



SKILLS NEEDS OF THE NON-PROFIT MAKING ORGANISATIONS

Understanding the Skills Needs of the NPOs Operating
within the Health and Welfare Sectors

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TABLE OF CONTENT

1. INTRODUCTION.....	15
2. METHODOLOGY.....	17
2.1 Quantitative Methodology	18
2.1.1 Design and Sampling.....	18
2.1.2 Data collection tool and fieldwork training.....	18
2.1.3 Data collection and ethics.....	19
2.1.4 Data quality.....	19
2.1.5 Data capture, cleaning and analysis.....	19
2.2 Qualitative methodology.....	20
2.2.1 Design and Sampling.....	20
2.2.2 Data collection process.....	21
2.2.3 Data management and analysis.....	22
3. LITERATURE REVIEW.....	23
3.1 NPOs in the International context.....	23
3.2 NPOs in the South African Context.....	23
3.3 NPOs in the Health and Welfare Sector	23
3.4 Factors that contribute to skills shortages in SA.....	24
3.4.1 Structural changes.....	24
3.4.2 Education.....	25
3.4.3 HIV & AIDS.....	26
3.4.4 Crime	27
4. RESULTS	28
4.1 Quantitative results	28
4.1.1 Numbers and response rate.....	28
4.1.2 Organisational Profile.....	28
Summary	29
4.1.3 Staff categories and staffing models.....	33
Summary	34
4.1.4 Characteristics and distribution of employees.....	36
Summary	37
4.1.5 Characteristics and distribution of volunteers	52
Summary	53
4.1.6 Skills needs.....	62
Summary	63

4.1.7 Skills development and compliance	65
Summary	66
4.1.8 Potential impact of external factors	71
Summary	71
4.2 Qualitative results	74
4.2.1 Organisational profile	74
4.2.2 Workers and volunteers' profile	75
4.2.3 Skills needs and developments	76
4.2.4 Skills compliance and institutional support	79
4.2.5 NPOs future and way forward	80
5. DISCUSSION OF RESULTS	81
5.1 NPOs profile	81
5.2 Type of staff and staffing model	82
5.3 Workers profile	82
5.4 Skills needs and development	84
5.5 Skills compliance and institutional support	86
5.6 NPOs future and way forward	86
6. CONCLUSION AND RECOMMENDATION	86
REFERENCES	89

LIST OF TABLES

Table 0-1 Unique identifiers of NPOs that participated in the in-depth interviews	21
Table 0-2 Expected sample size and achieved sample size per province	28
Table 0-3 Locality of operation of NPOs	32
Table 0-4 Association between having full-time employees and having volunteers in NPOs	35
Table 0-5 Description of full-time employees by gender	37
Table 0-6 Description of full-time employees by race	39
Table 0-7 Description of full-time employees by age group	40
Table 0-8 Description of full-time employees by disability status	41
Table 0-9 Description of part-time employees by gender	42
Table 0-10 Description of part-time employees by race.....	43
Table 0-11 Description of part-time employees by age.....	44
Table 0-12 Description of part-time employees by disability status	45
Table 0-13 Description of casual employees by gender	46
Table 0-14 Description of casual employees by race	47
Table 0-15 Description of casual employees by age categories	48
Table 0-16 Description of casual employees by disability status	49
Table 0-17 Mean number of employees in NPOs with the different levels of qualification ...	50
Table 0-18 Occupational levels of employees, by nationality	51
Table 0-19 Description of volunteers by gender.....	53
Table 0-20 Description of volunteers by race.....	54
Table 0-21 Description of volunteers by age	55
Table 0-22 Description of volunteers by disability status	56
Table 0-23 Mean number of volunteers in NPOs with the different levels of qualification ...	59
Table 0-24 Occupational levels of volunteers, by nationality	60
Table 0-25 Number of unfilled vacancies across different occupational levels	63
Table 0-26 Profile of organisations that participated in the in-depth interview	74

LIST OF FIGURES

Figure 1 Core business of NPOs	30
Figure 2 Age distribution of NPOs	30
Figure 3 The number of workers in NPOs	31
Figure 4 Sectors of operation of NPOs	Error! Bookmark not defined.
Figure 5 Percentage distribution of NPOs operating in different provinces	32
Figure 6 Percentage of NPOs that receive funding from government	33
Figure 7 Percentage of NPOs registered with HWSETA	33
Figure 8 Percentage of NPOs that had the different categories of workers	35
Figure 9 NPO staffing models as deducted from the survey	35
Figure 10 Percentage of government-funded and unfunded NPOs that use employees and volunteers	36
Figure 11 Description of full-time employees by gender	38
Figure 12 Categories of number of full-time employees by gender	39
Figure 13 Description of full-time employees by race	Error! Bookmark not defined.
Figure 14 Description of full-time employees by disability status	Error! Bookmark not defined.
Figure 15 Description of part-time employees by gender	42
Figure 16 Description of part-time employees by race	43
Figure 17 Description of part-time employees by age	44
Figure 18 Description of part-time employees by disability status	45
Figure 19 Description of casual employees by gender	46
Figure 20 Description of casual employees by race	47
Figure 21 Description of casual employees by age	48
Figure 22 Description of casual employees by disability status	49
Figure 23 The percentage of NPOs with employees having the different levels of qualification	50
Figure 24 Description of volunteers by gender	54
Figure 25 Description of volunteers by race	55
Figure 26 Description of volunteers by age	56
Figure 27 Description of volunteers by disability	57
Figure 28 The percentage of NPOs with employees having the different levels of qualification	58
Figure 29 The proportion of NPOs that pay volunteers monthly stipend	61
Figure 30 Stipend amount that volunteers receive in NPOs	61
Figure 31 Factors that determine the stipend that NPOs pay volunteers	62
Figure 32 Factors that determine the stipend amount that NPOs pay volunteers	62
Figure 33 Percentage of NPOs reporting the numbers of scarce skills	64
Figure 34 Distribution of scarce skills listed by NPOs	Error! Bookmark not defined.
Figure 35 Percentage of NPOs reporting the numbers of critical skills	65
Figure 36 Distribution of critical skills listed by NPOs	Error! Bookmark not defined.

Figure 37 Preferred strategies for addressing skills needs by NPOs	67
Figure 38 Preferred methods of skills development by NPOs. Error! Bookmark not defined.	
Figure 39 Preferred providers of skills development by NPOs	68
Figure 40 Preferred sites of skills development by NPOs Error! Bookmark not defined.	
Figure 41 NPOs portals of employee recruitment	69
Figure 42 NPOs methods of employee retention Error! Bookmark not defined.	
Figure 43 Form of assistance NPOs require from HWSETA.....	70
Figure 44 Percentage of NPOs that have submitted a workplace skills plan and annual training report in the last two years..... Error! Bookmark not defined.	
Figure 45 Reasons NPOs did not submit a workplace skills plan and annual training report in the last two years.....	71
Figure 46 Perceptions of NPOs regarding the potential impact of economic recovery on their daily operations	72
Figure 47 Perceptions of NPOs regarding the potential impact of political issues on their daily operations.....	72
Figure 48 Perceptions of NPOs regarding the potential impact of social issues on their daily operations.....	73
Figure 49 Perceptions of NPOs regarding the potential impact of technological innovations on their daily operations.....	73
Figure 50 Perceptions of NPOs regarding the potential impact of environmental issues on their daily operations.....	74

ABBREVIATIONS AND ACRONYMS

CESAR	Centre for Statistical Analysis and Research
CBO	Community Based Organisation
CSO	Civil Society Organisation
CORE	Co-operative for Research and Education
DHET	Department of Higher Education and Training
DoH	Department of Health
DoL	Department of Labour
DsD	Department of Social Development
EC	Eastern Cape Province
FBO	Faith Based Organisation
FS	Free-State Province
GP	Gauteng Province
HIV and AIDS	Human Immune Virus
HWSETA	Health and Welfare Sector Education and Training Authority
IGASA	Institute for Democracy in South Africa
ILO	International Labour Organization
KZN	KwaZulu Natal Province
LP	Limpopo Province
M&E	Monitoring and Evaluation
MP	Mpumalanga Province
NC	Northern Cape Province
NGO	Non-Governmental Organisation
NPO	Non-Profit Organisation
NC	North West Province
TCA	Thematic Content Analysis
SANGOCO	South African National NGO Coalition
WC	Western Cape Province
WSP	Workplace Skills Plan

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EXECUTIVE SUMMARY

Background

A non-profit organisation (NPO) is a trust company or any other association of persons with a public rather than a private purpose and which does not operate for profit. In South Africa, NPOs are pivotal to the delivery of health-related community-based care. They play an important role, through health and welfare services, in the development of South Africa and there is a strong potential for them to do more. Yet not much is known about NPOs in South Africa – their organisational profile, where they operate, their workers' profile, and the staffing and skills needs they may have. This gap has hindered the development of a comprehensive policy/programme to provide support for NPOs. The aims of the project were to produce a detailed profile of the NPOs in the health and social development sectors as well as outline their skills needs.

Methods

The study was a mixed methods study design which included both quantitative and qualitative research methods. Mixed methods research design is a study design in which the investigator collects and analyses data, integrates findings, and draws inferences using both quantitative and qualitative approaches in a single study. The researchers conducting this study decided to adopt this approach in order to explore and explain the skills needs of the NPO sector using numeric and textual findings.

The quantitative component of the study was a random cross-sectional survey of 267 NPOs across the nine provinces of South Africa (about 30 NPOs per province). The study population included all NPOs in South Africa regardless of their registration status with HWSETA. The sampling frame was the government database of NPOs registered with the National Department of Social Development (DSD) within the health and social development sectors. Quantitative data was collected by means of interviews using a structured questionnaire tool. The interviews were administered face-to-face by trained fieldworkers with tertiary qualifications. Data collection lasted slightly over two months, from 25th April to 4th July 2014. Respondents to the questionnaire were the director, human resources manager or a senior staff member of selected organisations who were knowledgeable regarding the organisation and its staff profile. All respondents received concise information on the project in the participant information sheet provided. They also signed and retained a copy of the informed consent form.

Quantitative data was captured in a customised database in Epi-Info Version 7 (CDC, Atlanta 2014) and converted to Stata version 13 (Stata Corp, Texas 2014) where data cleaning and analysis were conducted. Data analysis conducted included simple descriptive analyses and bi-variate inferential analyses. Numerical variables were described using means and standard deviations. Categorical variables were described using frequencies and percentages. For

inferential statistics, non-parametric tests were used for numerical data and chi-squared test for categorical data. A significance (alpha) level of 0.05 was used and p-values less than 0.05 were interpreted as reflecting statistically significant differences.

In the qualitative component of the study, in-depth interviews were used as a method of collecting data. NPOs were purposefully selected to participate in the in-depth interviews. 11 in-depth interviews with senior representatives of NPOs were conducted between the 1st and the 23rd of July 2014. In each in-depth interview, the respondent was given a consent form to complete to provide written consent for participation in the study. In these consent forms, permission to record discussions during the in-depth interview using a digital recorder was sought and granted. Thematic Content Analysis (TCA) of textual data was used in the qualitative component of the study in order to highlight the key themes that emerged.

Results

Organisational profile

267 NPOs across the country were included in the study with a response rate of 99%. The three most frequent areas of core business among the NPOs surveyed were child welfare, service and care; community and neighbourhood organisation; and social development. Half of the NPOs were 12 years or older and over half of them had more than 10 staff. Most (57%) NPOs operated in rural areas with a third operating in both urban and rural areas. Although almost half (47%) of the NPOs receive funding from a South African government department, only 11% were registered with HWSETA as employers.

In the qualitative component, most of the interviewed organisations were operating in the welfare sector with a few in the health sector and the balance in both the health and welfare sectors. The age distribution of the organisations interviewed varied: the oldest organisation represented in the qualitative component of the study was established 101 years ago while the newest was less than a year old.

Staff categories and staffing models

Of the 267 NPOs, 68% had full-time employees in their workforce. This was the most common category of staff observed. A similar proportion of NPOs (67%) had volunteers in their workforce. A fifth of the NPOs had part-time employees and 4% had casual employees. An interesting finding from the study was that NPOs with largely full-time employees were less likely to have volunteers and vice-versa. This meant that NPOs were likely to choose from one of three staffing models: full-time employees mainly, volunteers mainly, or a mix of both. Funding may be an important determinant of the staffing model NPOs use.

Characteristics and distribution of employees and volunteers

Among organisations that use full-time employees there were more female full-time employees (mean = 17) than male (mean = 3) with females contributing to 86% of all full-time employees. Most full-time employees were Blacks making up on average 76% of the total full-time employees. In comparison, Indians contributed only 0.3% of full-time

employees. The most common age group of full-time employees was 35 to 44 years, contributing, on average, 28% of the total. 12% of NPOs had a full-time employee with a disability.

Among NPOs that had part-time employees, most part-time employees were female, contributing about 69% of total part-time employees. Most part-time employees were Blacks, making up 70% of the total. The age distribution of part-time employees showed that the older age group (55 years and above) had more people, contributing 26% to the total. 7% of the organisations had at least one part-time employee with a disability.

Among NPOs with casual employees, the majority of casual employees were female, contributing about 69% of total casual employees. Most were Blacks, making up about two-thirds (66%) of the total. The age distribution of casual employees was fairly equally distributed across the various categories, except in the 45 to 54 years' age-group which contributed on average 37% to the total number of casual workers. In the few organisations that used interns and "other" employees, females and Blacks remained the majority. Among NPOs with employees, 76% had employees with grade 12 qualification – this was the most common qualification among NPOs. In terms of nationality, almost all employees were South Africans.

Among NPOs with volunteers, most were female (mean of 9 in comparison to the mean of 3 among males), contributing on average about 70% of total volunteers. Most were Blacks, making up about three-quarters (73%) of the total volunteers. By age, volunteers were generally younger than other groups: the 26 to 34 years' age-group had more people and contributed 26% to the total. Disability was not uncommon among volunteers with 13% of the organisations having at least one volunteer with a disability. In this group, 65% had volunteers with grade 12 qualification – this was the most common qualification among NPOs. As observed with employees across all occupational levels, volunteers in NPOs were exclusively South Africans. Among NPOs that use volunteers, 37% reported paying volunteers a stipend, although only 25% pay all volunteers and 88% of them pay less than 2000 South African Rands (ZAR) as a monthly stipend.

Qualitative results showed that most of the organisations do not have enough full-time staff as opposed to volunteers and part-time staff. Similarly to the quantitative component, NPOs were mainly faced with gender imbalances with the bulk of them having more females than males. The observation was that in general there were more Blacks as opposed to the other racial groups in most provinces excluding the Western Cape. People with disabilities in most NPOs were under-represented and only two organisations had people with disabilities working in their structures whether in fulltime or part-time positions or as volunteers.

Skills needs

Quantitative data indicated that the educational qualifications of NPO staff as well as data observed in this study highlighted skills needs in the sector. Varying numbers of NPOs

indicated that they had unfilled vacancies across different occupational levels, the highest (12%) being in *community and personal service* and *clerical* workers. About half of the NPOs indicated that they had critical and scarce skills. The most common scarce skills listed were *social worker* and *nurse* while the most common critical skills were in *management* and *computer skills*.

Similarly to quantitative results, qualitative results indicated that the current qualifications and skills of NPOs' full-time and part-time staff and volunteers were not sufficient to enable them to do their work effectively and efficiently. However, insufficient or limited funding remained a central problem for skills needs of the NPOs.

Skills development and compliance

NPOs generally showed interest in different aspects of skills development. Their preferred methods of skills development included three common approaches: certificate courses (82%), seminars (79%), and learnership/internship (64%). The majority preferred external trainers (88%) to in-house trainers (33%) although most (75%) would prefer training to be on-site. Most (81%) NPOs recruit their employees through communities, and of those, most (55%) did not have a policy for staff retention

Almost all organisations (90% or more) would like HWSETA to assist them by providing funding and training. Two-thirds would also like HWSETA to assist in suggesting courses and providers. On skills compliance, less than a tenth of NPOs have submitted a workplace skills plan (WSP) or an annual training report (ATR) in the past two years.

Similarly to quantitative results, most NPOs in the qualitative components preferred different methods of skills developments. Although most NPOs suffered from lack of funding, well established NPOs offered skills development programmes to the part-time and full-time staff and volunteers. The most common skills development programme offered by NPOs was on-site training - for example, a skilled staff member offering training to unskilled staff.

Conclusions and recommendations

The quantitative component of the study was the first national survey of NPOs in health and welfare services in South Africa and generated data on NPOs in this sector, viz. their organisational profiles, areas of operation, workers' profiles, and staffing and skills needs. The findings are useful for government to understand the sector better and for the development of interventions to support NPOs in the sectors. Being the first national survey, the data generated will also be useful in forming the baseline for future measurements and assessing the impact of future interventions. Based on the findings, the following recommendations were generated:

- There are a number of opportunities for skills development in this sector and there is significant work for HWSETA to do. NPOs may not be able to address their skills

development needs on their own. The government needs to design tailor-made programmes for addressing skills needs in NPOs. Scarce skills and critical skills in the sector need attention. The survey data indicated many ways in which HWSETA can support NPOs in skills development so that they can carry out their community functions more efficiently.

- HWSETA needs to increase awareness of its organisation among NPOs and increase the number of NPOs registered as employers. It also needs to increase the number of NPOs that demonstrate skills development compliance in the form of submitting WSPs and ATRs.
- In designing intervention programmes, giving consideration to the different staffing models that NPOs use is of importance. Interventions that will benefit NPOs that predominantly use full-time employees may be different from those which will benefit NPOs that predominantly use volunteers.
- The demographic characteristic of the workforce should also be considered when providing interventions and planning. The fact that the sector is female-dominated is noteworthy. Also, the age distribution and educational levels of the workforce are important in understanding the needs of the workforce and the interventions appropriate for them. It is notable that a sizeable proportion of the workforce had little or no formal education. While the predominance of females may occur naturally, deliberately increasing the participation of males in the sector may help to supply some of the scarce and critical skills.
- Not all NPOs pay volunteers a monthly stipend. This study found that NPOs that receive government funding were more likely to pay volunteers a stipend than those that did not. Therefore, increasing access to funding may reduce inequalities in the sector and improve impact.
- The data highlighted the NPOs' preferred strategies, providers, and sites for skills development. This information should be used when providing interventions.
- NPOs need to be aware of the different staff retention strategies for their staff and they need to have a retention policy in place. In a sector where many volunteers and community workers work, succession planning may be a strong motivating factor for the workers.
- The use of technology in providing some of these interventions – e.g. improving registration with HWSETA, skills development, and submitting WSPs and ATRs – should be explored.

The results of the study indicate clearly that South African NPOs operating in the health and

welfare sectors are experiencing a high shortage of skills. Factors like poor education standards, structural changes in the economy, and crime are amongst the factors that contribute to this skills crisis. Furthermore, poor labour market information systems and outmoded occupational forecasting models exacerbate the skills shortages. NPOs need to find solutions to overcome the skills shortages for the immediate to short term as well as the medium to long term. This will enable the NPOs to strive towards higher economic growth and global competitiveness as opposed to other sectors of the economy.

1. INTRODUCTION

The definition of the not-for-profit sector is both difficult and contested given the unresolved and emotive debates that continue to revolve around the concept of ‘civil society’ itself (Department of Social Development, 2009). This is evident in the different perspectives and definitions attached to the concept of civil society and the definitional inter-changeability of its key agencies (i.e. NPOs, NGOs, and CBOs).

In terms of the South African Non-profit Organisations Act (NPO Act) of 1997, Section 1 defines an NPO as, “a trust, company or other association of persons established for a public purpose and the income and property of which are not to be distributed to its members or office bearers except as reasonable compensation for service rendered.” Non-governmental organisations (NGOs) and community based organisations (CBOs) are collectively known as non-profit organisations (NPOs). In some instances, NPOs are also referred to as Civil Society Organisations (CSO).

The NPO Act was introduced with the intention of creating an enabling environment that would allow NPOs and other civil society organisations to maintain adequate standards of governance, transparency, and public accountability while at the same time enjoying a wide degree of freedom and autonomy. Several NPOs are registered with the National Department of Social Development across all sectors through its Register of NPOs.

An NPO can be a trust, a company, or any other association of persons that has a public rather than a private purpose and that does not operate for profit. Not-for-profit means that the NPO's property or income is not paid out to its office bearers, except as payment for work done or services rendered. Types of NPOs include:

- Non-governmental organisations (NGOs).
- Community-based organisations (CBOs).
- Faith-based organisations (FBOs).
- Organisations that have registered as Section 21 Companies under the Company Act 61 of 1973.
- Trusts that have registered with Master of the Supreme Court under the Trust Property Control Act 57 of 1988.
- Any other voluntary association that is not-for-profit.¹

In South Africa, health-related community-based care is mostly provided through NPOs.² These organisations play an important role, through health and welfare services, in the development of South Africa and there is a strong potential for them to do more. Yet, not much is known about this sector – their organisational profile, where they operate, their workers’ profile, and staffing and skills needs. This gap is said to have hindered the development of a comprehensive policy/programme to provide support for NPOs.

In order for the government to develop policies and interventions that will help strengthen NPOs, it is important to understand their characteristics, needs, and expectations first. To this end, HWSETA commissioned the Centre for Statistical Analysis and Research (CESAR) to

conduct a quantitative survey on its NPOs in South Africa while the qualitative data collection in the form of in-depth interviews was conducted by the RIME division of HWSETA.

1.1.1 Purpose of the study

The overall purpose of this study was to identify the skills needs and gaps in non-profit-making organisations operating in the health and welfare sectors. In addition, the study also directed due focus to analysing perceived strategies to address identified skills needs and gaps in these sectors.

1.1.2 Objectives of the study

The objectives of the study were:

- To identify skills needs of NPOs in the health and welfare sectors
- To establish the types of education and training interventions that NPOs are currently implementing
- To identify strategies that could be used to address NPOs skills needs

The next chapter provides information on the methodology employed to achieve the above-mentioned objectives. A brief literature review is also provided followed by the results and conclusion and recommendations.

2. METHODOLOGY

A mixed method approach was employed for this study. The researchers decided to adopt this approach in order to explore and explain the skills needs of the NPO sector using numeric and textual findings. The following table illustrates the four mixed methods models and design. The mixed method model chosen for this study is highlighted in blue. The researchers chose to start with the quantitative approach in the form of a survey followed by the qualitative approach in the form of semi-structured interviews.

MIXED METHODS DESIGN BASED ON THE FOUR KEY DECISIONS IN FOUR MIXED METHODS MODELS

[Based on Creswell and Clark, 2007:85]

DESIGN TYPE	TIMING	WEIGHTING	MIXING	NOTATION
Triangulation	Concurrent	Usually equal (not necessarily)	Merge the data during the interpretation or analysis	QUANT+QUAL
Embedded	Concurrent	Unequal	Embed one type of data within a large design using the other type of data	QUAN (quan)
	or sequential (one or two phase approach)			or QUAL (quan)
Explanatory	Sequential: Quantitative first, followed by Qualitative (two phase approach)	Usually quantitative	Connect the data between the two phases	QUAN → qual
Exploratory	Sequential: Qualitative first, followed by Quantitative (two phase approach)	Usually qualitative	Connect the data between the two phases	QUAL → quant

Based on the table above, the researchers opted for an explanatory quantitative framework that provides a descriptive picture of a phenomenon first, before the identification and classification of themes and concepts in the form of semi-structured interviews. The data emanating from the quantitative framework (survey) informed better development of the qualitative tool (interview guide) for the qualitative framework (semi-structured interviews).

Therefore, the sequence of events was quantitative first then qualitative and the results obtained from the quantitative phase were confirmed by the results obtained from the qualitative phase.

2.1 Quantitative Methodology

2.1.1 Design and Sampling

The quantitative component was a stratified, random, cross-sectional survey of 267 NPOs across the nine provinces of South Africa. The study population included all NPOs in South Africa regardless of their registration status with HWSETA. The sampling frame was the government database of NPOs registered with the National Department of Social Development (DSD) within the health and social development sectors.

Within each province, two districts were selected for the survey. The target sample size was 15 NPOs per district, making a total of 30 NPOs from each province. HWSETA provided CESAR with a list of two districts in each province and, in the first instance, a list of 15 randomly selected NPOs from each district. A replacement list of NPOs was also provided by HWSETA to cover any non-response in the original list.

2.1.2 Data collection tool and fieldwork training

Data collection was by means of interviews using a structured questionnaire tool. The questionnaire was designed by HWSETA and finalised by CESAR for the purpose of the survey. Midway into the survey, a few changes were made to the questionnaire mainly to collect more data on volunteers. Experiences from data collection in five provinces showed that many NPOs had a sizeable proportion of volunteers in their organisations. Therefore, additional questions on volunteers' occupational details were added to the tool. As a result, data on these questions was available only for Western Cape, Northern Cape, KwaZulu-Natal, and the Eastern Cape where data collection occurred after the aforementioned changes.

