

Supply & Demand Model of Social Practitioners in South Africa

Desktop Review



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EXECUTIVE SUMMARY

The purpose of this desktop report is to develop a framework for developing a supply and demand model for social service practitioners working within the Department of Social Development (DSD) and Non-Profit (NPO) sector. In order to do so this report details the following:

- The unique socio-economic and demographic context encountered by social service practitioners in South Africa;
- Legislation, policies and workforce requirements based on the mandate, strategic direction, and broader of the sector;
- Processes, norms and standards and current institutional arrangement supporting delivery by social service practitioners;
- Supply and Demand factors affecting the provision of service delivery in the sector; and
- Other country experiences in developing a supply and demand models in similar sectors

In this report, we provide an overview of the social services sector, particularly focusing on the role and the link of the DSD to NPOs, we also focus on services rendered by the sector, and, most importantly, beneficiaries of those services. Moreover, we highlight the role of SSPs in the sector and present the available information on the geographic distribution of registered SSPs across the country, in relation to the population in order to identify the regions in which there is excess supply or shortages. Our findings show that the Eastern Cape, KwaZulu-Natal, Gauteng and Limpopo make up the largest proportion of SSPs servicing the public sector under the DSD, with 20 percent, 16 percent, 15 percent and 14 percent of the total number of SSPs absorbed in these provinces. Furthermore, we find that provinces such as Northern Cape, Northwest, Mpumalanga and Eastern Cape, have a high density of SSPs in relation to population, whilst Gauteng has a low density of SSPs to population.

Additionally, this report details demand factors influencing service delivery in the sector. Our findings show that factors such as poverty, unemployment and related socio-economic factors play a significant role in driving service delivery demand. Furthermore other critical factors such as the incidence of HIV/AIDS, the prevalence of child poverty, substance abuse together with internal factors such as large caseloads, facility demand and budget constraints increase the demand for SSPs. Demographic indicators such as population growth and migration are also discussed as key drivers of SSP demand.

Similarly, the desktop review details external and internal factors affecting the supply of SSPs. External factors refer to drivers outside the sector that influence supply of SSPs such as conditions influencing enrolments in higher education institutions, the number of graduates from higher education institutions, and the likelihood of registered SSPs to be employed in the sector. The review shows that South Africa had 720 students graduating in 1999, at the time of preparing this report the country had 2 790 graduates of social work related qualifications. Furthermore, the bulk of the graduates, at least 80 percent, study for a four-year bachelor's degree and only a few fall into the other categories. Additionally, we examine supply interventions such as bursaries, and scholarships that increase the potential number of graduates from institutions. Our findings show that between 2008/09 to 2013/14 period, the DSD disbursed almost R1.3 billion to offer full scholarships to social work students, and by 2017/18, a total of 13 262 students have benefited. Likewise, Internal factors refer to factors that influence the retention of a practitioner once they are employed in the sectors these

include working conditions and incentives that play a vital role in staff retention such remuneration.

In conclusion, we collate our findings to develop a framework for building a supply and demand based of SSPs required in South Africa based on conditions detailed in the desktop review.

ACRONYMS

ACYCW	Auxiliary Child and Youth Care Worker
CDP	Community Development Practitioner
CHH	Child-Headed Household
CYCC	Child and Youth Care Centre
CYCW	Child Youth Care Worker
DSD	Department of Social Development
ECD	Early Child Development
GDP	Gross Domestic Product
HWSETA	Health and Welfare Sector and Training Authority
ISD	Integrated Service Delivery
ISDM	Integrated Service Delivery Model
NDP	National Development Plan
NPO	Non-Profit Organisation
NSFAS	National Student Financial Aid Scheme
PBCYC	Professional Board for Child and Youth Care
PBSW	Professional Board of Social Worker
SACSSP	South African Council of Social Service Practitioners
SAPS	South African Police Services
SAW	Social Auxiliary Worker
SSP	Social Service Practitioner
TVET	Technical Vocational Education and Training
YMCA	Young Men's Christian Association
YWCA	Young Women's Christian Association

TABLE OF CONTENTS

EXECUTIVE SUMMARY	2
ACRONYMS	4
INTRODUCTION	10
Aim of the report	10
Brief methodology	10
Disclaimer	10
Limitations on scope	11
Structure of this report	11
CONCEPTS	14
SOCIAL DEVELOPMENT IN SOUTH AFRICA	16
The Social Development Sector	16
Roles and responsibilities of the DSD	24
The Role of Non-Profit Organizations	26
Link between Non-Profit Organization (NPO) sector and DSD	30
SOCIAL SERVICE PRACTITIONERS IN SOUTH AFRICA	32
The Role of SSPs in South Africa	32
Types of SSPs in the sector	33
Functions and Tasks of SSPs Categories by Programme	34
Distribution of available SSPs	36
Current Employment in the DSD	39
SSPs per Capita in South Africa	39
SOCIAL SERVICE WORKFORCE PLANNING	45
What is workforce planning?	45
DEMAND FOR SOCIAL SERVICE PRACTITIONERS	48
What is Demand?	48
External Factors Driving Demand for SSPs	48
Internal Factors of Demand	56
SUPPLY OF SOCIAL SERVICE PRACTITIONERS IN SOUTH AFRICA	61
What is Supply?	61
External supply drivers	61
Internal supply factors	69
Other Factors Affecting Supply	72
WAY FORWARD: IMPLICATIONS FOR THE DEVELOPMENT OF A DEMAND AND SUPPLY MODEL	75
Findings from the Desktop Review	75
Demand for SSPs	76
Supply of SSPs	81
Determining the Gap between Demand and Supply	86
Conclusion	86

