



# ANNUAL REPORT

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2019/2020



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



## 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.

## OUR PURPOSE

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

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## MESSAGE FROM THE CHAIRMAN

I am honoured to present The Association for the Aged's (Tafta) Annual Report for the 2019/2020 financial year in my capacity as Council Chairman. It is said that a visionary, relevant purpose is the key to success in any service-oriented organisation.

The purpose of Tafta, 61 years on from its establishment, remains as relevant today as it did all those years ago, and I feel confident in declaring that it will remain relevant for many years to come.

As an organisation, Tafta remains as passionate about making dignity, growth and a meaningful life a realistic prospect for all elders, and this is amply evident in the reports we present to you this year. Our foundation in care remains steadfast in a climate of reduced State funding, financial constraints, lack of service delivery, political uncertainty, regulatory pressure and public scrutiny.

It has been an extremely difficult financial year for the South African economy in general, and the NPO sector in particular has been at the mercy of this fallout. I can, however, confirm that Tafta has managed to weather the storm to a large extent.

The year ahead is, however unlikely to yield the same results, as we anticipate a significant decline in our earnings due to the COVID-19 lockdown regulations, and the strain it has placed on our loyal donors, residents, financial markets and our financial reserves. The additional COVID-19 regulations have undoubtedly had a negative effect on the South African economy, forcing our economy into a recession.

Currently, our Balance Sheet remains strong and while we remain in this

position, our sustainability strategy is a key focus for the foreseeable future as we take further steps to reach and support more elders, within and outside our homes.

This report gives the reader an extensive view of the breadth and range of services Tafta provides to the elder community. The impact we make through these services is equally prioritised as we seek to invest more in the research and development initiatives that improve the well-being of this community. The elders in our care place a significant degree of trust in us for their holistic well-being and we hope to continually improve this level of care through well-trained, passionate and supportive staff.

The Tafta Council is especially proud of the staff and the Eden Philosophy of Care they have so whole-heartedly adopted. We thank them for their continued services and for those who have served us well; a few for several decades of their lifetime.

This year, the Council bid farewell to Honorary Vice-Chairman Mr Bennie van den Berg and we welcomed Secretary to the Council Mrs Ateesha Rampersad, who has served the Organisation for over a decade. The Council is a volunteer one, and the time, experience, wisdom and considered advice they provide is a blessing to the leadership team. I herewith also reconfirm my commitment to providing our Association with the leadership and guidance needed to fulfil our goals in 2021.

Tafta remains as passionate about making dignity, growth and a meaningful life a realistic prospect for all elders.

I wish to thank my fellow EXCO and Council members together with our executive staff members for their continuous support of the Organisation. I also thank all our Tafta members, staff and volunteers for all their dedicated support and service.

I wish to acknowledge the significant contribution made by our CEO Mrs Femada Shamam, who remains as passionate and committed to her field of social service to elders as she has since joining the Organisation 20 years ago.

A final and significant depth of gratitude is expressed to our extremely generous and committed donors and supporters who are mentioned at the end of this report. Your unwavering support allows Tafta to realise its purpose daily.

**Mr Wicus Jacobs**  
Tafta Council Chairman

# TAFTA COUNCIL

## Honorary Chairman

Mr J.J. Jacobs  
– appointed: March 2018

## Honorary Vice-Chairman

Mrs C. Shandu  
– appointed: 2019

## Honorary Second Vice-Chairman

Mr C. van den Berg  
– resigned March 2020

## Honorary Treasurer

Mr C. Barford

## Secretary to the Council

Mrs A. Rampersad  
– appointed 1 April 2019

## Members

Mr R.E. Scorer  
Mr D. Warmback  
Mrs N.M. Sithole  
Mrs D.F. Shembe – Ntuli  
Dr S. Ramlall  
Mrs Zee Zeka Ngcamu  
Mr M. Barry

## Chief Executive Officer

Mrs Femada Shamam

## Chief Financial Officer

Mrs Nita Sewpersad

## Divisional Managers

### Finance/Admin

Mrs Renee Chislett

### Human Resources

Mrs Marshnee Naidoo

### Operations

Mrs Tasneem Fareed

### Income Development and Public Relations

Mrs Gail Samuels  
– resigned August 2019

### Support Services

Mr Bernard Courtois

## Wellness Centres

Anna Conradie Wellness Centre  
Mary Asher Wellness Centre  
Primrose Wellness Centre  
Oldfield Wellness Centre

## Clubs

Bluff Social Club  
Clairwood Senior Citizen Club  
Jolly Hearts Club  
Happy Hearts Club  
Muslim Club  
Seaside Seniors  
Sunshine Club

## Catering Division

Cook 'n Care

## Residences

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

## Wellness Care Units and Assisted Living Units

Tafta on Ridge Frail Care and  
Assisted Living  
John Conradie House  
John Dunn House  
Tafta Park Care Cottage  
Golden Years Sheltered Housing

## Retirement Complexes

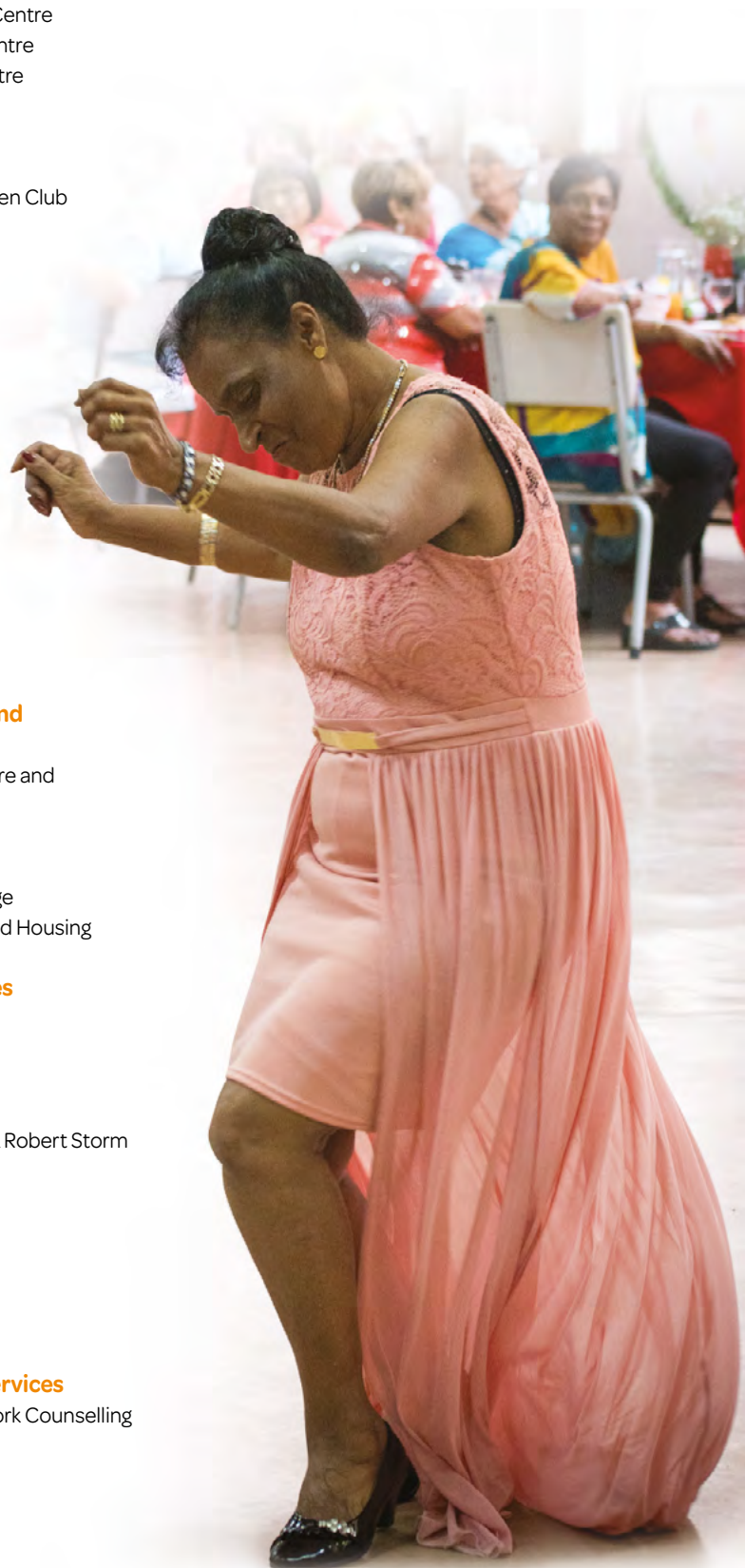
Kings Hall  
Lucas Gardens  
St. Catherine's Close  
Ocean View  
Cambridge Gardens & Robert Storm  
House  
Tafta Barns Cottage

## Retirement Villages

Tafta Park  
St. Martins Village

## Community-Based Services

Professional Social Work Counselling  
Home-Based Care  
Meals on Wheels  
Ageing in Place  
Community Outreach  
Lobbying & Advocacy





## CEO's REPORT

The year 2015 marked the start of an ambitious 2020 Strategic Plan for Tafta, guided by a quest for sustainability and succession. A transformation path was mapped out to lead the organisation to a fresher corporate identity as well as better support and care services that inspire a life worth living for elders.

The 2020 financial year drew this strategic plan to a close. Happily, we can report achieving almost 80% of these objectives. The majority of those not achieved are being carried over into the new strategy. Key achievements during the five years include:

- The implementation of best practice models such as The Eden Alternative and Palliative Care
- Change in the branding and identity of the organisation
- An affirmation of our purpose
- Investment in ensuring a capable workforce
- A commitment to ensuring that our facilities have great buildings that are fully utilised
- A focus on creating and maintaining meaningful relationships with our supporters and donors

The transformation in the organisation was premised on the changing needs of elders, both in the community and residents in our homes. During the

2020 financial year, we note many successes, as can be read in the pages of this report. We also reflect on the many challenges facing the sector and non-profit organisations in particular. The harsh economic climate, especially with South Africa's downgrade to junk status, impacted on the organisation both directly and indirectly. The continuous loyalty and support of generous donors helped to buffer the negative impact of the economic volatility. Tafta has, over the years, been healthy and weathered many storms through the generosity of the community. We note with gratitude that your commitment to a better life for elders helps the organisation reach out and support those in need.