All fieldworkers had a tertiary qualification and were trained for the exercise. The training covered:

- ☐ Scope and aim of the survey
- ☐ Study design
- ☐ Survey districts and access to NPOs
- ☐ Contents of the questionnaire tool
- ☐ Research ethics and data storage
- ☐ Role-playing, with each fieldworker being given a number of opportunities to pilot the interview process.

2.1.3 Data collection and ethics

Field workers who met minimum requirements after training conducted the data collection. A team of two fieldworkers and a driver collected data from each province over a period of five to seven days, except in Gauteng Province (first province done) where all fieldworkers collected data and in Limpopo Province where data collection took nine days. Data collection started on Friday the 25th of April and was completed on the 4th of July 2014.

The research ethical considerations of autonomy, confidentiality, and informed consent were ensured in this project. Respondents to the questionnaire were the director, human resources manager or a senior staff member of selected organisations who were knowledgeable regarding the organisation and its staff profile. All respondents received concise information on the project using the participant information sheet provided. They also signed and retained a copy of the informed consent form. The letter of introduction from HWSETA, which each fieldworker used, enhanced NPOs' willingness to participate in the survey.

Each data collection team assigned to a province had at least one team member who could communicate in the most commonly spoken language in that province

2.1.4 Data quality

Each questionnaire from the field was numbered with a unique identifier which contained five digits that allowed for identification of the province and district of the NPO, the fieldworker who conducted the interview, and the specific questionnaire.

All appointments for interviews were fixed by staff at CESAR's Johannesburg office, meaning that fieldworkers did not have control over which NPOs to interview. Also, each day, office staff tracked interview teams in the field and ticked off completed interviews from the assigned list. Where an interview could not be completed for logistical reasons or refusal to participate, replacements were determined by CESAR office staff from the replacement list supplied by HWSETA.

The data collection exercise was designed in such a way that fieldworkers returned to CESAR's office in Johannesburg after completing data collection in a province. This allowed for the project Quality Assurance Manager to check completed questionnaires for errors and incompleteness. Any errors identified were corrected and clarified by the fieldworker concerned. The Quality Assurance Manager assessed all completed questionnaires for quality and completeness.

2.1.5 Data capture, cleaning, and analysis

All data was captured in a customised database in Epi-Info Version 7 (CDC, Atlanta 2014) and converted to Stata version 13 (Stata Corp, Texas 2014) where all data cleaning and

analysis was conducted. The data cleaning exercise assessed and corrected the following types of errors where they existed:

1. Expected versus actual NPOs: actual NPOs surveyed were compared against allocated NPOs. All interviews were conducted with allocated NPOs.
2. Duplicate records: there were no duplicate records in the data
3. Missing data: missing data existed where the respondent did not have answers to the questions e.g. not knowing the age category or educational qualification of some workers. Organisations that did not know the values of their workers for a variable (e.g. age) were excluded from the computation of the statistics for that variable. There were a few of such cases.
4. Extreme values: every numerical variable analysed was summarised to assess extreme values. Where high values were found, they were validated against the questionnaire before data analysis.
5. Inconsistent answers across variables: since the data contained the breakdown of staff numbers across different subgroups of variables, inconsistent answers across variables were assessed. A number of cross-tabulations and agreement analyses of related data were useful in cleaning and making sense of the data.

Data analysis conducted included simple descriptive analysis and bi-variate inferential analysis. Numerical variables were described using means and standard deviations. Although most numerical data was skewed, mean (instead of median) was used for data description because of the high proportion of zeros in many variables (which made their medians zero). Categorical variables were described using frequencies and percentages. The data was presented in tables and figures. Summed sub-group percentages for mutually exclusive options were sometimes not exactly 100% due to rounding. For inferential statistics, non-parametric tests were used for numerical data and chi-squared tests for categorical data. A significance (alpha) level of 0.05 was used and p-values less than 0.05 were interpreted as reflecting statistical significance.

2.2 Qualitative methodology

2.2.1 Design and Sampling

In the qualitative component of the study, in-depth interviews were used as a method of collecting data. An in-depth interview is an open-ended, discovery-oriented method to obtain detailed information about a topic from a stakeholder.¹ In-depth interviews are a qualitative research method and their fundamental goal is to explore in depth a respondent's point of view, experiences, feelings and perspectives.² In-depth interviews were chosen because they provide much more detailed information than is available through other data collection

¹ Creswell, J. (2012). *Educational research: Planning, conducting, and evaluating quantitative and qualitative research* (4th ed.). Upper Saddle River, NJ: Pearson Education.

² Ibid.

methods, such as surveys.³ In-depth interviews also provide a more relaxed atmosphere in which to collect information as people may feel more comfortable having a conversation about their programmes than filling out a survey.

Two NPOs were selected (one in the health and one in the welfare sector) per province to make a total of 18 NPOs. However, due to non-response from NPOs in LP and NC, a total of 11 NPOs in EC, MP, NW, WC, KZN, FS and GP agreed to participate. NPOs were telephonically invited to participate in the study and after agreement, an email confirming date and time of the interview was sent. Participants in the in-depth interviews were senior representatives (HR managers, founding members and directors) of NPOs. In addition, two NPO Coordinators from the Gauteng Department of Social Development and one HWSETA Provincial Manager were also interviewed.

2.2.2 Data collection process

In-depth interviews were conducted by a researcher from HWSETA with extensive experience in both qualitative and quantitative research methodologies. 13 in-depth interviews with senior representatives of NPOs were conducted between the 1st and the 23rd of July 2014. The duration of each in-depth interview ranged from 37 minutes to approximately an hour. Interviews were convened either at NPOs' offices or in a pre-arranged location depending on the NPOs' representatives' preference.

In each in-depth interview, the respondent was given a consent form to provide written consent for participation in the study. In these consent forms, permission to record discussions during the in-depth interview using a digital recorder was sought and granted. All respondents signed consent forms as an indication of their willingness to participate voluntarily in the study. Furthermore, respondents were also offered a copy of a consent form for them to read in their own time. To enhance the issue of anonymity and confidentiality, NPOs were allocated unique numbers/identifiers. As a result, instead of using their actual names, unique numbers/identifiers were used. Table 0-1 below depicts NPOs' unique numbers/identifiers used in the qualitative component of the study.

Table 0-1 Unique identifiers of NPOs that participated in the in-depth interviews

Province	Municipality	Number	Unique ID
Eastern cape	Buffalo City	01	ECBCL01
		02	ECBMSTSD02
Free State	Mangaung	01	FSMACO01
Gauteng	Ekurhuleni	01	GPEBSF01
KZN	UMgungundlovu	01	KZNMFMBR01
Mpumalanga	Nkangala	01	MPNSVC01
		02	MPNBR02

³ Legard, R., Keegan, J. and Ward, K. (2003) "In-depth Interviews" in Lewis, L. and Ritchie, J. (eds). *Qualitative research practice: A guide for social science students and researchers*. SAGE Publications: London

North West	Bojanala	01	NWBKSMCT01
		02	NWBMCFR02
Western Cape	City of Cape town	01	WCCPTCMH01
		02	WCCPTDPSA02

The researcher was equipped with an in-depth interview guide to assist discussion areas. The researcher also had a license to modify and prompt the interviewee as appropriate. There were no refreshments and or monetary benefits offered to the respondents as participation in the study was completely voluntary.

All the in-depth interviews were successfully recorded into a digital recorder and thereafter downloaded into a computer for verbatim transcriptions. To further enhance the issue of anonymity, the audio-files were password protected. This was done with the intention of limiting access to these data files from any person other than the HWSETA research team.

2.2.3 Data management and analysis

Thematic Content Analysis (TCA) of textual data was used in the qualitative component of the study in order to highlight the key themes that emerged. TCA aims to portray the content of interview transcripts by identifying common themes in the texts provided.⁴ It is also a method whereby the researcher distils a list of common themes from the texts and then groups them in order to express common elements emerging through participants' voices.⁵ At this stage, interpretation is kept to a minimum and only once quotes have been organised thematically does the actual interpretation process begin. In line with the TCA approach, there was a lengthy period of data processing as the interview transcripts were too long. Through engaging in data processing, the researcher was able to reduce the bulk of the raw data. Key quotes were organised according to theme using TCA, resulting in the researcher seeing the patterns in the data and developing the key sections.

⁴ Anderson, R. (2007) Thematic Content Analysis (TCA): Descriptive Presentation of Qualitative Data accessed 8 August 2014
<http://www.wellknowingconsulting.org/publications/pdfs/ThematicContentAnalysis.pdf>

⁵ Ibid

3. LITERATURE REVIEW

3.1 NPOs in the International context

Post the 9/11 terrorist attacks on America, the United Nations (UN) Security Council adopted Resolution 1373 (2001) that imposes a series of obligations on UN Member States to combat terrorism and money laundering. It is due to this background that the global war on terror has contributed to increasing levels of surveillance by national governments and growing demands for transparency in the NPO sector⁶. Governments globally have been pressured to institutionalise greater control measures over non-profit organisations.

Most countries in the Southern African Development Community (SADC) have laws regulating the NPO sector but they are applied differently. In Malawi for example, the consultation process between the NPOs and government was extensive and lasted for about six years before the Non-Governmental Organisation Act was introduced in 2001. The NPOs/NGOs are mandated to be registered by the Act. The Act also makes provision for a ten-member Board that will regulate and register the operation of the NPOs. In other countries, there is little evidence of strong consultative processes with civil society organisations. On the contrary, Namibia is yet to see the evolution of the partnership between government and civil society organisations.

3.2 NPOs in the South African Context

In 1998, the NPO sector in South Africa was worth R13.2 billion in terms of size and economic significance also including cash and in-kind payments⁷. This sector represents 7.6% of the total non-agricultural workforce in South Africa. This is relatively larger than most developed countries which average 6.7% of the non-agricultural workforce. In 1999, the total employment in the non-profit sector exceeded the number of employees in many major economic sectors⁸. According to the survey results on the state of civil society in South Africa undertaken by the Institute for Democracy in South Africa (IDASA) and Co-operative for Research and Education (CORE) on behalf of the South African National NGO Coalition (SANGOCO), there is a fairly even spread of NPOs across the nine provinces of South Africa. The majority indicated that they were members of SANGOCO and 36% found the registration process to be difficult.

3.3 NPOs in the Health and Welfare Sectors

Increasingly, NPOs play an essential part in service delivery and expanding the labour market for the health and social development sectors. In 2012, 85 248 NPOs were registered with the Department of Social Development in terms of the provisions of the Non-profit Organisations Act, 71 of 1997⁹. The vast majority of registered NPOs (95%) are voluntary associations. The

⁶ Department of Social Development, 2009, Developing Good Governance practices with the South African NPO sector: Benchmark Study Report

⁷ Ibid

⁸ Ibid

⁹ HWSETA Sector Skills Plan 2013/14 Update

largest group of registered NPOs (34 130 or 40%) delivers social services, 16 817 of registered NPOs (20%) provide development and housing, and 11% provide healthcare services¹⁰. NPOs involved in veterinary services and animal protection and welfare are classified in the environmental category and in 2012, 1 036 organisations (or 1% of NPOs) were registered in this category, with 384 indicating that they provide veterinary-, animal protection-, animal welfare-, or wildlife-preservation services.

Civil Society Organisations (CSOs) are major providers of care services for vulnerable persons and disadvantaged communities in South Africa and service more than 70% of social development clients¹¹. Therefore, they are key partners of national and provincial government in attaining socio-economic and developmental priorities. These organisations provide a range of services, including child care and protection; youth care and development and include programmes to divert juvenile delinquents; specialised services for the disabled; crime prevention and support; treatment and rehabilitation of persons suffering from substance abuse; care for older persons; shelters for women and families; material assistance, as well as support services to patients and households affected by HIV and AIDS.

3.4 Factors that contribute to skills shortages in SA

South Africa's skills shortage has been a worrying factor for some years and has become an issue that continues to plague the country¹². Before 1994, South Africa's economy was already experiencing structural shifts and technological advancements in its industries. Post 1994, the democratically elected government inherited these problems and the situation was aggravated further by the inclusion of other races in the economy. Over the years, the South African government has tried to manage the problems through skills development but has struggled to deal with structural issues plaguing the sectors. This section reviews literature on skills shortage and its association with other factors in South Africa. Education, structural changes, HIV and AIDS, and crime have either a direct or indirect relationship with skills shortages that society experiences today.

3.4.1 Structural changes

The structural changes in the South African economy contribute to skills shortages. Employment in some sectors has expanded whilst in others it has contracted, causing large numbers of job losses¹³. For example, not all the sectors of the economy contribute equally to the South African Gross Domestic Product (GDP). Finance, real estate and business 21.5%, Manufacturing 15.2%, General Government services 13.7%, Electricity, Gas and Water 1.8%, Mining 4.9% etc.¹⁴ The contribution of the mining sector to GDP is declining compared to that of Finance, Real estate, and business. Many factors contributed to reducing

¹⁰ Ibid

¹¹ Handel, M.J., 2003, 'Skills Mismatch in the labor Market', *Annual Review of Sociology*, 1(29):135-165

¹² Erasmus, J., & Breier, M. (2009). Skills Shortages in South Africa: Case studies of key professions.

¹³ Bhorat, H., et al (2002). *Skilled labour migration from developing countries: Study on South and Southern Africa*. International Migration Papers (52), International Labour Office, Geneva

¹⁴ Trendle, B. (2008). Skill and labour shortages — definition, cause and implications. Working Paper 54. Labour Market Research Unit. Queensland: Queensland Government Press

the contribution of the mining sector including the numerous strikes by labour unions, electricity shortages, and the global economic crisis. The growth in Finance, Real estate, and business which is now world-wide, is causing a demand for skilled people whilst there is a diminishing demand for unskilled and semi-skilled workers in mining and agriculture.¹⁵

Together with structural change, new products, technology, and workplace arrangements cause a change in skills needs. These skills are specific to occupations and take years to acquire. This explains the ongoing concern in South African business and policy circles about the 'skills shortage'.

3.4.2 Education

One cannot dispute that the post 1994 South Africa has made great strides in addressing past imbalances especially with regards to education; however, it has not been enough¹⁶. Although the enrolment of previously disadvantaged students has been positive and is steadily increasing, the absorption rate of these learners/students has not been sufficient¹⁷. South Africa, like many other Sub-Saharan countries, struggles with the mismatch between the skills produced at tertiary level and the skills the economy requires. It is argued that tertiaries are not producing the skills the economy requires¹⁸. The education system has been endeavouring to produce learners and students who are able to compete internationally with other countries and meet the current needs thus creating a skills demand which the country cannot supply. Furthermore, a great deal of skills experience has been lost to brain-drain and changes in the education system¹⁹. Experienced professionals have left schools, training colleges and positions where they would have provided guidance to new trainees through their relevant experience. This has ultimately exacerbated the skills shortage in many sectors and worsened the structural problem facing the country's sectors and often lowered economic growth.

The education system and the macro economy inherited by the democratic government was riddled with structural flaws that have continued to plague the country²⁰. Educating the country's learners/students has progressed and has managed to provide education to all who want to learn; however, the quality of education has lagged behind. It has been argued that in the effort to provide education to all, the government has compromised on the quality of education. Since democracy, the country has introduced four schooling curriculums and changes have been made to the way colleges worked before. For example, colleges had apprenticeships which were a requirement for learners in order to gain adequate experience.

¹⁵ Ibid

¹⁶ Ibid

¹⁷ Bloom, D. E., et al (2006). Higher education and economic development in Africa (No. 102). Washington, DC: World Bank

¹⁸ Akoojee, S., McGrath, S., & Visser, M. (2008). Further education and training colleges. In A. Kraak & K. Press (Eds.), *Human resources development review 2008: Education, employment and skills in South Africa*, (pp. 254–277). Cape Town: HSRC Press.

¹⁹ Erasmus, J., & Breier, M. (2009). Skills Shortages in South Africa: Case studies of key professions.

²⁰ Dias, R., & Posel, D. (2007). Unemployment, education and skills constraints in post-apartheid South Africa. Development Policy Research Unit, University of Cape Town.

This system has changed in recent years and naturally this has changed the type of skills that colleges produce and the experience provided.

Furthermore, serious structural failures have occurred that the South African education system still faces which range from providing well-built facilities to human resources²¹. Institutions have not been adequately maintained or built to provide for learning. A great number of skilled professionals have left the country or moved to the private sector for better offers leaving institutions without skilled professionals to impart knowledge. This effect is evident with many higher institutions stating that learners from schools are not equipped for tertiary education²². Employers have shared the same sentiment about graduates entering the work place.

It is important to note that the economy has transitioned from a primary sector to a secondary sector. Apart from the traditional skills demand for teaching and medical practitioners, the demand for other more advanced skills has increased. The education system has been unable to produce enough of these skills in recent years to address the demand.

3.4.3 HIV and AIDS

The International Labour Organisation (ILO) projected that 74 million workers will be lost by 2015 due to HIV and AIDS.²³ The great majority of these losses is due to the deaths of labour force participants. ILO projections also take into account losses due to reduced family size. The fact that most workers who die are in their reproductive as well as productive prime means that some would have had more children, if they had lived, who would in turn have entered the workforce. ILO projected that two-thirds of losses will be in Sub-Saharan Africa where the acceleration is staggering.²⁴

South Africa is experiencing the largest HIV and AIDS prevalence compared to any other country in the world.²⁵ In 2011, an estimated 5.6 million South Africans were recorded living with HIV and AIDS together with 270 000 HIV-related deaths - one of the highest HIV-related death records in the world.²⁶ Almost one in five South Africans between the ages of 20 and 64 is HIV positive.²⁷ Increased attrition rates because of HIV and AIDS are going to affect the country adversely in the 21st century by diminishing the future skills pool.²⁸ People from all walks of life are affected. Loss of professionals like engineers, doctors, managers,

²¹ Development Bank of South Africa. 2008. Education Roadmap: Focus on the Schooling System. Published at <http://www.dbsa.org/Research/Roadmaps1/Education%20Roadmap.pdf>. (Accessed August 2010)

²² Ibid

²³ Van Pletzen E, Zulliger R, Moshabela M, Schneider H. The size, characteristics and partnership networks of the health-related non-profit sector in three regions of South Africa: implications of changing primary health care policy for community-based care. *Health Policy Plan*. 2014; 29(6):742-52.

²⁴ Ibid

²⁵ Moshabela M, Gitomer S, Qhibi B, Schneider H. Development of Non-Profit Organisations Providing Health and Social Services in Rural South Africa: A Three-Year Longitudinal Study. *PLoS ONE* 2013; 8(12): e83861.

²⁶ Dixon, S., McDonald, S., & Roberts, J. (2002). The impact of HIV and AIDS on Africa's economic development. *BMJ: British Medical Journal*, 324(7331), 232

²⁷ Ibid

²⁸ Ibid

teachers, and lawyers affects service and delivery.

The epidemic has already caused substantial labour force losses and will, unless counteracted, continue to reduce labour force growth in the country. This in turn presents a major threat to sustainable development and poverty reduction. Whilst the HIV and AIDS epidemic is affecting mostly people of working age, the number of orphans is increasing and many of them are leaving school to take care of their younger siblings. The social grants they receive from the government partly make this possible.

3.4.4 Crime

Crime rates in the country are amongst the highest in the world and not surprisingly, so is the unemployment rate²⁹. More than two million crimes were reported by the South African Police Service (SAPS) for the twelve months between 2010/2012.³⁰ South Africa's unemployment rate is estimated at 26%. According to various literature articles, a correlation between crime and unemployment has been identified. Employment is often a result of structural changes to the economy or the lack of skilled people to fill those positions. It is being said that young people are wandering the streets without aim or incentive to turn their lives to productive ends and that, if training programmes were rolled out where young people could become actively engaged in the South African economy, crime statistics could be substantially lowered.

The South Africa legacy of Apartheid is often believed to have created an unequal society, and this has led to unequal job opportunities between the Blacks and Whites. The new democratic government has tried to address these problems but has been unable to find a lasting solution. The lack of job opportunities/skills hinders individuals from working for a living; this often results in a life of crime³¹. The lack of skills inherently causes people to opt for illegal avenues to make money. Skills development and access to economic opportunities are important factors if the crime rate is going to reduce.

²⁹ Ibid

³⁰ Akintola O. What motivates people to volunteer? The case of volunteer AIDS caregivers in faith-based organizations in KwaZulu-Natal, South Africa. *Health Policy Plan*. 2011; 26(1):53-62.

³¹ Louw, A. (2007). Crime and perceptions after a decade of democracy. *Social Indicators Research*, 81(2), 235-255.

4. RESULTS

4.1 Quantitative results

4.1.1 Numbers and response rate

Data collection was completed for 267 NPOs across the country from a target of 270 randomly selected NPOs. This translated to an overall response rate of 99% which exceeded the target response of 95%. As the expected sample size per province was 30 NPOs, and a breakdown of the provincial response rate is provided in Table 0-2 below.

Table 0-2 Expected sample size and achieved sample size per province

	Expected Sample size	Achieved sample size	Response rate
Eastern Cape	30	30	100%
Free State	30	30	100%
Gauteng	30	31	103%
KwaZulu-Natal	30	27	90%
Limpopo	30	30	100%
Mpumalanga	30	29	97%
Northern Cape	30	30	100%
North West	30	30	100%
Western Cape	30	30	100%
Total	270	267	99%

The response rate was high because of the replacement protocol used for the study. According to the protocol, an organisation that declined to participate in the study was replaced with another one randomly selected from the same district. Refusal to participate in the study mainly occurred while appointments were being scheduled by CESAR office staff. Once appointments were fixed by the office staff, failure to participate did not occur in the field except in one or two organisations where the fieldworkers could not honour appointments due to logistical reasons.

4.1.2 Organisational Profile

Section 4.1.2 contains the description of NPOs included in the survey in terms of their characteristics which include: core business, age, size, service sector, province and locality of operation, whether they receive government funding, as well as registration status with

HWSETA. A quick summary of the results is presented in a summary box first before the detailed results in the respective sub-sections.

Summary

- The three most frequent areas of business among the NPOs surveyed were child welfare, service and care; community and neighbourhood organisation; and social development.
- Most of the NPOs surveyed were not newly established as half of them were 12 years or older and over half of them had over 10 staff.
- As seen from their core business, 88% of NPOs engage in welfare activities. Most (57%) NPOs operate in rural areas with a third operating in both urban and rural areas.
- Although almost half (47%) of the organisations receive funding from the government, only 11% were registered with HWSETA as employers.

4.1.2.1 Description of core business

NPOs engage in a wide range of core business activities, ranging from religious activities to disability medical research (Figure 1). The three most frequent areas of business among the NPOs surveyed were *child welfare, service and care* (36%), *community and neighbourhood organisation* (16%), and *social development* (7%), while the least frequent were disability organisations (2%) and schools (2%). No NPO was engaged in emergency medical services. Core businesses categorised as “other” included: farming, feeding scheme, medical research, etc.

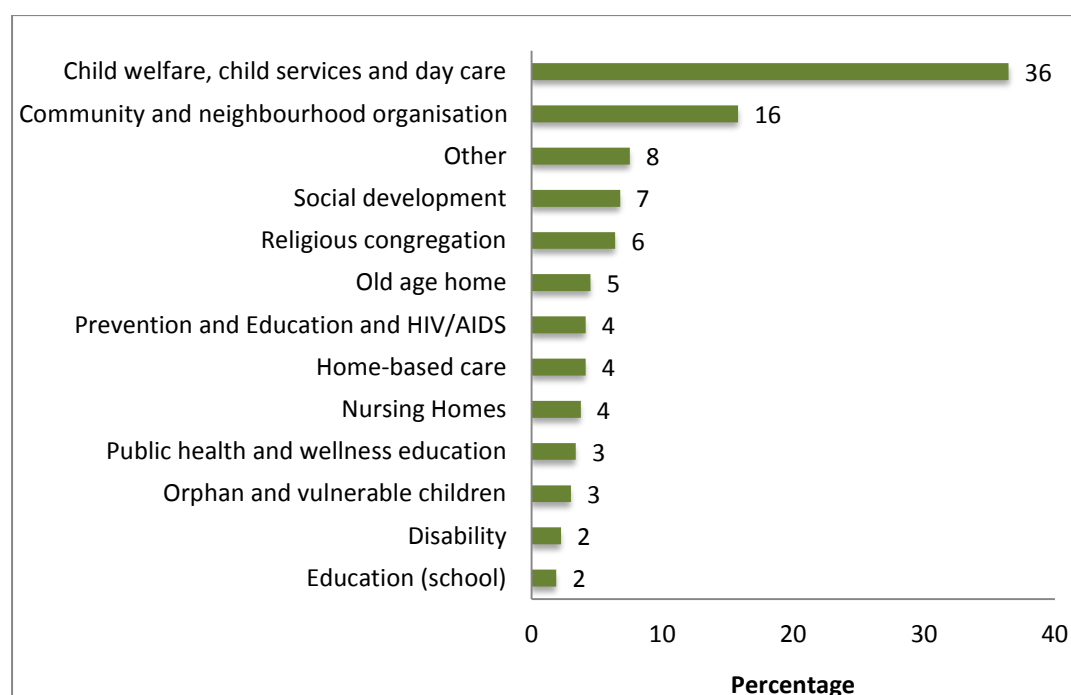


Figure 1 Core business of NPOs

4.1.2.2 Age of organisation

The data on age of organisation had a positively skewed distribution, ranging from zero to 101 years with a median of 12 years (IQR: 6 – 21). Most organisations (22%) were between six and 10 years old, followed by those that were five years or less (21%). Over a quarter (27%) of organisations were older than 20 years (Figure 2).

