

	Avalon's Annual Report 2017
Name of Organization	Avalon Association
Period covered by the report	January 2017 – December 2017
Report Compiled by	Nonhlanhla Jordan
Position in the Organization	General Manager

1. Background to the Year in Review - 2017

Avalon Association is registered with the Department of Social Development with an NPO Certificate of Registration (000 597 NPO), under Section 21 of the Companies Act. We are regularly audited by UHY Hellmann (SA) Registered Auditors. The last audited financial statement was done on 31 March 2017. The Home is licensed and subsidised by the Gauteng Provincial Department of Social Development. The organisation is also registered as a public benefit organisation (PBO: 011000270001), which means it may raise funds from the public.

1.1 Vision, Mission and Objectives

Our **vision** is "to be the best residential care facility for people with physical disabilities that considers and respects rights of people with disabilities as stated in the South African constitution".

Our **mission** is to provide the highest quality residential services to people with physical disabilities.

The Home is guided by the following strategic **objectives**:

- To provide accommodation and meals for people with physical disabilities;
- To provide basic nursing and care support to people with physical disabilities;
- To provide psychosocial services and occupation therapy to residents of Avalon; and

- To assist residents to secure employment in the open labour market using the resources available at our disposal.

The Avalon program has been developed in line with the above objectives and a discussion of the programs follows below.

2. Governance and management

Avalon's governance issues have closely been monitored by the Board which has provided the necessary guidance to Management. The present Board of Avalon was elected into office on 27 September 2016 replacing the old Board. (Refer to AGM Minutes of 27 September 2016).

Below are members of our governing structure during this reporting period:

Table 1: Board of Management

Board of Management	
Name	Position
Dr Nana Makaula-Ntsebeza	Chairperson
Mrs Heather Els¹	Treasurer
Mr Robert O'Friel	Board member (Fundraising)
Mr Gerald Van Staden	Board member
Mr Jonathan Mayer	Board member
Bernice Michaelis²	Secretary

One member of the Board resigned early in the year due to personal reasons and this has left a vacant position on the Board.

Residents are represented on the Board by two members³ and two members⁴ of the Management team also seat on the Board as ex-officio.

¹ Heather Els passed on, on the 18 November 2017 after a lengthy sickness. This position needs to be quickly filled.

² Bernice resigned from the Board early 2017 due to other personal commitments.

³ Sherry Bremner and Ferne Goodchild.

⁴ James Fairhurst and Nhlanhla Jordan.

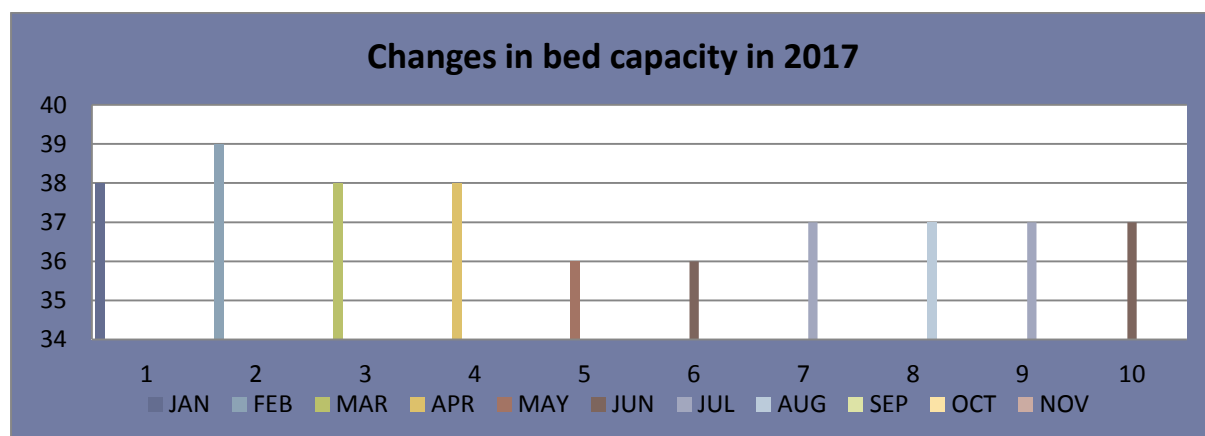
Rental increases were introduced as of 1 April 2017, in line with the inflation trends. Residents were officially advised of their individual rental increases and everyone was aware of what rental fee will be charged as of April. We thank James, our Accountant for all the hard work done in the preparation for residents' individual increases.

The signing of the *2017 Service Level Agreement (SLA)* with the Department was done which laid out the protocol of the funding to be dispersed to Avalon for the 2017 year cycle. We went through a difficult agonising period during the first quarter of the year when the payment of the subsidy was delayed from the Department due to the Social Workers' strike. As a result we could not pay our creditors on time, but eventually with the support from the public we were able to resolve our problems. Thanks to all the support we received from the public.

3. Overview of Residential life

Avalon is licensed for 45 residents but our numbers have been fluctuating and the figure below (*Figure 1*) depicts the number of residents in any given month of the year in review.

Figure 1: Number of residents



3.1 Health matters and bereavements:

Bereavements:

We have experienced sad times at Avalon this year with the death of 3 residents, (Sandy Holt on 21 March 2017, Robert Rogers on 4 June 2017 and Matthew Adam on 5 June 2017).

Sandy Holt - Sandy had gone on a holiday in Durban with her family when they were

involved in a car accident which killed her and her father instantly. Sandy came to Avalon in December 2010 and was one of the AIM workshop participants. It has been very hard to admit that Sandy, a very bubbly personality, is no longer with us.



Sandy Holt – rest in peace!



Chereen and Christian, new residents

Robert Rogers - Robert is brother-in-law to one of our Board members, Gerald Van Staden and sister to Jenny Van Staden who was dearly adored by his sister. He was admitted at Avalon in February 2016. Robert died of natural causes at the Bedford Gardens clinic at the age of 57 years.