With gratitude, we record the financial support from the Department of Social Development. We do also note with concern the reduction in the overall support year on year. As the population of older people increases, the need to make support services available increases as well.

Tafta remains one of the country's largest elder care providers and is robust under the guidance of the Tafta Council. We are grateful for the commitment and support of the Council members who discharge their governance functions with integrity and passion. We also record the contribution of our volunteers and donors.

The 2020 financial year drew to a close with the country being declared a State of Disaster and with the commencement of a national lockdown on 27 March 2020 due to the Coronavirus pandemic. Without hesitation, many of Tafta's frontline staff members stepped forward to stay on-site at the various buildings to support the elders and to keep them safe. The sacrifice, dedication and commitment of these individuals are appreciated.

As the organisation and the world acclimatised to a new 'normal', we were reminded that the lockdown added to the stress and anxiety of many elders as they considered their vulnerability to the virus as well as their helplessness in not being able to support their families during these difficult times. As we contemplate the anxiety, loneliness and frustration of our elders, we hold onto the words of the Persian poets: "This too shall pass" and end the year with hope for a better life for elders amid the pandemic.

Tafta remains one of the country's largest elder care providers and is robust under the guidance of the Tafta Council.

**Femada Shamam**  
Chief Executive Officer



# OPERATIONS REPORT

The Operations Department is the epicentre of Tafta's services to elders. Our ongoing provision of home care services to elders, both within Tafta homes and in the community, is synonymous with Tafta's distinguished brand as a well-respected aged care provider.



The close of the 2020 financial year marked the final year in our five-year strategy. It marked a significant time for us to reflect on all we had accomplished in the preceding years, assess our current functioning and embark on a new plan focused on both our reflections and our aspirations for the next five years. Our efforts at reaffirming our vision, our mission and our values were met with much zeal and enthusiasm from all significant roleplayers. As leaders in innovative solutions to caring for elders, we cemented our decentralised Area-based Management, ensuring our services remained elder-centred, appropriate and relevant.

Amid an array of services that necessitated versatility and flexibility, we maintained our focus of growth, development, sustainability and transparency. Our services extended to elders within our geographical area.

Eden registration.



## Eden Alternative Registration

The Eden Journey, which creates a platform for personal transformation for staff and elders, continued. Our 'Eden eyes' transformed our vision through continuous efforts in warming the soil by encouraging optimism, trust and generosity. The journey encouraged the formation of meaningful relationships between staff and elders, as well as among elders themselves. During this journey, we reaffirmed our commitment to "Creating a life worth living by inspiring independence and involvement."

On 7 June 2019, Tafta on Ridge became a member of the Eden Alternative South African Registry. The home was the first in KwaZulu-Natal and third in Africa to have become a member.

John Conradie House and John Dunn House were validated and received their



Our 'Eden eyes' transformed our vision through continuous efforts in warming the soil by encouraging optimism, trust and generosity.

Eden Alternative accreditation on 27 and 28 February 2020 respectively and were included onto the Eden Alternative South African Registry.

The growth and transformation in these homes can be credited to the Eden Groups; or empowered elder volunteers and staff, who come together to guide, support and mentor each other to establish a culture of like-mindedness and commitment to the Principles of the Eden Philosophy in their respective homes.



Palliative care.

### Palliative Care

Our focus on improving the quality of life, dignity in death and support in the bereavement of elders and their families living with life-threatening illnesses continued fervently throughout the year. The joint initiative with the Hospice Palliative Care Association proved successful in the past year. The memorandum of understanding that was signed to create a blueprint for palliative care within frail care settings has been fully initiated. Our Social Workers, carers at John Conradie House and nursing staff have received Continuing Professional Development (CPD) accredited training. A draft concept paper has been drawn up and will be ratified shortly. For the year, 70 beneficiaries and their families received palliative care services.

### Elder Abuse Dialogues

The Elder Abuse Dialogues were introduced in 2018 to conscientise the public on elder abuse and to provide a platform for elders to express their views. Elders were engaged in evaluating their awareness of abuse and the services available to support them in the event of such incidents taking place. It further created a platform to identify myths and gaps in the understanding of elder abuse, and ultimately to educate elders on the truths, the services and the resources available to them. During 2019, 1 064 elders participated in these dialogues. The dialogues culminated in an elder abuse awareness walk through Wentworth on 14 June 2019 due to there being the highest incidence of reported abuse cases in the area. Participants

included elderly persons from Tafta, sister organisations and elders living in the community. Tafta transported participants to the event where a light lunch was provided. In total, 380 elders participated in the walk.

Partnerships forged during this journey created more significant levels of awareness and advocacy around elder abuse prevails. A longitudinal study is being undertaken jointly with researchers from the University of KwaZulu-Natal (UKZN) to establish trends, patterns and gaps to formulate a more strategic service. The period for the study is 2018 to 2020.



Above and below: Elder Abuse Awareness Walk.



Participants in the Elder Abuse Dialogues.





## Therapeutic Services

Tafta reaffirmed our commitment to provide social intervention and development services to the elderly and their families. Our Social Work team conducted 12 374 counselling sessions that included individual and family counselling sessions, both at our facilities and in communities.

A total of 9 078 new intake clients were attended to by our intake and decentralised social workers. Our Central intake rendered services to 6 962 beneficiaries, and our decentralised intake intervened to 2 116 beneficiaries.

In addition, online support, through telephone and email, was provided to 1 490 elders.

During the year under review, 25 therapeutic groups were conducted. Following needs assessments and consultation with our residents and our communities, the topics facilitated in the sessions included: technology skills, recovery, Eden, Alzheimer's support, caregiver support, cancer support, fitness, ABET group, Zulu lessons and sign language.

Despite our intensive efforts at preserving the family unit, there were instances where statutory intervention was necessary. Interventions were required for 484 elders who received statutory and legal services in instances where there was abuse or the need for frail care and alternate placements. A total of 27 abuse cases were investigated, and protection was offered to elders. Forty-five elders were successfully placed in frail care. Social Workers undertook holistic screening and referred those clients we could not assist accordingly. Our networks and partnerships with various other organisations enabled us to refer 746 elders appropriately.

Tafta is committed to enabling and empowering other Elder Care service providers. To this end, we provided facilitation services in the form of training to 324 service providers. Our training topics were diverse, and included workshops to ensure the continued



Home-Based Care.

professional development of our staff and sister organisations.

Sixteen sessions were facilitated, and topics included:

- Traumatic Brain Injury
- Conflict Resolution
- Social Work Supervision and Management
- Palliative Care Workshop
- Undertaking Research
- Mental Health
- Interaii Training
- Competency-based Recruitment
- Elder Abuse Guideline 14
- Community Development
- Ethics and Best Practice
- HIV/AIDS Workshop

## Home-Based Care

Home-Based Care was an essential and very well-supported service from Tafta and formed a significant part of Ageing in Place care plans for elders during the term under review. The programme assisted elders with activities of daily

living such as bathing and domestic work to enable continued living in their own homes. This programme would not be possible without the commitment and support of the community. As of March 2020, we had 149 clients on Home-Based Care and 29 507 visits for the year. These statistics show an increase in the utilisation of the service for medication administration, advisory clinics and the number of visits done by the nursing services managers.

## Meals on Wheels

Meals on Wheels has been in existence since 1962 and provides a nutritious meal to housebound elders. Volunteers were utilised to deliver meals to the elders, however, it was a challenge to secure a regular volunteer roster. The service expanded into the Westville area, and 25 new elders were included as beneficiaries of the programme. Frozen meals, instead of canned food hampers, were introduced for long weekends and public holidays. As at the end of March 2020, 16 238 meals were delivered.

Care practitioner graduation.



## Social Clubs

Under Tafta's Area of Operations, nine Clubs operated during the year. Activities included healthy and active ageing, talks, games, crafts and many more.

| CLUB NAME                         | ADDRESS                                                 | FREQUENCY           | NO. OF MEMBERS AS AT 31 MARCH | ATTENDANCE FOR THE YEAR APRIL 2019 – MARCH 2020 |
|-----------------------------------|---------------------------------------------------------|---------------------|-------------------------------|-------------------------------------------------|
| Bluff Club                        | Methodist Church, Wesley Road, Bluff 4052               | Every Monday        | 55                            | 1 490                                           |
| Happy Hearts                      | Primrose Centre, 224 Austerville Drive, Wentworth, 4052 | Every Monday        | 51                            | 1 542                                           |
| Clairwood Senior Citizen Club     | Tamil Institute, Sir Khurma Reddi Road, Clairwood       | Every 2nd Wednesday | 62                            | 660                                             |
| Sunshine Club                     | St John's Hall, Rippon Road; Sydenham                   | Every Friday        | 45                            | 800                                             |
| Jolly Hearts Senior Citizens Club | Newlands East Community Hall, Tandipa Rd, Newlands East | Every Tuesday       | 20                            | 347                                             |
| Muslim Club                       | Mosque: Garupa Avenue, Newlands East                    | Every Wednesday     | 20                            | 274                                             |
| Seaside Seniors                   | John Conradie House, 15 Prince Street, Durban, 4000     | Every 2nd Wednesday | 66                            | 880                                             |



## Golden Games

Thirty elders get together at Primrose Service Centre, John Dunn House every Tuesday and Thursday to practice for Golden Games, which is a Department of Social Development (DSD) initiative that encourages older people to be active and promote longevity. There are several highly competitive Tafta affiliated elders who took training for this event very seriously. Attendance for the nine months

of the year was 1 231. Participation in the local games was on 17 July 2019 and district games on 31 July 2019. In September 2019, Louis Olivier, at 81 years of age, earned his KZN colours and won Gold in Goal Scoring at the Provincial

Golden Games held in Port Shepstone. Louis attended the National Golden Games in Port Elizabeth and won the Silver Medal at national level, making the team at Primrose really proud. A huge congratulations goes to Louis Olivier.

Golden Games practise.



Louis Olivier with his medals.



## Tell My Story

The annual Tell My Story competition was aimed at outreach and education to scholars to promote their interaction with their grandparents and acknowledge the valuable history of elders. Learners were asked to interview older people and then tell a story about what they had learned

from the older person. The theme for 2019 was: 'Creating an Age-friendly World'.