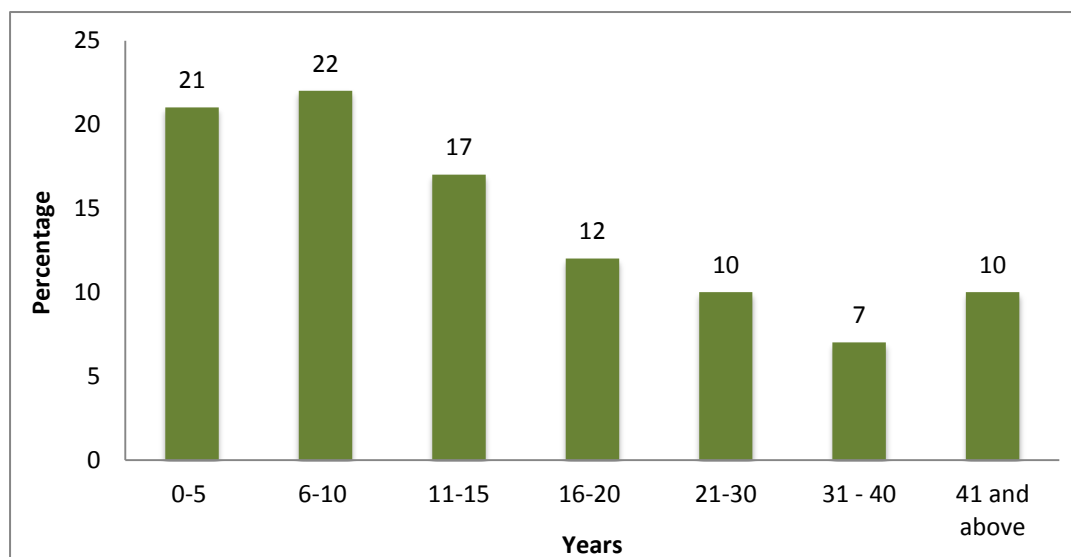


Figure 2 Age distribution of NPOs

4.1.2.3 Size of organisations

Most (26%) organisations had six to 10 workers. One-fifth had 11 to 20 workers and about one-third (30%) had more than 20 workers (Figure 3).

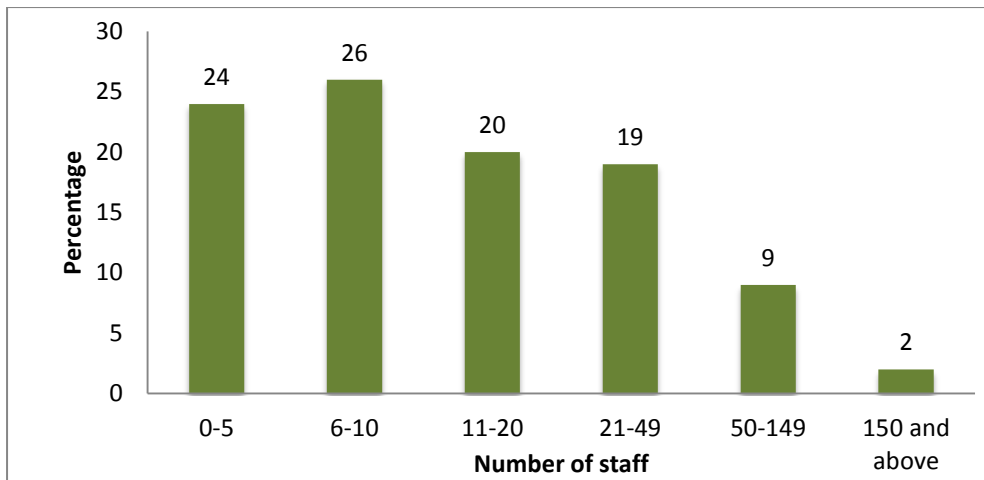


Figure 3 The number of workers in NPOs

4.1.2.4 Sectors of operation

The majority (88%) of organisations were in the welfare sector while 33% were in both the health and welfare sectors (Figure 4). These percentages exceed 100% because the responses are not mutually exclusive as some NPOs operate in more than one sector.

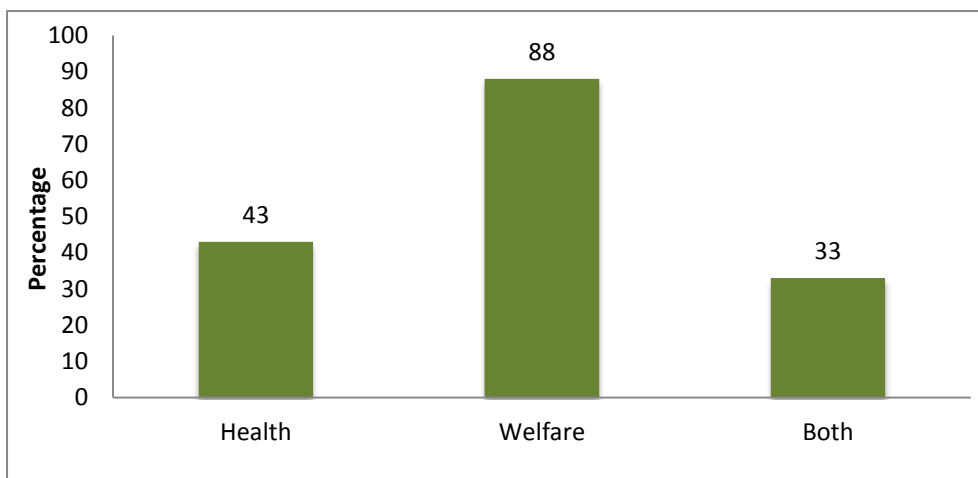


Figure 4 Sectors of operation of NPOs

4.1.2.5 Provinces of operation

NPOs were asked to indicate the provinces in which they operate. Figure 5 shows that the percentages of NPOs that operate in the different provinces were similar except in Kwazulu-Natal where the survey sample size was smaller. These percentages exceed 100% because the responses are not mutually exclusive as some NPOs operate in more than one province.

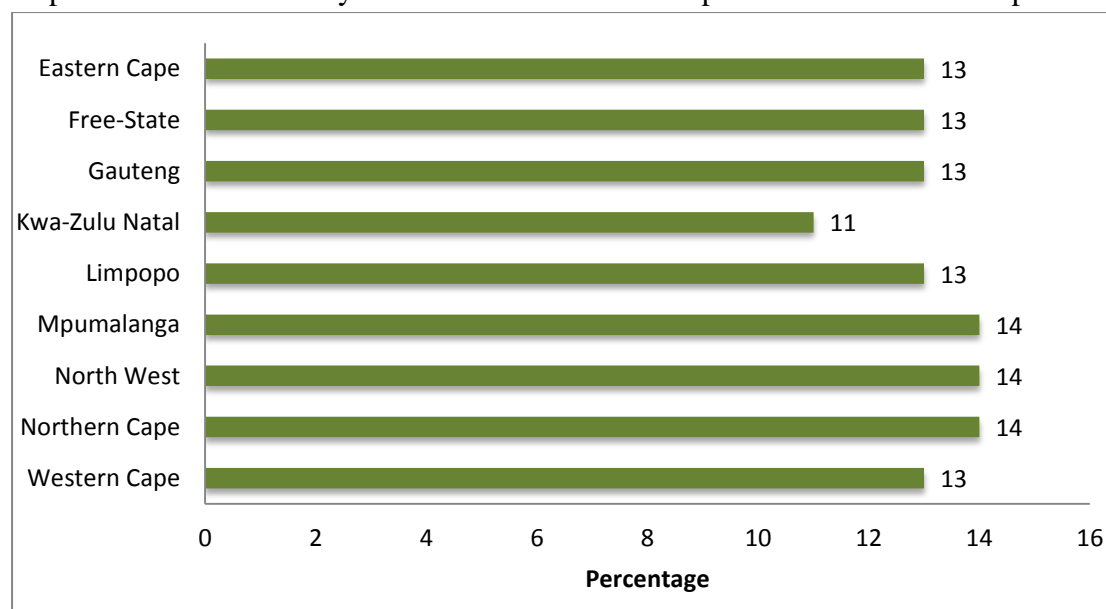


Figure 5 Percentage distribution of NPOs operating in different provinces

4.1.2.6 Locality of operation

The majority (57%) of NPOs operate in rural areas, with 14% operating in both rural and urban areas (Table 0-3).

Table 0-3 Locality of operation of NPOs

Locality of operation		
	N	%
Urban	78	29
Rural	153	57
Both	36	14

4.1.2.7 Government funding

Almost half (47%) of the organisations receive funding from the government (Figure 6)

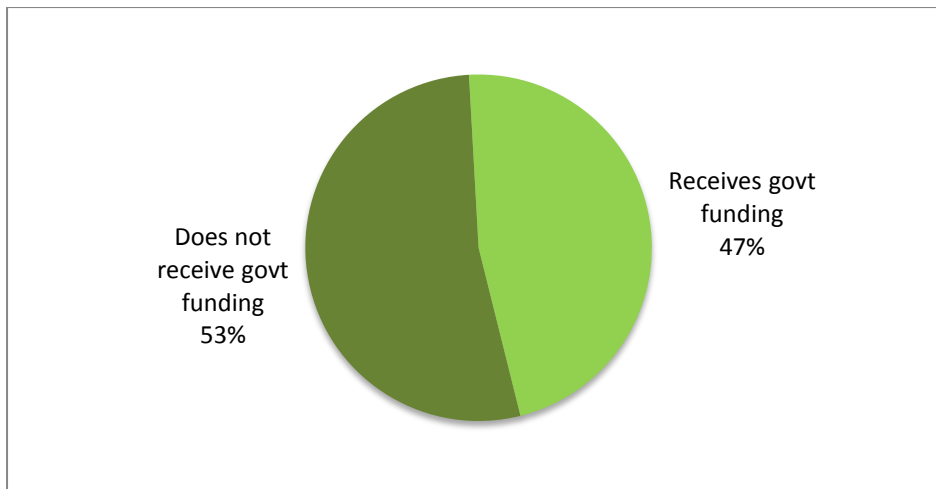


Figure 6 Percentage of NPOs that receive funding from government

4.1.2.8 Registration with HWSETA

Only 11% of the NPOs surveyed were registered with HWSETA as employers. 4% of the respondents did not indicate whether they are registered with HWSETA or not (Figure 7).

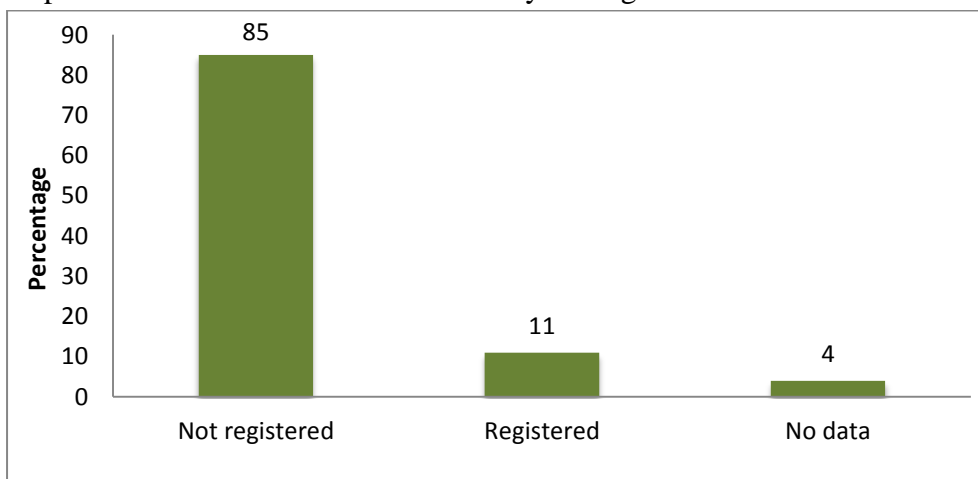


Figure 7 Percentage of NPOs registered with HWSETA

4.1.3 Staff categories and staffing models

Section 4.1.3 presents the proportions of NPOs that had the different categories of staff. The staffing data from the survey can be analysed as categorical and as numerical. Both approaches were used in this report. For example, when analysing *full-time employees* as a categorical variable, each NPO was classified as having a full-time employee or not (irrespective of the number of full-time employees they have). Therefore, the percentage of NPOs having full-time employee(s) was calculated. Furthermore, when analysing *full-time employees* as a numerical variable, the mean number of full-time employees per NPO (for those NPOs with full-time employees) was calculated. This approach of providing the

percentage of NPOs that had a particular category of workers followed by the mean number of those workers per NPO has been used throughout this report.

In this section, the categorical approach is presented while detailed analysis on the numbers is presented in the subsequent sections. Also, the staffing model NPOs use is presented in this section. As with other sections, a quick summary of the section results is presented in a summary box first before the detailed results of the respective sub-sections.

Summary

- Full time employees were the most common types of staff in NPOs. The proportion of NPOs with full-time employees was 68%.
- An equally high proportion (67%) of NPOs had volunteers in their workforce.
- NPOs with largely full-time employees were less likely to have volunteers and vice-versa.
- Funding may be an important determinant of the staffing model NPOs use.

4.1.3.1 Staff categories and percentages

NPO staff members were majorly classified as: employees and volunteers. Employees comprised full-time, part-time, intern, casual and other employees. This section of the report presents the proportion of NPOs with the different categories of workers.

Figure 8 below shows the proportion of organisations with the different categories of workers. Full-time employees and volunteers were the most common categories of worker. Of the 267 NPOs, 181 (68%) had full-time employees while 179 (67%) had volunteers. The least frequent group were interns, present in only 3% of all NPOs. Unless specified otherwise (where NPOs did not provide data for some staff), the analysis of the respective worker categories is based on these denominators – for example, the denominator for the analysis of full-time employees and volunteers was 181 and 179 organisations respectively.

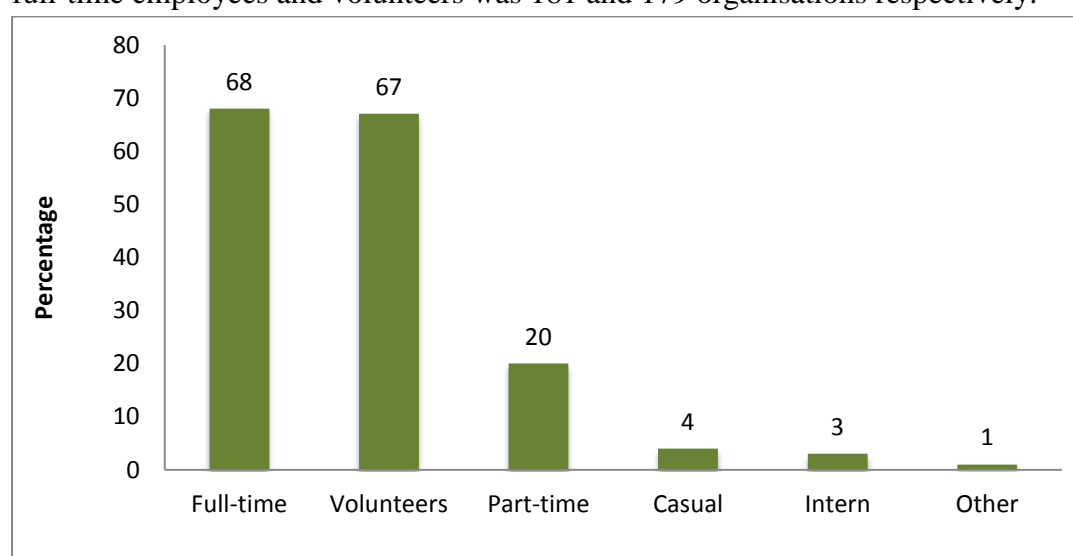


Figure 8 Percentage of NPOs that had the different categories of workers

4.1.3.2 Staffing models

A cross-tabulation was done between organisations that use full-time employees and those that use volunteers. NPOs that did not have full-time employees were significantly more likely to have volunteers than those that had: 98% in comparison to 52%, $p < 0.01$ (Table 4).

Table 0-4 Association between having full-time employees and having volunteers in NPOs

	Have volunteers	Have no volunteers	Total
Have full-time employee	52%	48%	181
Have no full-time employee	98%	2%	86
Total	179	88	267

To summarize the two findings from the first analysis (Figure 8) and from the cross tabulation (Table 4), a high and almost equal proportion of NPOs use full-time and volunteer staff, with many NPOs likely to use one of the following staffing models (Figure 9):

- Full-time employee staffing model only (86 NPOs)
- Volunteer staffing model only (84 NPOs)
- A mixed model using both groups (95 NPOs)



Figure 9 NPO staffing models as deducted from the survey

It would be interesting to understand what informs the model that NPOs adapt: availability of funds, type of business, etc. While this can be explored through future qualitative research, further analysis using the question of whether NPOs receive funding from any government department showed that funds may be an important factor in the staffing model that NPOs use. Of those organisations that receive government funding, 87% had full-time employees

and 59% had volunteers, while of those organisations that do not receive funding, only 50% had full-time employees and 73% had volunteers (Figure 10). These contrasts were statistically significant ($p < 0.01$).

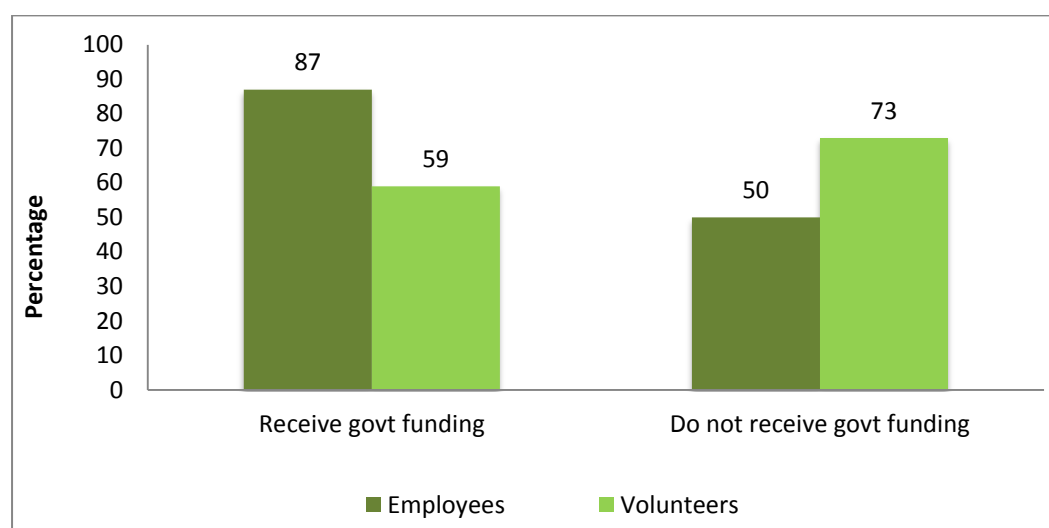


Figure 10 Percentage of government-funded and unfunded NPOs that use employees and volunteers

4.1.4 Characteristics and distribution of employees

Section 4.1.4 contains the description of employees in terms of their characteristics which include: gender, race, age, disability, education, occupation, and nationality. Findings on each employee type (full-time, part-time, casual, interns and others) are presented in a separate sub-section. Nationality, occupation, and educational qualifications are however presented for all employees without (employee-type) disaggregation. A quick summary of the results is presented in a summary box first before the detailed results in the respective sub-sections.

Summary

- There were more female full-time employees (mean = 17) than male (mean = 3). Females contributed 86% of all full-time employees. Most were Blacks, making up on average 76% of the total full-time employees. In comparison, Indians contributed only 0.3% of full-time employees. The most common age group of full-time employees was 35 to 44 years, contributing, on average, 28% of the total, and about 12% NPOs had a full-time employee with a disability.
- Most NPO part-time employees were female (mean = 4.4), contributing about 69% of total part-time employees. Most part-time employees were Blacks, making up 70% of the total. The age distribution of part-time employees was fairly equally distributed across the various categories, except in the older age group (55 years and above) which had more people (mean = 1.1) and contributed 26% to the total. 7% of the organisations had at least one part-time employee with a disability.
- The majority of casual employees were female, contributing about 69% of total casual employees. Most were Blacks, making up about two-thirds (66%) of the total. The age distribution of casual employees was fairly equally distributed across the various categories, except in the 45 to 54 years age-group which contributed on average 37% to the total number of casual workers.
- In the few organisations that used interns and other employees, females and Blacks remained the majority.
- The most common educational qualification among employees was the L4 (grade 12) qualification while the least common was ABET1 (up to grade 3). In terms of nationality, almost all employees were South Africans.

4.1.4.1 Full-time employees

a) Full-time employees: gender distribution

All 181 organisations provided gender data on full-time employees. As shown in Table 5, the average number of full-time female employees across these organisations was 16.6 (SD=40.1) while for males, it was 2.5 (SD = 4.7). In those 181 NPOs, on average, females comprised 86% of full-time employees with a range of 29 to 100%.

Table 0-5 Description of full-time employees by gender

	Male	Female
Number of staff		

Number of organisations with gender data on full-time employees*	181	
Mean number of full-time employees	2.5	16.6
Standard deviation	4.7	40.1
Minimum – Maximum	0-38	1-456
Percentage contribution to full-time employees		
Mean percentage contribution	13.8	86.2
Standard deviation	16.6	16.6
Minimum – Maximum	0-71	29-100

*This is the denominator for the analysis on gender distribution of full-time employees.

When the data was categorised, it was seen that 37% of the organisations with full-time employees had no full-time male employees and 19% had four or more full-time male employees. On the contrary, all organisations had at least one full-time female employee and 71% had four or more (Figure 11).

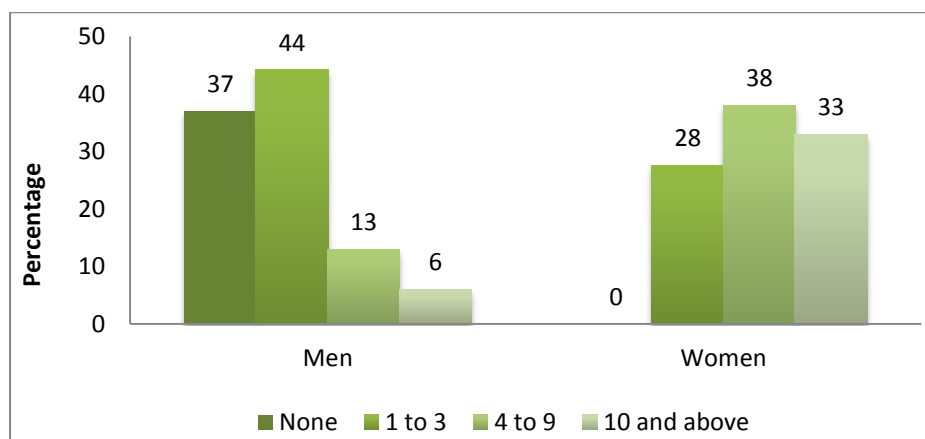


Figure 11 Description of full-time employees by gender

b) Full-time employees: race distribution

180 organisations (of the 181 which had full-time employees) provided race data on their full-time employees. Expectedly, given the race distribution of South Africa, there were more Black full-time employees than other race groups, with the least being Indians (Table 6). The mean number of Black full-time employees was 13.6 (SD=28.8), which translated to a mean contribution of 76% of organisational full-time employees. The next most frequent group was White full-time employees which had an average of 3.3 employees per organisation and contributed an average of 14% to full-time staff.

Table 0-6 Description of full-time employees by race

	Blacks	Coloured	Indian s	Whites
Number of staff				
Number of organisations with race data on full-time employees*	180	180	180	180
Mean number of full-time employees	13.6	2.1	0.07	3.3
Standard deviation	28.8	9.6	0.7	15.6
Minimum – Maximum	0-293	0-114	0-9	0-198
Percentage contribution to full-time employees				
Mean percentage contribution	75.7	10.3	0.3	13.9
Standard deviation	34.0	24.4	3.3	24.0
Minimum – Maximum	0-100	0-100	0-43	0-100

*This is the denominator for the analysis on race distribution of full-time employees.