ANNEXURE 1: TABLE OF LEGISLATION AND POLICY ALIGNED TO WELFARE POLICY	3
ANNEXURE 2: COUNTRY EXPERIENCES OF DEMAND AND SUPPLY MODELS IN SOCIAL SERVICE PLANNING	5
ANNEXURE 3: THE USE OF PRIMARY DATA IN DEVELOPING A SUPPLY AND DEMAND MODEL FOR SSPS	12
BIBLIOGRAPHY	14

List of figures

Figure 1: Mandate of the Social Development Sector	18
Figure 2: Core delivery processes of the DSD value chain	24
Figure 3: Integrated social services	24
Figure 4: Roles and responsibilities of national DSD	25
Figure 5: Roles and Responsibilities of the DSD.....	26
Figure 6: Link between key role players in the sector.	30
Figure 7: Role of SSPs in Society	33
Figure 8: Definition of the Social Service Practitioner	34
Figure 9: of Social Service Practitioners	35
Figure 10: Functions of SSP per Category	35
Figure 11: Distribution of tasks in key programmes per SSP category	36
Figure 12: Provincial distribution of registered SSPs operating in the DSD (2015)	37
Figure 13: Provincial distribution of registered SSPs operating in the NPO sector (2015)	37
Figure 14: Occupational Distribution of DSD SSPs (as at December 2016)	39
Figure 15: Social Service Workforce Planning	46
Figure 16: Provincial Prevalence of HIV/AIDS.....	48
Figure 17: Prevalence of drug related crime	52
Figure 18: Challenges facing senior citizens	53
Figure 19: Survey approach to determine demand for facilities and services	59
Figure 20: Students enrolled to study social work related qualifications	62
Figure 21: Number of Scholarship Holders in South Africa	64
Figure 22: Distribution of scholarship holders by province	65
Figure 23: Scholarship holders and absorption rate by province	65
Figure 24: Number of Graduates form social work related qualifications (1999-2014)	66
Figure 25: SSP graduates by social work qualification	66
Figure 26: Enrolment to Graduate ratio (1999-2014)	67
Figure 27: Enrolment to Graduate Ratio amongst UNISA students	67
Figure 28: Second year registrations to the SACSSP (2005-2016)	68
Figure 29: Quantifying shortages in the sector	75
Figure 30: Summary of internal demand drivers' results	77
Figure 31: Prevalence drivers of demand.....	78
Figure 32: Demographic drivers	79
Figure 33: Demand Links between prevalence, demographics and policy	81
Figure 34: Factors Affecting Working conditions	81
Figure 35: External supply factors	83
Figure 36: Determining Supply of SSPs in the sector	84
Figure 37: Push and Pull attrition factors affecting SSPs collected in the survey	85
Figure 38: Interaction of SSPs entering and leaving the workforce	85
Figure 39: Determining the current and future gap between supply and demand	86

List of tables

Table 1: Poverty headcount and intensity per province	17
Table 2: Legislative Mandates of the DSD	19
Table 3: Services and Programmes in the sector	22
Table 4: Social service delivery in the NPO sector	27
Table 5: Provincial density of NPOs delivering Social Welfare and Community Development Services	29
Table 6: Provincial Distribution of SSPs	38
Table 7: Department of Social Development recommended SSP per Capita ratios	40
Table 8: Number of SSPs required by mandate against population ratios	40
Table 9: Total number of SSPs serving children in 2012	49
Table 10: SACSSP registered SSPs (2010-2015)	68
Table 11: Approximate number of SSPs servicing the NPO sector in 2016	69
Table 12: Provincial distribution of DSD vacancies	71
Table 13: Examples of Supply and Demand Methodology in Social Service	5

INTRODUCTION



INTRODUCTION

The Department of Social Development in collaboration with the USAID Government Capacity Building Support Project (GCBS) is assessing the current demand and supply of social service practitioners (SSPs) with a view to create a model which can accurately forecast for the future needs of the industry and how many SSPs are needed to address the country's future needs. In this desktop report, the role of various stakeholders who are involved in the social services industry are discussed. The various drivers of demand and supply of SSPs are described and an overview of the envisaged model specifications is provided.

Aim of the report

The aim of this report is to identify and describe the factors (variables) that impact on the demand and supply of social service practitioners in South Africa. The report aims to inform the development of a demand and supply model that predicts the workforce needs of the sector and ultimately addresses service delivery in the country. The findings in the desktop review provide a framework and foundation for the development of the model.

Brief methodology

In the desktop review, an overview and assessment of the current social service environment in South Africa was conducted to providing background context on social development in the South African sector. Internal and external drivers of demand and supply of SSPs in the social services sector were identified and discussed in terms of their potential impact.

Information in this desktop review was sourced from internal and external documents received from the Department of Social Development (DSD). The project stakeholder from DSD who supplied much of information used in this review are acknowledged for their contribution. In addition, information was obtained from other available information sources and literature searches to increase understanding and clarify the description of the specific drivers of demand and supply.

The finding of the desktop review will be used as inputs for the development of a demand and supply model for SSP's. During the further data collection phase, surveys will be used to collect data on all these factors (variables) as inputs into the model to predict the needs of the sector and ultimately the country, in terms of the employments of SSPs.

Disclaimer

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Limitations on scope

This report is subject to the terms and conditions set out in our signed agreement of 15 July 2015 between Mott MacDonald Pty Ltd and KPMG.

We have relied upon the sources of information referred to in this report. Except where specifically stated, we have not sought to establish the reliability of those sources. We have however reviewed the information and have sought explanations for key trends and salient features identified by us. We have also satisfied ourselves, as far as possible, that the information presented is consistent with other information obtained by us during the work undertaken to prepare this report.

Our engagement does not comprise a due diligence review or constitute an audit or review, other assurance engagement or an agreed-upon procedures engagement, performed in accordance with International Standards on Auditing (ISAs), International Standards on Review Engagements (ISREs) or International Standards on Related Services (ISRS). Consequently, an audit opinion or assurance conclusion will not be expressed nor will there be a report on factual findings.