We received 244 entries from 11 schools within the Durban area. We also received 12 entries from elders. Entrants created an artwork, video or short story inspired by the desire to 'Create an Age-friendly World'.

## Creating an Age-friendly World



Elder winners.



Youth winners.



Grade 4-7 Story winners.



Grade 1-3 Art winners.



Grade 4-7 Art winners.



Grade R Art winners.

## Research

A Master's student from Durban University of Technology (DUT), Department of Health Sciences conducted a research project on the epidemiology of primary headaches in a geriatric population within a selected old age home in KwaZulu-Natal. A total of 128 residents from Tafta facilities participated in the study.

The findings of this study have contributed to the current literature on the prevalence, risk factors and impact of headaches in the elderly and, more importantly, added new information within a South African context. This study has contributed to a greater understanding of the headaches experienced by the elderly and the impact of these headaches on their daily lives.

## Social Interactions

The Tafta team has worked to bring individual attention to events and milestone celebrations like birthdays and anniversaries. Variety, spontaneity and

relationship-building are encouraged and meaningful and enjoyable activities like social events, dancing, sewing groups, outings, Christmas lunch, market days and prayer groups have flourished. Social interaction between the Tafta homes and clubs were encouraged through events like a swimming gala, sports day, volunteer function, week of older persons' activities and an Elder Abuse Awareness Walk through the Wentworth Area. Elders also participated in Healthy and Active Ageing Programmes like yoga, pilates, physical exercise, table tennis and carpet bowls. Intergenerational Programmes were encouraged through school programmes, and grandparents and family days that were held at the different homes.

## Associate Memberships- Partnerships and Collaborations

- UKZN: A partnership exists between Tafta and UKZN to undertake research at our facilities. They provide valuable tools for us to evaluate our services,

our elders' well-being and also offer their services as volunteers.

- DUT: Tafta has partnered with DUT for research programmes to be run through our homes; they too, provide valuable tools for us to evaluate our services, our elders' well-being and also offer their services as volunteers.
- South African National Zakah Fund (SANZAF): A reciprocal relationship exists between Tafta and SANZAF in terms of sharing resources. SANZAF undertakes the screening of elders requiring accommodation as well as informational talks and presentations to groups of elders who approach SANZAF for assistance. SANZAF provides practical aid when needed.
- Network of Directors: This is an NGO structure that provides a platform for the discussion of issues relating to labour relations, employment issues and subsidies, and salaries.
- Hospice Palliative Care Association (HPCA): Tafta partnered with Hospice



to develop a draft for a paper on palliative care for the elders; 20 staff members attended a five-day Multi-Disciplinary Course on Palliative Care for Professionals Working in Aged Care.

- Tafta has representation on the Alzheimer's KZN Management Committee and the South African Association of Homes for the Aged (SAAHA). The benefits of such representations allow Tafta access to exclusive online resources on training opportunities, a database of affiliated memberships, networking opportunities and information on new services and legislations.

- The Department of Justice and Constitutional Development is the custodian of the Constitution of South Africa, which is the pillar of our democracy. Therefore, the Department has a fundamental role to play in educating all South Africans about their human rights as enshrined in the Constitution (Bill of Rights). The Justice Services undertook outreach visits to our facilities and presented informative talks and resources about the Older Person's Act and Domestic Violence.



Meals on Wheels volunteer Ann Foxcroft with Tafta's Yoshina Kistensamy.

## Statistical Schedule

### Accommodation statistics for the year April 2019 to March 2020

| NAME OF BUILDING        | ADDRESS                               | TYPE OF ACCOMMODATION         | NUMBER OF PEOPLE | TOTAL       |
|-------------------------|---------------------------------------|-------------------------------|------------------|-------------|
| John Conradie House     | 15 Prince Street, South Beach, Durban | Residential (172)             | 199              | 291         |
|                         |                                       | Assisted Living (30)          | 54               |             |
|                         |                                       | Frail Care (33)               | 38               |             |
| Langelier Towers        |                                       | Floors 1-5 (160 sub-economic) | 187              | 469         |
|                         |                                       | Floors 6-11 (245 Economic)    | 282              |             |
|                         |                                       |                               |                  |             |
| John Dunn House         | 224 Austerville Drive, Wentworth      | Residential (13)              | 16               | 113         |
|                         |                                       | Assisted Living (16)          | 20               |             |
|                         |                                       | Frail Care (55)               | 77               |             |
| Tafta on Ridge          | 51 East Street, Overport              | Residential (116)             | 152              | 213         |
|                         |                                       | Assisted Living (23)          | 37               |             |
|                         |                                       | Frail Care (24)               | 24               |             |
| Tafta Park Care Cottage | 28 Greenwich Avenue, Bellair          | Assisted Living (10)          | 15               | 15          |
| Kings Hall              | 80 Samora Machel Street, Durban       | Residential (132)             | 116              | 178         |
|                         |                                       | Life Rights (53)              | 62               |             |
| Tafta Lodge             | 42 South Beach Avenue, Durban         | Residential (203)             | 218              | 219         |
|                         |                                       | Life Rights (2)               | 1                |             |
| Oceanview               | 345 Musgrave Road, Durban             | Life Rights (30)              | 35               | 37          |
|                         |                                       | Rented (2)                    | 2                |             |
| St Martins Village      | 51 St Theresa Road, Sydenham          | Rented (9)                    | 9                | 23          |
|                         |                                       | Life Rights (9)               | 14               |             |
| Tafta Park              | 29 Perseverance Road, Bellair         | Life Rights (143)             | 187              | 189         |
|                         |                                       | Rented (2)                    | 2                |             |
| Cambridge Gardens       | 130 North Ridge Road, Morningside     | Life Rights (77)              | 81               | 81          |
| Barns Cottages          | 41 Haden Road, Morningside            | Rented (3)                    | 4                | 13          |
|                         |                                       | Life Rights (9)               | 9                |             |
| St Catherine's Close    | East Street, Overport                 | Life Rights (2)               | 3                | 3           |
| Lucas Gardens           | 541 Peter Mokaba (Ridge) Road, Durban | Life Rights (39)              | 46               | 46          |
| <b>TOTAL</b>            |                                       |                               |                  | <b>1889</b> |

## Support Services

| DEPARTMENT                     |                                     | CURRENT<br>YEAR<br>2019/2020 | PREVIOUS<br>YEAR<br>2018/2019   |
|--------------------------------|-------------------------------------|------------------------------|---------------------------------|
| <b>Social Workers</b>          | Investigations                      | 423                          | 577                             |
| Casework                       | Caseload                            | 700                          | 587                             |
|                                | Closed                              | 371                          | 497                             |
|                                | Interviews: Home, Office, Telephone | 12 374                       | 10 600                          |
|                                | Intake                              | 9 078                        | 7 203                           |
| Group work                     | Total No. of Groups                 | 25                           | 16                              |
|                                | Total No. of Social Workers         | 8                            | 8                               |
|                                | No. of Group Members Attended       | 253                          | 152                             |
| Comm. Work                     | Total No. of Community Projects     | 22                           | 20                              |
|                                | Community Work Attendance           | 2 852                        |                                 |
|                                | Total No. of Social Workers         | 8                            | 7                               |
| Volunteers                     | Total No. of Volunteers             | 64                           | 336                             |
| Frail Care Placements          | No. of Frail Care Placements        | 45                           | 44                              |
| Abused cases                   | No. of New Abused Cases             | 27                           | 29                              |
| Clubs                          | Total No. of club members           | 252                          | 381                             |
|                                | Attendance                          | 5 878                        | 6 232                           |
| <b>Home-Based Care Central</b> | New Cases                           | 52                           | 64                              |
|                                | Caseload                            | 106                          | 162                             |
|                                | No. of Visits by Carers             | 21 489                       | 23 932                          |
|                                | Cases Contacted by Organiser        | 495                          | 144                             |
|                                | No. of Appliances on Loan           | 11                           | 14                              |
|                                | Advisory Clinics                    | 1 054                        | 764                             |
|                                | Medication Admin                    | 60                           | 86                              |
|                                | Staff Wellness Contacts             | 43                           | 119                             |
|                                | Closed Cases                        | 56                           | 51                              |
| <b>Home-Based Care Bellair</b> | Caseload                            | 27                           | Statistics recorded differently |
|                                | No. of Visits by Carers             | 1 918                        |                                 |
|                                | Advisory Clinics                    | 309                          |                                 |
|                                | Medication Admin                    | 11                           |                                 |

| DEPARTMENT                       |                                   | CURRENT<br>YEAR<br>2019/2020 | PREVIOUS<br>YEAR<br>2018/2019   |
|----------------------------------|-----------------------------------|------------------------------|---------------------------------|
| <b>Home-Based Care Wentworth</b> | Caseload                          | 16                           | Statistics recorded differently |
|                                  | No. of Visits by Carers           | 6 100                        |                                 |
|                                  | Advisory Clinics                  | 43                           |                                 |
|                                  | Medication Admin                  | 16                           |                                 |
| <b>Meals on Wheels</b>           | Clients                           | 73                           | 101                             |
|                                  | Meals                             | 16 238                       | 14 413                          |
|                                  | New                               | 60                           | 39                              |
|                                  | Cancelled                         | 37                           | 47                              |
| <b>Anna Conradie Centre</b>      | Meals                             | 7 122                        | 8 318                           |
|                                  | Attendance                        | 37 961                       | 40 709                          |
| <b>Mary Asher Centre</b>         | Meals                             | 2 807                        | 2 902                           |
|                                  | Attendance                        | 14 100                       | 16 917                          |
| <b>Oldfield Centre</b>           | Meals                             | 11 317                       | 12 499                          |
|                                  | Attendance                        | 28 275                       | 23 669                          |
|                                  | No. of Home-Based Care Elders New | 43                           |                                 |
| <b>Primrose Centre</b>           | Meals                             | 8 348                        | 8 565                           |
|                                  | Attendance                        | 47 138                       | 51 379                          |
|                                  | No. of Home-Based Care Elders New | 101                          | 121                             |
| <b>General Enquiries</b>         |                                   | 5 535                        | 5 693                           |
| <b>Ageing in Place</b>           | Total No. of Registered Elders    | 175                          | 165                             |
|                                  | Total No. of Current Elders       | 215                          | 20                              |
|                                  | MOW                               | 37                           | 32                              |
|                                  | Care Companion                    | 47                           | 62                              |
|                                  | Assistive Devices                 | 0,08                         | 3                               |
|                                  | Day Care                          | 0                            | 1                               |
|                                  | Total No. of New Elders           | 29                           | 49                              |
|                                  | Mr Fixit                          | 3                            | 8                               |
|                                  | Carers' Placements                | 11                           | 25                              |
|                                  | Deaths                            | 3                            | 3                               |
| <b>Models of Care</b>            | Ageing in Place                   | 71                           |                                 |
|                                  | Palliative Care                   | 70                           |                                 |
|                                  | Eden Recipients                   | 177                          |                                 |



# HUMAN RESOURCES REPORT

The Human Resources Department provides administrative processing, wellness support and capacity development services. It ensures that compliance requirements around people management are met and provides support to leadership and employee care partners in providing effective and efficient services to elders.