The results are presented in (Figure 12) as categorised data. As can be seen, 98% of NPOs with full-time employees did not have Indian full-time employees while only 8% of the NPOs did not have Black full-time employees.

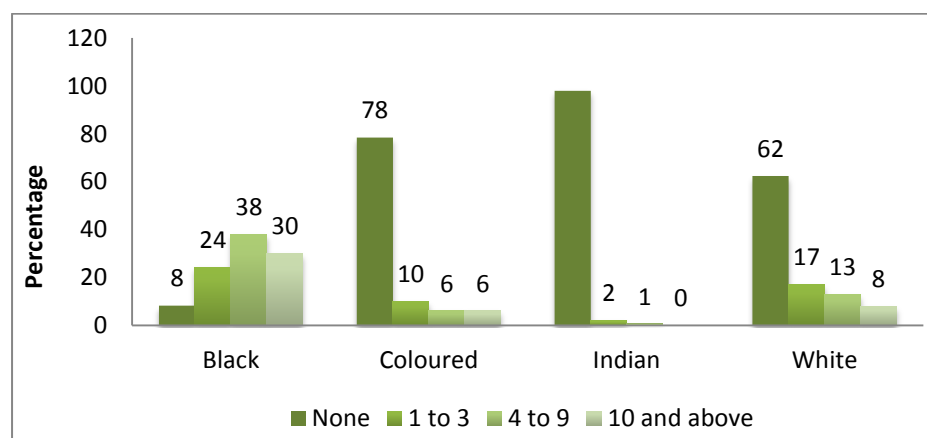


Figure 12 Categories of number of full-time employees by race

c) Full-time employees: age distribution

The distribution of full-time employees by age category appeared to be somewhat parabolic: the numbers rose with increasing age and then dropped. On average, there was one full-time employee aged between 15 to 25 years per NPO while there were 5 aged between 35 to 44 years (Table 7).

Table 0-7 Description of full-time employees by age group

	15-25	26-34	35-44	45-54	55 +
Number of staff					
Number of organisations with age data on full-time employees*	175				
Mean number of full-time employees	1.0	3.6	4.7	3.1	2.4
Standard deviation	3.2	7.5	10.6	5.3	3.9
Minimum – Maximum	0-38	0-81	0-121	0-35	0-23
Percentage contribution to full-time employees					
Mean percentage contribution	7.7	24.0	29.1	21.9	17.3
Standard deviation	15.0	21.5	23.9	20.1	22.7
Minimum – Maximum	0-100	0-100	0-100	0-100	0-100

*This is the denominator for the analysis on age distribution of full-time employees.

Most (65%) organisations had no full-time employees younger than 26 years old. About half (51%) of them had one to three full-time employees aged between 26 to 34 years (figure 13).

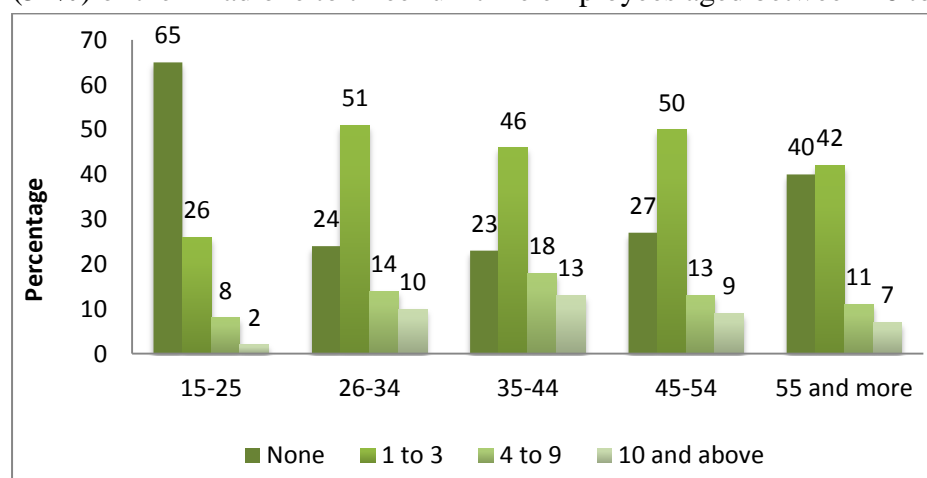


Figure 13 Description of full-time employees by age

d) Full-time employees: disability distribution

Of the 181 organisations with full-time employees, disability data was provided by 180. The mean number of full-time employees with disabilities was 0.2, meaning that on average one out of every five NPOs with full-time employees had one full-time employee with a disability. 88% of the organisations did not have a full time-employee with a disability (Table 8) (Figure 14).

Table 0-8 Description of full-time employees by disability status

	Disability yes
Number of staff	
Number of organisations with disability data on full-time employees*	180
Mean number of full-time employees per organisation	0.2
Standard deviation	1.2
Minimum – Maximum	0-15
Percentage contribution to full-time employees	
Mean percentage contribution	1.5
Standard deviation	6.0
Min – Max	0-50

*This is the denominator for the analysis on disability distribution of full-time employees.

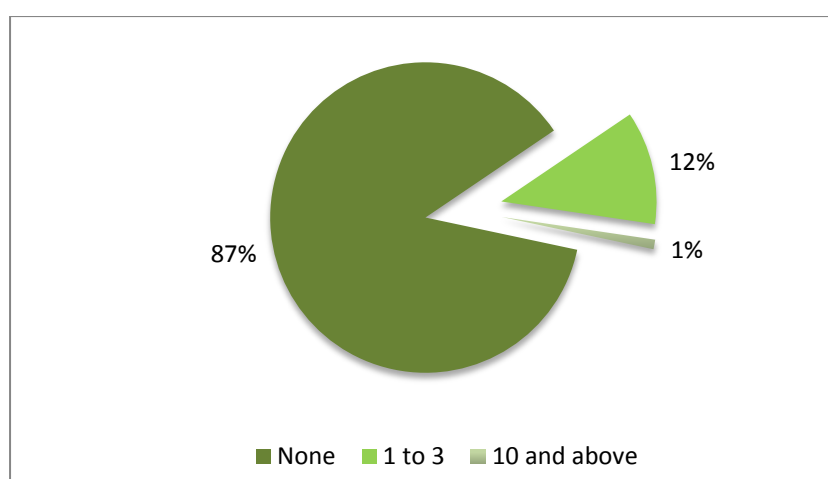


Figure 14 Description of full-time employees by disability status

4.1.4.2 Part-time employees

a) part-time employees: gender distribution

54 organisations (20%) had part-time employees. As with full-time employees, there were more female part-time employees than male part-time employees: a mean of 4.4 compared with a mean of 0.8. In those 54 organisations, on average, females accounted for 69% of part-time employees (Table 9).

Table 0-9 Description of part-time employees by gender

	Men	Women
Number of staff		
Number of organisations with part-time employees	54	
Mean number of part-time employees per organisation	0.8	4.4
Standard deviation	1.1	7.9
Minimum – Maximum	0-5	0-45
Percentage contribution to part-time employees		
Mean percentage contribution	31	69
Standard deviation	40.8	40.8
Minimum – Maximum	0-100	0-100

*This is the denominator for the analysis on gender distribution of part-time employees.

Half (50%) of the NPOs with part-time staff did not have male part-time staff, 46% had one to three males and a further 4% had four and above. On the contrary, only a fifth of those NPOs did not have any female part-time staff, and a third (31%) had four or more part-time staff (Figure 15).

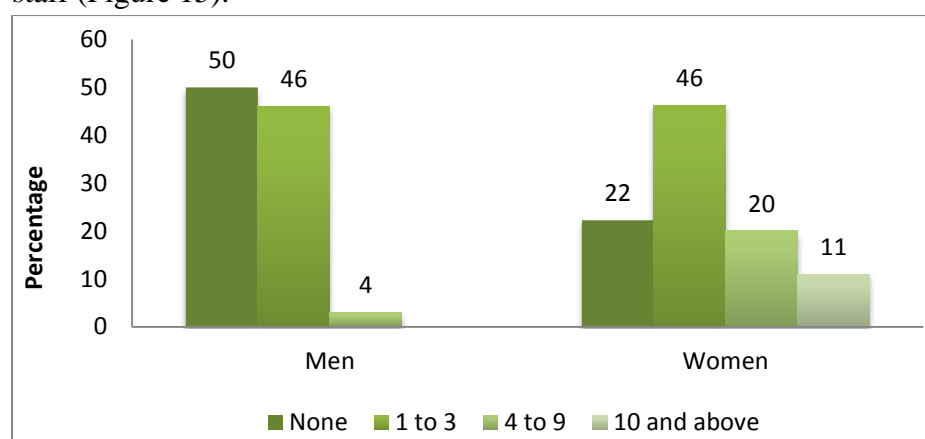


Figure 15 Description of part-time employees by gender

b) part-time employees: race distribution

There were more Black part-time employees than other race groups, with a mean of 4.2 (SD = 7.7) per organisation while Indians were the least frequent with a mean of 0.02 (SD = 0.1) per organisation (Table 10). While Blacks accounted for about 70% of all part-time employees, Indians contributed less than 1%.

Table 0-10 Description of part-time employees by race

	Blacks	Coloured	Indian s	Whites
Number of staff				
Number of organisations with race data on part-time employees*	53			
Mean number of part-time employees	4.2	0.5	0.02	0.6
Standard deviation	7.7	1.2	0.1	1.2
Minimum – Maximum	0-40	0-5	0-1	0-5
Percentage contribution to part-time employees				
Mean percentage contribution	69.8	13.8	0.2	16.1
Standard deviation	41.5	32.9	1.8	31.8
Minimum – Maximum	0-100	0-100	0-13	0-100

*This is the denominator for the analysis on race distribution of part-time employees.

Only a fifth of the organisations that use part-time employees did not have a Black part-time worker while almost all (98%) did not have an Indian part-time worker (Figure 16).

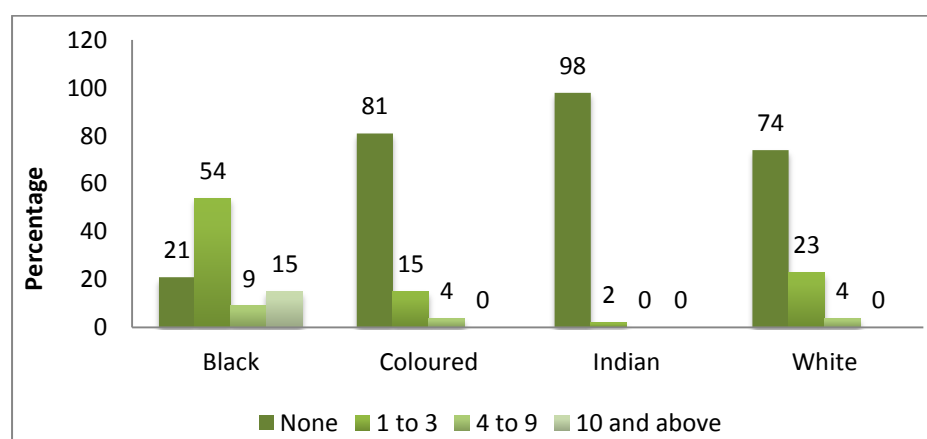


Figure 16 Description of part-time employees by race

c) Part-time employees: age distribution

Of the 54 organisations that had part-time employees, 51 had data on the age categories of those workers (Table 11). On average, there were more part-time employees aged 55 and above than in the other age groups, followed by the 33 to 44 year olds. Those aged 55 and above accounted for, on average, 26% of all part-time employees.

Table 0-11 Description of part-time employees by age

	15-25	26-34	35-44	45-54	55 +
Number of staff					
Number of organisations with age data on part-time employees*	51				
Mean number of part-time employees	0.5	0.6	1	0.5	1.1
Standard deviation	1.7	1.4	1.7	0.9	2.4
Minimum – Maximum	0-11	0-7	0-7	0-3	0-12
Percentage contribution to part-time employees					
Mean percentage contribution	12.6	19.4	25.2	16.7	26.2
Standard deviation	30.9	36.1	36.8	33.2	41.7
Minimum – Maximum	0-100	0-100	0-100	0-100	0-100

*This is the denominator for the analysis on age distribution of part-time employees.

80% of organisations did not have part-time employees aged 15 to 25 years, but a lesser proportion (67%) did not have part-time employees aged 55 years and above.

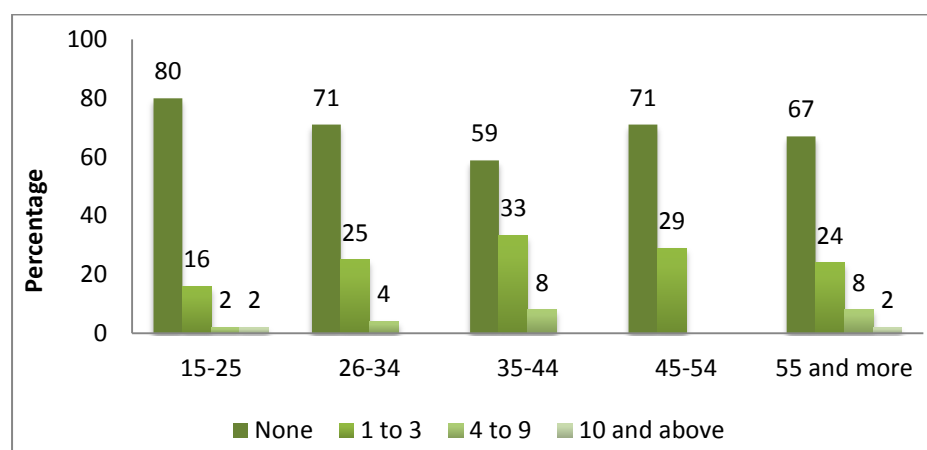


Figure 17 Description of part-time employees by age

d) Part-time employees: disability distribution

All 54 organisations provided disability data on their part-time employees. The mean number of part-time employees with disabilities was 0.1 (SD = 0.3), with a range of 0 to 1, contributing 3% to the total number of part-time employees (Table 12). The categorised data showed that 7% of the organisations had part-time staff with a disability (Figure 18).

Table 0-12 Description of part-time employees by disability status

	Disability yes
Number of staff	
Number of organisations with disability data on part-time employees*	54
Mean number of part-time employees	0.1
Standard deviation	0.3
Minimum – Maximum	0-1
Percentage contribution to part-time employees	
Mean percentage contribution	3.1
Standard deviation	14.6
Min – Max	0-100

*This is the denominator for the analysis on disability distribution of part-time employees.

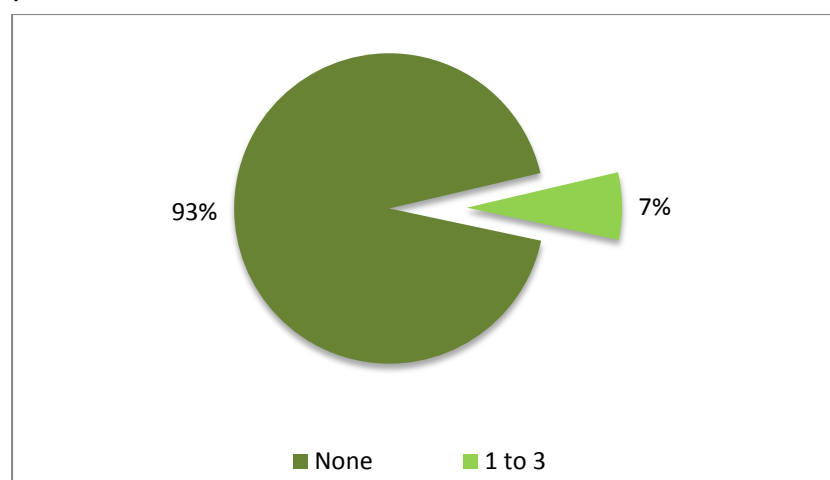


Figure 18 Description of part-time employees by disability status

4.1.4.3 Casual employees

a) Casual employees: gender distribution

Eleven organisations (4%) had at least one casual staff. The mean number of female casual employees (2.5) was about three times more than the mean for male casual employees (0.8). In those 11 organisations, on average, women accounted for 92% of casual employees (Table 13).

Table 0-13 Description of casual employees by gender

	Men	Women
Number of staff		
Number of organisations with casual employees	11	
Mean number of casual employees	0.8	2.5
Standard deviation	1.9	3.2
Minimum – Maximum	0-6	1-12
Percentage contribution to casual employees		
Mean percentage contribution	7.9	92.1
Standard deviation	20.5	20.5
Minimum – Maximum	0-67	33-100

*This is the denominator for the analysis on disability distribution of part-time employees.

The majority (80%) of the NPOs with casual employees did not have male casual employees; 9% of them had one to three male casual employees and a further 9% had four to six. On the contrary, all NPOs that use casual employees had female casual employees, with 91% having between one and three (Figure 19).

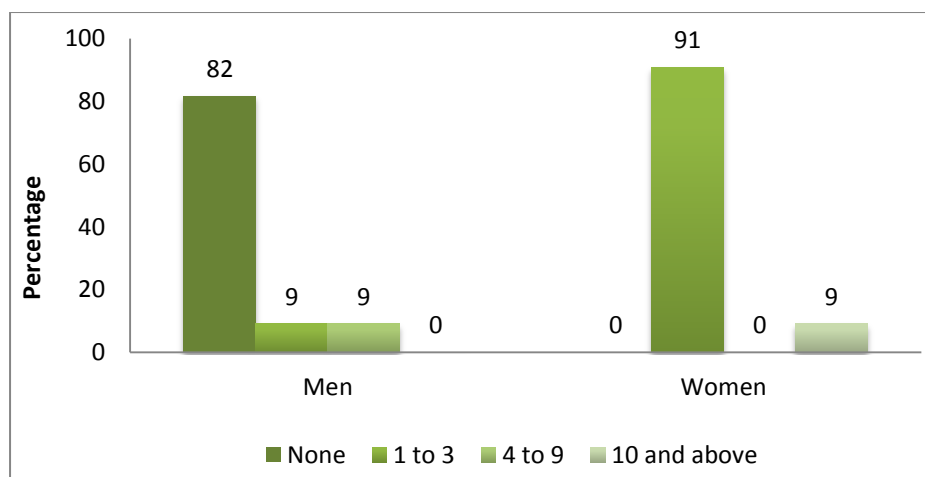


Figure 19 Description of casual employees by gender

b) Casual employees: race distribution

There were more Black casual employees than other race groups, with a mean of 2.2 (SD = 2.8) per organisation while Indians were the least frequent with a mean of 0.1 (SD = 0.3) per organisation (Table 14). While Blacks accounted for 66% of all casual employees, Coloureds

and Indians contributed less than 5%. Whites contributed about a third of all casual employees.

Table 0-14 Description of casual employees by race

	Blacks	Coloured	Indian s	Whites
Number of staff				
Number of organisations with race data on casual employees*	11			
Mean number of casual employees	2.2	0.5	0.1	0.5
Standard deviation	2.8	1.8	0.3	0.7
Minimum – Maximum	0-9	0-6	0-1	0-2
Percentage contribution to casual employees				
Mean percentage contribution	66.1	3.6	1	29.3
Standard deviation	44.8	12.1	3.3	45.9
Minimum – Maximum	0 – 100	0 – 40	0 – 11	0 – 100

*This is the denominator for the analysis on disability distribution of part-time employees.

Along the same line, only about a quarter (27%) of NPOs did not have Blacks as compared to 91% that did not have Coloureds and Indians (Figure 20).

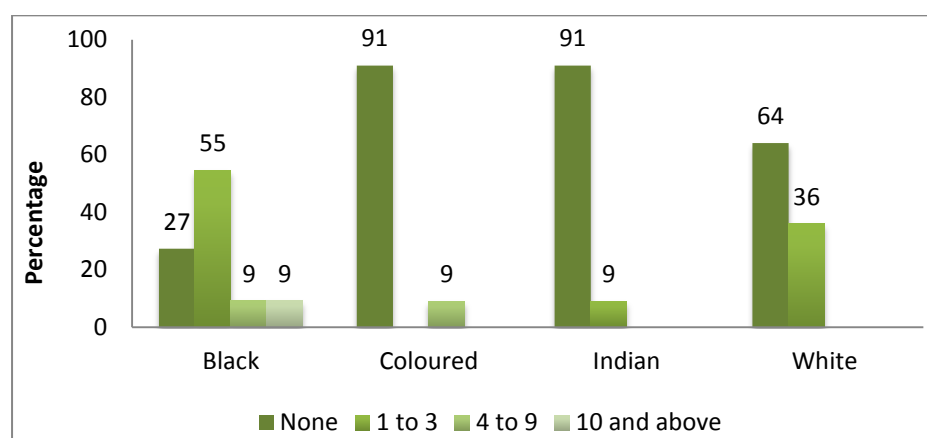


Figure 20 Description of casual employees by race

c) Casual employees: age distribution

Of the 11 organisations that had casual employees, about 10 had data on the age categories of those workers (Table 15). On average, there were more casual employees in the age bands 35 to 44 years and 45 to 54 years. As previously seen, the age-group with the lowest mean was the 15 to 25 years band with a mean of 0.2 (Table 15). On average, casual employees in the 45 to 54 years band contributed the highest (37%) to all total casual employees.

Table 0-15 Description of casual employees by age categories

	15-25	26-34	35-44	45-54	55 +
Number of staff					
Number of organisations with age data on casual employees	10				
Mean number of casual employees	0.2	0.3	1.4	1.2	0.3
Standard deviation	0.4	0.7	3.2	1.7	0.9
Minimum – Maximum	0-1	0-2	0-10	0-5	0-3
Percentage contribution to casual employees					
Mean percentage contribution	20	20	20	37	3
Standard deviation	42.2	42.2	35.9	45.7	10.4
Minimum – Maximum	0-100	0-100	0-100	0-100	0-33

The categorised data showed that 80% of organisations with casual employees did not have casual employees aged 15 to 25 years (Figure 21). The most common age group was the 45 to 54 year-olds.

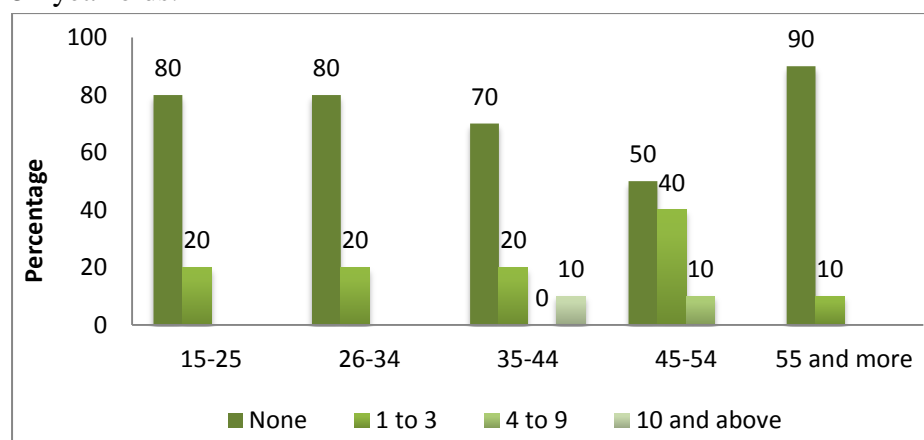


Figure 21 Description of casual employees by age

d) Casual employees: disability distribution

In the 10 organisations with disability data on casual employees, the mean number of casual employees with disabilities was 0.3 (SD = 0.9), contributing 2% to the total number of casual employees (Table 16). The categorised data showed that 10% of the organisations had casual employees with disabilities (Figure 22).

Table 0-16 Description of casual employees by disability status

	Disability yes
Number of staff	
Number of organisations with disability data on casual employees*	10
Mean number of casual employees	0.3
Standard deviation	0.9
Minimum – Maximum	0-3
Percentage contribution to casual employees	
Mean percentage contribution	2
Standard deviation	6.3
Min – Max	0-20

. *This is the denominator for the analysis on disability distribution of casual employees.