Matthew Adams (75), one of our oldest residents who came to Avalon in March 1969 also died a day after Robert. Matthew became a resident at Avalon from the time the organization was on a farm in Tussen-Koppies. Matthew has been at Avalon for 48 years and was well known by the Eastgate Mall community.



Matthew Adam - rest in peace!



Pearl – rest in peace!

We also lost 'Pearl' one of the youngest members of Avalon who was dearly loved by her mother, Ferne Goodchild. Pearl was 14 years old, had cancer and had gone blind. She is dearly missed by residents of Avalon, especially her mother and her aunts, Teresa and Morlene.

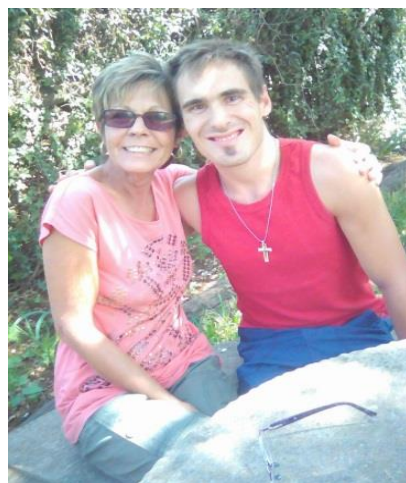
May the souls of all our dearly departed rest in peace!

However we also admitted two other residents, Christian Spiller (48 years), a former Rhodes University student who was admitted on 9 February 2017 and Chereen Swart (45 years) on 7 August 2017. Our bed capacity currently stands at 37 and we are aiming at filling up the empty rooms.

3.2 Some good stories to tell!

This year one of the residents, Bongani Ndlovu (31 years) who came to Avalon in 2015 and got an internship with Transnet and was eventually offered a position with Telkom in Pretoria, left the home for independent living. Bongani's story is an indication of faith and determination. How he came to Avalon is a wonder. It was a drizzling morning when Gideon, a driver at Avalon came to the office to report that there was a young man in a wheelchair sleeping under the trees outside the Avalon gate. I asked Gideon to bring him in and only to find that it was Bongani who was looking for a place for shelter having slept under the tree the night before.

He has since been promoted to middle management at Telkom Pretoria and Bongani has since bought himself a car and is quite independent, living on his own. That to us is a good story to tell, for we believe Avalon has been a stepping stone for him to regain his independence and financial security. Well done Bongani!



Michael and Charmaine.

Another good story to tell is that of Michael Steinman (26 years). Michael is our youngest resident who found a foster mother, Charmaine Knight who has changed his life for the better. This new relationship developed last year when Charmaine was visiting the home with a friend who had a family member as resident here. She spotted Michael, fell in love with him and expressed a wish to get involved in his life. Since then Charmaine has been wonderful for Michael and has brought about a tremendous positive turn around for him. All Michael's emotional issues have disappeared and he is happily enjoying his newly found supportive family. He spends a lot of time with Charmaine for his weekly visits to his new home.

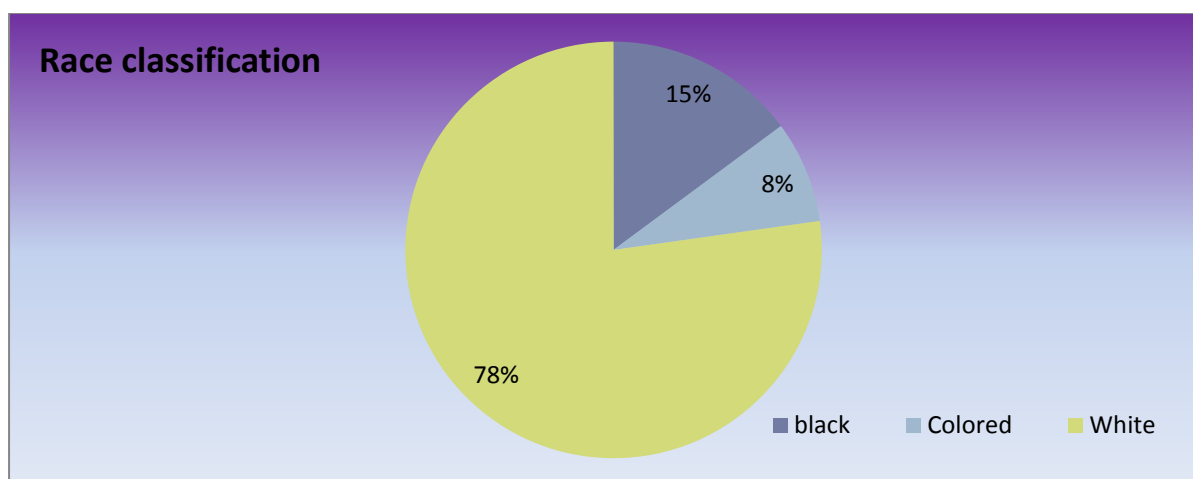
With the departure of Bongani in February, followed by the admission of Christian the graph went up and down and in March it declined again with the passing on of Sandy and three months thereafter the graph further declined with the passing of Robert Rogers and Matthews Adam. From *Figure 1* we can see the fluctuating trends of our bed capacity for the 12 months of the year. Currently the number of residents stands at 37, and we admitted 2 residents expected early January 2018.

Yet another good story to tell is that of Theuns Kotze. With the help from Mariska Van Der Walt from the Department of Social Development, we finally succeeded in transferring Theuns Kotze to the Zanele Mbeki Centre in Nigel. Theuns has been living in the independent quarters because he had refused to pay his rent in spite of the fact that he was receiving the state grant. He also needed special 24 hour care for his troubling conditions which Avalon could not sufficiently provide and the Department had strongly advised that he be transferred to a facility that would better provide for his condition. He was transferred to Nigel on Friday, 31 March 2017. We thank the DSD for their initial input into these plans of getting the application in, that finally led to the successful transfer. This development, of having this resident removed from Avalon to a facility that could better manage his health, marks an end of a long drawn campaign. Our Board had a major role to play in this and we give thanks to them for all the support.