The five-year strategic plan, our guiding beacon and measuring scale, closed at the end of this review period. Regular evaluation against strategy reveals alignment and significant successes, as detailed below.

## Meeting the Need and Remaining Relevant

The ability of a workforce to be agile, flexible and to adapt to change is critical to remaining relevant. In Human Resources, training for relevance builds the capacity of our employed care partners to achieve organisational objectives.

Training is a useful tool in achieving compliance with new or changing laws and governance requirements. Our employed care partners participated in awareness and consultations around the National Minimum Wage Act; Labour Laws Amendment Act; amendments to the Compensation for Injuries and Diseases Act; and other pieces of legislation having an impact on the organisation. The resultant input received from trained care partners informed the policies and procedures implemented.

Pranisha Behari received a distinction pass in a Higher Certificate in Human Resources Management. Pranisha is undergoing development into the role of Senior Manager for Human Resources. As Training and Development Co-ordinator, she also recovered 100% of the bursary from the Health and Welfare Sector Training Authority, to offset the organisation's investment in her development.

### Sessions

Internal: 29  
External: 20  
Total: 49

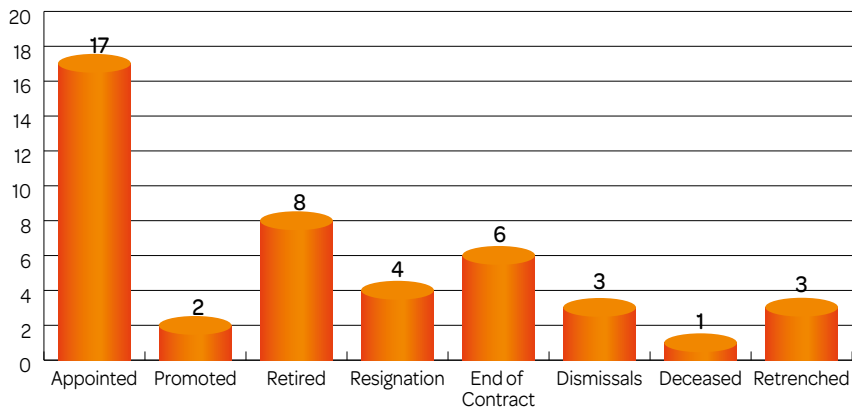


### TOTAL TRAINING AND ATTENDANCE 2019-2020

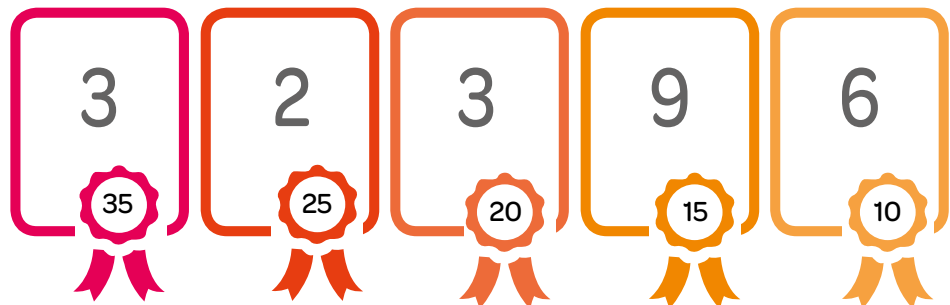
| STRATEGIC AIMS                                              | TRAINING CATEGORIES            | ATTENDANCE |
|-------------------------------------------------------------|--------------------------------|------------|
| Meeting the need and being relevant now and into the future | Professional Development       | 222        |
|                                                             | Service Delivery               | 34         |
|                                                             | Compliance and Risk Management | 46         |
| Effective operating model now and into the future           | Models of Care                 | 65         |
|                                                             | Driving Organisational Culture | 55         |
|                                                             | Standard Operating Procedures  | 44         |
|                                                             | Health and Safety              | 22         |
| Financially sound now and into the future                   | Fundraising and Marketing      | 14         |

Turnover was significantly lower than in the previous period.

#### Movement



One of our employed care partners completed an incredible 38 years' service, just before retirement.



Staff team building.





## Effective Operating Model

Despite government policies and funding approval for Home or Community-Based Services, the design and implementation emphasis remained with care and support for HIV/Aids programmes, leaving the aged care sector out in the cold.

One of Tafta's community programmes, Home-Based Care, has been severely impacted by this lack of funding support. Initiated 10 years ago in response to the lack of support and care services for the elderly on a community level in the south of Durban, the Home-Based Care Programme model provides an alternative option to the relatively costly long-term care facility option. It allows elders to remain in the familiarity of their homes and communities for as long as possible, while receiving the support they require.

The model was initially designed around volunteers providing care services but, given the high rate of unemployment among women in these communities, Tafta has stepped in, bringing our 11 Home-Based Care Workers in line with the national minimum wage requirements. Despite the success of this programme and the benefits on a grassroots level, funding Home-Based Care, which supports over 80 elders in the community, remains a challenge.

Tafta remains on a growth path and a pioneer of benchmark practices in elder care services.

## Financially Sound

The cost of payroll is just over 6% of the total budget for this period. Stringent measures are in place to manage expenses, with monthly tracking in place. A submission of 25% of the training budget in the reporting period was made to the Health and Welfare Sector Training Authority for recovery. We are happy to announce that 52% of that submission, along with 100% of the bursary funding, has been successfully reclaimed.

The longevity of the organisation is 'front of mind' in all planning and decision-making. The economic climate and the drive to long-term business sustainability have resulted in necessary reductions to the workforce, specifically in our Transport team. In line with the reduced utilisation of this service, the fleet size was reduced by a third and consequently,

the transport team had to be reduced as well. During this six-month process, support was provided to the affected care partners to assist with this transition.

Tafta remains on a growth path and a pioneer of benchmark practices in elder care services. Our employee care partners, especially those on the frontline, are the organisation's most valuable resource.

The declaration of a National State of Disaster on 15 March 2020, due to the COVID-19 pandemic, has catapulted the Organisation into unprecedented territory. Given the limited time to respond, consultations, plans, and decisions had to be both swift and decisive. Our response requires that all teams find their resilience and strength as we negotiate the unknown in the year ahead.



Home-Based Carer Gugu Miyana and Clairwood resident Mrs Ritakumarie Singh.



# Organogram



# Tafta: A Year in Review

## Our Contribution to the Welfare of Elders

### Residential Care Services



**1 889**  
elders are cared  
for in our residential  
facilities



Tafta runs **22**  
service locations  
in the forms of  
homes, clubs and  
social services



A total of  
**9 078**  
new intake clients  
were attended to  
by our intake and  
decentralised social  
workers



**142**  
dedicated staff care  
for Tafta elders



**3 000**  
supporters



Our Central Intake  
rendered services  
to **6 962**  
beneficiaries, and  
our decentralised  
intake intervened  
to **2 116**  
beneficiaries



**393**  
volunteers



**70**  
beneficiaries  
and their families  
received palliative  
care services

### Community Care Services

Our networks and  
partnerships with various  
other organisations  
enabled us to refer

**746**

elders appropriately

**5 993**

elders  
in the community  
attended our social  
clubs for the purposes  
of interaction

Online support, through  
telephone and email, was  
provided to

**1 490**

elders

In total  
**45**

elders were  
successfully placed in  
frail care

During 2019,

**1 064**

elders participated in our Elder Abuse  
Awareness dialogues. A total of

**27**

abuse cases were investigated, and  
protection was offered to elders



As of March 2020, we had

**149**

clients on Home-Based Care and visits  
for the year were

**29 507**



As at the end of March 2020,

**16 238**

meals on wheels were delivered  
to housebound elders

Our Social Work team conducted

**12 374**

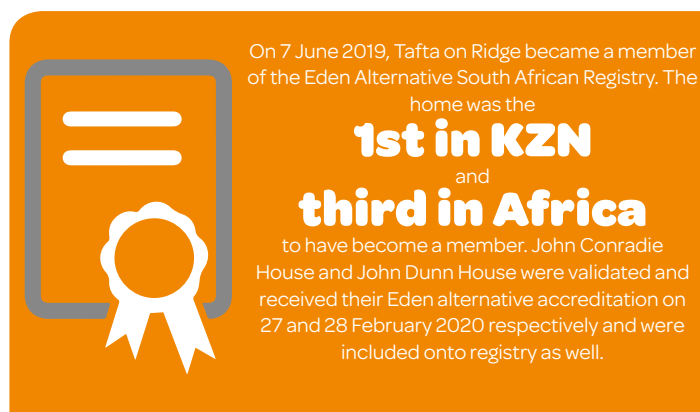
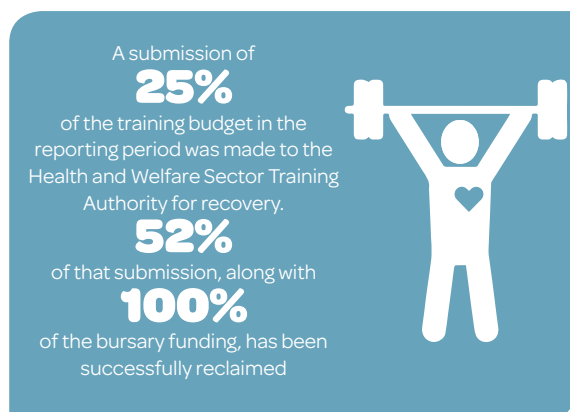
counselling sessions, which  
included elder individuals and family  
counselling sessions, both at our  
facilities and in communities