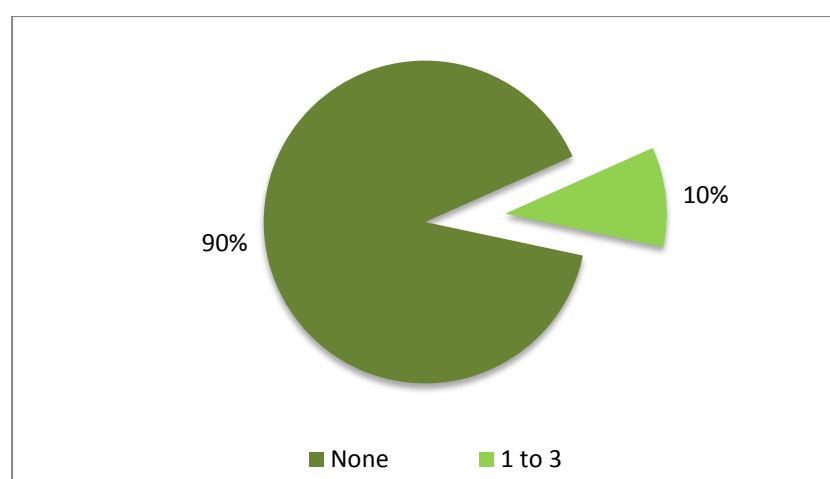


Figure 22 Description of casual employees by disability status

4.1.4.4 Interns and other employees.

Eight NPOs (3%) had interns. The mean number of female interns was 1.5 in those NPOs, while for males it was 0.3. Only two NPOs had employees in the “other employees” category. Those two NPOs each had a female in that category.

4.1.4.5 Educational qualification of employees

Figure 23 shows the percentage of NPOs whose employees have the respective educational qualifications. Of the 185 NPOs which used different types of employees, 8% reported employees who had a level 8 (Post-doctoral research & Masters, Doctorates) qualification. The most common qualification was L4 (Grade 12/National certificate) – 76% of NPOs had

employees with this qualification. Aside from the L8 qualification, the least common was ABET 1 (10%).

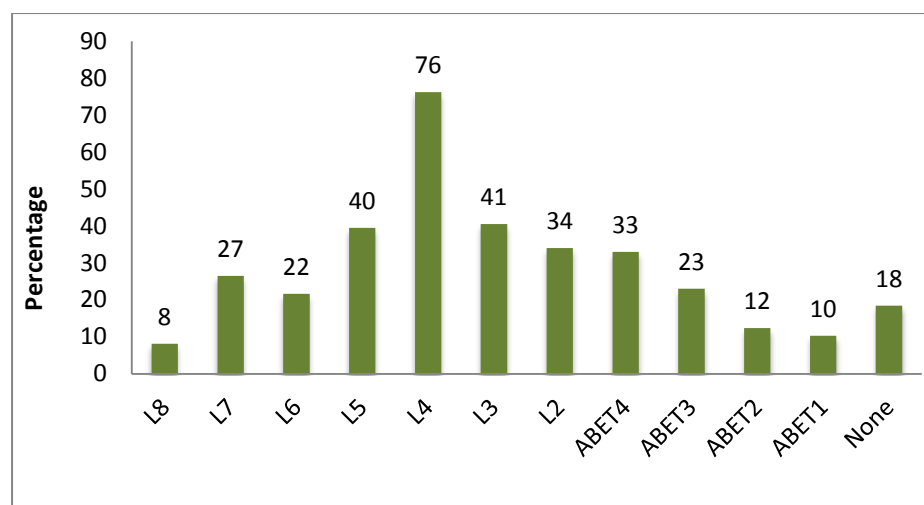


Figure 23 The percentage of NPOs with employees having the different levels of qualification

Table 17 shows the average number of employees per NPO with the respective qualifications. Among the 15 NPOs (8%) which had employees with L8 qualifications, on average, there were two employees (one male and one female) per NPO with L8 qualifications. The L4 qualification was the most common: there were 141 NPOs (76%) which had employees with L4 and, on average, there were seven employees per NPO with an L4 qualification. There were 34 NPOs with employees who had no formal education, and, on average, there were four employees per NPO.

Table 0-17 Mean number of employees in NPOs with the different levels of qualification

Qualification	N* (%)	Mean (SD) of employees with qualification		
		Men	Women	Overall
L8: Post-doctoral research & Masters, Doctorates	15 (8)	0.73 (1.5)	0.87 (0.8)	1.6 (1.4)
L7: Professional Qualifications, Honours degrees	49 (26)	0.43 (0.8)	3.14 (4.2)	3.57 (4.4)
L6: National 1 st degree & higher Diplomas	40 (22)	0.68 (0.9)	3.13 (4.3)	3.8 (4.5)
L5: National Diplomas & Certificates	73 (39)	0.29 (0.5)	2.30 (2.1)	2.59 (2.2)
L4: Gr. 12/N3 – National Certificate	141 (76)	0.93 (1.9)	5.57 (9.7)	6.50 (10.9)
L3: Gr. 11/N2 – National Certificate	75 (41)	0.15 (0.5)	2.84 (3.8)	2.98 (3.8)
L2: Gr. 10/N1- National Certificate	63 (34)	0.41 (0.85)	3.36 (6.0)	3.78 (6.2)
L1: ABET 4 up to Gr. 9	60 (32)	0.42 (0.8)	1.63 (1.4)	2.05 (1.8)

L1: ABET 3 up to Gr. 7	41 (22)	0.41 (0.7)	1.90 (2.2)	2.31 (2.6)
L1: ABET 2 up to Gr. 5	22 (12)	0.41 (0.6)	2.05 (2.8)	2.45 (2.82)
L1: ABET 1 up to Gr. 3	18 (10)	0.28 (0.6)	1.28 (1.6)	1.56 (1.4)
No formal Education	34 (18)	1.09 (2.2)	2.44 (5.0)	3.53 (6.0)

*N = Number of organisations with employees having that qualification

SD = Standard deviation

4.1.4.6 Employees' occupational levels and nationality

Across all occupational levels, almost all employees in NPOs were South Africans. South Africans accounted for 100% of technicians, sales workers, and machine operators (Table 18). The occupational categories having the lowest proportion of South Africans were “management” and “community and personal services”, where South Africans contributed about 97% of all employees.

Table 0-18 Occupational levels of employees, by nationality

	South Africans	Other Nationals	Overall
Managers (N = 161)			
Mean number (SD)**	2.0 (2.9)	0.1 (0.3)	2.1 (2.9)
Mean percentage contribution	97 (14)	3 (14)	100
Professional (N = 62)			
Mean number (SD)	5.7 (8.4)	0.3 (1.2)	6.0 (8.6)
Mean percentage contribution	97.5 (9.6)	2.5 (9.7)	100
Technicians & trade workers (N = 9)			
Mean number (SD)	13.4 (28.3)	0	13.4 (28.3)
Mean percentage contribution	100	0	100
Community & personal service workers (N = 103)			
Mean number (SD)	12.1 (22.3)	0.1 (0.6)	12.2 (22.3)
Mean percentage contribution	96.7 (15.3)	3.3 (15.3)	100

Clerical & administrative workers (N = 79)			
Mean number (SD)	2.1 (1.6)	0.03 (0.2)	2.10 (1.6)
Mean percentage contribution	98.4 (11.6)	1.6 (11.6)	100
Sales workers (N = 5)			
Mean number (SD)	51 (76.1)	0	51 (76.1)
Mean percentage contribution	100	0	100
Machinery operators & drivers (N = 19)			
Mean number (SD)	1.52 (1.0)	0	1.52 (1.0)
Mean percentage contribution	100	0	100
Elementary workers (N = 93)			
Mean number (SD)	7.8 (16.1)	0.08 (0.5)	7.9 (16.1)
Mean percentage contribution	98.2 (11.7)	1.8 (11.7)	100

* N = Number of organisations with that category of workers

**SD = Standard Deviation

4.1.5 Characteristics and distribution of volunteers

Section 4.1.5 contains the description of volunteers in terms of their characteristics which include: gender, race, age, disability, education, occupational levels and nationality. The proportion of NPOs that pay volunteers a stipend is also presented together with the amount paid and the factors that determine how much volunteers receive as a stipend. A quick summary of the results is presented first in a summary box before the detailed results in the respective sub-sections.

Summary

- Most NPO volunteers in South Africa are female (mean of 9 in comparison to the mean of 3 among males), contributing on average about 70% of total volunteers. Most were Blacks, making up about three-quarters (73%) of total volunteers. On the contrary, on average, Indians contributed only 1% of all volunteers. By age, the 26 to 34 years age-group had more people and contributed 26% to the total. Disability was also not uncommon among volunteers with 13% of the organisations having at least one volunteer with a disability.
- The most common educational qualification was L4 (grade 12). 117 NPOs had volunteers with an L4 qualification and in those organisations the mean was 6 volunteers per NPO. The least common qualification was ABET 1 (2%). As seen with employees across all occupational levels, volunteers in NPOs were exclusively South Africans.
- 37% of NPOs that use volunteers reported paying volunteers a stipend. Only 25% pay all volunteers. Almost all (88%) pay less than 2000 South African Rands (ZAR) as a monthly stipend.

4.1.5.1 Volunteers: gender distribution

Of the 179 organisations that use volunteers, 174 provided gender data on all their volunteers. As seen with full-time employees, there were more females (mean = 9.0, SD = 13.9) than males (mean = 3.1, SD = 4.7). On average, 70% of volunteers in NPOs were females (Table 19).

Table 0-19 Description of volunteers by gender

	Men	Women
Number of staff		
Number of organisations with gender data on volunteers*	174	
Mean number of volunteers	3.1	9.0
Standard deviation	4.7	13.9
Minimum – Maximum	0-45	0-97

Percentage contribution to full-time volunteers		
Mean percentage contribution	29.6	70.4
Standard deviation	28.1	28.1
Minimum – Maximum	0-100	0-100

*This is the denominator for the analysis on gender distribution of volunteers.

Over a quarter (27%) of NPOs did not have a male volunteer, but only 4% did not have a female volunteer. Along the same line, while 27% had ten or more females, only 8% had such a high number of males (Figure 24).

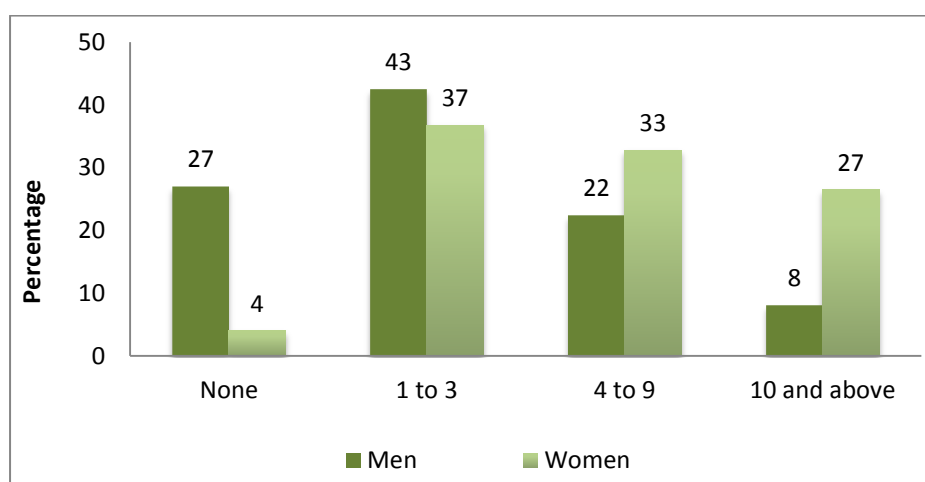


Figure 24 Description of volunteers by gender

4.1.5.2 Volunteers: race distribution

There were more Black volunteers than other race groups, with a mean of 10.4 (SD = 20.7) per organisation while Indians were the least frequent with a mean of 0.1 (SD = 0.6) per organisation, contributing only 1% of total volunteers (Table 20).

Table 0-20 Description of volunteers by race

	Blacks	Coloured	Indian s	Whites
Number of staff				
Number of organisations with race data on volunteers*	176			
Mean number of volunteers per organisation	10.4	0.8	0.1	1.7
Standard deviation	20.7	3.5	0.6	4.7
Minimum – Maximum	0-180	0-35	0-7	0-36

Percentage contribution to volunteers				
Mean percentage contribution	73.4	9.0	1.3	16.3
Standard deviation	39.8	24.7	8.9	33.5
Minimum – Maximum	0-100	0-100	0-88	0-100

*This is the denominator for the analysis on race distribution of volunteers.

Only 14% of NPOs that use volunteers did not have a Black volunteer. Almost all (97%) organisations did not have an Indian volunteer while 83% did not have Coloureds. Also, 30% of those NPOs had 10 or more Black volunteers and none had 10 or more Indian volunteers (Figure 25).

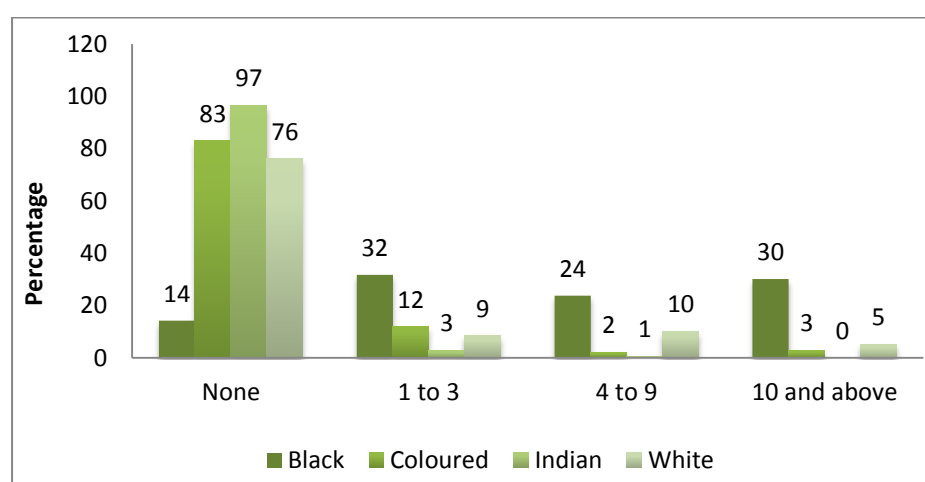


Figure 25 Description of volunteers by race

4.1.5.3 Volunteers: age distribution

Volunteers were somewhat equally distributed across all age-groups with a mean of about 2, although the mean was 3.5 (SD = 11.5) for those aged 26 to 34 years and 2.7 for those aged 35 to 44 years (Table 21). On average, volunteers in the 26 to 34 years band contributed about 26% to all total volunteers.

Table 0-21 Description of volunteers by age

	15-25	26-34	35-44	45-54	55 +
Number of staff					
Number of organisations with age data on volunteers*	165				
Mean number of volunteers per organisation	1.9	3.5	2.7	2.1	2.4
Standard deviation	6.6	11.2	8.3	5.2	4.7
Minimum – Maximum	0-78	0-131	0-93	0-49	0-29

Percentage contribution to volunteers					
Mean percentage contribution	17.5	25.8	19.7	16.0	21.1
Standard deviation	27.3	30.8	25.2	21.8	31.7
Minimum – Maximum	0-100	0-100	0-100	0-100	0-100

*This is the denominator for the analysis on age distribution of volunteers.

The categorical data confirms that most NPOs did not have volunteers younger than 26 years and that most volunteers were in the 26 to 34 years age group (Figure 26).

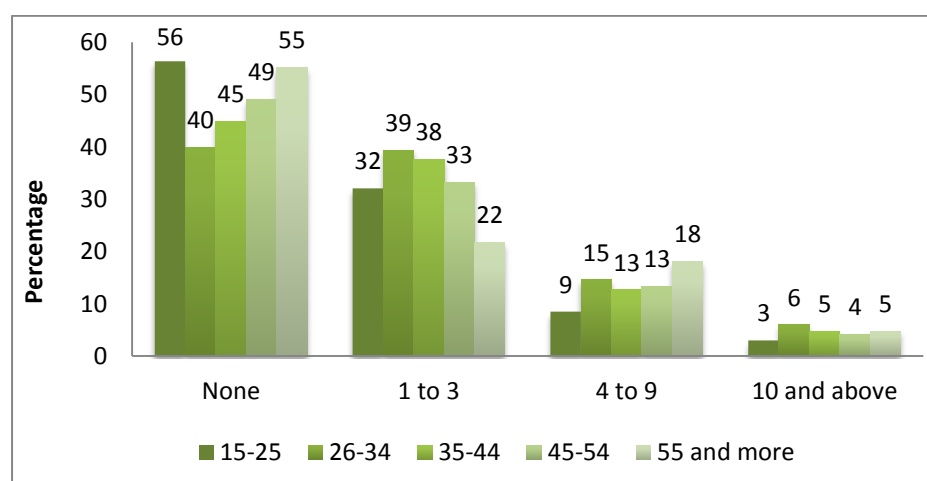


Figure 26 Description of volunteers by age

4.1.5.4 Volunteers: disability distribution

The mean number of volunteers with disability was 0.5 (SD = 2.4), contributing about 5% to the total number of volunteers (Table 22).

Table 0-22 Description of volunteers by disability status

	Disability yes
Number of staff	
Number of organisations with disability data on volunteers*	177
Mean number of volunteers per organisation	0.5
Standard deviation	2.4
Minimum – Maximum	0-25
Percentage contribution to volunteers	

Mean percentage contribution	4.7
Standard deviation	16.6
Min – Max	0-100

*This is the denominator for the analysis on disability distribution of volunteers.

The categorised data showed that disability was not uncommon among volunteers. 87% of the organisations with volunteers did not report any disability among them. About a tenth of the organisations had at least one volunteer with a disability. About 3% of the organisations had three or more volunteers with disabilities (Figure 27).

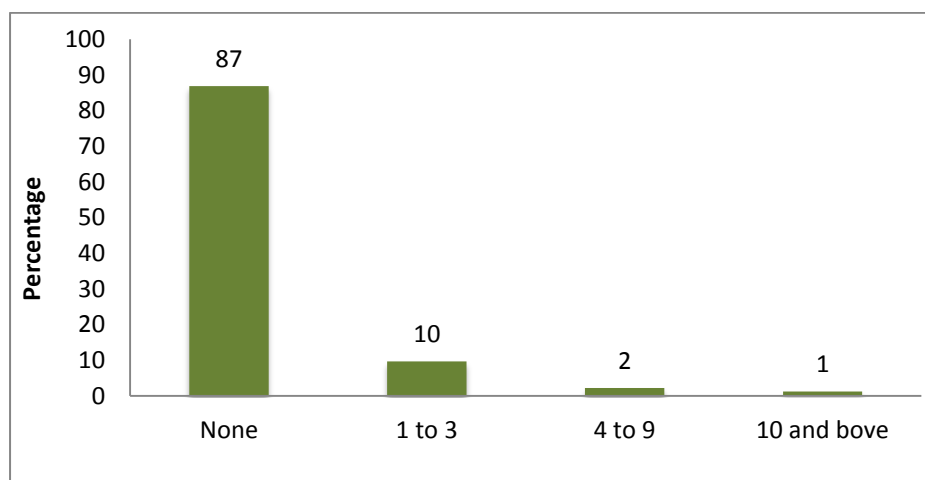


Figure 27 Description of volunteers by disability

4.1.5.5 Volunteers: Education

Figure 28 shows that of the 179 NPOs which used volunteers, 6% reported they had volunteers with a level 8 (Post-doctoral research & Masters, Doctorates) qualification. As seen with employees, the most common qualification was L4 (Grade 12/National certificate) – 65%. The least common was ABET 1 (2%).

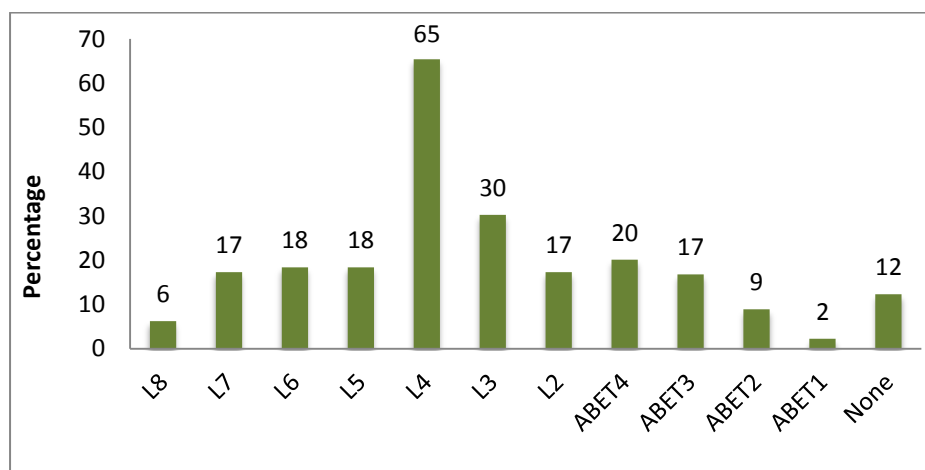


Figure 28 The percentage of NPOs with employees having the different levels of qualification

Eleven NPOs (6% as shown in the graph above) had volunteers with L8 qualification (Table 23). In those NPOs, the average number of volunteers per NPO with the qualification was three (two males and one female). The most common qualification was L4 (grade 12). 117 NPOs had volunteers with an L4 qualification and in those organisations; the mean was six volunteers per NPO.

Table 0-23 Mean number of volunteers in NPOs with the different levels of qualification

Qualification	N* (%)	Mean (SD) of employees with qualification		
		Men	Women	Overall
L8: Post-doctoral research & Masters, Doctorates	11 (6)	1.83 (1.7)	1.25 (1.8)	3.08 (2.5)
L7: Professional Qualifications, Honours degrees	31 (17)	1.0 (1.2)	1.78 (1.83)	2.78 (2.4)
L6: National 1 st degree & higher Diplomas	33 (18)	0.91 (0.8)	1.53 (2.21)	2.44 (2.1)
L5: National Diplomas & Certificates	33 (18)	1.0 (1.1)	1.12 (0.93)	2.12 (1.5)
L4: Gr. 12/N3 – National Certificate	117 (65)	1.29 (2.1)	4.59 (11.0)	5.89 (11.7)
L3: Gr. 11/N2 – National Certificate	54 (30)	0.65 (1.0)	3.41 (5.0)	4.06 (5.3)
L2: Gr. 10/N1- National Certificate	31 (17)	0.55 (1.5)	3.16 (4.3)	3.71 (5.6)
L1: ABET 4 up to Gr. 9	36 (20)	0.5 (0.9)	2.64 (3.4)	3.14 (3.6)
L1: ABET 3 up to Gr. 7	30 (17)	0.57 (0.9)	1.6 (1.5)	2.17 (1.7)
L1: ABET 2 up to Gr. 5	16 (9)	0.81 (1.7)	1.25 (1.2)	2.06 (2.7)
L1: ABET 1 up to Gr. 3	4 (2)	0.75 (0.9)	1 (0.8)	1.75 (0.5)
No formal Education	22 (12)	1.52 (2.9)	1.52 (2.1)	3.05 (3.5)

*N = Number of organisations with employees having that qualification

SD = Standard deviation

4.1.5.6 Volunteers: Occupational levels and nationality

As seen with employees, across all occupational levels, volunteers in NPOs were exclusively South Africans. South Africans accounted for 100% of volunteers in all occupational levels, although they were slightly fewer in the *community and personal services* level (99.8%). (Table 24)

Table 0-24 Occupational levels of volunteers, by nationality

	South Africans	Other Nationals	Overall
Managers (N = 46)			
Mean number (SD)**	1.6 (1.7)	0 (0)	1.6 (1.7)
Mean percentage contribution	100	0	100
Professional (N = 5)			
Mean number (SD)	4.4 (3.1)	0 (0)	4.4 (3.1)
Mean percentage contribution	100	0	100
Technicians & trade workers (N = 2)			
Mean number (SD)	1(0)	0 (0)	1(0)
Mean percentage contribution	100	0	100
Community & personal service workers (N = 56)			
Mean number (SD)	8.3 (13.1)	0.02 (0.1)	8.3 (13.1)
Mean percentage contribution	99.8	0.2	100
Clerical & administrative workers (N = 32)			
Mean number (SD)	1.9 (1)	0	1.9 (1)
Mean percentage contribution	100	0	100
Sales workers (N = 2)			
Mean number (SD)	1 (0)	0	1 (0)
Mean percentage contribution	100	0	100
Machinery operators & drivers (N = 1)			
Mean number (SD)	3 (0)	0	3 (0)
Mean percentage contribution	100	0	100
Elementary workers (N = 18)			
Mean number (SD)	4.6 (4.4)	0	4.6 (4.4)
Mean percentage contribution	100	0	100

* N = Number of organisations with that category of workers

**SD = Standard Deviation

4.1.5.7 Volunteers: Remuneration (Stipend)

Of the 179 organisations that use volunteers, 67 (37%) reported paying a stipend to volunteers (figure 29). A further question sought to enquire whether all volunteers receive stipends in those NPOs that pay stipends. 45 of those 67 (that is, 25% of all 179 organisations) reported paying all volunteers a stipend.