As such, this report may not necessarily disclose all significant matters about the social development sector or reveal errors or irregularities, if any, in the information and representations made to us to undertake the evaluation and upon which we have relied.

Any tax advice in this report is not intended or written by KPMG to be used, and cannot be used, by a client or any other person or entity for the purpose of (i) avoiding penalties that may be imposed on any taxpayer or (ii) promoting, marketing or recommending to another party any matters addressed herein.

We cannot verify the data on social service provision and the number of SSPs in the sector, as received from the DSD and other sector participants. The accuracy and correctness of the data remains in question, as different data sources report different figures. Data provided in this report, regarding social service provision, are therefore not certain and we acknowledge the discrepancies between data source. We will however aim to collect accurate information and data and update the necessary data, during the data collection phase through the surveys.

Structure of this report

In the first section of the report, the aim is clarified and the review process, disclaimers and limitations are addressed. The second section focusses concepts used throughout the review, the third section focuses on the background of the social development in South Africa, the constitutional and legislative mandate, social service delivery in terms of the service delivery structures, the nature of services and the role players involved.

Section four describes social service practitioners in South Africa in terms of the different categories of practitioners and the current supply or availability.

Section five focusses on demand and supply models within the context of workforce planning. It presents the factors that influence demand and supply of SSPs in South Africa. The factors are categorized into internal and external drivers. Internal factors are inherent to the system and usually relate to a regulatory or administrative mandates or issues. External factors are broader and have more of a socio-economic focus. Finally, the report is concluded by summarizing the findings, implications and recommendations for the development of the demand and supply model.

CONCEPTS



CONCEPTS

We use the following concepts in this report and in the project to develop a demand and supply model for social service practitioners in South Africa:

- Demand – Refers to the number of SSPs required to delivering services in the sector. Various service delivery factors such as policy obligations, vacancy rates in the sector, rising population levels, socio-economic drivers, province specific geographic drivers, incidence of prevalence influences like crime, drug abuse and disease drive demand in the sector.
- Supply - For purposes of this deliverable “Supply” is defined as the number of SSPs currently and projected to delivering social services in the sector. Several attrition factors such as retirements, resignations, remuneration, entrants from education & training institutions and working conditions influence the number of SSPs in the sector.
- Social service practitioners - The SACSSP defines a social service practitioner as a practice-based profession and an academic discipline that promotes social change and development, social cohesion, and the empowerment and liberation of people.
- Social service workforce - The social services workforce is understood to include social workers, probation officers, child and youth care workers, community development practitioners and caregivers
- Workforce planning – This refers to systematic identification and analysis the human resources an organization or a sector needs in terms of the size, type, experience, knowledge, and skills of its workforce to achieve its objectives.

SOCIAL DEVELOPMENT IN SOUTH AFRICA



SOCIAL DEVELOPMENT IN SOUTH AFRICA

South Africa is a developing country with a democratic system based on the Constitution of the Republic of South Africa, 1996 (the Constitution). The Constitution contains a Bill of Rights, which is the foundation of South Africa's democracy. The Bill of Rights warrants particular rights and responsibilities to the citizens of South Africa.¹ This includes socio-economic and social security rights, which the government should aim to uphold and provide for. South Africa has high levels of unemployment, inequality, poverty and displacement, leading to high rates of neglect, violence, crime and other socioeconomic dysfunctions. In line with the Constitution, South Africa requires adequate social services to prevent, combat and address these issues.

According to the World Bank, social development promotes social inclusion of the poor and vulnerable by empowering people, building cohesive and resilient societies, and making institutions accessible and accountable to citizens as a result the World Bank further asserts that social development promotes economic growth and leads to better interventions and a higher quality of life.

The Social Development Sector

According to the Department Of Social Development's *Situational Analysis Report on the Social Service Workforce*, the South African social welfare system is based on the principles of the social developmental approach. In this approach, developmental social welfare is measured by such elements as promotion of human rights, use of partnerships to deliver services; integration of socio-economic programmes and bridging the micro-macro divides in service delivery. Developmental social welfare emphasizes the sequential empowerment of individuals, families, groups and communities as active participants in the developmental processes. Under this framework the role of practitioners delivering services in the sector (SSPs) is to promote social change and justice on behalf of the society.²

In a country confronted by challenges such as unemployment, poverty, inequality, poor health and other socioeconomic challenges, the role of SSPs becomes much more valuable. It must be noted that poverty is more than just low income – it has an impact on the vulnerability, economic exclusion, and exposure to abuse, violence and crime in a population.

Below, information on the poverty headcount and intensity of poverty in the different provinces is presented. The poverty headcount is the proportion of citizens who live below the poverty line, whilst the intensity of poverty is measured through the poverty gap index. It is defined as the average poverty gap in the population as a proportion of the poverty line. It essentially measures how far the poor are from the poverty line.³ The table illustrates the prevalence of poverty in South Africa.

Table 1: Poverty headcount and intensity per province

Province	2011		2016	
	Poverty headcount (%)	Intensity of poverty (%)	Poverty headcount (%)	Intensity of poverty (%)
Western Cape	3.6	42.6	2.7	40.1
Eastern Cape	14.4	41.9	12.7	43.3
Northern Cape	7.1	42.1	6.6	42.0
Free State	5.5	42.2	5.5	41.7
KwaZulu-Natal	10.9	42.0	7.7	42.5
North West	9.2	42.0	8.8	42.5
Gauteng	4.8	43.8	4.6	44.1
Mpumalanga	7.9	41.8	7.8	42.7
Limpopo	10.1	41.6	11.5	42.3

(Source: Statistics South Africa (StatsSA), (2016) Community Survey 2016, Statistical Release P0301)

The Eastern Cape faced the highest poverty headcount in 2011 (at 14.4 percent) and in 2016 (at 12.7 percent), whilst Gauteng faced the highest intensity of poverty in 2011 (at 43.8 percent) and in 2016 (at 44.1 percent). Although this composition remained similar over the review period, some provinces such as the North West and KwaZulu-Natal experienced a decrease in the poverty headcount, which was offset by an increase in the intensity of poverty.