# Our Key Successes in 2019/2020

## Year at a Glance

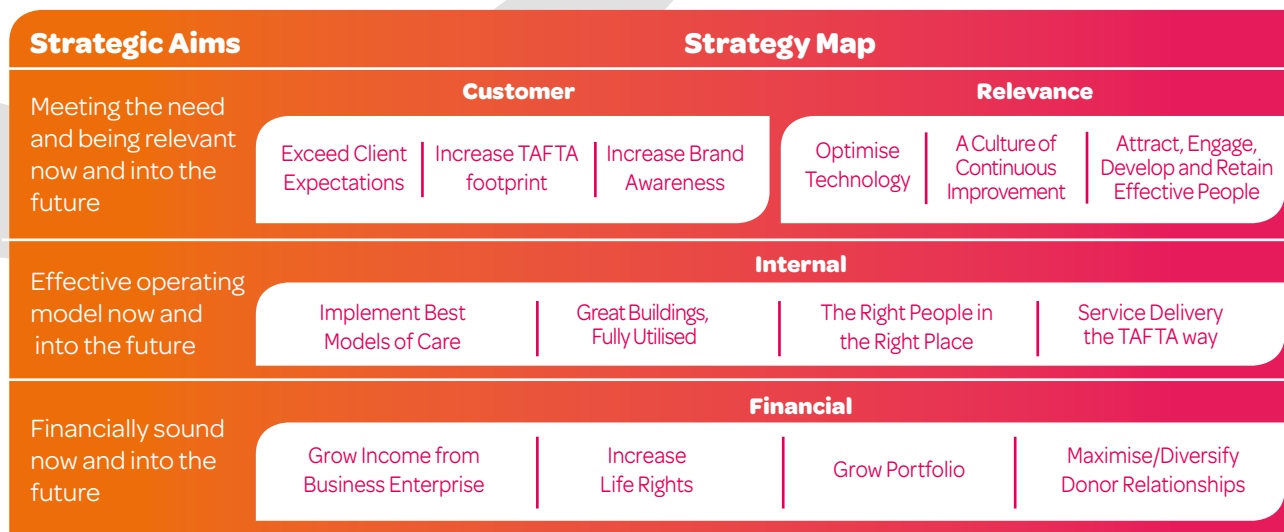


## Fundraising

|                       |                       |       |
|-----------------------|-----------------------|-------|
| Trust and Foundations | R16 326 783,75        | 82,8% |
| Corporate Donations   | R95 050,00            | 0,5%  |
| Events                | R101 778,51           | 0,5%  |
| Donations Received    | R889 593,00           | 5,0%  |
| Cash Bequests         | R1 031 364,15         | 5,2%  |
| Direct Mail           | R998 070,00           | 5,1%  |
| Online                | R182 699,00           | 0,90% |
|                       | <b>R19 625 339,00</b> |       |

# Tafta's Balanced Scorecard: Five-Year Strategic Review

Tafta Mission: To alleviate distress and promote the wellbeing of the elderly and other vulnerable groups



## Tafta's Five-Year Strategy



### Exceed client expectations

The referrals, utilisation and feedback of the services we offer has been steadily increasing over the five-year period.

The Operations Department recorded increases in our utilisation in sheltered accommodation by 36% between 2014/2015 and 2019/2020.

A significant increase of 1 000% of screenings for accommodation was also recorded, indicating the immense need for sheltered accommodation and social work services for older persons during this period.

A 93% increase in abuse cases of older persons was also noted during this period. This indicated that our awareness campaigns on older person abuse was effective.

These increases indicate a significant demand for our preventative, statutory and therapeutic services.

### Increase brand awareness

All our homes and marketing materials were rebranded following a strategic re-profiling exercise that resulted in the conversion of the old blue Tafta logo to a vibrant orange; reflecting our active ageing philosophy.



This change in imagery reflects a change in the brand's philosophy from communicating our services in a covert way to an overt expression of what we do.

### Optimise technology

At the start of the Strategic Plan, we identified the need to upgrade our computer systems and equipment, which resulted in a server upgrade, replacement of ageing equipment, remote access capabilities and wider WiFi accessibility.



### Increase Tafta's footprint

We reaffirmed our commitment to provide social intervention and development services to the elderly and their families by intensifying our service delivery to reach those geographic regions not previously reached within our areas of operation. We grew services rendered in current areas of operation.

This was done through increased counselling sessions, statutory intervention and legal services in instances where there was abuse or the need for frail care and alternate placements were a priority.

After looking at gaps in services in the current areas of operation, services were intensified and rendered to the Thokoza Hostel in central Durban and the Redhill region for the first time.



### Culture of continuous improvement

Training and development on an individual, professional and organisational level is now planned, tracked and implemented to ensure high standards of service delivery, all aligned to industry benchmarks.

Staff training increased over the period from 29 training courses conducted to 34,6% of staff to 49 training courses conducted to 85% of staff. Accessibility to training empowers our staff to focus with skill and expertise on their job requirements.





## Attract, engage, develop and retain effective people

### The right people in the right place

Policies and practices in the form of competency-based recruitment and selection and performance management practices were put in place to attract, engage, develop and retain effective people and to ensure we had the right people in the right place

## Great buildings fully utilised

A five-year maintenance and upgrade plan for all buildings was devised, which saw our handyman workforce upskilled and our supplier database regularly maintained for compliance purposes.



## Grow income from business enterprise

We have indirectly invested through the Umthunzi Charitable Trust in two retirement estate developments in the past five years; one of these is near completion.

## Grow portfolio

We have strategised to achieve growth over the past five years from two sources, namely growth from external business ventures and growth from internal strategies, which include an emphasis on increased occupancy in all our buildings, cost-saving initiatives, and an increased Life Rights portfolio and increased donor funding.

During the five-year period, we acquired the Morningside-based Barns Cottages, opened the Langelier Towers complex, and sold the Ray Hullett and Outspan buildings.



## Implement best models of care

We committed to two new models of care during the period; the Eden Alternative and Palliative Care models.

We introduced the Eden Alternative Philosophy in 2016. Within this period, it has resulted in the three wellness care units being entered into the Eden International Registry. We are also the first organisation in Africa to have completed the Eden Alternative Path to Mastery mentorship programme. At the end of the five-year period, a total of 67 care partners had completed the Eden Associate training and 21 care partners have gone on to complete the Path to Mastery course. Five staff also completed the Train the Trainer Course in 2018.

A joint initiative with the Hospice Palliative Care Association proved successful and Home-Based Care was our essential and very well supported service and formed a great part of Ageing in Place care plans for elders.



## Service delivery the Tafta way

We cemented our decentralised Area-Based

Management, ensuring our services remained elder-centred, appropriate and relevant.



## Increase Life Rights

Our Life Right unit complement over the past five years reflects a growth of 3%, taking our total portfolio to 359 Life Right units.



## Maximise/diversify donor relationships

An ageing direct mail donor database has required us to shift gears in the acquisition of donors through other platforms of interaction. Investments were thus made in online donor acquisition activities through events, activations and online media to grow an intergenerational donor database. These included an annual gala dinner, movie nights, and the growth in social media advertising, in particular facebook and Instagram. A 20% growth has been seen in online giving and support as a result.

## Tafta's 2020/2021

## Wishlist



### Building Upgrades

Generators  
Fire alarm systems  
Hoists for frail care  
Fire doors  
Car ports  
Combi steamer  
Industrial washing machines and dryers  
John Dunn House lift upgrade  
Eboil  
Fencing



### Groceries

Tea, Coffee, Sugar, Long-life Milk



### Toiletries

Toilet Paper, Aqueous Cream, Bath Soap, Roll-on, Powder, Toothpaste, Toothbrushes



### Medical

Incontinence pads, Sanitary pads, Cholesterol strips, Gloves

# INCOME DEVELOPMENT AND PUBLIC RELATIONS REPORT

The success of the 2019/2020 financial year is attributed to the five Income Development and Public Relations staff members and interns passionately working towards alleviating distress for vulnerable elders through our marketing, public relations and fundraising activities.



In line with Tafta's 2020 strategic plan, the team focused on donor acquisition, engagement and retention. Income Development and Public Relations (IDPR) intensified its donor engagement strategy through 70% face-to-face meetings with trusts, foundations, corporates, individuals and humanitarian organisations.

These efforts resulted in the following wins from the team:

## Public Relations

Following a bumper commemorative birthday year, publicity for the period 1 April 2019 to 31 March 2020 ended on a combined total of R7 100 150, down on the previous year of R13 094 660,

which was to be expected. The total contribution made to this total was R4 582 754 by print media, R360 934 by broadcast media and R2 156 462 by online media.

While traditional media engagement retained a solid base, social media platforms continued to grow engagement through organic means. Our digital fundraising programme raised R352 895, an increase of 11% over the previous year. At the same time, we reduced the costs of running the programme to achieve a 46.6% increase in net income.

At the end of the financial year, our online subscriptions indicated that our Facebook platform enjoyed the lion's share of subscribers.

|                      |       |
|----------------------|-------|
| ✉ Email address list | 3 174 |
| Facebook followers   | 3 520 |
| Instagram followers  | 315   |
| LinkedIn followers   | 74    |

*"Success follows those who follow a cause greater than themselves."*  
– George Alexiou

Gala dinner in aid of the Home-Based Care Programme.







Golf Day in aid of the Tafta Meals on Wheels Programme.



Another exciting development in the online space was that in September 2019, Tafta was accepted into the Google non-profit programme – Google Ad Grants – and received free advertising to the value of US\$3 900 (R65 000) from September to March 2020.

Our ads were displayed 43 000 times and resulted in 2 970 clicks through to the website. The grant enabled us to promote issues such as elder abuse, as well as to highlight Tafta's accommodation options and services to the aged. We are extremely grateful to Google for allowing us this valuable and much-appreciated resource and look forward to continuing the programme in the year ahead.

## Awareness Campaigns and Events

At the close of the year, Tafta had embarked on many marketing and linked fundraising campaigns based on organisational need and our commemorative calendar.