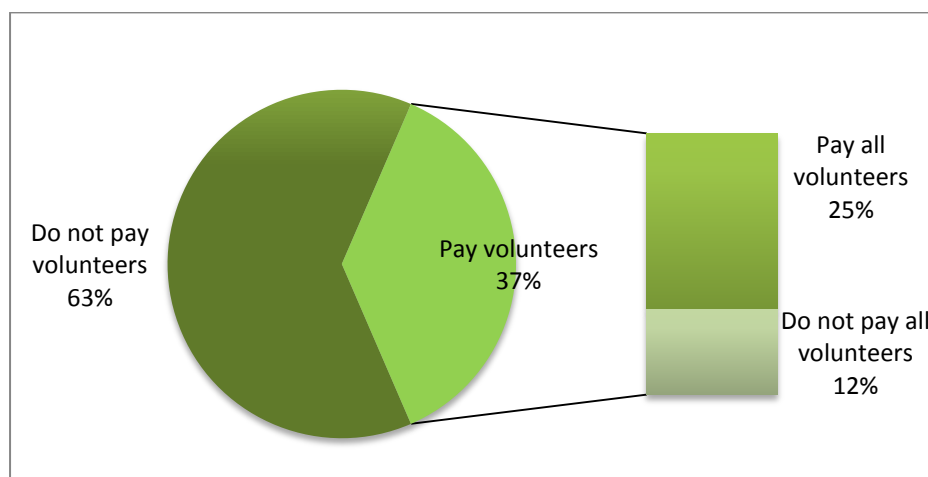


Figure 29 The proportion of NPOs that pay volunteers a monthly stipend

Organisations that pay volunteers were asked to indicate the most common range of stipend that their volunteers receive per month. Almost all (88%) of those NPOs pay less than 2000 South African Rands (ZAR) as a monthly stipend (Figure 30).

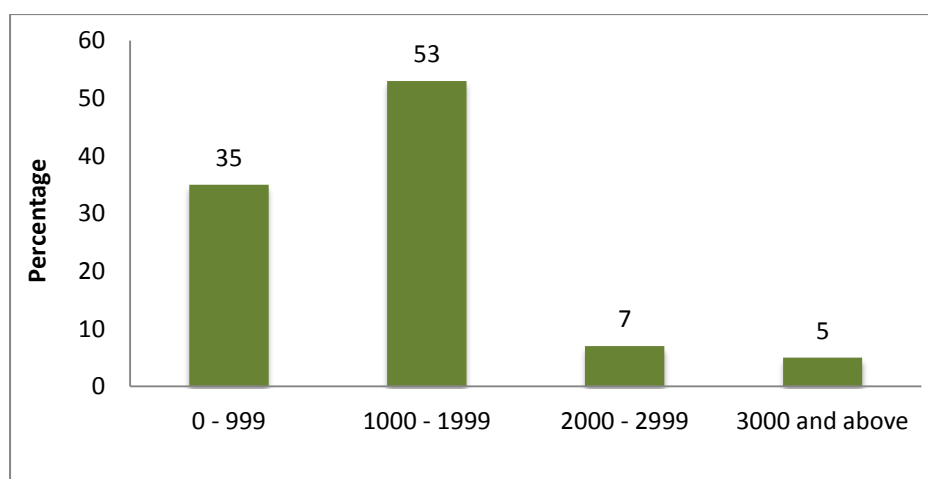


Figure 30 Stipend amount that volunteers receive in NPOs.

NPOs were also asked which factors determine the stipend paid to their volunteers. This question allowed for multiple responses. Volunteer experience (32%) and performance (24%) were the most important factors that determine how much volunteers receive (Figure 31). Fewer NPOs mentioned qualification and funding, probably indicating that these are

fundamental requirements. The fact that qualification and funding were not among the options listed in the questionnaire may also explain their low proportions.

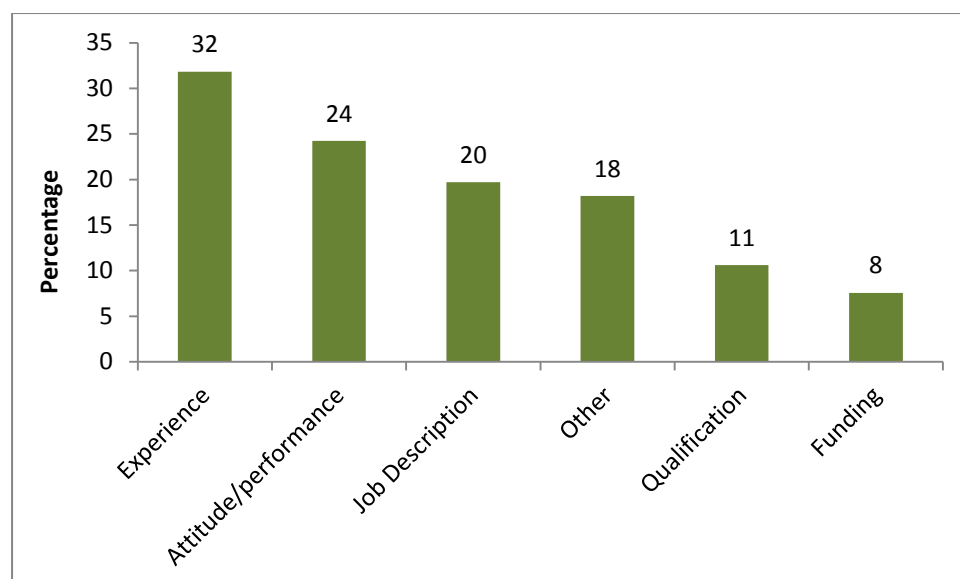


Figure 31 Factors that determine the stipend that NPOs pay volunteers

Further cross-tabulation analysis showed that NPOs that receive government funding were significantly ($p < 0.01$) more likely to pay volunteers than those who do not receive government funding (Figure 32).

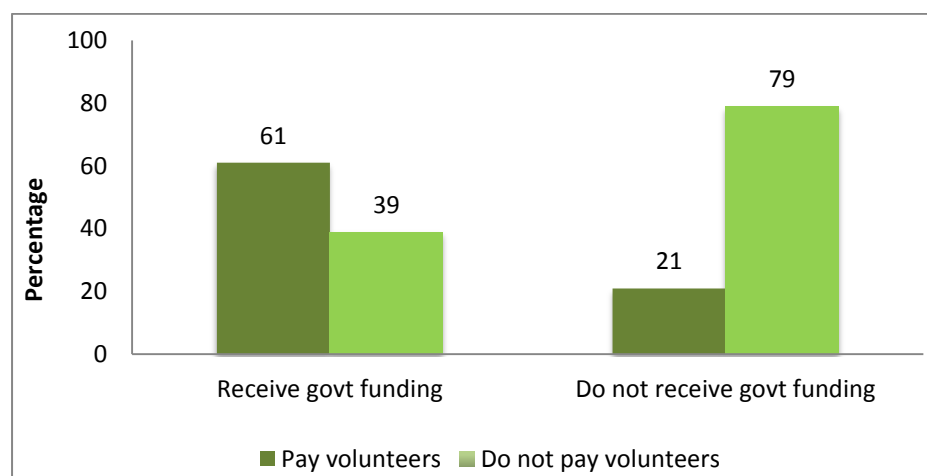


Figure 32 Factors that determine the stipend amount that NPOs pay volunteers

4.1.6 Skills needs

Section 4.1.6 contains results on the skills needs of NPOs presented as: unfilled vacancies, scarce and critical skills. As with other sections, a quick summary of the results is presented in a summary box first before the detailed results in the respective sub-sections.

Summary

- Varying numbers of NPOs indicated that they had unfilled vacancies across different occupational levels, the highest (12%) being in *community and personal service* and *clerical* workers.
- About half of the NPOs indicated that they had critical and scarce skills. The most common scarce skills listed were *social worker* and *nurse* while the most common critical skills were in *management* and *computer skills*.

4.1.6.1 Unfilled vacancies

Varying numbers of NPOs indicated that they had unfilled vacancies across different occupational levels. The highest number of unfilled vacancies was in *community and personal service* workers: 33 (12%) NPOs indicated that they had vacancies for these professionals with a mean of five vacancies per NPO. The second highest category was the *clerical and administrative professionals* (34 NPOs with one mean vacancy per NPO). The lowest was expectedly in sales workers (1 NPO), given the nature of business NPOs do. Most of the vacancies were for females.

Table 0-25 Number of unfilled vacancies across different occupational levels

Occupational category	N* (%)	Mean number of vacancies (SD)		
		Male	Female	Overall
Managers	14 (5)	0.5 (0.8)	1.1 (0.8)	1.6 (1.3)
Professionals	27 (10)	0.5 (0.7)	1.7 (1.3)	2.3 (1.5)
Technicians & trade workers	2 (1)	0	1 (0)	1 (0)
Community & Personal Service workers	33 (12)	1.7 (3.7)	3.2 (3.7)	4.9 (6.7)
Clerical and administrative	34 (13)	0.4 (0.6)	1 (0.7)	1.4 (0.9)
Sales workers	1 (0)	2 (0)	2 (0)	4 (0)
Machinery operators and drivers	3 (1)	1.3 (0.6)	0	1.3 (0.6)
Elementary workers	28 (10)	0.9 (1.3)	0.9 (0.9)	1.9 (1.3)

*This was the denominator for the analysis on mean number of vacancies.

4.1.6.2 Scarce skills

120 (45%) NPOs indicated the scarce skills they have in their organisations. Of those 120 NPOs, 52% indicated that they had one scarce skill. The other 48% indicated two or more scarce skills (Figure 33).

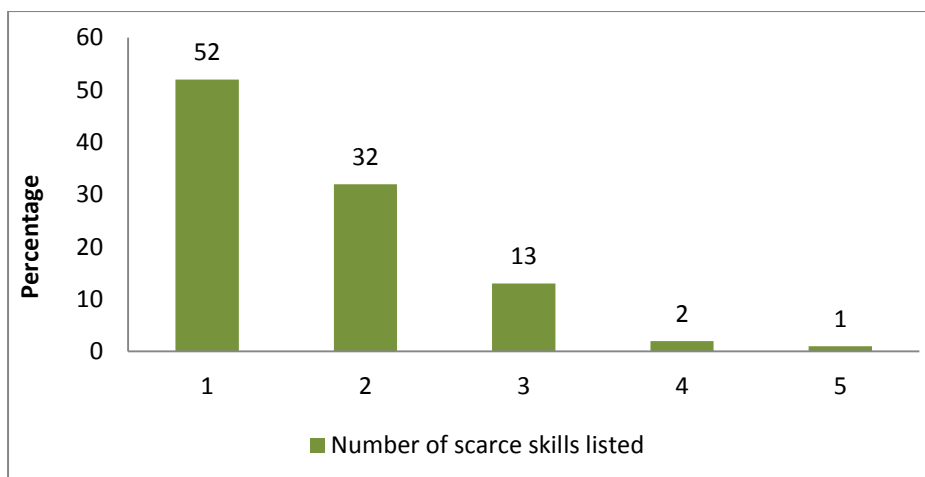


Figure 33 Percentage of NPOs reporting the numbers of scarce skills

All 120 NPOs listed a total of 201 scarce skills of which those listed in Figure 34 accounted for 80%. The most common was social worker/care givers (27%), followed by nurses (16). Other scarce skills that were not included in the chart due to small numbers include dietician, cerebral palsy specialists, environmental educators, health and safety officers, sign language professionals, etc.

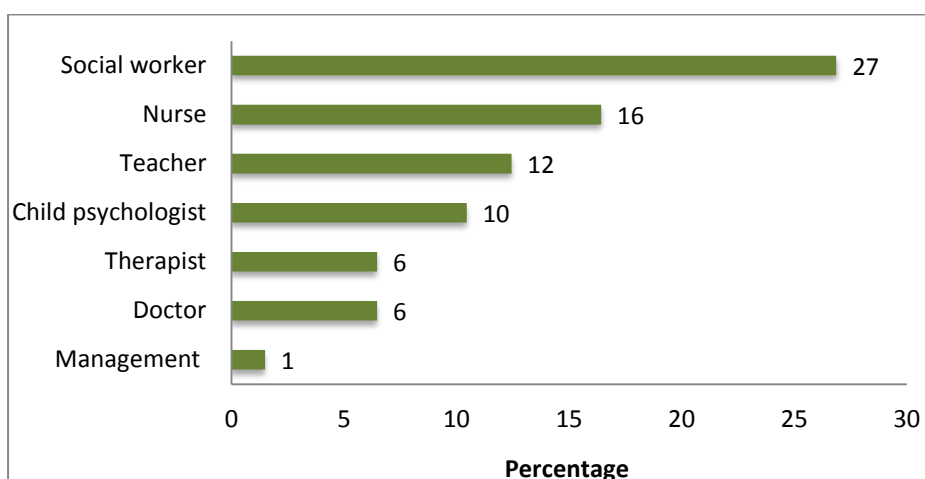


Figure 34 Distribution of scarce skills listed by NPOs

4.1.6.3 Critical skills

129 (48%) NPOs indicated the critical skills in their NPOs. Of those 129 NPOs, 35% indicated one critical skill while 10% indicated five skills and above (Figure 35).

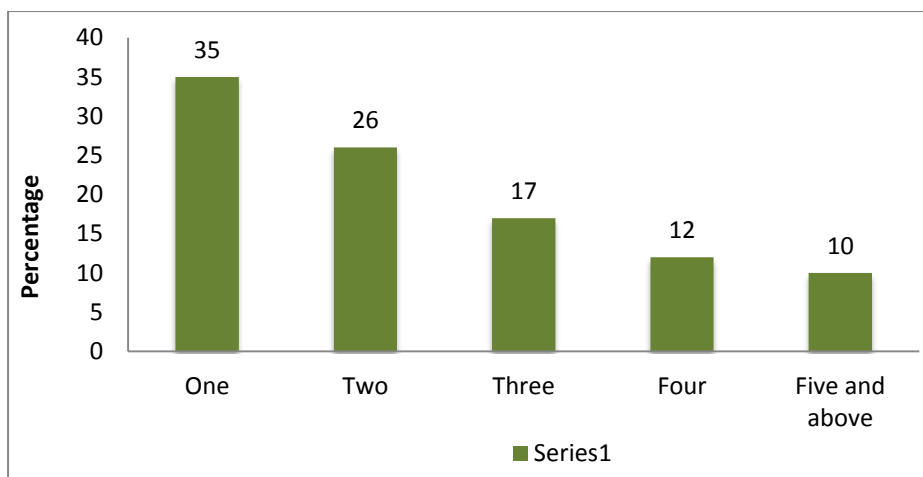


Figure 35 Percentage of NPOs reporting the numbers of critical skills

All 129 NPOs listed a total of 319 critical skills of which those listed in Figure 36 accounted for 60%. The most common critical skill was management/leadership (14%), followed by computer skills (10%). Other scarce skills that were not included in the chart due to small numbers include: monitoring and evaluation, agricultural skills, reading and writing, data capturing, fabric painting, etc.

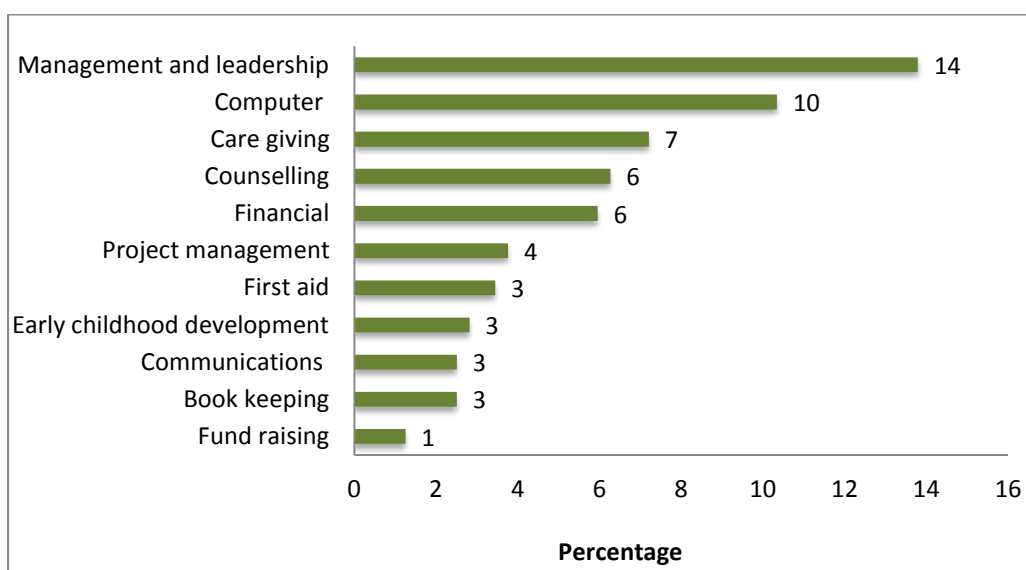


Figure 36 Distribution of critical skills listed by NPOs

4.1.7 Skills development and compliance

Section 4.1.7 contains the results on skills development among NPOs covering results on their preferred strategies and methods for addressing skills needs, preferred providers of skills development services, and preferred training sites. Portals of recruitment and strategies for employee retention are also presented. Lastly, NPOs' assistance from HWSETA and skills

compliance among NPOs are presented. A quick summary of the results is presented in a summary box first before the detailed results in the respective sub-sections.

Summary

- NPOs' preferred methods of skills development included three common approaches: certificate courses (82%), seminars (79%), and learnerships/internships (64%).
- Clearly, the majority of organisations prefer external trainers (88%) to in-house trainers (33%) although most (75%) would prefer training to be on-site.
- The majority of NPOs (81%) recruit their employees through communities and only a few through avenues like newspapers (23%) and agencies (2%).
- Most (55%) NPOs did not have a policy for staff retention while a quarter do so through professional development.
- Almost all organisations (90% or more) would like HWSETA to assist them by providing funding and training. Two-thirds would also like HWSETA to assist in suggesting courses and providers.
- On skills compliance, less than a tenth of NPOs have submitted a workplace skills plan or annual training report in the past two years. There appears to be an opportunity to improve this submission rate as most organisations said there were no cogent reasons for not doing so. Only a few organisations blamed the lack of submission on the time needed or the bureaucratic process involved in doing so.

4.1.7.1 Skills development

a) Strategies for addressing skills needs

The most common strategy or intervention indicated by NPOs for addressing skills needs in their organisations was short courses (51%) followed by using skilled personnel (35%) – Figure 37. The least mentioned strategy was e-learning (4%). Irrespective of strategies, NPOs mostly prefer training to be conducted semi-annually. For example, most (42%) indicated short courses at a semi-annual rate while 18% did so for skilled personnel.

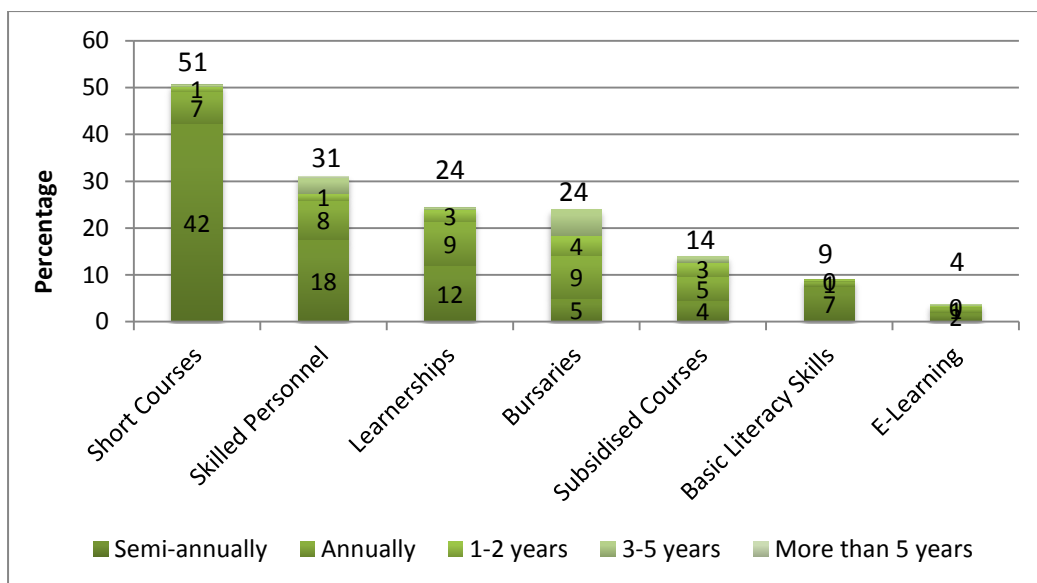


Figure 37 Preferred strategies for addressing skills needs by NPOs

b) Preferred methods

When asked what their preferred methods of skills development were, the majority (82%) of organisations indicated certificate courses followed by seminars/workshop (79%) – Figure 38. A sizeable proportion also indicated internship (64%).

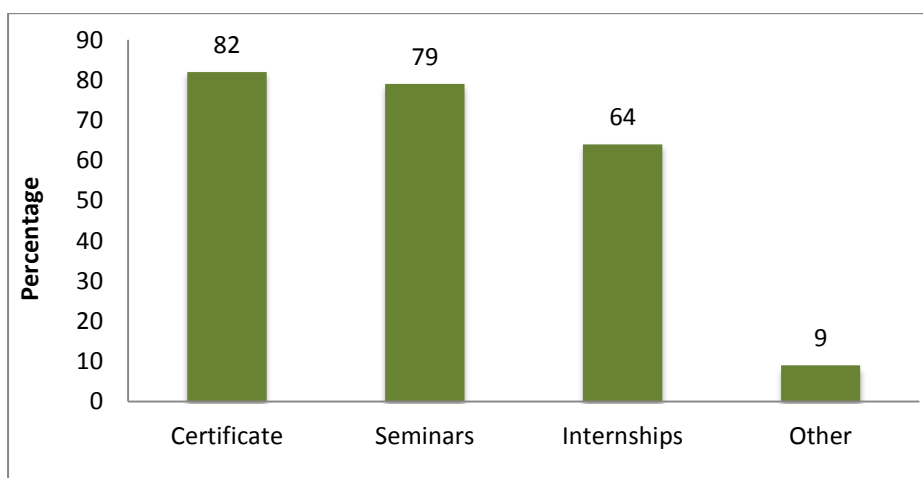


Figure 38 Preferred methods of skills development by NPOs

c) Preferred providers

Most (88%) organisations would prefer external training providers to in-house providers (Figure 39). This probably reflects the fact that organisations feel they do not have in-house capacity to provide their needed training. The use of external trainers may be perceived to bring a different dimension of doing things to organisational culture.

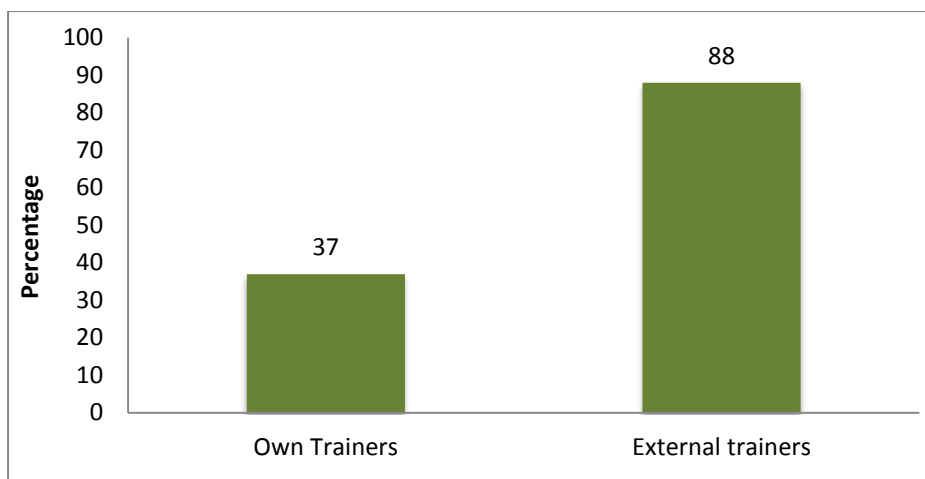


Figure 39 Preferred providers of skills development by NPOs

d) Preferred sites

Although most organisations would prefer external training providers to in-house providers, the majority (75%) would prefer the training to be on-site (Figure 40). Managers may prefer on-site training for a number of reasons: the use of practical on-site case studies, monitoring of participants' attendance of the training and monitoring the quality of the course.