3.3 Residents' profile

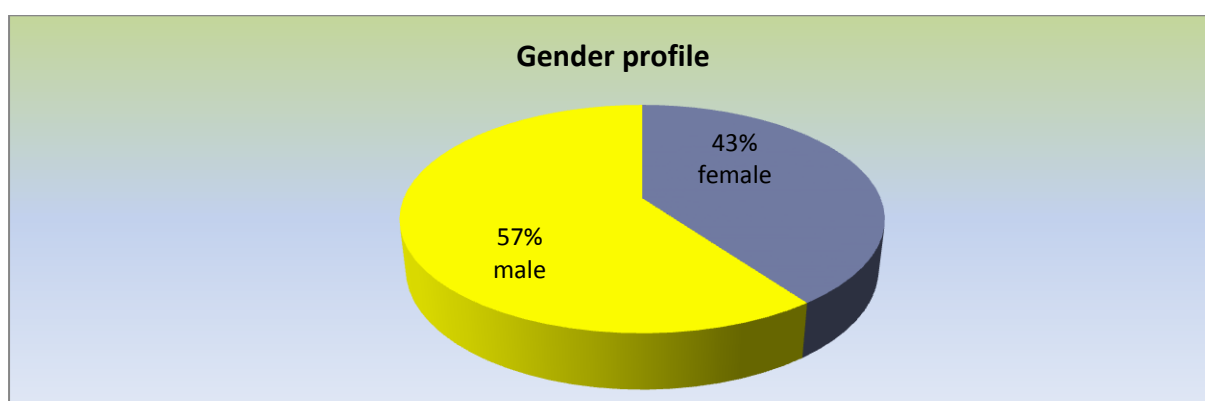
The following graphs (Figures 2 & 3) demonstrate the current race and gender profiles of residents at Avalon during this year in review.

Figure 2: Race classification



As will be observed from *Figure 2* the majority of the residents (78%) are white, 15% black and 8% coloured. However, there are no Indian residents. Both the Department of Social Development and us, wish for transformation in this area. We are working on it; however we cannot influence the transformation process though we remain committed to its implementation.

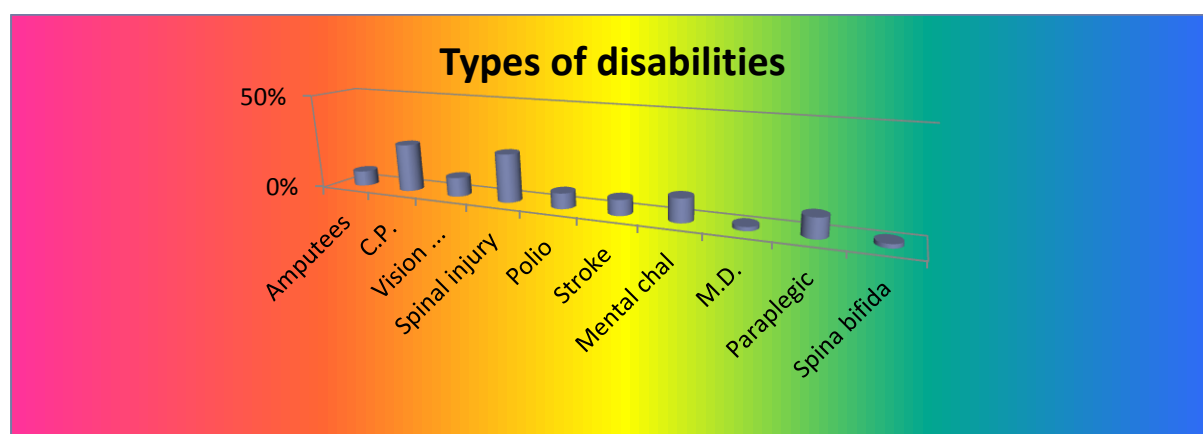
Figure 3: Gender profile



When gender is considered, (as reflected by *Figure 3*) an interesting observation emerges in that there are more males (57%) than female (43%) which is contrary to what we normally find in society, a preponderance of females to males.

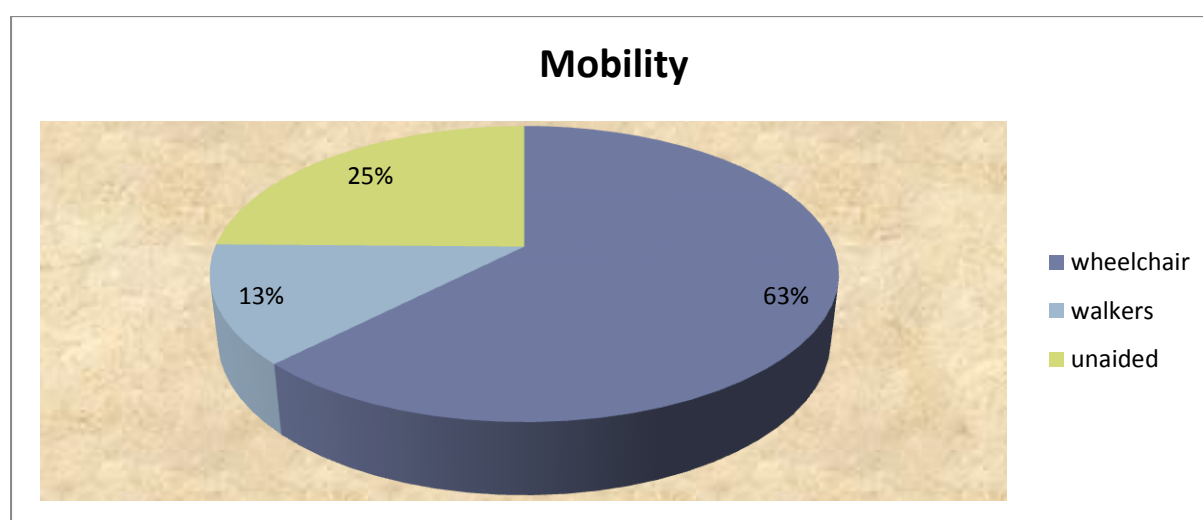
With regards to the residents' health matters, there were no huge scares. The residents have continued to visit the clinics namely Joburg General (Charlotte Maxeke) Hospital and other public health services within our vicinity. The nurse has also continued monitoring residents' health and where necessary has referred some residents to the hospital, both public and private (in the case of those with medical aids). A few of our residents have been in and out of hospital and we are happy to report that their ailments have improved.