Some of these campaigns are linked to our elder rights lobbying and advocacy activities such as commemorations of International Elder Abuse Awareness Day

on 15 June, International Day of Older Persons on 1 October, as well as Human Rights Day on 21 March. These awareness days create an opportunity to implement programmes that raise awareness in communities around types of elder abuse and mechanisms of support that are offered by Tafta to community elders in need. The media well recognises Tafta's lobbying and awareness position, and the CEO Femada Shamam is often called on to provide expert comment on issues affecting older people. A range of requests made in the financial year included a comment on elder abuse cases; the right to elder care leave by adults in employment; pension increases; and more senior rights awareness.

Commemorative fundraising events on the annual calendar included our Golf Day in aid of the Tafta Meals on Wheels programme and the Gala Dinner in aid of the Home-Based Care programme. During this fundraising year, Tafta also hosted three 'Old School Drive-In Movie Night' events at the Durban Country Club, which has grown a regular and committed attendee base. These events were hosted in August, December and March of the financial year. While all our events have a dedicated cause-related target, they provide strategic platforms

to interact with members of the public, the corporate world and communities to build awareness of Tafta's services and the benefits we offer to elders in need of support within the community.

The Bequest Officer also continued to host awareness talks on retirement planning and other issues relevant to elders, and maintained a strong network of collaborative partners, including attorney firms who visit Tafta homes during Wills Week annually in September. These community-driven awareness programmes are well supported, and the Bequest Officer has maintained relationships with bequestors for several years, if not decades.

Old School Drive-in Movie Night.







Donor tour.



Fundraising.

## Fundraising

In the 2019/2020 strategic year, the Fundraising team focused on achieving three key funding objectives:

- Creating safe, secure and enabling environments for the elderly:
  - » Upgrades to the ageing infrastructure at John Dunn House: donor funding enabled major renovations to the frail and assisted living ablution areas, painting, replacement of frail care mattresses, dining tables, doors, cupboards and pedestals
  - » Upgrades to the Cambridge Gardens and Kings Hall homes' fire alarm system
- Meeting the basic needs of elders within our care, and in the community:
  - » Sheltered care for sub- and pseudo-economic frail, assisted living and mobile elderly
  - » Nutritional meal support for elders within our homes and the Tafta community meals on wheel's service
  - » Home-based care for vulnerable elders
  - » Donation-in-kind support for the care needs of elders
- Promoting the rights of the elderly:
  - » Networking and lobbying with key stakeholders on the Older Persons Act
  - » Engagement, lobbying, advocacy and promotion of elderly human

rights conducted with corporates, small business, individuals, trusts, foundations, humanitarian organisations and government yielded positive income development and public relations results

Funding to the value of R19.6 million was raised, an increase of 2,6% in comparison to the 2018-2019 financial year. Trusts and foundations, bequests and direct mail were the income streams that contributed the most towards the final fundraising cumulative total.

We are grateful to all donors who supported our work. All major donors are listed at the end of this Annual Report on our acknowledgement page.



Activations.

### Granny's Attic Charity Store

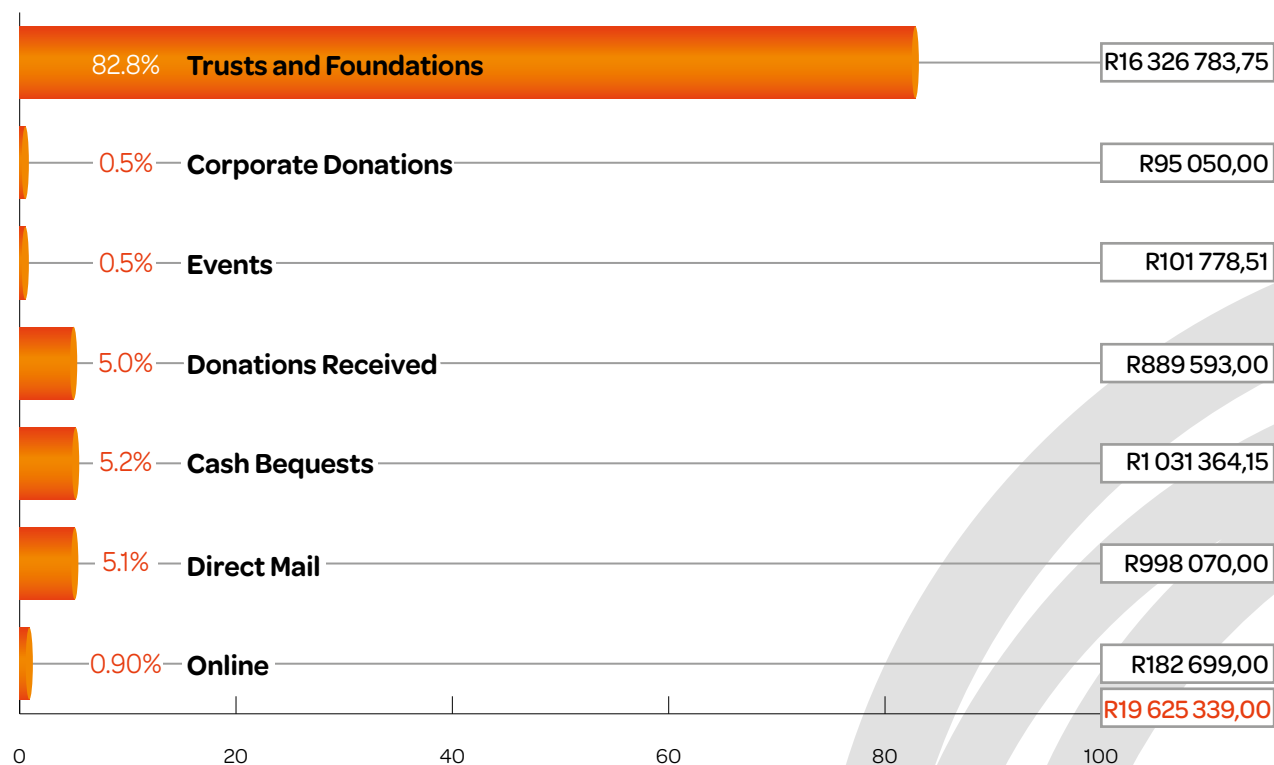
The downturn in trading within the central business district continued to impact on the charity shop income, resulting in a lesser contribution towards Tafta's Needy Pensioner's Fund. A sales strategy to enhance income during the second half of the financial year included weekly sales, external pop-ups and recycling projects. These efforts did not yield required results, resulting in an overall annual deficit of R148 888.49.

We nonetheless extend our sincere thanks to all donors for their in-kind support during this financial period. Also during this period, we bid farewell and extend our heartfelt thanks to Shop Manager, Mrs Florence Ogle. She retired in the latter part of the year.



Fundraising.

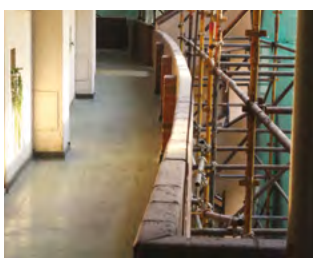
### Fundraising





# SUPPORT SERVICES REPORT

Support Service structures are in place to facilitate the smooth coordination of Tafta's day-to-day operations with minimum wastage and to provide excellent client care. It is the objective of this division to support Tafta's various operational divisions in reaching their full potential with minimum downtime.



## Facilities Management Department/Maintenance

We have a staff complement of 17 in this department, which includes a Senior Facilities Manager (vacant); a Maintenance Coordinator; a new position of Facilities Administrator; a Wet Works Foreman (vacant); a Senior Handyman; nine handymen and three painters.

The Facilities Management Department (FMD) experienced a busy and challenging year. We lost both our Senior Facilities Manager and the Wet Works Foreman within a short space of time towards the end of the financial year. The process of replacing these two positions

was made difficult by the initiation of the COVID-19 lockdown period in March 2020. The new role of Facilities Administrator was filled and includes the management of a Microsoft Projects Programme to track our various projects, thus yielding a more accessible system to monitor progress and spend on projects.

During the year, our decision to employ experienced and multi-skilled artisans to execute FMD projects proved extremely successful. Their success rate at completing projects justified a strategic decision to shift emphasis from outsourcing to employing artisans with track records of skills in various

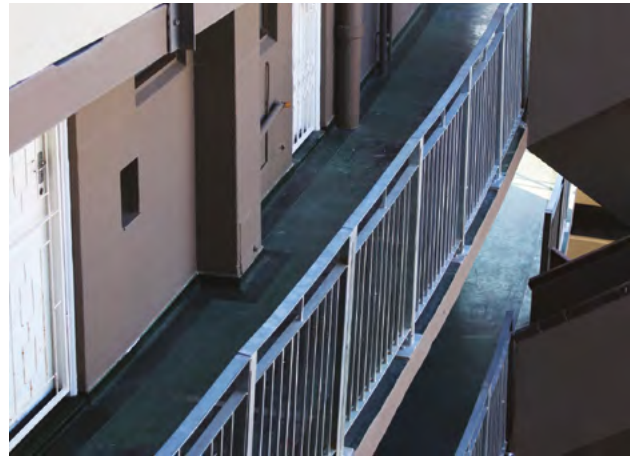
activities. Having key expertise on hand, for example, allowed us to complete most of the interior painting of our units and the manufacture and installation of cupboards in these units. It also enabled similar work in some of our administration offices at Kings Hall.

The major project of the year was undoubtedly the replacement of the windows and balustrades at Kings Hall. The project was a huge learning curve for the department as we embarked on a tender process. Three possible contractors were shortlisted and were put through a stringent assessment process to determine who would be

Kings Hall renovations before and after.







Kings Hall renovations before and after.

awarded the construction work. We are very grateful for the help and guidance provided by Schoombie Hartmann in this undertaking.

The chosen contractor, Rapid Builders & Contractors, started work in September 2019. The project was due to end in September 2020 but will have to be extended due to the time lost during lockdown. At the end of the current reporting period, floors 15 to 10 and the entire office block had been completed. A significant challenge in this project is that construction continues while elders still reside in the complex. Through a very carefully executed plan by the Operations Department, the residents are being relocated to other, vacant units in the building while their floor is being done, and returned to their units a few weeks later, after completion.