Improving the quality of life and enabling human development remains primary national objectives for the government. The social development sector has a mandate to provide social welfare and community development services to affected individuals, families, groups and communities in South Africa. Furthermore, the South African Constitution explicitly preserves the responsibility to alleviate poverty.⁴ According to the STATSSA Community Survey of 2016, the leading challenges facing vulnerable communities and households include challenges necessitating social service provision: These challenges include inadequate employment opportunities or the lack thereof, inadequate housing and the prevalence of crime and violence.⁵ These challenges are all indicative of the need for sufficient social services to address and mitigate these challenges. Not only is poverty a concern for the social services sector, but it gives rise to other socio-economic challenges that require involvement of social welfare and community development services.

In this section, an outline of the South African social development sector is provided. An overview of the services and programs in the sector, legislative mandates in the sector, the role of the DSD, the role Non-Profit sector is provided with a conclusion on the linkages between the NPO and the DSD.

Legislative and Statutory Mandates of the Social Development Sector

The DSD has a statutory mandate to provide sector-wide national leadership in social development, as well as to alleviate poverty in rural areas and amongst vulnerable groups. The DSD provides this through its three service delivery pillars, which are social protection, social welfare and community development.⁶

The DSD derives its mandate from the Constitution highlighting Section 27 (1) (c), Section 28 (1) and Schedule 4. Section 27 (1) (c) states that South Africans have the right to social assistance when they cannot support their dependents or themselves. Section 28 (1) provides that children have the right to proper care and detention, which include basic nutrition, healthcare, shelter and social services. Schedule 4 states that social services, population development and disaster management are operative areas of coexisting national and provincial jurisdiction.⁷

The DSD is a Schedule 4 organization, which operates in a co-operative manner across all spheres of government. This implies that whilst provinces are distinct from each other and the national department, a Schedule 4 government organization works in a co-operative manner to achieve the bigger goal of providing social services to those in need, as defined within the Constitution.

In summary, The DSD is mandated to:

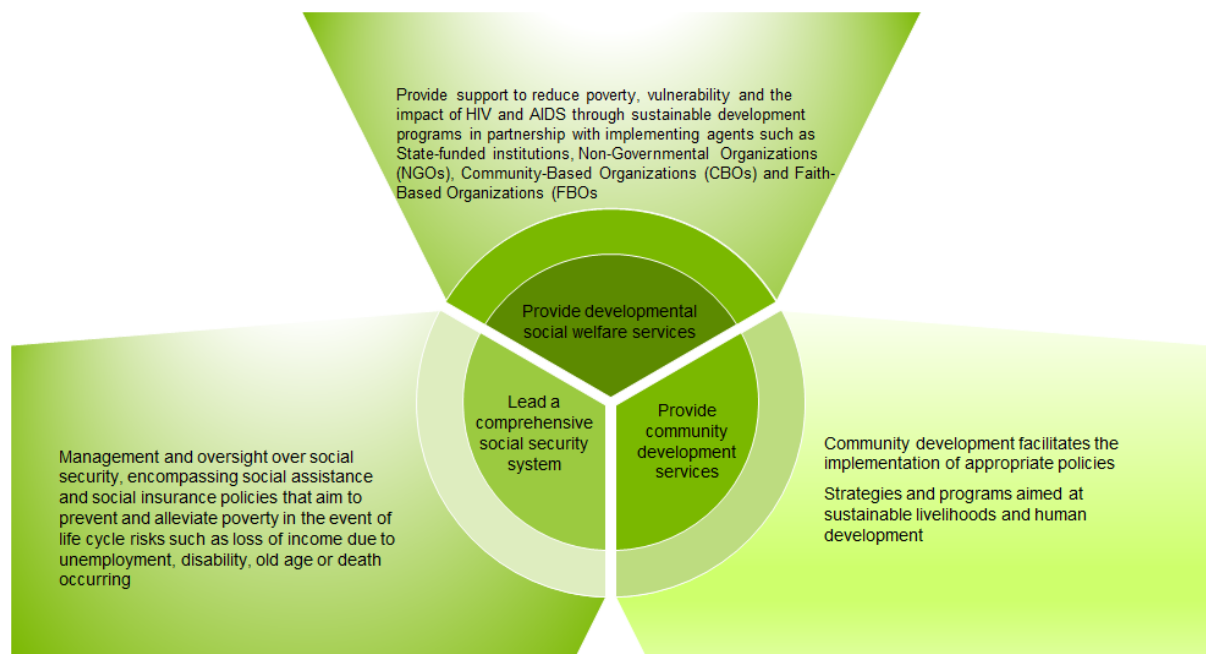


Figure 1: Mandate of the Social Development Sector

The table below summarizes various acts, bills and policies, which inform the DSD’s legislative mandate, which further drives the DSD’s policy goals. These goals capture the need for services and in turn, those services create a demand for a workforce of SSPs to meet and provide those services. For example, according to the DSD’s costing, approximately 16 500 social workers are required to provide the social welfare needs of children in terms of the Children’s Act of 2005⁸.