Figure 4: Types of Disabilities⁵



Avalon residents have different presenting conditions as reflected by the graph above in *Figure 4*. From the graph we observe that the majority (25%) of the residents have cerebral palsy and spinal injuries, the latter resulting mainly from car accidents. Only one resident has muscular dystrophy and one again with spinal bifida.

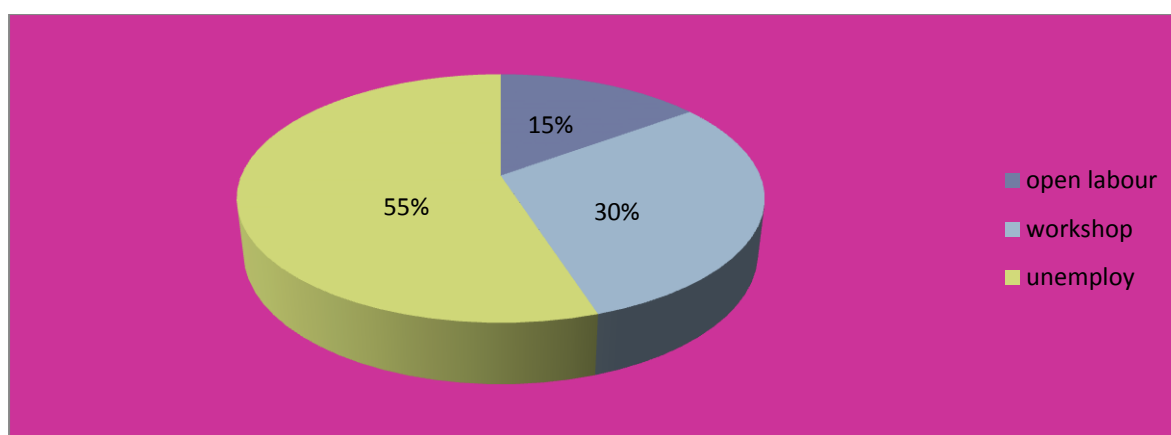
Figure 5: Mobility



Considering mobility we note that the majority of the residents (63%) are on wheelchairs, 13% on walkers /crutches and 25% walk unaided. The picture above (Figure 5) shows that there are more wheelchair-bound residents than the rest who are either using walker or crutches and those who are able to walk with no support.

⁵ CP= cerebral palsy; Vision=vision impairment; Spinal=spinal injury; Mental=intellectual challenges; MD=muscular dystrophy; Spinal=spinal bifida

Figure 6: Employment trends



Looking at the employment trends, only 15% are in the open labour market while 30% are employed in a protective workshop and the majority (55%) is unemployed. It is the 55% that we are most concerned about. Management continues to work hard trying to find employment for residents; however while some have no desire to work, others are keen to find work but there are transport constraints which militate against making this possible.

We are grateful nonetheless that towards the latter part of the year we were able to introduce the literacy and numeracy program⁶ run by Media Works Specialists which occupies our residents during the day and we believe that this program will open up employment opportunities in the future.

6. Services rendered

6.1 Nursing and caring

A qualified nursing sister and a team of care-workers take care of the basic care-giving during weekdays and the auxiliary nurse takes over for the night care.

The Awareness and Prevention Program also falls under this department. The program is meant to equip residents and staff with knowledge and awareness of the conditions they might encounter or already have so that they are able to deal and manage or even prevent them. The topics given this year ranged from: counselling, meningitis, diabetes, epilepsy, bedsores, hypertension, transferring from wheelchairs, eczema, major depressive disorders, personality disorders, weight loss and many more. These have proved to be popular amongst residents as they are given an

⁶ Details of the programme are elaborated on in the section under Programs and Services offered.

opportunity to share their experiences and learn from each other and even support each other.

6.2 Psychosocial services

Again this year the psychosocial program with the Wits Social Work students has gone well with the students providing support to residents on a long term plan of over 8 months. Four third-year students were placed at Avalon to work with our residents under the guidance and supervision of the general manager/social worker.

Through this program the student social workers have helped the residents help themselves during the period they were placed at Avalon while at the same time receiving help for their practical. The students conducted interviews with the residents and offered counselling services to those who agreed to receive the service.

As part of the program students had to undertake a community project. The community project was identified through a needs assessment that was conducted by students. They found that our pressing need at Avalon is funding and hence the project was on raising funds for Avalon. From the fund raising they embarked on they were able to raise about R1500. However the project was also able to raise awareness about Avalon and sensitize the surrounding communities of Avalon's existence and our needs. They have unearthed some of the issues and problems of residents we were not aware of and have helped some of the residents face and reconcile with their conditions. The program will resume again next year.

6.3 Occupational Therapy (OT)

There are two groups of OT run every week as not every resident is operating at the same level of function. The focus is on physical ability or inability in terms of activity participation. In addition there is also a "social skills" programme for the higher functioning group which is designed to improve communication skills, conflict resolution, anger management, self-esteem and other cognitive behavioural problems.

We had groups of both 2nd year and 3rd year students doing practical treatments with the residents. The groups of 2nd year students just spent a morning learning how to do a full physical assessment on an individual patient. The 3rd year groups, however, spent three weeks at Avalon and their programme included a holistic assessment,

followed by the compiling of a graded treatment programme based on their specific resident's needs which were then carried out.