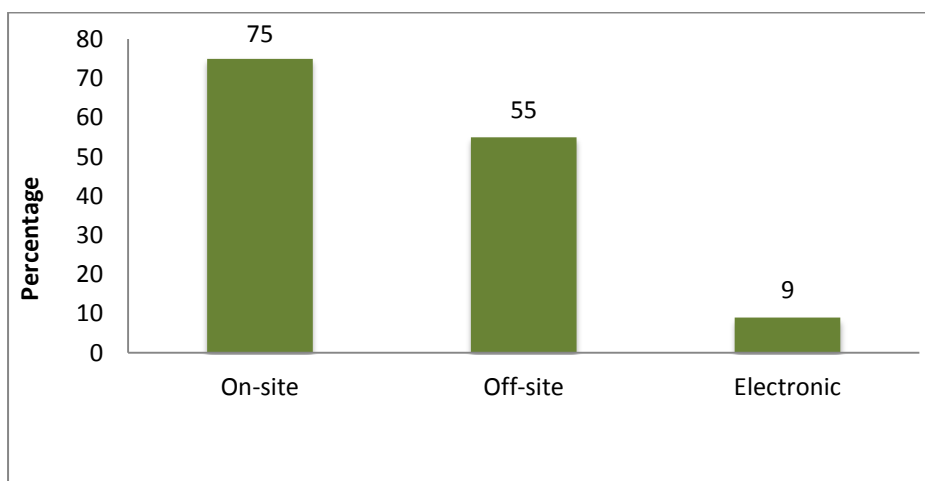


Figure 40 Preferred sites of skills development by NPOs

e) Portals of employee recruitment

NPOs recruit new employees through a myriad of avenues, ranging from newspapers to using employment agencies. Most (81%) NPOs recruit their employees through communities, about a quarter (23%) through newspapers, and only 2% through employment agencies (Figure 41).

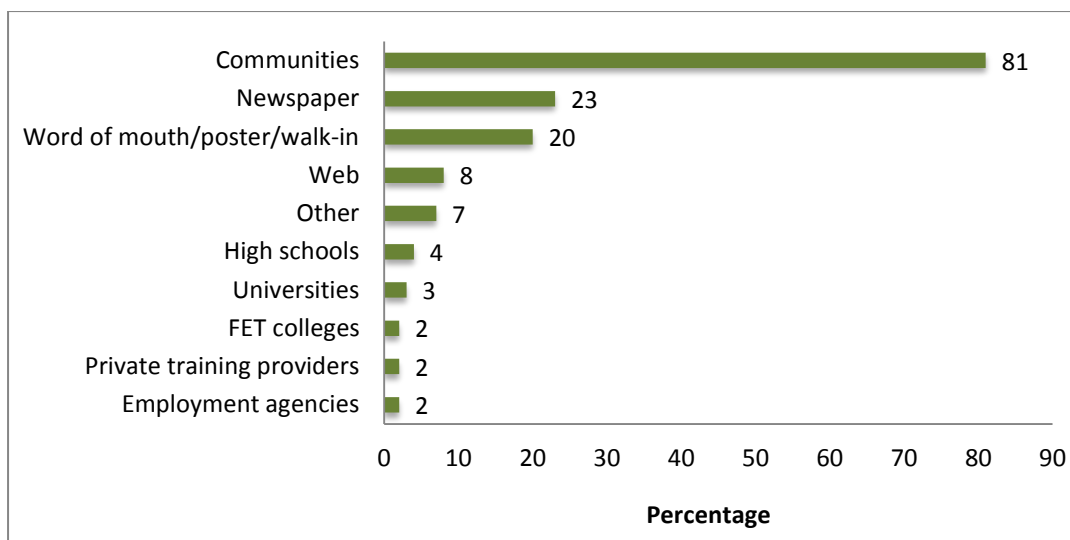


Figure 41 NPOs portals of employee recruitment

f) Strategies for employee retention

More than half of the NPOs surveyed did not have a policy in place for retaining employees. Professional development (25%), increased basic pay (23%), and performance bonuses (20%) are the three most frequent approaches NPOs use for retaining employees (Figure 42). Succession planning accounted for only 9%.

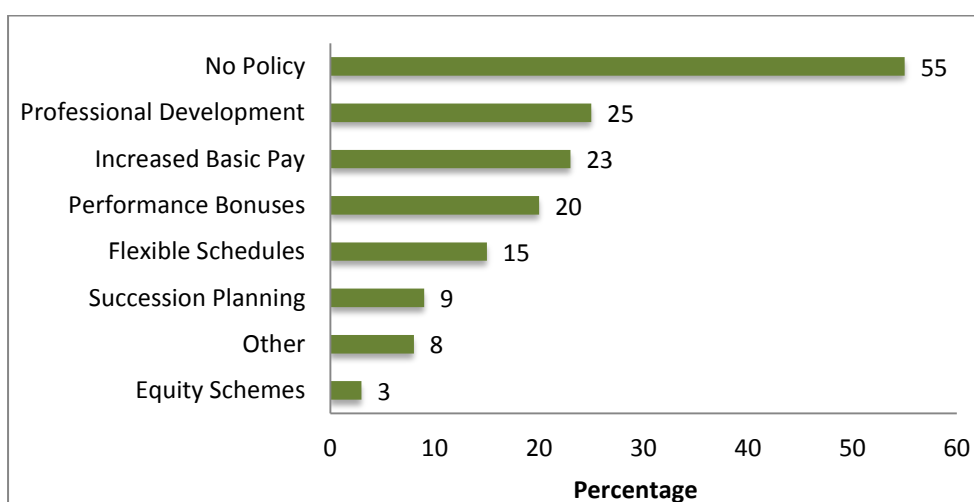


Figure 42 NPOs methods of employee retention

g) How HWSETA can assist

The most common assistance NPOs indicated that they would like to receive from HWSETA was in the areas of providing funding, followed by training (Figure 43). This agrees with the fact that less than half of NPOs currently receive some form of grant support from any government department. Also, three-quarters of NPOs would like HWSETA to suggest courses and training providers as well as provide facilities.

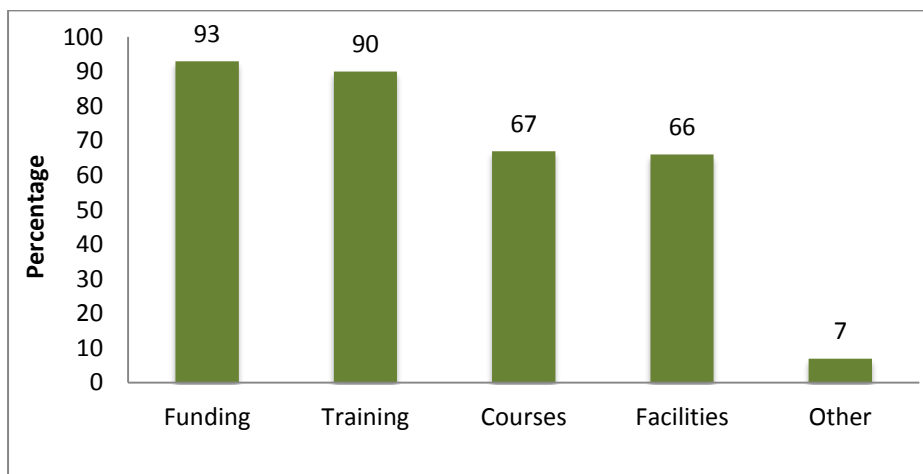


Figure 43 Form of assistance NPOs require from HWSETA

4.1.7.2 Skills Compliance

a) Workplace skills plan and annual training report

NPOs were asked whether they have submitted a workplace skills plan (WSP) and an annual training report (ATR) in the last two years. The majority of NPOs have not submitted a WSP or an ATR in the last two years, with only 8% and 7% respectively having done so (Figure 44).

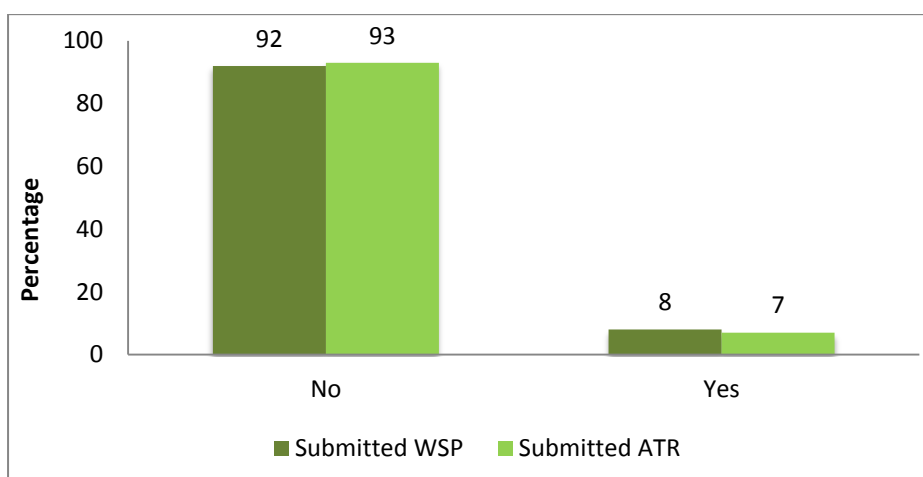


Figure 44 Percentage of NPOs that have submitted a workplace skills plan and annual training report in the last two years

NPOs who have not submitted a WSP or ATR were asked to indicate why they have not done so. The reasons given for both were similar (Figure 45). Most organisations did not have a reason for not submitting a WSP and an ATR: 72% reported *don't know* while a further 18% and 19% respectively reported *no reason* for not submitting. Only a few organisations reported *too much effort* or *bureaucracy* as the reason for not submitting.

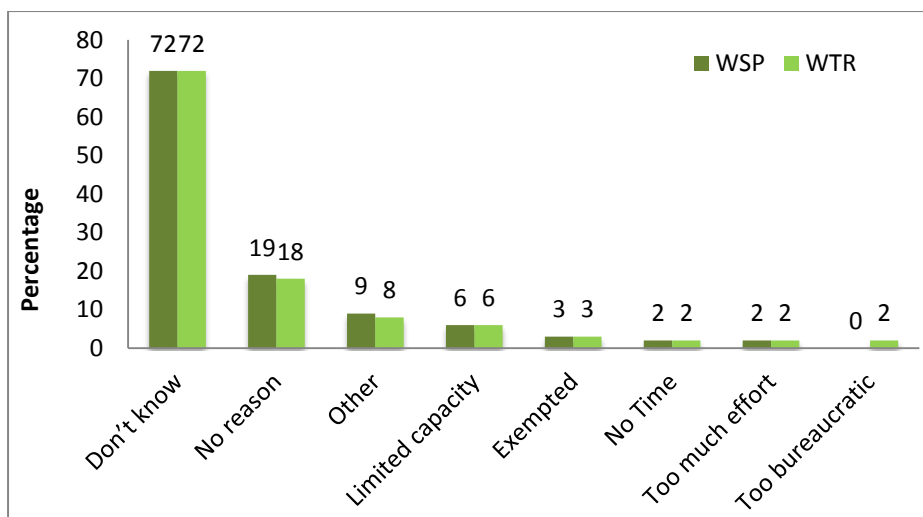


Figure 45 Reasons NPOs did not submit a workplace skills plan and annual training report in the last two years

4.1.8 Potential impact of external factors

Section 4.1.8 contains results on NPOs' perception of the potential impact of external factors on their business. A quick summary of the results is presented in a summary box first before the detailed results in the respective sub-sections.

Summary

- NPOs' perceptions of the potential impact of external factors varied depending on the factor under consideration.
- Of all factors considered, NPOs mostly believed that economic factors would have the biggest impact on their business.

4.1.8.1 Impact of global economic recovery

The majority (76%) agreed that the global economic recovery (post the global economic downturn) may affect their daily operations (Figure 46).

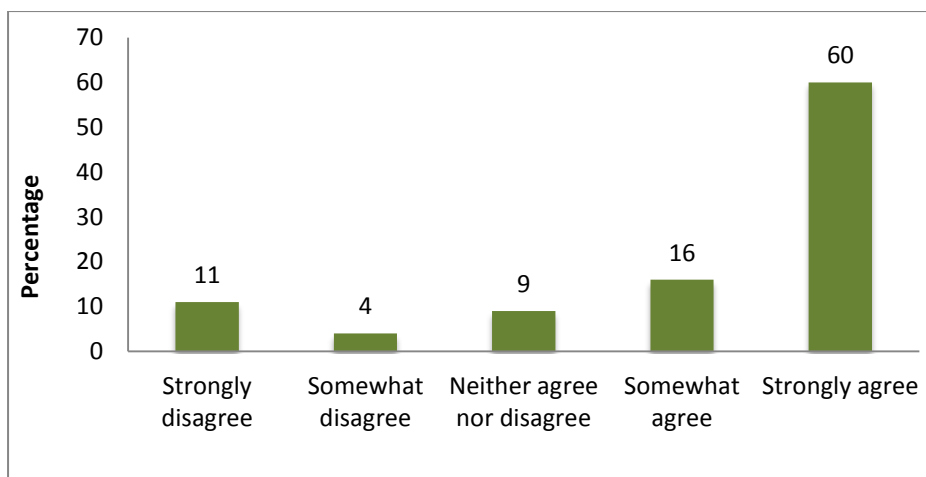


Figure 46 Perceptions of NPOs regarding the potential impact of economic recovery on their daily operations

4.1.8.2 Impact of politics and political issues

Almost half of the NPOs surveyed strongly agreed that politics or political unrest (e.g. change in government, riots and labour disputes) may affect their daily operations. However, about a fifth strongly disagreed (Figure 47).

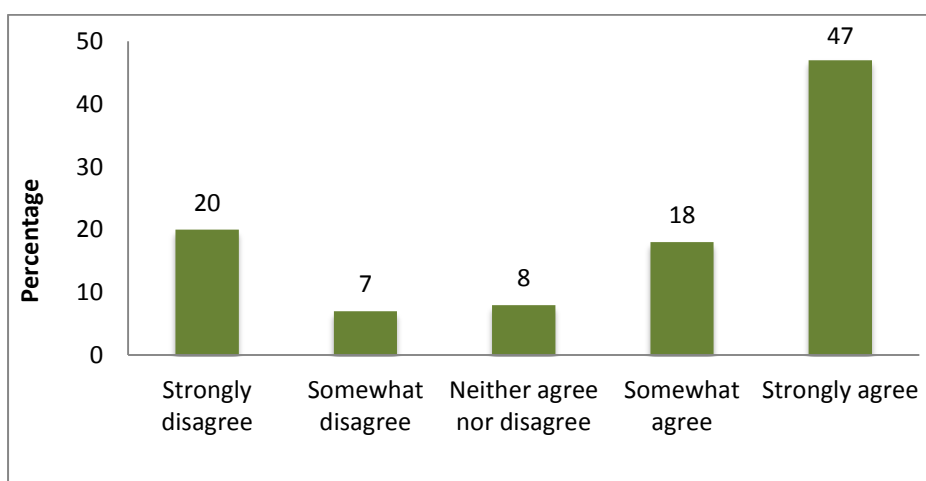


Figure 47 Perceptions of NPOs regarding the potential impact of political issues on their daily operations

4.1.8.3 Impact of social issues

NPOs' perception and belief around the impact of social issues is somewhat similar to those on political issues, with about half strongly agreeing that social issues like HIV and AIDS may affect their daily operations, while about a fifth strongly disagreed (Figure 48).

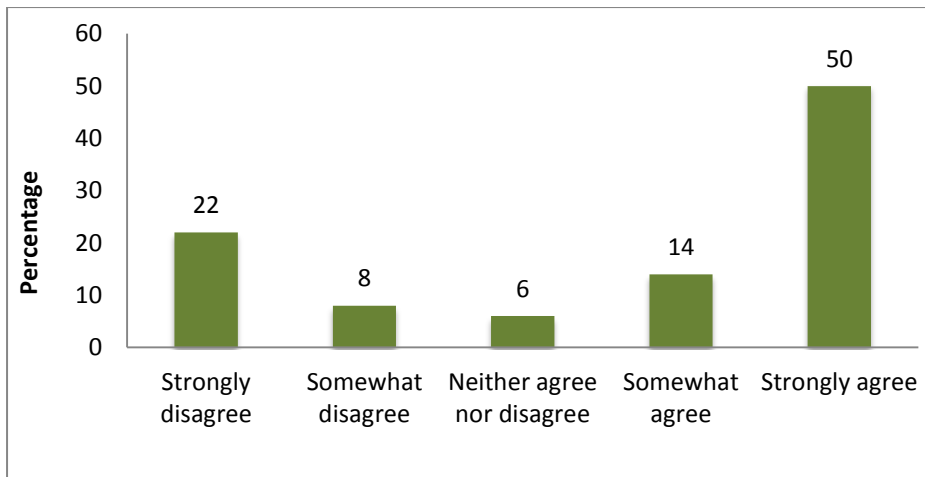


Figure 48 Perceptions of NPOs regarding the potential impact of social issues on their daily operations

4.1.8.4 Impact of technological innovations

Most (70%) agreed that technological innovations such as social media, cell phone, PDA and faster Internet may affect their daily operations (Figure 49).

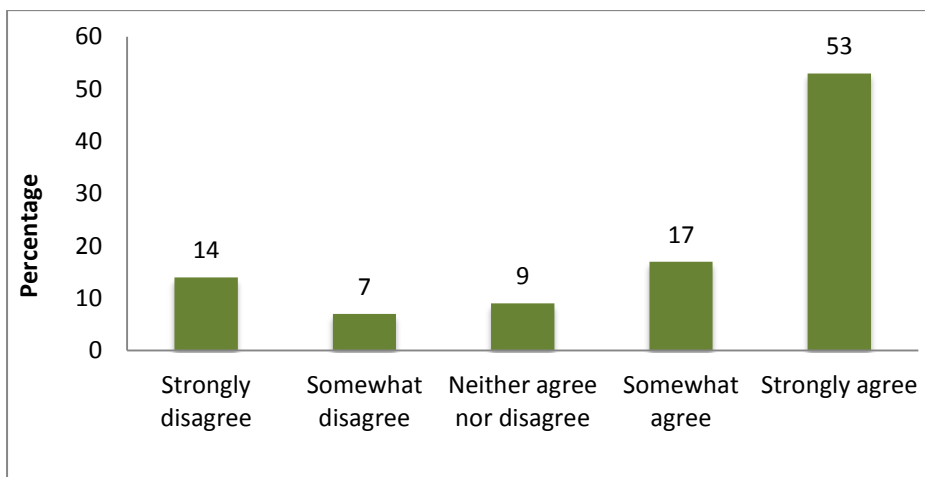


Figure 49 Perceptions of NPOs regarding the potential impact of technological innovations on their daily operations

4.1.8.5 Impact of environment

A similar 70% agreed that environmental issues such as pollution, global warming, and flooding may affect their daily operations (Figure 50).

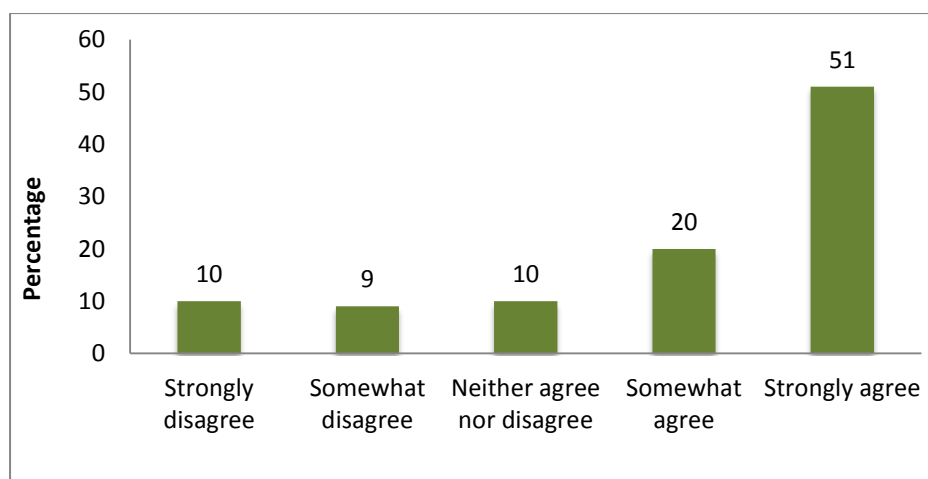


Figure 50 Perceptions of NPOs regarding the potential impact of environmental issues on their daily operations

4.2 Qualitative results

4.2.1 Organisational profile

Table 0-26 Profile of organisations that participated in the in-depth interview

Unique identifier	Sector	Year established	Province of operation	Locality of operation	Core business
ECBCL01	Welfare	1985	EC	Both rural and urban	Child
ECBMSTSD02	Welfare	2012	EC	Rural and disadvantaged	Youth Development
FSMACO01	Welfare	2010	FS	Rural and urban	Social and economic development
GPEBSF01	Welfare	2013	GP	Township/urban	Early Childhood development
KZNMFMBR01	Health	2005	KZN	Rural	Wildlife Rehabilitation and conservation
MPNSVC01	Welfare	2008	MP	Rural	Early Childhood development
MPNBR02	Health and Welfare	1984	MP	Urban	Nursing home
NWBKSMCT01	Health	2011	NW	Urban	Medical

					research
NWBMCFR02	Health and Welfare	2002	NW	Urban	counselling
WCCPTCMH01	Health and Welfare	1913	WC	Urban	Mental health services
WCCPTDPSA02	Welfare	1984	WC	Urban and Rural	Disability services

NB: Two Officials (NPO Coordinators) from the Gauteng Department of Social Development and one HWSETA official from the Provincial Office also participated in the in-depth interviews

In the qualitative component, most of the interviewed organisations were operating in the welfare sector, with a few in the health sector while others were operating in both health and welfare sectors. The same findings also appeared in the quantitative component. There were different operational businesses which varied from counselling, early childhood development, nursing homes to wildlife rehabilitation and conservation. Furthermore, some organisations' operational business involved mental and other disabilities; interestingly, this was not found in the quantitative component.

The age distribution of the organisations interviewed varied: the oldest organisation represented in the qualitative component of the study was established 101 years ago, while the newest was less than a year old. This is slightly different from results shown in the quantitative component. Contrary to quantitative results which showed that most organisations operated in different provinces, qualitative results showed that most organisations were operating in one province. Only one organisation was found to have a national footprint. Their services were mainly provided to urban residents, while others provided for both rural and urban residences. No organisations were found to be providing services mainly to rural areas. This finding was the total opposite to the quantitative results where more organisations were found to be servicing rural areas (57.3%) and 29.2% servicing urban areas.

4.2.2 Workers and volunteers' profile

From the organisations sampled, it was observed that most of the organisations do not have enough full-time staff as opposed to volunteers and part-time staff. Similar results were discovered in the quantitative component. In addition, in some organisations, founding members were the only full-time staff members. *"1 Full-time (founding member)"* ECBMSTSD02. *"Only foundering members are full-time, no permanent staff"* GPEBSF01. This situation was highly prevalent to newly established organisations that are still trying to find their ground and those that lack financial support. *"We normally get people to help us out when there are projects"* GPEBSF01. People who do volunteer work in most organisations are usually people from the general public; however, some organisations only had school children as their main volunteers rather than the general public *"School children*

come and volunteer, we get about 30 each month” KZNMFMBR01. There were no casual workers mentioned in the qualitative as opposed to quantitative component

The level of education amongst NPOs workers varied per each NPO operational sector and its day-to-day functions. In all sectors, full-time staff had at least a post-matric qualification. Although this finding was not exactly the same as the quantitative component, NPOs are generally employing people with qualifications and there is an increasing number of part-time, full-time staff, and volunteers with qualifications. The findings also revealed that most volunteers had at least a matric certificate except those who were still at high school. In contrast, it was evident that educational background was not necessarily an issue when NPOs are recruiting or hiring volunteers. In most cases there were no specific requirements for a volunteer. *“The level of education is not necessary to a volunteer, it depends on the skill that we’re looking for and it’s mainly people from the township. We also look at the family background of applicants. Mainly focusing on the unemployed people or those that have financial challenges in the families. We’re not strict on gender because some of the programmes that we have include different participants (youth, old, men and women)”* GPEBSF01.

Similarly to the quantitative component, NPOs were mainly faced with gender imbalances with the bulk of them having more females than males. This includes both part-time and full-time staff, and the same was observed amongst volunteers. ECBMSTSD02 stated that the only reason NPOs have more females than males is because males want more money and the NPO sector is not offering market-related salaries as opposed to other sectors. This is not unusual for NPOs operating in the health and welfare sectors as they rarely have qualified personnel who are responsible for fundraising.

In terms of racial distribution, it was observed that in general there were more Blacks as opposed to the other racial groups in most provinces excluding the Western Cape. In the Western Cape, Coloured people were dominant when compared to the other racial groups even though their population size was considered relatively low.

People with disabilities are under-represented in most NPOs. It was observed that only two organisations had people with disabilities working in their structures, whether in fulltime, part-time positions, or as volunteers. Coincidentally, these organisations are the ones whose day-to-day function or scope of work includes working with people with disabilities. In addition, these organisations have internship programmes for people living with disabilities.

4.2.3 Skills needs and developments

It was apparent that the current qualifications and skills of NPOs’ full-time and part-time staff and volunteers were not sufficient to enable them to do their work effectively and efficiently. Reasons for this situation ranged from human resources management to managerial skills of the management; however funding remained the most common reason. NPOs, especially those in the welfare sector, claimed that lack of funding was due to limited funds they are

receiving from the government. While most provincial social development departments delegate the bulk of their social mandates to NPOs,³² subsidies paid to NPOs are not related to the actual costs of services. Many NPO services receive no subsidies at all. NPO services are erratic because they lack sufficient funding, while valuable time and money is spent fundraising from non-government sources. This situation results in the NPOs experiencing extremely high staff turnover because remuneration is not standardised and government pays higher salaries to social service practitioners in the public service.