Table 2: Legislative Mandates of the DSD

Legislation	Purpose of Policy
<p>Constitution of the Republic of South Africa (1996)</p>	<p>Section 195 (1) of the Constitution provides for basic values and principles governing public administration. Those affecting human resources are the following:</p> <ul style="list-style-type: none"> - A high standard of professional ethics must be promoted and maintained. - Efficient and economic use of resources must be promoted. - Public administration must be development-oriented. - Good human resources management and career development practices to maximize human potential must be cultivated.
<p>National Development Plan (NDP)</p>	<p>In the National Development Plan, clearly identifies a number of objectives, which related to social welfare, in fact, there is an entire chapter devoted to social protection. The reason for the emphasis on social welfare provision is that NDP acknowledged the vulnerabilities and challenges that South African society is facing either due to our history or to changing global developments.</p> <p>One key emphasis from the NDP is the need to increase the supply of SSPs to meet the growing needs of the community. The NDP highlights some challenges with supply and demand and recognizes the mismatch between the two factors. Thus, pointing to a need to boost human capacity in these sectors. To achieve these goals, the NDP indicated that scholarships be provided to those who qualify for financial assistance to study social work.</p>
<p>White Paper for Social Welfare (1997)</p>	<p>The White Paper for Social Welfare, 1997 identifies child and youth care workers, community development workers, probation officers, and social auxiliary workers as alternative human resources required to deliver developmental social welfare services. These human resources, according to the White Paper maybe deployed to perform specialist, generalist and developmental roles, may receive either formal or informal training, and may be accredited by an approved authority.</p>
<p>Prevention and Treatment of Substance Abuse Act</p>	<p>The objectives of the Act are:</p> <ul style="list-style-type: none"> - to provide for a coordinated effort to combat substance abuse; - to provide for the conditions for registration of all programs including those in treatment centers and halfway houses;

Legislation	Purpose of Policy
	<ul style="list-style-type: none"> - to provide for the conditions and procedures for the admission of persons to treatment centers and the release of persons from treatment centers; - to provide for early intervention, treatment and reintegration programs for vulnerable persons; - to establish a research and information management framework in the field of substance abuse; and - To establish a Central Drug Authority whose powers and duties are to monitor and oversee the implementation of the National Drug Master Plan.
Children’s Act (38/2005)	The Act provides for a diversity of professionals and practitioners as a required workforce to deliver a range of care and protective services to children. In terms of the Act, social workers, community development practitioners, and child and youth care workers, youth workers, probation officers and social security workers are identified to provide services to children.
NPO Act (1997)	The objective of this Act is to encourage and support non-profit organizations in their contribution to meeting the diverse needs of the population of the Republic
Older Persons Act (13/2006)	The Act provides for the restructuring of services in a manner that promotes a shift from residential to establishment and development of community and home based care and support programs. Training of community based and home caregivers are a critical success factor for the provision of optimum care and support programs for the elderly.
Child Justice Act (75/2008) and Probation Services Amendment Act (116/ 1991)	Probation officers are identified as the main workforce required for child justice and probation services.
Framework for Social Welfare Services	Chapter three of the Framework for Social Welfare Services (FSWS) provides for the broad context for the effective management of human resources required to deliver integrated social welfare services. The FSWS include the practice context for social welfare services, the diversity of practitioners and professionals, their areas of operation, and a model to support the effective management of human resources delivering services, guidelines for workload management as well as the framework for supervision. The FSWS recognizes social workers (and auxiliary social workers), child and youth care workers, community

Legislation	Purpose of Policy
	development practitioners and care givers as the required workforce for the social welfare services sector.
Draft Policy on Social Service Professions and Occupations (2011)	The draft policy on Social Service Professions and Occupations proposes the inclusion of social service human resources and the regulation of such professions and occupations. It however expands the range to include Youth Workers and Criminologists. In addition to this overarching policy and legislative baseline, other program specific policies and legislation clearly outline occupational groups/practitioners necessary for the delivery of identified services.
Organizing Framework for Occupations (OFO)	The Organizing Framework for Occupations is a tool that provides a common language for collecting and analyzing labor data in relation to the knowledge and skills base of the country. It is necessary to guide broader education, training and skills development to ensure that citizens can be appropriately absorbed by the labor market. It is a skill based, coded classification system, which documents all jobs in the form of occupations based on similarity of knowledge, specialties and skills levels. The framework consists of five levels of cascading relations arranged in terms of complexity of the output of the jobs and similarity of outputs.
Occupation Specific Dispensation for Social Service Professions	The occupation specific dispensation was developed to ensure recognition of three occupational groups in the social welfare services sector. These occupations are: <ul style="list-style-type: none"> - Social work - Child and youth care work - Community development practice - Caregiver (skills level 2)

Services and Programs in the Social Development Sector

The Department of Social Development (DSD) aims to deliver developmental social services that build human capacity and self-reliance in a caring and enabling environment. Such services are rendered in partnership with various public sector entities, the private sector, civil society, training institutions, donors and development agencies. The functions of DSD can be divided into national functions and provincial functions. The DSD operates at a national, provincial, district level and local office level to fulfil legislative and constitutional mandates.

There are specific services and programs provided by the DSD, with the aim to address challenges faced by communities in South Africa. These services and programs are a result of the sector's need to meet the legislative and constitutional mandates discussed in the previous section. They represent policies which government has mandated and committed to

achieve. It therefore creates a need or demand for SSPs to provide those services to their communities.

We discuss the specific services and programs in more detail in the Table 3 below. In this table, we provide a summary of the various modes of delivery by each sub-directorate.

Social services offered by the DSD affects the demand for SSPs in the sector, as there are specific programs, which require interventions by SSPs. As a result, the types of services provided by the DSD directly influence the demand for SSPs in the sector. These services set goals and outcomes for communities, which SSPs achieve through the offering of services.