The O T Department's fundraising activity this year was around Easter and they made pompom wool chicks which were stuck on Easter eggs and these were sold to the public. It is thanks to Ferne who was very helpful in advertising and selling these to the public. For Christmas they made Christmas crackers for all the residents.

6.4 Skills Development

Utilizing the services of Media Works Specialists we embarked on Numeracy and Literacy training for our residents for NQF Level 1. We are excited about this development because it has prospects not only for employment opportunities in the future, but it also keeps our residents occupied. Mavis Mwale, is running the program together with the Media Works facilitators. Fourteen residents are registered for the program. We thank Mavis for her committed support to this project.

Figure 7: Residents training for Numeracy and Literacy



Literacy and Numeracy training

6.5 Recreational and spiritual

We continued offering residents spiritual and recreational activities on a regular basis. Some of the activities for the year included the following:

- Residents were encouraged and supported to pursue their spiritual persuasion whether at Avalon or outside Avalon. Attendance of church services at the local churches around Kensington, namely St James Presbyterian Church in

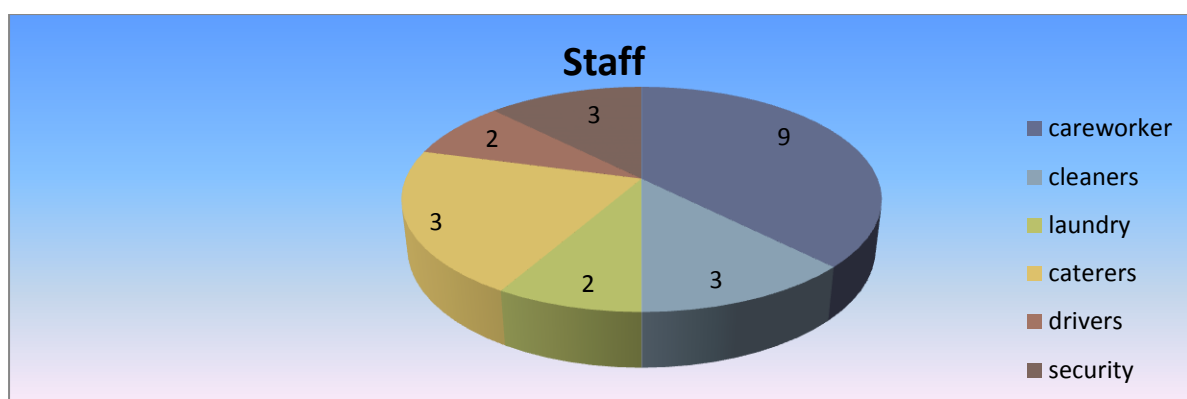
Bedfordview, Christ Embassy in Kensington, Church of the Latter Day Saints in Bedfordview, NG Kerk in Kensington and Jehovah Witness. Our volunteer, Marie has continued to take the St James residents in the Avalon bus every Sunday morning, while the rest of the residents are provided transport by their churches.

- Wednesdays and Fridays are shopping days for residents. The Avalon bus transports residents for shopping at the nearby shopping centres (Darrass centre, Park Meadows centre and Eastgate mall).
- Bingo and card game groups from the community have visited the home to play games like card, Bingo etc
- A few residents play chess, monopoly, card games and do puzzles amongst themselves. Others spend hours in the Sunroom reading.
- Residents started an entertainment group that organised videos over weekends. The entertainment group was chaired by Sherry Bremner and we thank her for devoting her time and finances towards helping residents get rid of boredom over weekends. Ian Bullen's family together with Kim (Ian's therapist) donated a video machine to the Home and it is this video that has enabled residents to play videos over weekend. We salute the family for that!
- Christmas dinner was on Friday, 8 December 2017. We were joined by our Board members, Fundraising Committee, our volunteers and 4 Bedfordview Rotary Club members we had invited. We thoroughly enjoyed the Christmas dinner prepared by our kitchen, Reef Carters. We would like to register our thanks to Reef for the wonderful meal we had.
- Our thanks also go to Riaan Bellingan and his team for the braai held at Avalon with some of the residents. It was Christmas coming early for all residents and residents were thoroughly spoiled.

7. Staff

Our supporting staffs (care workers, cleaners, laundry assistants, caterers, drivers and security) that provide critical services to residents have worked very hard and we are very proud of the work they do. These men and women are important pillars on which Avalon stands. The ratio of care worker to residents stands at 1:5. Staff continued operating on shift bases. The picture below gives a breakdown of this critical service during this reporting year.

Figure 8: Staff compliment



Our 9 care workers, 3 cleaners and 2 laundry assistants have done wonderful work looking after the residents. They have provided support to residents- feeding those that needed feeding and giving baths to them. Ever since the Prestige supervisor was allocated to Avalon, the services have been improved with the place looking cleaner and pristine and we pride ourselves for keeping the home environmentally healthy.

Prestige introduced changes with staff being moved from day shifts to night shifts.

Our staff turnover has been relatively stable; however, the Prestige supervisor, Sam who had been ill for some time had to go on long sick leave and subsequently succumbed to his illness in September. We thank Prestige for quickly finding a replacement, Maria to continue supervisory functions. It's working very well even though at first there were teething problems. The strategy of accommodating volunteer staff in our staff quarters has proved to be a good decision, as it is now much easier for us to manage replacements and absenteeism, when permanent employees are on vacation, study- or sick leave.

Because of our financial situation we had to cut down on the Reef Catering kitchen staff from five to 3. We also had to replace lunch with sandwiches and I must add it was not easy but it has paid off. As a result we were able to make some savings and decreased our expenditure.

7.1 Staff development

Willemien Kleijn and the students from Guide dog provided skills training for our staff and residents on:

1. What it feels like to be visually impaired
2. How to guide a person with visual impairments

3. How to interact respectfully with people with visual impairments

This exposure gave our staff a better understanding and more empathy for people with visual impairments. They are able to better provide care for the residents with visual impairment. We remain grateful to Willemien and her team for the much needed service provided to our staff.