The Facilities Plan, which was compiled and approved by Exco in 2017/2018, has been upgraded to a five-year plan, which

will help Tafta to achieve its preventative maintenance strategy.

The following projects were completed during the reporting period:

- Cambridge Gardens: replacement of wooden windows with aluminium
- St Martins: Structural repairs and piling (phase 1)
- Tafta Park: geotechnical assessment and report and new plans drawn for Tafta Park Care Cottage: ramps and laundry
- Tafta Park: water reticulation survey and report, the scope of work and bill of quantities
- Lucas Gardens: re-surfacing of Tarmac
- Robert Storm House: replacement of roof and gutters
- John Dunn House: electrical upgrade
- John Dunn House: Frail Care ablutions upgrade

With regard to the day-to-day maintenance, FMD responded to just under 1 000 maintenance requests last year – an average of about 85 per month.

Our handyman in the various buildings attended to over 500 maintenance book entries per month collectively.

We were provided with an exciting opportunity for knowledge share through a partnership with a German organisation called Senior Experten Service (SES), which was unfortunately cut short due to the COVID-19 outbreak in March 2020. The initiative saw a Project Manager/ Engineer sent to Tafta from SES to provide free expert advice and training to the department.

Unfortunately, he arrived on 2 March and was flown back to Germany on 13 March, without really having had the time to make an impact. We are hoping to resurrect this project again sometime next year.

With regard to reducing our energy costs, FMD will carry on investigating various energy-saving measures in the various buildings.

Robert Storm House roof and gutter replacement.



## Cook 'n Care

Cook 'n Care (C 'n C) experienced another tough trading year made worse in the latter part of the year by the loss of its main external meal account. New budgets had to be adjusted accordingly. The organisation in question had been experiencing ongoing financial difficulties, and although the cancellation of the meals was expected, we were hugely disappointed. All efforts made to renew the service proved unsuccessful.

Internal meals still generate the biggest portion of our turnover, however, with a smaller contribution from frozen meals.

A total of 565 364 meals were cooked for our residents and Durban Mental Health between April 2018 and March 2019; this was an average of 47 114 meals per month. The lowest output month was February 2020 (43 102), and the highest output month was July 2019 (49 337).

Cook 'n Care catered 49 functions during the year and 24 Christmas functions, providing 1 740 delicious and well-received Christmas meals. We also generated 1 207 frozen meals, the majority of which were procured by our Meals on Wheels Programme.

We are now in the 6th year of being audited for hygiene and food safety, and we proudly



Tafta Lodge Christmas 2019.

and consistently achieve A+ status on the Microbiological Index supplied by Food Consultancy Services, who audit us quarterly. A dietician continuously assesses our menus to ensure that we meet the required dietary needs of elders.

Cook 'n Care continues to enjoy a close relationship with its suppliers, which certainly had stood us in good stead during the lockdown period when we did not encounter any delays or problems with supplier deliveries. We continue to engage with them in fighting the impact of ever-increasing food prices, and we extend our gratitude to all of them for their attention and generosity in the past year, especially as the lockdown started.

In September, we worked with the IDPR Department to put together a Facebook campaign to promote Christmas meals and to generate some exciting marketing point of sale material to distribute to source additional business, especially during the festive season. Cook 'n Care was given various lists of organisations, companies and clubs to contact to initiate business partnerships, but these efforts did not yield much interest: a sad indication of the prevailing economic situation.

Some of our catering highlights included:

- The various Tafta drive-in movie nights at the Durban Country Club
- The Geochem Christmas function

Tafta on Ridge staff serve meals made in the Cook 'n Care kitchen.







Tafta vehicle branding.

- A marketing/food to go photoshoot for advertising material
- The Tafta volunteers' lunch

Several planned functions were cancelled in March 2020 due to the COVID-19 outbreak.

### Transport Services

Apart from COVID-19, a strategic decision was taken in the transport department this year, after much research, discussion and deliberation, to purchase our own vehicle fleet instead of signing a new contract with a fleet leasing Company. The main reason is that they become our assets from the beginning instead of having to return these vehicles to the leasing company as in the previous contract.

Sadly, a few months after we received our new vehicles, one of our Quantums was hijacked in Morningside while taking residents to shop

at Windermere Centre. The driver was taken with the vehicle but was fortunately released unharmed in New Germany. The vehicle was not recovered.

Another major, albeit very tough decision was to reduce our staff complement and the number of vehicles. After extensive surveys and a work-study process done early in the year, it was clear that the workload in the department did not warrant the number of vehicles and, therefore, drivers. It was decided that we would reduce the number of drivers from eight to five and the number of vehicles from 14 to 10.

The transport department continued to provide regular services to Meals on Wheels, Cook 'n Care and food deliveries to various homes. These services continued during the COVID-19 lockdown. However, in March 2020, we had to stop all shopping trips, hospital and clinic visits and various outings that were also offered regularly due to lockdown restrictions.

### Commercial

Increasingly, severe economic conditions in the Durban CBD, coupled with decreasing foot traffic, are putting our commercial tenants under continuous pressure, with most of them struggling to pay their monthly rentals. The lockdown initiation from March 2020 merely exacerbated this existing situation.

Several meetings and discussions were held with tenants and at the close of the financial year, two Kings Hall tenants were trying to find new tenants to take over their store leases.

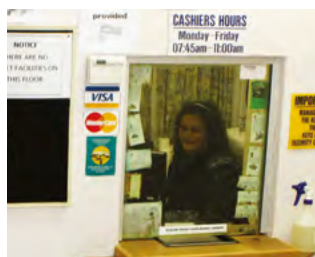
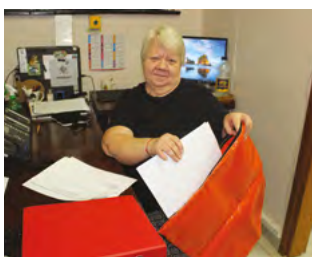
The COVID-19 situation in March only contributed to an already tricky situation, turning into a desperate situation for many small shop owners in the CBD, and our tenants were no exception.

We are presently engaging with all the tenants to resolve the issue of rental arrears.



# FINANCE AND ADMINISTRATION REPORT

Compliance with best practices, the Organisation's constitution, policies, procedures and legislative compliance are at the forefront of the Finance and Administration Department's goals.



We have continued to strive for and maintain service delivery. Furthermore, all achievable Strategy 2020 aims have been met.

We are proud of the long service and stability within this section:

- Full Department average length of service is 9.6 years.
- This length of service results in a staff complement fully conversant with Tafta's needs

The COVID-19 lockdown came into effect at the end of this reporting period. Some staff needed to adjust to working remotely, and in some cases other staff needed to take leave. We congratulate the staff for their adaptability and commitment.

## Administration Department

Senior Executive Administrator Ateesha Rampersad continues to ably head up this department, supporting the CEO and Executive team, as well as managing the role of Secretary to the Council and sub-committees.

Reporting to Ateesha during this reporting period are:

- Claudette Vickery, our Head Office Switchboard Operator, who also assists with IT fault recording and management

- Sarah Matheson, fourth Receptionist at Head Office

Record-keeping and management of administrative duties are the core of this department.

### Major strategic goals met:

- All buildings were revalued for insurance purposes
- Impact on sustainability – keeping our insurance cover to a low 5% increase
- All banking mandates were updated and compliance ensured

## Risk and Compliance

Quarterly Risk and Compliance meetings were held with the Council Sub-committee elected to cover this portfolio. The position of Risk Officer is still under review.

Liaison with our insurers and addressing their inspection results is ongoing to ensure that risk within the buildings is minimised.

One of our Quantum Hi-Ace vehicles was hijacked on 4 March 2020, which highlights the need to be extra vigilant.

## Information and Technology

Tafta continues to strive to maintain a high standard of IT to remain competitive in the sector. We thank our consultant for continued support in:

- Keeping abreast of new trends applicable to Tafta's requirements
- Monitoring the existing IT infrastructure and equipment
- Communicating to staff the details around risk and preventative measures to be followed

Tafta included cyber security insurance cover at renewal in September 2019.

At the end of March, remote stations were set up to ensure work continued despite the lockdown.

### Major strategic goals met:

- Ticketing system for fault reporting was introduced
- Taylor-made dashboard for improved electronic storage and communication was installed

## Procurement

Meeting the procurement needs of the Organisation, and through this our clients' needs remain the department's priority.

Ensuring best prices and reliable supply is held high. All suppliers must complete our supplier documents to be included on our supplier database; this ensures that Tafta only deals with legitimate, compliant suppliers.



The Procurement Department has to work closely with all sectors of Tafta to ensure the smooth running of operations. We are confident that our processes and authorities in place mitigate against procurement risk and are in keeping with good governance requirements.

#### Major strategic goals met:

- Created ordered stock rooms and stock management
- Introduced monthly stock counts that are compared with the Finance Department records for correctness. These measures have resulted in a significant decrease in stock loss and the annual adjustment required in this regard
- Introduced segregation of duties to minimise risk

### Finance

The following staff received long service awards:

- Selvaranie Gopichund, Senior Manager Finance – 25 years
- Prathiba Singh, Cash Book Clerk – 15 years
- Charmaine Mahabeer, Head Office Cashier – 10 years

The Finance Department operates at a very high level, ensuring all documentation processed meets the requirements of good accounting practice.

Documentation is scrutinised and checked for correctness before processing.

Payments generated are subjected to multiple and segregated checks, as are all financial reports generated. All monthly results are presented to Exco and Council.

Special attention is given to budgets and expenditure to ensure the Organisation's longevity. Annual budgets are set and interrogated carefully to ensure that expenditure is contained, prior to Council approval. We have again received a clean audit in this period.

The most considerable challenge in this section remains the level of debt owed to Tafta. Effective means to overcome this challenge are continually being investigated in an attempt to address this serious concern.



#### Major strategic goals met:

- All bank accounts were included onto the Syspro system, reducing risk and human error
- All small, unused bank accounts were closed, again reducing risk
- Monthly collections were integrated into the general ledger
- Any debtor accounts not being run on the debtors system are now included
- Budget management was improved by starting annual budgets from zero base. Area and senior managers have access to the Syspro system to monitor and manage their set budgets

Key members of the Finance Team received Long Service Awards this year.



