
Other financial assets	118 839 130	104 835 580
	489 204 623	465 001 951

CURRENT ASSETS

Inventories	296 481	307 406
Trade and other receivables	1 173 637	2 042 721
Cash and cash equivalents	141 661 855	164 835 709
Investments	32 684 532	4 710 727
	175 816 505	171 896 563
Total Assets	665 021 128	636 898 514

EQUITY AND LIABILITIES

EQUITY

Reserves	73 756 840	59 684 034
Retained earnings	397 574 417	388 036 149
	471 331 257	447 720 183

LIABILITIES

CURRENT LIABILITIES

Trade and other payables	13 001 898	14 311 761
Life rights	180 687 973	174 866 570
	193 689 871	189 178 331
Total Equity and Liabilities	665 021 128	636 898 514

Statement of Comprehensive Income

	2025 R	2024 R
REVENUE		
Operating income	61 245 790	60 680 417
Donations received - other	23 904 753	23 232 130
Donations received - capital	591 211	734 365
Sundry income	860 986	697 730
	86 602 740	85 344 642

OTHER INCOME

148 591 **5 168 488**

OPERATING EXPENSES

Care and cleaning	(18 722 241)	(17 232 723)
Depreciation	(1 324 089)	(1 039 420)
Donation expenses	(1 339 303)	(1 500 814)
Employee costs	(25 866 273)	(25 751 760)
Food and groceries	(12 970 178)	(12 139 220)
Impairment of loan	(423 718)	-
Loss on sale of assets and liabilities	(889 029)	(206 361)
Municipal services	(18 352 286)	(15 943 362)
Other operating expenses	(13 485 686)	(11 817 515)
Professional fees	(1 468 165)	(1 461 497)
Repairs and maintenance	(2 743 171)	(3 069 321)
Transport costs	(313 573)	(283 864)
	(97 897 712)	(90 445 857)

Operating (loss) profit	(11 146 381)	67 273
Investment income	20 897 898	20 908 703
Finance costs	(213 249)	(9 439)
	20 684 649	20 899 264

Profit for the year **9 538 268** **20 966 537**

Items that may be reclassified to other comprehensive income

Disposal of available-for-sale financial assets 2 043 863 (6 536 034)

Revaluation of available-for-sale financial assets 10 952 501 490 187

Total items that may be reclassified to other comprehensive income 12 996 364 (6 045 847)

Other comprehensive income (loss) for the year net of taxation **12 996 364** **(6 045 847)**

Total comprehensive income for the year **22 534 632** **14 920 690**

Strategy 2030

Creating and Maintaining
an Enabling Environment

Sustainability

Relevance

Rooted
in Purpose,
Reaching for
the Future,
Sustained by
Innovation

Workforce
Planning,
Support &
Development

Operational
Excellence
& Innovation

IT MATTERS



5500

Elders



130

Workforce



110

Ideas



79

Objectives



5

Strategic Pillars



1

Common Purpose



Tafta's

FIVE YEAR BALANCED SCORECARD

2025 - 2030

Sustainability



Pillar 1

We will develop and implement innovative income generating and cost saving strategies to promote the long term financial stability of the organisation.

Relevance



Pillar 2

Tafta will remain locally relevant and globally informed, ensuring our services, accommodation and care uphold elder's rights to independence, choice and dignity while shaping ageing frameworks at all levels.

Creating and Maintaining an Enabling Environment



Pillar 3

We are committed to ensuring that elders age with dignity and a sense of belonging, security and agency in an environment that adapts to their evolving needs.

Workforce Planning, Support & Development



Pillar 4

Recognising our workforce as our greatest asset, we will cultivate an empowering environment that fosters continuous learning, growth and development.

Operational Excellence & Innovation



Pillar 5

We will adopt innovative practices and implement robust monitoring and evaluation systems to promote quality, efficiency and affordability in our service delivery to elders.

Appreciation for our Strategic Partners

At Tafta, we know that true impact is never achieved alone. We are deeply grateful to our strategic partners who walk this journey with us — offering their support, resources, and trust. Together, we are stronger, and together, we continue to create brighter futures for older people in our care.





Our Deepest Gratitude



tafta

OUR MAJOR DONORS

Bidcorp Corporate Services PTY Ltd
Cecil Renaud Charitable Trust
Greenacre Remembrance Foundation
Ignazio Messina & Co (PTY) Ltd
The Concord Trust
The FL Black Will Trust
The GMA Foundation
The Judith Maxwell Family Trust
The Nemit Trust
The Spar Group
The Victor Daitz Foundation
W.L. Cole (PTY) Ltd

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 internal and external volunteers

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:

BEQUEST AND IN LIEU OF INCOME RECEIVED

TOTAL
R 289 385.32

OUR VALUED DONOR COMMUNITY

We are grateful to you for:
Believing in the worth of older people when society turned its gaze elsewhere. Opening your heart and your diary to hear our requests and walk beside us. Choosing courage over convenience when advocating for the rights of elders. Crossing the threshold of our homes with kindness that made strangers feel like kin. Your steadfast support through 2024/2025 has upheld dignity, brought comfort, and honoured the lives of our elders.

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SCAN HERE
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THE ASSOCIATION FOR THE AGED

INSPIRING ACTIVE AGEING