8. Finances and Fundraising

With regard to the organisation's finances and fundraising attempts, it has been a challenging year, for many reasons:

- The economic climate has not been favourable to us and has resulted in dwindling donations and sponsorships;
- The government funding has hardly increased;
- We have not been successful with our fundraising drive;
- The annual donation from Easgate Mall has been stopped and this is going to cause a major problem in the funding of Avalon
- We had also expected to get a donation from Bedford Centre as we had previously received last year but this was not forthcoming;
- Motor repairs and building maintenance costs have escalated due to the wear and tear of the aging infrastructure.

The Board came up with strategies to cut costs wherever possible. Some of the plans have yielded positive outcomes and have been blessed by residents. Here we refer to replacing lunches with sandwiches, decreasing the numbers of kitchen staff to 2 per shift instead of 3, decreasing laundry support and the amount of ironing in the laundry. We had to come up with some cost saving measures in order to meet our expenses like cutting out lunches and kitchen staff thereby saving R70 000 per year. We are not yet out of the woods but remain vigilant as our Board is determined to find ways to keep Avalon afloat.

Avalon's monthly funding continues to be sourced from the following ways:

- Subsidy by the Provincial Department of Social Development
- Fees paid by residents
- Fundraising committee⁷

⁷ Robert O'Friel (Chair), Anna Othonos, John McQueen, Gerald Van Staden, Peter Nortman, James Fairhurst, Fraser Thabethe, Keith Green and Nhlanhla Jordan with Marie Nowieliski and Carolyn Masterton.

- Funding proposals submitted to businesses and trusts on an ongoing basis
- Support from the community, and
- Internal funding mechanisms.

We received the first quarter subsidy late for this reporting year, on 19 May 2017 instead of end March. This had negative effect on our budget as our finances were fast getting depleted. By a stroke of luck we received a donation as bequest which rescued us. However our finances have not reached a healthy state and this serious matter was brought to the attention of the Department of Social Development on several occasions but we have not received responses to our request for bail out funding.

Our **Internal strategies** at fundraising have also yielded positive outcome and it is thanks to the Fundraising Committee that has worked relentlessly to make a difference with the following:

- *'Morning market'*: Our morning market this year was on 21 October and was an exciting and an entertaining one more than raising funds. We sold a variety of items from clothing, kitchen stuff, food, cheese to plants. For our morning market we received support from many donors and sponsors and we are most grateful for the support. Some of our Board members as well as families of residents who also made donations towards the morning market, we also thank them very much.
- *Bedford Spur Nights*: On Tuesday nights of every other month we had Spur nights where friends of Avalon and supporters go for dinner at the Bedford Spur. Avalon receives 10% of the sales for the night's dinners. We wish we could have more of this with other restaurants to make a difference. We thank Carolyn Masterton and our own Ferne Goodchild for coordinating this project successfully.
- *Biscuit Sales*: This project has gone successfully well. Our biscuits have become very popular especially over the holiday periods (Christmas and Easter). We are grateful to the office staff that has helped with driving this project, James who collects the biscuits, Ferne, Sr Zanele and Mavis for making sure that the project runs smooth and also the many friends who advertise the biscuits on our behalf and make sure that there are continuous sales.
- *Casual Day stickers*: This year's casual day stickers were organized by Jenny Van Staden. In the past we worked closely with the National Council for Persons with

Disabilities (NCPD). Out of every sticker we sold for R10.00, Avalon received R4.00 and the R6.00 went to NCPD. Thanks go to Jenny's efforts and creativity that she conceived of the idea of working with Hurlyvale School.

- *Gardening project:* Perhaps I must emphasise that our garden is **organic** and we hope eventually we will become an accredited service provider for organic farming. Sonia Ruegg who is the driver of the project is an accredited organic farmer and together with Anna Othonos and Israel Zwane, they have nurtured the project such that it has not only earned us some cash but it has provided our kitchen with vegetables that we so much need to nourish our bodies. We grow a variety of vegetables. We would not have started our organic garden if it were not for the support from Sonia with her skills, MICA hardware (Geoff Katz) who donated garden implements as well as our dedicated Bedford Rotary Club (through Anne Murray and son) who gave us a wheelbarrow and more garden implements.

In the absence of a dedicated fundraiser for Avalon, which we must add, Avalon cannot afford at this stage, a Fundraising Committee has stepped in to mitigate in this issue. The fundraising committee⁸ came into operation late last year to raise funds for the organization and the committee has worked tirelessly to try raising funds for the organization, meeting on a monthly basis and was able not only to attract donations to Avalon but to market the organisation as well to potential donors and sponsors. Through the committee a lot of maintenance and repair work has been done on the infrastructure and a number of sponsors, donors, partners like the Continuity Club⁹, Hurlyvale School¹⁰, the music artists¹¹ etc have been attracted to Avalon and this has resulted in positive outcomes for Avalon. We thank the Committee members for all their work.

We also pride ourselves for the work we have put into our organic garden for we are able to supply our kitchen with vegetables¹² and herbs. We sell the surplus to the public and generate some few cents. We hope in time as we expand we would

⁸ Fundraising Committee: Robert O'Friel (Chairman), Gerald Van Staden, Anna Othonos, John McQueen, Peter Nortman, Keith Green, Fraser Thabethe, James Fairhurst and Nhlanhla Jordan.

⁹ Thanks to John McQueen

¹⁰ Thanks to Gerald and Jenny

¹¹ Fraser Thabethe

¹² Spinach, lettuce, celery, cabbage, spring onion, carrot, tomato, pepper, cauliflower, beetroot, broccoli as well as mint and chillies.

become a supplier to the food stores in the neighbourhood and can generate some income.