# TREASURER'S REPORT

A brief overview of the financial results of Tafta for the year ended 31 March 2020.



The operational results for the financial year under review reflects a positive growth, despite the challenging economic conditions and climate.

Revenue includes operating income, donation income and subsidies received from the government. Overall, this amounts to R80,2 million, reflecting an increase of 5% (R3,8m) from the previous year.

Operating income, which includes income from accommodation, meals and services provided, has seen an increase from the previous year of 3,7% (R1,8m) primarily due to the increased occupancy levels at our buildings, with specific reference to Langelar Towers.

Government subsidies, also an inclusion in operating income, amounted to R5.4 million from the Department of Social Development. Subsidies were received with gratitude, but the decrease in financial support of 2,6% (R144k) was noted.

Donation income equates to R21,1 million, representing a 10% (R2m) increase from the previous year. The increase during a time of declining economic environment stems from an increase in donations from Trusts and foundations, for which we are appreciative.

Expenditure equated to R81,4 million, which represents an increase of 4.2% as compared to the previous year. This is consistent with the increase for the 2019

year comparisons. Our management has created a cost awareness environment, with management continuously monitoring and streamlining all aspects so as to aim to achieve the most cost-effective manner of operations for the Organisation. The overall 4,2% increase in the expense base is reflective of our management initiatives to a controlled cost environment.

The shortfall in operational costs is crucially funded by donation income and income received from investments, which includes both dividends and interest income. Investment income amounted to R18.1 million, representing a 9.3% (R1,5m) increase on the previous year.

The South African and foreign equities market have been volatile and taken strain under the current political and economic uncertainties and environment. Our investment portfolio reflects a decline of 32% (R34m). However, with careful considerations of the choice of a blue chip investment mix, we have been fortunate to still achieve the steady flow of dividend income and interest income. Further to the investment income achieved, we have also achieved a profit on the trading of the equities of R3,5m.

Shortly before the conclusion of the financial year, the COVID-19 pandemic hit South Africa and we incurred expenses for its preparation amounting to R53k.

Management and Council members are continuously evaluating and exploring alternatives with the vision of securing further income flows to enable us to continue to serve the needy elderly.

To increase the future cash reserves and with the aim of maintaining and increasing the financial sustainability for the Organisation, we have, over the recent years, invested in the development of two retirement complexes. While the 2020 financial year did reflect a loss on the investment of R3,4m, this is for the interim, with management aiming to turn this around in the new financial year. Construction and development of one of the retirement homes is still ongoing and progressing well. Funding for these investments has been sourced from existing capital resources.

Our financial operations reflect positive growth. Although the current economic conditions remain difficult, the challenge is to remain cost-efficient, innovative and creative in our approach, thereby ensuring long-term future sustainability.

We are, as always, most grateful to all our donors who share our vision of providing optimal care for the elderly, and to our staff and service providers for their ongoing commitment to deliver quality service.

**Charles Barford**  
Honorary Treasurer



# ANNUAL FINANCIAL STATEMENTS

## Statement of Financial Position as at 31 March 2020

|                                     | 2020<br>R          | 2019<br>R          |
|-------------------------------------|--------------------|--------------------|
| <b>ASSETS</b>                       |                    |                    |
| <b>Non-current assets</b>           |                    |                    |
| Property, plant and equipment       | 307 766 219        | 303 691 297        |
| Capital Work in Progress            | 7 547 778          | -                  |
| Available-for-sale financial assets | 67 553 860         | 98 201 162         |
| Loan to associated trust            | 37 466 237         | 36 341 710         |
|                                     | <b>420 334 094</b> | <b>438 234 169</b> |
| <b>Current assets</b>               |                    |                    |
| Inventories                         | 394 926            | 287 149            |
| Receivables and prepayments         | 3 960 761          | 3 123 094          |
| Cash and cash equivalents           | 104 454 155        | 79 090 298         |
| Investments                         | 25 555 136         | 44 841 253         |
|                                     | 134 364 978        | 127 341 794        |
| <b>Total assets</b>                 | <b>554 699 072</b> | <b>565 575 963</b> |
| <b>EQUITY</b>                       |                    |                    |
| <b>Funds employed</b>               |                    |                    |
| General Reserve Fund                | 25 958 915         | 26 578 976         |
| Funds for Specific Purposes         | 11 797 509         | 11 398 175         |
| Accumulated Fund                    | 349 856 340        | 333 046 789        |
| Investment revaluation reserve      | 535 517            | 34 707 657         |
| <b>Total equity</b>                 | <b>388 148 281</b> | <b>405 731 597</b> |
| <b>LIABILITIES</b>                  |                    |                    |
| <b>Current liabilities</b>          |                    |                    |
| Trade and other payables            | 12 774 221         | 9 862 796          |
| Life rights                         | 153 776 570        | 149 981 570        |
| <b>Total liabilities</b>            | <b>166 550 791</b> | <b>159 844 366</b> |
| <b>Total equity and liabilities</b> | <b>554 699 072</b> | <b>565 575 963</b> |

## Statement of Comprehensive Income for the year ended 31 March 2020

|                                                          | 2020<br>R           | 2019<br>R           |
|----------------------------------------------------------|---------------------|---------------------|
| <b>Revenue</b>                                           |                     |                     |
| Operating income                                         | 57 781 187          | 56 051 366          |
| Donations received                                       | 21 157 757          | 19 156 504          |
| Sundry income                                            | 1 358 367           | 1 262 820           |
|                                                          | <b>80 297 311</b>   | <b>76 470 690</b>   |
| <b>Expenses</b>                                          |                     |                     |
| Audit fees                                               | (330 192)           | (345 242)           |
| Depreciation                                             | (1 070 999)         | (832 872)           |
| Donation expenses                                        | (1 532 418)         | (2 837 023)         |
| Food and groceries                                       | (6 826 459)         | (6 735 159)         |
| Cleaning and care                                        | (16 347 597)        | (15 619 832)        |
| Municipal services                                       | (12 231 308)        | (10 109 303)        |
| Other operating expenses                                 | (11 146 413)        | (10 984 722)        |
| Professional fees                                        | (982 056)           | (782 858)           |
| Repairs and maintenance                                  | (3 008 177)         | (3 706 558)         |
| Staff costs                                              | (27 215 748)        | (25 437 983)        |
| Transport costs                                          | (785 984)           | (775 883)           |
|                                                          | <b>(81 477 351)</b> | <b>(78 167 435)</b> |
| <b>Operating deficit before investment income</b>        | <b>(1 180 040)</b>  | <b>(1 696 745)</b>  |
| Dividend received                                        | 4 587 156           | 4 588 603           |
| Finance income                                           | 13 587 338          | 12 045 268          |
| Profit/(Loss) on sale of financial assets                | 3 510 746           | (43 607)            |
| Loss on loan to associated trust                         | (3 458 962)         | (31 253)            |
| Loss on disposal of property, plant and equipment        | (68 431)            | -                   |
| <b>Net surplus for the year from ordinary operations</b> | <b>16 977 807</b>   | <b>14 862 266</b>   |
| <b>Extraordinary Item</b>                                |                     |                     |
| Covid 19 expenses for the 2019 year                      | (53 902)            | -                   |
| <b>Net Surplus for the year</b>                          | <b>16 923 905</b>   | <b>14 862 266</b>   |
| <b>Other comprehensive income</b>                        |                     |                     |
| Revaluation of available-for-sale financial assets       | (32 304 579)        | (6 219 856)         |
| Disposal of available-for-sale financial assets          | (1 867 561)         | -                   |
| <b>Other comprehensive loss for the year</b>             | <b>(34 172 140)</b> | <b>(6 219 856)</b>  |
| <b>Total comprehensive (loss)/income for the year</b>    | <b>(17 248 235)</b> | <b>8 642 410</b>    |

# OUR DEEPEST GRATITUDE

We offer deep gratitude to those individuals and foundations who offer Tafta their generous support.

## Our Major Donors Include (stated alphabetically)

The Alexander Forbes Shariah Fund  
The Barnett Trust  
The Cecil Renaud Charitable Trust  
The Concord Trust  
The Edna Burford Trust  
The F. Vreede Will Trust  
The Fulton Trust  
The GMA Foundation  
The Harry Brunskill Trust  
The Judith Maxwell Trust  
The National Lotteries Commission  
The Victor Daitz Foundation

Darul Ihsan Humanitarian Centre  
Durban Girls High  
HA Taylor Will Trust  
Iqraa Trust  
Jamiatul Ulama  
Sanzaf

## We Also Thank

- The Medical Officer of Health and the District Surgeon, together with their teams
- The Department of Social Development
- The media, who assist us with public outreach and support for our various fundraising initiatives
- Other non-profit organisations and support services that assist us in caring for our elders, both within the Tafta network and surrounding communities
- The principals, staff and pupils of several schools in Durban who contribute in cash and kind to our cause most generously

## Income 2019: Bequest and In Memory of/In Lieu of

Tafta has benefitted to the value of R1 224 890,37 throughout the year from generous bequests and individuals who are passionate in meeting dignity for elderly. In accepting these gifts, we honour the memory of:

### Bequest Income

|                           |             |
|---------------------------|-------------|
| Est late Ms A.B. MacKay   | R201 804,44 |
| Est late Ms P.M. Flannery | R10 000,00  |
| Est late F.T. Stringer    | R2 000,00   |
| Est late H.F. Hart        | R41 052,77  |
| Est late T.M. Sonabend    | R241 957,36 |
| Est late M.F. Levi        | R582 589,63 |
| Est late R.N. Leon        | R5 000,00   |
| Est late Ms D. Visser     | R103 411,17 |

### In Memory of Income

|                 |            |
|-----------------|------------|
| Mrs Pillay      | R500,00    |
| Mr A. Millan    | R1 000,00  |
| Mrs M. Classen  | R30 000,00 |
| Mrs S. Browning | R75,00     |
| Mrs Rita Hunt   | R5 000,00  |
| Mr J.P. Watson  | R500,00    |





## A NOTE TO Our Valued Donor Community

*We thank you for:*

- Listening when the older persons 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 in visiting our homes and treating our elderly as family

Your support over the 2019/2020 year is acknowledged and highly valued in honouring our elderly.





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

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