Table 3: Services and Programmes in the sector

Programs	Services delivered⁹
Child and protection services	Community based program Drop-in centers CYCC <ul style="list-style-type: none"> ▪ Temporary safe care ▪ Children’s homes ▪ Schools of industry Foster Care Services After hours’ emergency services Child line Partial care with an ECD program Adoptions
Care and services to older persons	Comprehensive Home based care Community Based Care <ul style="list-style-type: none"> ▪ Basic informal ▪ Basic formal ▪ Tertiary Residential facilities Social services (older persons)
Services to persons with disabilities	Residential facility Protective workshop Rehabilitation and community based services Advocacy
Care and support to families	Education

Programs	Services delivered⁹
	Counselling services Training services
Social crime prevention and support	Secure care center CYCC <ul style="list-style-type: none"> ▪ Reform school Probation services
Substance abuse, prevention and rehabilitation	In-patient Out-patient Substance Abuse Training services Prevention Aftercare and rehabilitation
Victim empowerment and protection	Shelters Advocacy Training workshops Community based services One stop center
HIV/AIDS	Community based Multi-Purpose organization drop-in centers Child care forums

(Source: Child Welfare Information Gateway, 2016).

In addition to the service programs, other internal demand drivers that stem from the various service programs include caseloads, time allocation and the budget.

Service Delivery in the Sector: The DSD Value Chain and the Integrated Service Delivery Model (ISDM)

Service integration is an integral part of effective quality driven service delivery. In the context of the framework, service integration refers to the delivery of mandated services in a cohesive sequential manner that considers all the needs of the service beneficiary. Service integration makes it easier for beneficiaries to receive a holistic suite of services.¹⁰ Service integration also includes government departments working together with other agencies to address the needs and problems experienced by communities.

SSPs form part of the core delivery process within DSD value chain. Without adequate human resources available to deliver social welfare services, the DSD may be unable to create and deliver social welfare services according to norms and standards set out.

▪ **The DSD value chain**

The DSD value chain shows the delivery of all services within the department, at all spheres of government. The value chain identifies the key components to determine how to deliver services in an efficient and effective manner. If there are inefficiencies and backlogs in the value chain, this may affect the supply of services and to some extent the demand for services. The core delivery processes form the basis as to how the DSD goes about creating and delivering services in the future. In the figure below, we provide an overview of the core delivery processes of the DSD value chain.¹¹



Figure 2: Core delivery processes of the DSD value chain

▪ **The Integrated Service Delivery Model (ISDM)**

The framework for Social Service Workers refers to the ISDM.¹² The ISDM provides an outline for service delivery in the social services sector. The model acknowledges the role of SSPs and emerging programs in supporting or complementing the functions performed by SSPs. In the figure below, we illustrate the integration of service delivery.

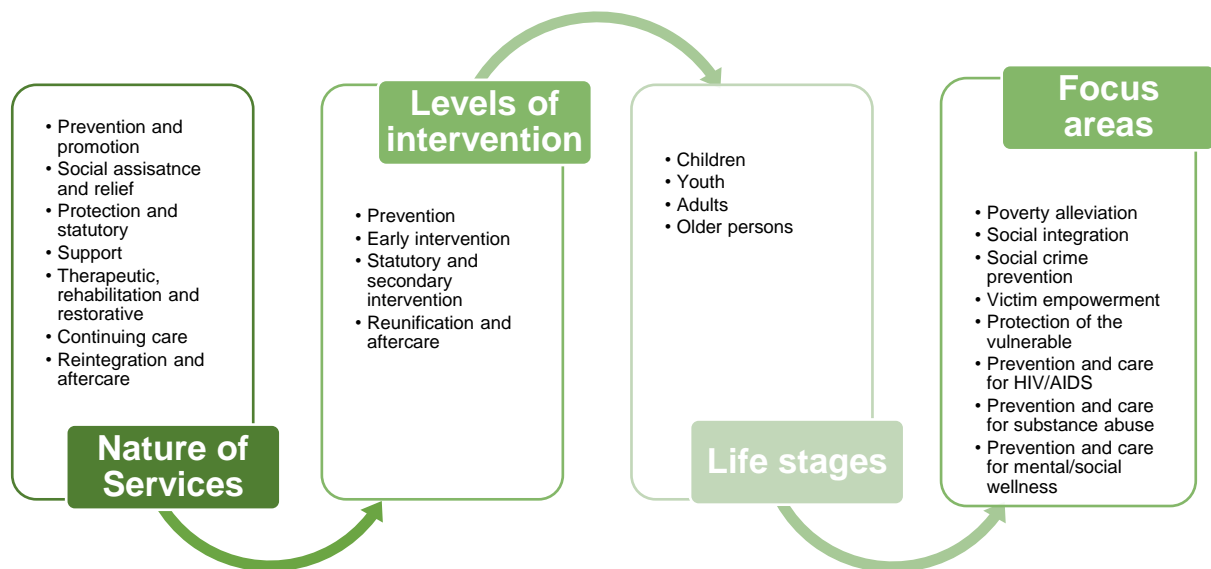


Figure 3: Integrated social services

(Adapted from: DSD, (2013), Framework for Social Welfare Services, Accessed 27 July 2016 from: http://www.dsd.gov.za/index.php?option=com_docman&task=doc_download&qid=515&Itemid=39)

Roles and responsibilities of the DSD

The national DSD provides leadership and guidance towards the implementation of the policy. The key roles of the DSD are summarized in the figure below:

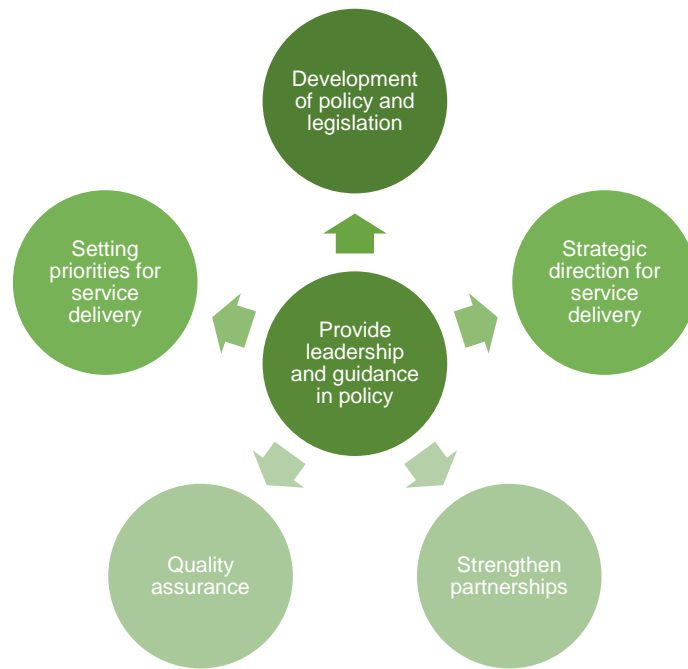


Figure 4: Roles and responsibilities of national DSD

On a national level, the roles and responsibilities of the DSD are to:¹³

- Fund national organizations that provide developmental social welfare services
- Develop a uniform framework to finance developmental social welfare service programs
- Ensure the establishment of appropriate national monitoring and reporting mechanisms
- Ensure national and provincial capacity and institution building across all levels of government
- Promote communication, linkages and partnerships with other service partners and Non-Profit Organizations (NPOs)
- Maintain suitable management systems and negotiate and lobby for national financing

In addition, the DSD sets out strategic objectives, as stated in the DSD Strategic Plan 2015-2020. These strategic objectives include:¹⁴

- Programme 1: Administration
- Programme 2: Social assistance
- Programme 3: Social security policy and administration
- Programme 4: Welfare services policy development and implementation support.
- Programme 5: Social policy and integrated development

The efficient implementation and execution of strategic programs necessitate the adequate supply of SSPs in the social services sector.

Roles and responsibilities of the other tiers of government within the DSD

The responsibilities of provincial and district levels of the DSD, as well as the local offices, relate largely to the implementation of policy, provision of services as well as the monitoring

and evaluation of particular services. These responsibilities extend from financial management to the coordination of services and resources; including SSPs. Below we discuss the roles and responsibilities of DSD provincial and local offices.

Provincial DSDs have various roles and responsibilities that include the: ^{15 16 17}

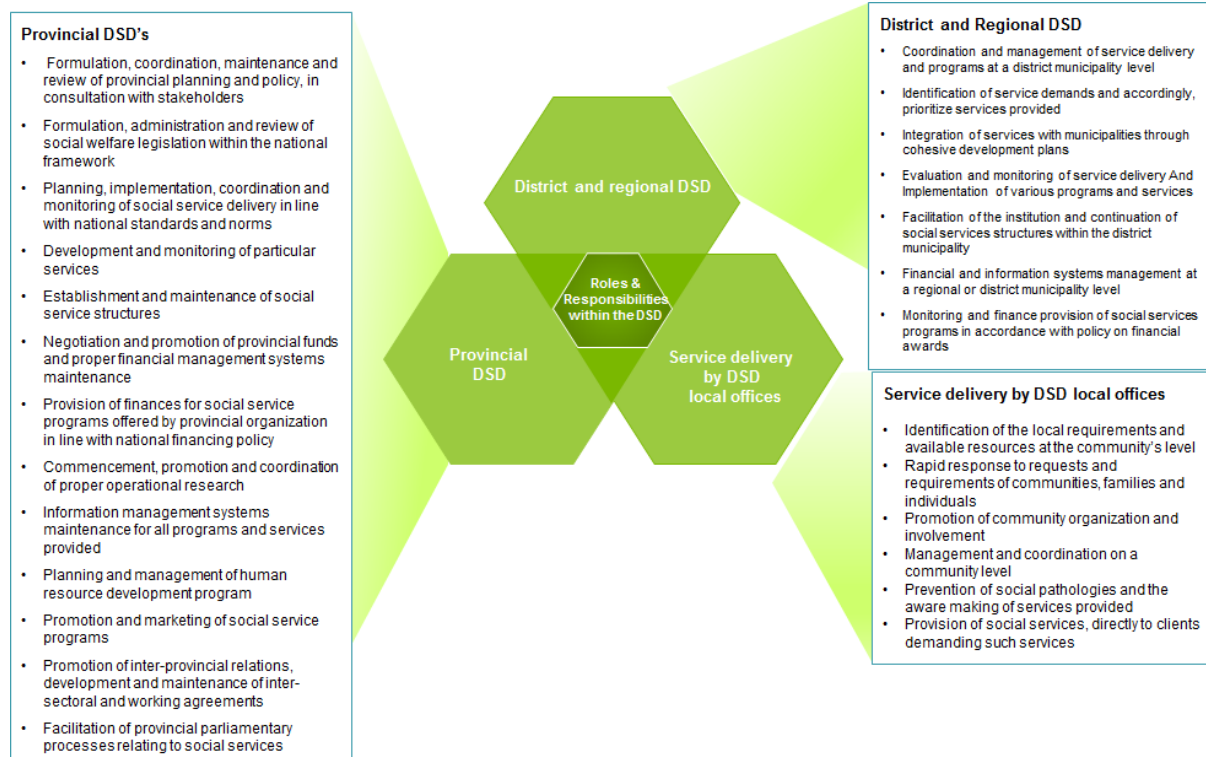


Figure 5: Roles and Responsibilities of the DSD

The Role of Non-Profit Organizations

The social services workforce comprises of SSPs in government departments, private practitioners, businesses and the NPO sector. However, the scope of this project limits the workforce to government SSPs, employed by national and provincial DSDs and SSPs employed by the Non-Profit sector. A good collaboration between the government and NPOs is necessary, considering the complimentary role that they both play subsidizing and supplementing services delivered. Additionally, there are funding agreements in place between DSD and the some NPOs for direct complimentary service delivery.