Organic garden

Through the Committee we have managed to identify what were the pull factors that would help with funding for Avalon and one of these was the development of a website and improving signage. The meeting also noted that Avalon is not well marketed and it was felt that steps should be taken to address both the signage and advertising concerns. But alas, through our dedicated partnership with the Bedfordview Rotary Club partnership we were given a website developer to work on our website. The Rotary Club will be paying for this service and we hope the work on our website will be completed by the new year and that it will be up and running. It should be said that without the support of these good Samaritans, we would not have fulfilled our mandate of providing a better quality of life for our residents. I'm happy to report that Bedford Rotary Club has sponsored the development of our website. We are looking forward to have our website up and running come 2018. Thanks to the Rotary Club again that we had most of our maintenance work done with speed at Avalon.

Several *appeal letters* were sent by John McQueen of the Fundraising Committee to many organisations and prospective local and international donor communities. We are still waiting for breakthroughs.

The Committee came up with the idea of a *donation box* in the office and tin boxes placed at a number of businesses. Gerald must be heralded for initiating this idea

and thanks to him it is working well as we have attracted some cash through this method.

Apart from these fundraising ways the Committee also came up with ways of attracting sponsors to do projects like the tree felling project that was organised through the efforts of Gerald. Some trees that were on the way were removed, thus paving way for the expansion of the garden.

Fundraising events for the year!

1. **Ladies Tea:** The Ladies Tea that was organised by St James Presbyterian Church on Saturday, 30 September was a success. This was not only a fundraising drive but also a marketing and awareness event about Avalon. It was an enjoyable Saturday afternoon attended by St James women, some few Avalon residents, staff and friends of Avalon. An amount of R18 000 was raised from the event and many thanks go towards Rev Gavin Lock and the St James congregants for the donation. The real stars behind the event and who we are grateful to are Marie Nowieliski and Heather Gordon from St James, who were the organizers behind the scenes. Our gratitude also goes towards Avalon ladies who made a big contribution towards the Ladies Tea by hosting 5 tables¹³.
2. **Casual Day:** This year Casual Day was organized differently and it is thanks to Jenny Van Staden and Hulryvale School. In the past years we have sold Casual Day Stickers to the public and only received 40% of what we sold while the rest, 60% went to the National body of People with Disabilities. This year, however through Jenny and her school's intervention we got 100% of the sales made. Thanks to their efforts!

3. Replacing lights with LED

The process of replacing old lights with LED lights started in August. The buildings are looking so much brighter and everybody is grateful, first and foremost to James Fairhurst who brought in his contact who donated the lights and to Gerald Van Staden and Peter Northam who brought along Peter's nephew to install them. We are very grateful to the team for the LED lights.

¹³ Jenny Van Staden, Lorna Fairhurst, Nana Makaula-Ntsebeza, Anna Othonos, Zanele Baai and Nhlanhla Jordan.

More work still needs to be done and this will be done this in phases, as the whole project is very expensive and time consuming.

4. Charmaine Knight (Michael's new/step mother) has continued to be a lifeline for Avalon. She has been bringing goods to Avalon like fruit, vegetables, groceries, crockery, cutlery, clothing and many donations for residents. She has even introduced Avalon to her friends and colleagues at work who in turn bring donations of various sorts to the home. It is good Samaritans like Charmaine who make Avalon the home that it is. We are very pleased with how Michael has turned out – a happy healthy handsome guy and we thank Charmaine for being *a Good Samaritan*.
5. However the 2 December fundraising event at Mandeville was a total failure. We are just thankful that the organisation did not put up any capital for the event and therefore suffered no loss.
6. Repairs and maintenance work:
 - fixing the water leakage fire hydrant line,
 - removing a Bee-hive from a tree next to the residents' rooms
 - chopped some trees that were posing a danger to the building if they were to fall and removed the dead tree with a cost of R3000.00
 - fixing the plumbing and other maintenance work
 - organising name tags for Avalon staff.
 - organised the Avalon charity drive of tin collection at local shops
 - introducing a donation bottle in the main office
 - obtained garden implements from MICA in Bedfordview so that we could start the organic garden
 - organising the replacement of old lighting and organised fittings of the LED lights in the offices and hallways.
7. Our Lottery application was successful and we are awaiting delivery of a bus that is donated by National Lottery Commission as per their commitment.
8. Through our morning market on 21 October we were able to raise some R15 000. However more than just raising funds, the day proved to provide some entertainment for our residents. It was exciting to see some of our residents entertained and dancing to the sound of music.

9. The Bedford Rotary Club taking Avalon under its wings is a very good story to tell as we have benefitted quite a lot from this partnership. The Club has donated a new gas stove; new microwave, new fridge, lots of bedding (sheets, pillows, towels, slippers, gowns and toiletries), new set of crockery and cutlery, refurbishing of our shower rooms, repairs and maintenance and many, many more. We cannot thank them enough.
- The Fundraising Committee is working on a project of a Rainbow Nation Cookery book. This project is in Anna's able hands and we hope to report on it fully in our next annual report.

9. Activities during this current year

9.1 Thusanang Empowerment of residents

Thusanang group of young women with disabilities in Edenvale visited Avalon to demonstrate and empower residents on utilising the wheelchairs, demonstrating how to transfer from a wheelchair to a bed, toilet chair and vice versa. Our residents were empowered to be independent as much as possible.

9.2 Wits students

The continued presence of Wits Social Work and Occupational Therapy students at Avalon has had immeasurable spinoffs for both our residents and the institution. The Social Work (SW) programme has run from 2 February 2017 to 1 October 2017, while the Occupational Therapy (OT) group started on 20 March 2017 till 30 September 2017. While the SW group came twice a week, Tuesdays and Saturdays, the OT group came 4 times a week from Monday to Thursday. So the intervention with students has progressed very well. There is constant close monitoring and evaluation by supervisors for both sets of students. It is thanks to Wits Occupational Therapist Director, Juliana Freeme and Dr Thobeka Nkomo from the Social Work Department who have worked closely with Avalon to make this programme a success.