The Department of Social Development funds those NPOs that are operational and comply with the following:

- Board must be established
- Financial Management Systems must be in place
- Governance Reports must be available to DSD when requested
- Core function of the NPO must be aligned with the relevant legislation

When NPOs fail to comply with the minimum requirements mentioned above, they are often de-registered from the DSD database. However, this is done after multiple efforts have been made by the DSD to assist those NPOs³³.

On the other side of the coin, some NPOs were not as negative, stating that *“we only recruit what we can afford, we cannot always recruit someone with a qualification, we recruit people with potential to develop the skills in the sector and train them on what you want them to become”* WCCPTCMH01. For example, some NPOs believed that qualified people are scarce, highly employable, and associated with high cost. However, other organisations disagreed. WCCPTCMH01 postulated that their organisation is fortunate and self-sustainable, therefore they cannot compromise on some of the skills required, especially, for managerial and professional positions. It was quite clear that those who were not compromising on employing a qualified person were NPOs who were well established while on the other side, those who were compromising were NPOs who were not well established and fairly new.

Organisations were asked whether their current skills were sufficient to sustain current operations. GPEBSF01 responded: *“No, current skills are not sufficient; they are actually limiting our growth. We only have skills that can handle what we are doing now. The more the organisation grows, is the more it gets bigger, if we do not train our people we’ll find ourselves in trouble. We won’t be able to do our work sufficiently”*. ECBCL01 comments that *“historically junior level staff requirements were kept at minimal, now things have changed more staff have been up-skilled”*. Alongside the growing need for trained personnel, organisations are faced with losses in their core functions through retirement and staff turnovers. MPNBR02 highlights: *“if nurses retire and we don’t get replacements since we don’t pay market related salaries, we will have skills shortages in the future”*. The ability to retain trained staff is important if an organisation aims to carry out its mandate effectively. Another organisation’s representative was asked what the training requirements were for the

³² National Department of Social Development, 2009. Developing Good Governance Practices with the South African NPO sector: Benchmark study report

³³ Interview with the DSD NPO Coordinators, 2014

organisation and the possible reasons for the occurrence. The WCCPTDPSA02 representative responded *“Yes, there’s a huge staff turnover.”*

Even though it is widely known that employers generally play an important role in helping workers learn or acquire more skills, most of the NPOs have no full-time or part-time staff or volunteers that are registered for a course or programme that is in line with the day-to-day function of the organisation. Funding was cited as the only problem for skills development of staff. KZNMFMBR01 stated: *“Not at the moment because we do not have money. Money is a big problem”*. FSMACO01 said: *“Not yet, no funding at the moment”*. *“GPEBSF01: “we haven’t because our challenge is budget”*. WCCPTDPSA02: *“No, we don’t have money since we are running out of finances and most the training requirements are too high for our employees”*. Lack of funding or unavailability of funds also contributes to NPOs’ poor performance and inability to encourage their employees to go for further training.

It is a different ball game for employees like social workers who have to undergo various training sessions to retain their registrations with the council of their professional body. NPOs indicated that employees who require Continuous Professional Development (CPD), identify the skills which they require and undergo self-funded training. The NPOs that do have funding identify and encourage employees to go for further training through two ways. First, employees identify the training needs through performance appraisal. A question that is commonly asked of the employee is: *“what training and development needs do you need in order to be able to do your job?”* Therefore, employees identify their training needs and the NPO sends them to the relevant training. Second, the programme or line managers identify gaps and propose training for the staff. It was observed that this type of training methods was mostly mentioned by NPOs that are well established compared to their newly-established counterparts who mentioned no training or skills development due to lack of funding. In some NPOs, full-time and part-time staff and volunteers were found to be paying for their own skills development programmes such as degrees and diplomas.

Although most NPOs suffered from lack of funding, well established NPOs offered skills development programmes to the part-time and full-time staff and volunteers. The most common skills development programme offered by NPOs was on-site training by a skilled staff member offering training to unskilled staff.

When asked to name current skills shortages, NPOs mentioned both critical and scarce skills. It became clear that skills shortages differed per NPO sector and operational needs. Similarly to quantitative results, researcher/statistician, monitoring and evaluation specialist, ECD teacher and Social Workers amongst others were classified as scarce skills needed by most NPOs. Critical skills needed by NPOs include project management, fundraising, and financial management which were the common skills shortages mentioned. There is no doubt that most NPOs lack project management and financial management personnel, while on the other hand some do not have technical staff such as M&E specialists, Veterinary nurses, and staff that is computer literate. Old Age Homes indicated a need for Occupational Health and Safety

training. The above-mentioned has a negative impact on the day-to-day functioning and provision of services to the communities these NPOs serve.

Board members of the NPOs often lack skills in governance and financial management and they often struggle with human resource management such as policy development and administration. This is common in emerging NPOs where the level of education is low amongst the Board members. In some situations, the Board members are unable to take down minutes for their meetings. On the contrary, the well-established NPOs are equipped with Board members who have relevant skills and qualifications to run the organisation but they also struggle to retain skilled people due to low remunerations paid when compared to other employers.

Due to the burden of diseases such as HIV and TB over the years, the skills required by organisations ultimately had to change thus creating a need to have more trained staff to care for patients in the communities. The type of skills that were created due to the burden of diseases include home-based care workers and social auxiliary workers. When organisations were first established, staff requirements were kept at a minimum to ensure short term sustainability. As these organisations grew, advanced skills were required to maintain functionality. These skills include more technical skills such as monitoring and evaluation specialists and computer literacy skills. Well established NPOs were the ones who went through the process while newly established were in different stages.

4.2.4 Skills compliance and institutional support

When asked if they know about the Workplace Skills Plan and Annual Training Report, most NPOs, especially newly developed ones, had no idea of WSPs and ATRs. Only a few NPOs knew and submitted the WSP and ATR annually, and these organisations were characterised as old and well-established. Those NPOs that were aware of the WSP and ATR often mentioned that they lost interest because the HWSETA failed to issue them T-numbers (as levy exempt organisations) without providing any reason. This finding was echoed by the HWSETA official from one of the HWSETA Provincial Offices. The Provincial Manager also indicated that the challenge was with the HWSETA Head Office which is responsible for the applications of T-numbers for the NPOs operating in the health and welfare sectors³⁴. Most of these qualitative findings mirror the findings from the quantitative component of this study.

Even though these organisations are non-profit organisations, support from other institutions is essential if these organisations are to be effective in the communities they serve. Most of the organisations had a basic understanding of the roles and functions of HWSETA, DSD and DoH. There was a common theme observed concerning training and funding of the organisations and this was specific to the sectors in which the organisations operated. When asked how HWSETA could assist their organisation, some representatives identified training,

³⁴ Interview with the HWSETA Provincial Manager, 2014

monitoring and funding as factors with which HWSETA could assist. FSMACO01 said HWSETA *“Must help us to train our staff on social auxiliary work, child and youth care worker. We need people who can be able to counsel and assist the community we are working with”*. GPEBSF01 responded by saying: *“We are hoping you can provide with an organisation that can provide us with training and any further assistance that we might short-sighted to think we need because HWSETA has more experience in field of what we do.”* When asked what the Department of Health and Social Development could assist with, most gave similar responses to the former question about HWSETA. WCCPTCMH01 responded by saying: *“DSD currently funds us on some projects, but the money is not enough for skills development. They must increase subsidies or funding so we can do more skills development.”* MPNBR02 said: *“Provide more training for us. DSD promised to give us skills training for our care-givers”*.

4.2.5 NPOs’ future and way forward

Despite the challenges, all of the organisations were optimistic about the future and have plans to expand operations and provide more effective solutions. Most organisations intend to diversify their organisation’s operations to provide for the growing needs of the people for whom they cater. Respondent GPEBSF01 says: *“we do have plans to diversify the organisation.....We also plan to diversify it so that it caters all social ills of the community....We plan to alleviate poverty, reduce inequality and provide job opportunities amongst the disadvantaged members of the community.”* Even though these organisations seem optimistic about the future, most plans are hampered by the lack of funding. Respondent MPNSVC01 states: *“we want this crèche to be bigger and accommodate more children. We also want to get more funding so we can get more teachers and caregivers.”* Respondent WCCPTDPSA02 states: *“Yes, we do have plans do diversify the organization but its funding driven, we’re currently in need of funding.”*

Most of the organisations also identified training requirements for current staff and potential staff as a strategy to improve their operations. Organisations have stated their desire to improve on their current functions and in order to achieve this, they must invest in training. Respondent GPEBSF01 highlights that the *“Current skills are not sufficient; they are actually limiting our growth. We only have skills that can handle what we are doing now. The more the organisation grows, is the more it gets bigger, if we do not train our people we’ll find ourselves in trouble. We won’t be able to do our work sufficiently.”* Organisations have recognised the need to be equipped for any future challenges. Respondent WCCPTCMH01 states: *“we have to train people to meet changes in the future, since our work changes with time. Things do not stay the same.”*

5. DISCUSSION OF RESULTS

The role of NPOs in health-related community-based care and welfare services in South Africa has been documented and the government, through legislation - The NPO Act – and its agencies – DSD and HWSETA – aims to create an enabling environment that will allow NPOs to be functional and productive in these areas. For government to be able to provide expected support to NPOs, timely research-generated data will continue to be of value.

This is the first national survey of non-profit organisations in health and welfare services in South Africa. The survey has helped to generate data on NPOs in this sector, viz. their organisational profiles, areas of operation, workers' profile, and staffing and skills needs. The findings are useful for government to have a better understanding of the sector and for the development of interventions to support NPOs in the sector. Being the first national survey, the data generated will also be useful in forming the baseline for future measurements and assessing the impact of any intervention in the future.

5.1 NPOs' profile

Although NPOs in this sector engage in a wide range of core business activities ranging from religious activities to medical research, the majority of them were in the welfare sector. The most frequent areas of business were in child welfare, service and care; community and neighbourhood organisation; and social development. These three areas accounted for about 60% of their core business areas. The majority of NPOs operate in rural areas.

It is important to note that a significant proportion of NPOs have been in business for a long time, with 50% of them having operated for more than 12 years. Also, NPOs in the sector are not necessarily small-sized organisations as three-quarters of them had more than five workers and about half of them had 6 to 20 workers.

Although almost half (47%) of NPO organisations receive funding from the government, only 11% were registered with HWSETA. This indicates an opportunity to grow the number of organisations registered with HWSETA. Surely most of the organisations have skills needs and therefore, skills development should be a priority for them. The pertinent questions are: why are only a tenth of the organisations registered with HWSETA, what percentage of them are aware of the processes and benefits of registration, and how can HWSETA support them in facilitating registration.

Similarly to the quantitative component of the study, most of the organisations were from the welfare sector. Most of the organisations' core functions varied from counselling, early childhood development, and participating in nursing home initiatives to wildlife conservation. Contrary to the qualitative results, more organisations were represented whose core function involved working with people who have mental and other forms of disabilities. This could be due to the fact that at the macro level there may not be many of these organisations operating in these sectors.

The number of years that these organisations have been operating varied from less than a year to 101 years in existence. All organisations operated in one province while only one was operating at national level. Their services predominantly catered to residences in urban areas while other organisations catered to both urban and rural residences.

5.2 Type of staff and staffing model

A high and almost equal proportion of NPOs use full-time (68%) and volunteer workers (67%). The NPOs that use full-time employees were not necessarily the same as those that use volunteers.

Further analyses of the type of workers NPOs use showed that the staffing model is not the same for all NPOs. There were three clusters of NPOs indicating the use of three different models for meeting their staffing needs: full-time employee staffing model (86 NPOs used this), volunteer staffing model (84 NPOs used this) and a mixed model using both groups (95 NPOs used this). Further analysis showed that access to funding is an important determinant of which model NPOs use. NPOs that receive funding from the government were significantly more likely to use full-time employees than those that did not receive funding.

When planning interventions for NPOs, the government will have to take these differences into consideration because the interventions that will benefit organisations that predominantly use full-time employees may be different from those which will benefit those NPOs that predominantly use volunteers or those that use a mix of both.

5.3 Workers' profile

The study showed that the workforce of NPOs was predominantly females. Females accounted for, on average, 69% of part-time employees and 86% of full-time employees and 92% of casual employees. On average, they constituted 70% of volunteers. It is not exactly known why the sector is predominantly female, but it has been documented that the public health workforce in developing countries is predominantly female. A case study of NPOs elsewhere also showed that the workforce is dominated by females. Perhaps females are more capable and motivated to provide community care or the NGO sector is one where they can more easily find jobs. It is possible that NPOs offer lower remuneration which many males may not find attractive. Job flexibility which allows females free time for household duties may be another factor. While the predominance of females may occur naturally, increasing the gender balance in the sector will have to be deliberate and may provide opportunities for training, leadership, community participation and business.

In line with the racial distribution of the country, most employees and volunteers were Blacks, making up, on average, 66% to 76% of the workforce. The next most frequent race group was Whites while Indians were the lowest, often contributing 1% or less to the workforce.

In terms of age distribution, there was no consistent pattern across all occupational types. For example, the most common age group among full-time employees was the 35 to 44 years group, while the part-time employees and volunteers were those aged 55 years or more and those between 26 and 34 years respectively. It appears that those who work as part-time employees are senior citizens who may have retired from other jobs while volunteers are more likely to be younger individuals seeking experience and entrance into the workplace. Disability was reported across all occupational groups, at around 2% of the total workforce although it was 5% among volunteers. With ongoing emphasis by the South African government on employment of those with disabilities, these percentages should see an increasing trend. The most common qualification among employees and volunteers was the L4 (grade 12) qualification while the least was ABET1 (up to grade 3). In terms of nationality, almost all employees and all volunteers were South Africans.

Not all NPOs pay volunteers a monthly stipend - only 37% do. Furthermore, only 25% reported paying all volunteers. Almost all (88%) of those NPOs pay less than 2000 South African Rands (ZAR) as a monthly stipend. NPOs that pay volunteers indicated that volunteer experience, performance (attitude), and duration of work (full-time or part-time) are important determinants of how much volunteers earn.

This study found that NPOs that receive government funding were more likely to pay volunteers a stipend than those that did not. This finding was equally reported in a KZN study of CBO volunteers. This finding reflects the inequalities that exist across NPOs in terms of access to resources, and low remuneration may impede quality in core service areas of NPOs that may warrant careful attention. Moreover, since volunteers are likely to be young females who volunteer for career-related reasons such as gaining experience, starting or advance their careers, the implication appears to be that they may remain in volunteer positions for a long duration of time until their reason for volunteering is met. It is important therefore that they are remunerated in order to ensure motivation and avoid losing them. This is one area in which NPOs can benefit from government intervention.

In the qualitative component of the study, most of the organisations' staff consisted of part-time staff and volunteers while the only full time staff were the founding members. This was the trend amongst the organisations in order to sustain themselves and maintain core functions for effective service delivery. Having full time staff may hinder service delivery as the funds would have to be diverted to pay full time staff instead of being used for service delivery.

The level of education/ employment criteria for staff and volunteers varied according to the organisation's sector and day-to-day functions. Amongst these organisations, most full time staff had at least a matric qualification. Volunteers were also found to have a matric certificate, except for those who were still in school. Both sets of results show that more organisations have personnel with a qualification. However, this does not mean that organisations are selecting people with a qualification, neither do they set a criteria for

employment or volunteering. It may be that more people with qualifications are seeking to gain experience through these organisations.

Similarly to the quantitative component, these organisations were predominately staffed by Blacks and females. Most of the organisations were staffed by Blacks excluding those in the Western Cape, where more Coloured people were staffed. Females dominated the sectors in the full time and part-time positions as well as in volunteering. This trend is considered normal in these sectors because of the lack of financial gain that males require.

People with disabilities in most NPO's are underrepresented in organisations that do not specifically have core services that cater to people with disabilities. Only two organisations, whose core functions were related to awareness of disabilities, had people with disabilities in their working structures.

5.4 Skills needs and development

Considerable proportions of NPOs had vacancies in different occupational levels – with the highest being in *community and personal service workers, clerical and administrative workers and professionals*. Also, most of the vacancies were for females. About half of the NPOs indicated that they had scarce skills (45%) and critical skills (48%). The most common scarce skills listed were *social workers, nurses and teachers* while the most common critical skills were in *management, computer skills and care giving*. The scarce and critical skills listed by NPOs largely fit into the existing vacancies they reported.

NPOs are a critical aspect of the social and development structure of South Africa covering a wide range of social activities and are a key potential to bridging the workforce gaps in the country particularly for the less qualified staff who may acquire valuable skills and experiences “on the job”. The data presented on vacancies and scarce and critical skills bears testimony to the fact that there are gaps in the skills mix of NPO staff that should be addressed strategically. A closer look should be given to the different areas of skills needs to allow for prioritisation and systematic intervention. The data generated from the survey confirmed a number of findings on skills development which are discussed in this section.

First, there is a need for skills development in the sector. The skills gaps have already been highlighted in the previous section. NPOs may not be able to address their skills development needs on their own. For example, most (81%) NPOs recruit their employees through communities, and only a few through avenues like newspapers (23%) and agencies (2%). The fact that most NPOs use communities as a recruitment avenue may help to foster acceptance and community buy-in of the organisation and its projects, but probably also reflects the tight budget with which they work (use of newspapers and recruitment agencies will be more costly), of which the consequence may be reduced access to the most competent personnel.

Second, NPOs may not always know how to retain competent workers. Most (55%) NPOs did not have a policy for staff retention while a quarter do so through professional development. Organisations that have no policy for retention can benefit from training on how to develop such. There are diverse models for staff motivation and retention, but there is little data on volunteer motivation in the context of NGOs in South Africa. A Kwazulu-Natal study of volunteers in faith-based organisations identified 11 categories of motivation for volunteers which include values, career development (including earning), community, enhancement (fulfilling a dream), reciprocity (helping others to attract good to themselves), etc. These motivational categories may also apply to other staff. It appears that one area that is often left out in staff motivation and retention is the quest for career development. Success planning was reported by only 9% of NPOs as a method of employee retention. A career development plan may produce outstanding motivation and performance for volunteers and all employees.

Third, NPOs are interested in skills development. Apart from funding, the most common assistance NPOs indicated that they would like to receive from HWSETA was in the area of skills development: 90% requested training and 67% requested courses.

Fourth, opportunities exist for government to provide skills development interventions in this sector. NPOs indicated various preferred strategies (mostly short courses) and methods (mostly certificate seminars) of skills development interventions. They also mentioned their preferred providers (mostly external) and training sites (mostly on-site). Therefore, the identified approaches to skills development suggested by NPOs should be used to inform the strategies put in place by government. There may also be areas that the government can explore in reaching NPOs with skills development programmes even though the NPOs might not have shown any preference for such avenues. One such area is the use of electronic learning. Although not all workers may be computer literate or have access to IT facilities, those who do can benefit from e-learning because it provides a relatively cheaper and available source of training.

In the qualitative component, there was general consensus that current qualifications and skills of full time and part time staff as well as volunteers were not enough to carry out the organisations' mandate effectively. Various skills were lacking ranging from human resources to management skills. Most challenges stem from the lack of funding to the organisation. Provincial government is responsible for funding most of these organisations but those subsidies do not cover the cost of services thus leaving the organisations with little with which to work. The lack of funds would often result in not being able to deal successfully with issues of hiring suitable candidates, retaining employees, and training current staff to fill the skills void.

Some organisations are not as negative about the funding problems that they experience while others find themselves in a fortunate position. Some organisations accept that recruiting qualified people to work in a non-profit organisation is quite rare but they try to make the best out of the situation while other organisations consider themselves fortunate not to be

challenged with funding issues because of the length of their existence in the sector. The longer the existence of the organisation in the sector, the more experienced and able the organisation is to manage challenges.

Organisations have indicated that they do encourage staff to go for training. Some employees are required by their professional bodies to attend continuous training to retain their registrations, such as social workers. Other employees are selected and sent for training while the rest fund their own training.

5.5 Skills compliance and institutional support

In the quantitative component, less than a tenth of NPOs have submitted a workplace skills plan (WSP) or annual training report (ATR) in the past two years. Most organisations did not have a reason for not submitting a WSP and an ATR, with only a few organisations reporting *too much effort* or *bureaucracy* as the reason for not submitting. These results indicate that there are opportunities to increase the number of NPOs that submit WSPs and ATRs. Perhaps with a little encouragement and “push”, this can be achieved.

Qualitative results showed that well established organisations knew and submitted the WSP and ATR annually while recently established organisations had no knowledge about the reports. Institutional support is essential for these organisations to continue to thrive and service their respective clients. Most organisations knew about the roles and functions of HWSETA, DSD and DoH and identified areas where such organisations could assist them. Although the responses were specific to the organisation and its sector, the responses were generally similar. Funding, training and monitoring were some of the areas identified with which organisations need assistance.

5.6 NPOs’ future and way forward

All organisations have great plans for expanding and moving forward to provide better services despite current challenges. All organisations agree that they might be facing challenges but need to be able to deal with them effectively to carry out their respective mandates. Issues of skills development, training of current staff, and staff retention can all be resolved with funding. More effort by provincial departments should be made to increase funding and provide avenues for skills development for current staff. This would alleviate some of the pressure that organisations are facing thereby ensuring the existence of organisations that are mandated to cater to society’s social ills.

6. CONCLUSION AND RECOMMENDATION

The data gathered from the quantitative component of the study is useful for evidence-based decision-making by the relevant government agencies and by the NPOs themselves. Based on the findings, the following recommendations were generated:

- There is a need to increase the number of NPOs that demonstrate skills development compliance in the form of submitting WSPs and ATRs. This can be achieved by raising awareness and by processing T-number applications effectively and timeously.
- The HWSETA needs to design tailor-made programmes addressing skills needs of the NPOs.
- It is important to consider different staffing models when designing programmes. Interventions which benefit organisations that predominantly use full-time employees may be different from those which benefit NPOs that predominantly use volunteers.
- The demographic characteristic of the workforce should also be considered when providing interventions and planning. The fact that the sector is female-dominated is important. Also, the age distribution and educational levels of the workforce are important to note in order to understand the needs of the workforce and the interventions appropriate for them. It was noted that a sizeable proportion of the workforce had little or no formal education. While the calling to work for NPOs may occur naturally for females, deliberately increasing the participation of males in the sector may help to supply some of the scarce and critical skills.
- NPOs need to be aware of, consider, and develop different staff retention strategies for their staff. Succession planning may be a strong motivating factor for volunteers.
- The use of technology in providing some of these services/interventions – e.g. improving registration with HWSETA, submitting WSP and ATR, and training – should be explored.
- These results should be used as baseline data for monitoring and evaluating activities within the sector.

It is clear from the results of the study that South African NPOs operating in the health and welfare sectors are experiencing a high shortage of skills. Factors like poor education standards, structural changes in the economy, emigration, and crime are amongst the factors that contribute to this skills crisis. Furthermore, poor labour market information systems and outmoded occupational forecasting models exacerbate the skills shortages. NPOs need to find solutions to overcome the skills shortages for the immediate to short term as well as the medium to long term. This will enable the NPOs to strive towards higher economic growth and global competitiveness as opposed to other sectors of the economy.

In order to eradicate the skills needs and shortages for NPOs that operate in the health and welfare sectors, it is recommended that human resources capacity be increased and developed for all the service areas. Results and literature demonstrated that NPOs provide the bulk of existing services to the government and require realistic and dependable financing to sustain and increase their contribution. The government is responsible for ensuring the provision of the relevant services and, as it relies on the NPO sector for delivery, should at least be contributing to the core funding required for NPOs to continue their work. At present, most NPOs in the health and welfare sectors are crippled by chronic financial instability, resulting in their being unable to attract and retain skilled staff. To address this instability, the

government should provide for the remuneration of NPO staff at the same levels as its own personnel. The human resources crisis must be addressed holistically and not by moving the existing limited pool of personnel around to fill gaps in the system which already has a significant number of gaps.

It is recommended that the current funding models for NPOs in the health and welfare sectors be re-examined. There is wide consensus that, at the very least, the core elements of services mandated by the law must have the full support of government. Adequate and dependable core funding would enable NPOs to pay reasonable (market related) salaries and to direct resources into maintaining and improving services offered.

It is also recommended that NPOs should not necessarily remain non-profit organisations. It is also important for NPOs to have other services rendered in a business-like approach. This will enable them to generate income and be able to sustain themselves over time instead of relying on government. If this component (service delivery, marketing, and fund-raising) becomes dominant, management must consider whether the non-profit form is still appropriate given prevailing demand and supply conditions.

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