9. External activities

Management fulfilled its obligations on reporting to the Regional/Provincial Department of Social Development that has to be done periodically. This involved the submission of:

- Monthly statistics which include reporting on the number of residents that the organization is taking care of including any counselling and referrals done for the month;
- Monthly reporting on the skills awareness programs conducted for residents;
- Monthly reporting on psychosocial development undertaken for residents or their families to be aligned to the technical indicator description schedule;
- Bi-monthly reporting on bed capacity;
- Quarterly reporting on financial status;
- Six monthly reporting (April and September) on all aspects and activities of the home; and
- Annual NPO report to the National Department of Social Development – viz the submission of the Annual NPO report.
- Quarterly Forum meetings for Jozi Forums
- Regional and Provincial Disability forums
- training workshops for people with disabilities
- Continuing Professional Development (CPD) seminars for presentations
- Greater Johannesburg Welfare Social services and Development Forums
- Gauteng Professional Association for People with Disabilities (GPAPD).

10. Donations

We extend words of gratitude to the donors and sponsors of Avalon who have donated money and in kind, without them Avalon would not survive. Local donors, who supported our residential services during the year¹⁴

10. Challenges

Our main challenge continues to be funding. Our budget is overstretched and the infrastructure is old as a result we find that we have to keep on repairing stuff which result in us going over our budget.

- Our water bill has not been resolved.

¹⁴ The Kensington Methodist church, St James Presbyterian church, Hurlyvale school in Edenvale, Road Accident Fund, Bedford Centre Cherokee Spur, St Georges village, Wedgewood Green, Reef Carters, Prestige Bidvest, Bedfordview Rotary Club, Pick 'n Pay, gordrum@iafrica.com, Workforce Healthcare for cartridges, Continuity Club, Robert our IT specialist, Brenda Ntombela, Charmaine Knight, Cake Gallery, Carl Egelhof, Colin Defries, Edenvale Roundtable Club, Riaan Bellingan, Avril, Flower Foundation, The George Elkin Charity Trust, Heather Gordon, Hester Van der Merwe, Michelle Janke of TSTI, Kensington Sandwich Baron, Neil Nortjie, Mike, Eastgate MICA, Thusanang, Crusaders, Wynne Adlard...

- We continued to spend money on bus repairs. We give thanks to St Giles' support that we were able to call on them whenever our vehicle was broken. They gladly helped out, taking our residents to hospital and to work.
- We also continued to repair and replace geysers, laundry machines, irons, plumbing cables, broken pipes etc. As a result most of our budget goes towards repairs and maintenance. Again here our thanks go to the Bedfordview Rotary Club for being at our beck and call each time we needed repair and maintenance work done.

12. Monitoring and evaluation (revise)

The Department of Social Development has continued to provide monitoring and evaluation on a monthly and quarterly basis as well as every six months. External auditors sent by the Department of Social Development have also provided monitoring and evaluation of the organization.

Besides the compilation of donor reports, which are prepared according to the specific formats required by our funders, we use a wide range of monitoring and evaluation tools to ensure that our services meet the demands of our residents and that organisational resources are used effectively and efficiently.

Quarterly board meetings were held throughout the year, involving Board members, 2 members of the Management Team and 2 of residents' representatives. Some members of the Board also visit the Home often to meet with the management and give advice on various managerial issues. Weekly management interactions are also held to ensure the effective coordination of the different departmental activities.

The Department of Social Development conducted three inspections this year carried out by officials of the Provincial and regional office. The delegations included various professionals, such as social workers, financial officers, nutritionist and environmental hygiene officers, who toured our Home and inspected our records. They were able to give us feedback in terms of our work and pointed areas of improvement. We have also had consultants like Tikani Consultants and Footballers for Life coming in to conduct their own assessments, representing the Department of Social Development. Unfortunately, despite repeated requests, we have not received any written report giving us feedback on their inspections to date.

13. Looking ahead

On the funding side we aim at strengthening the partnerships we already have like our dear friends the Bedfordview Rotary Club, Continuity Club, St James Presbyterian Church etc and work hard to win over new partnerships like Harry Oppenheimer Foundation and others.

We intend to reinforce the fundraising drive through the Fundraising Committee to build more funding for Avalon and even introduce a monthly Newsletter and also come up with more income generating initiatives like My School project and look for an external Charity shop.

On the residents' side, we aim at admitting more residents so that we fill up all rooms, build on the residents' recreation programme. We also intend expanding the already existing partnership with Wits' Departments of Social Work and Occupational Therapy and invite the Physiotherapy and Nursing Departments to bring their students to us for their practical. We also intend to look for students who could do marketing and fundraising for us.

Although we have not achieved some of the targets we set for ourselves for this year with regards to fundraising for our programmes, newsletter and documenting the interesting lives of some of our residents, we have made considerable steps towards stabilising our residential services, both from a financial and quality point of view. Organisation-wide systems, such as policies, have been put in place, with a well-functioning, stable management and motivated workforce, contributing to the improvement of quality services.

Next year a concerted effort will be made to achieve our objectives related to keeping Avalon's doors opened through a rigorous fundraising drive that will leave us with reserves in our bank balance. A healthy financial organisation is what we are aiming for; we therefore must make progress in order to ensure our long-term sustainability.

10. Acknowledgements

We extend our gratitude to Board members for the oversight role they provide on the work we do at Avalon. We hope through your leadership we will succeed to make Avalon a worthy place for all who live in it. Special thanks go towards our Board of Management for the sterling work done under the leadership of Dr Nana Makaula. We also wish to thank the members of the fundraising committee. We are aware that

a lot still needs to be done; we are however appreciative of the enthusiasm and determination we see as they diligently put their effort in the support for Avalon.

To all who make up this Avalon, Board, staff, management, volunteers, fundraisers, service providers and lastly but not the least, our residents who have worked alongside us to try build Avalon, we are indebted to you all for your love and support for this beautiful home. Long live Avalon!