The NPO sector is characterized by a wide variety of organizations of different sizes and profiles across the political, economic and social spheres of society. Given high levels of income inequality in South Africa, NPOs have played a key role in encouraging philanthropy, promoting equity and implementing empowerment programs, in an attempt to combat this.¹⁸

NPOs contribute to the supply of social services, as such, examining this sector's contribution is important when forecasting the future needs of social welfare services for South Africa.

Service Delivery in the NPO Sector

The NPO sector provides essential social services and alleviates the demand burden on the public sector. SSPs working within the NPO sector form part of the overall supply of the workforce providing essential social services to beneficiaries. As such, in building a demand and supply model that clearly represents the total SSP workforce, it is important to have an overview of the number of SSPs in the NPO sector as well as the type of services the NPO sector provides. Furthermore, it is important to understand the constraints to workforce supply and service delivery that affects the NPO sector. In the figure below, the services delivered by the NPO sector is summarized.

Table 4: Social service delivery in the NPO sector

Service	Delivery Mode	Description
Income Support and Maintenance	Material assistance	Organizations providing food, clothing, transport and other forms of assistance, includes food banks and clothing distribution centers.
	Income support and maintenance	Organizations providing cash assistance and other forms of direct services to persons unable to maintain a livelihood.
Services to Children	Child welfare, child services, day care	Services to children, adoption services, child development centers, foster care, includes infant care centers and nurseries. Including statutory services
	Child protection	An organization involved with identifying, reporting and supporting abused and neglected children. Also, provides for placement of children in foster care.
	Early Childhood Development (ECD) and Partial Care Centers	ECD services include crèches, pre-schools & day-care centers & also; after-school supervision & partial care for children of all ages.
	Temporary Safe Care/Place of Safety	A facility where vulnerable or orphaned children are placed by court orders in cases of emergency. These are usually short term until permanent alternative arrangements are made.
	Secure Care	A facility for children who are awaiting trial or sentence or have been sentenced.
	Children's Homes	A facility for the provision of residential care to more than six children outside their family's environment,

Service	Delivery Mode	Description
		also known as an orphanage or child and youth care center (CYCC).
	Homes for Children with Special Needs	A facility for children with psychological and emotional difficulties, disabilities, chronic illnesses, alcohol or drug addictions, psychiatric conditions or who need assistance with the transition when leaving the center at the age of 18.
	Schools of Industry/Reform Schools	A residential facility where children with behavioral difficulties are sentenced to by the Children's or Criminal Court.
	Community-Based Care Services for Children	Drop-in-center/ISIBINDI. A drop-in center is a community-based, non-residential facility providing basic services aimed at meeting the emotional, physical and social development needs of vulnerable children.
	Adoption Services	A facility that helps in the process of adoption. Adoption is defined as a child being placed in the permanent care of a person other than a biological parent, by a court order.
Social Services	Services for the handicapped	Services for the handicapped; includes homes, other nursing homes; transport facilities, recreation and other specialized services.
	Services for the elderly	Organizations providing geriatric care; includes in-home services, homemaker services, transport facilities, recreation, meal programs and other services geared towards senior citizens.
	Youth services and youth welfare	Services to youth, includes delinquency prevention services, teen pregnancy prevention, drop-out prevention, youth centers and clubs, job programs for youth, includes (Young Men's Christian Association) YMCA, (Young Women's Christian Association) YWCA, Boy Scouts, Girl Scouts, Big Brothers/Big Sisters.
	Self-help and other personal social services	Programs and services for self-help and development, includes support groups, personal counselling, credit counselling/money management services.

Service	Delivery Mode	Description
	Family services	Services to families, includes family life/parent education, single parent agencies and services, family violence shelters and services.

(Source: DSD, State of the NPO Register 2014/15)

Number of NPO's servicing the Social Development Sector

The number of NPOs registered with the DSD in South Africa increased by 16.5 percent from 117 093 in 2014 to 136 453 in 2015.¹⁹ Of the total number of registered NPOs as at March 2015, 54 392 (39.9 percent) have a mandate to deliver social services. The provision of social services is the leading NPO sector.²⁰ It must be noted that this figure only represent NPOs registered with the DSD, there are private initiatives, companies, programs and faith-based organizations that also deliver services and are not necessarily registered with the DSD.

Whilst it is interesting to examine the geographical distribution of social service practitioners, it is important to examine the distribution of NPOs in relation to the needs of respective communities and regions. For example, are there more NPOs registered to operate in Gauteng and Limpopo due to demand for service or other reasons? The number of NPOs determines the number of NPO SSPs that are able to provide services to communities. This in turn affects the supply of SSPs within the social services sector.

In Table 5 below, the number of NPOs per 10 000 people in the different provinces that provide social services, is illustrated.

Table 5: Provincial density of NPOs delivering Social Welfare and Community Development Services

Province	2015 mid-year population estimate*	NPOs registered ⁺	NPOs per 10 000 people [^]
Gauteng	13 200 300	16 286	12
KwaZulu-Natal	10 919 100	10 765	10
Eastern Cape	6 916 200	4 917	7
Western Cape	6 200 100	4 316	7
Limpopo	5 726 800	6 726	12
Mpumalanga	4 283 900	4 218	10
Northwest	3 707 100	3 045	8
Free State	2 817 900	3 037	11
Northern Cape	1 185 600	1 082	9
Total	54 957 000	54 392	10

(Sources: *StatsSA, (2015), Mid-year population estimate, Statistical release P0302, DSD, (2015), 2014/15 State of South African Registered Non-profit Organisations, Issued in Terms of the Non-profit Organisations Act 71 of 1997 ^ KPMG Calculations)

Gauteng, Limpopo and the Free State have the highest NPO density per 10 000 people, with 12, 12 and 11 NPOs per 10 000 people, respectively. The Eastern Cape and the Western

Cape have the lowest density of NPOs delivering social welfare services, with only 7 NPOs per 10 000 people.

The number of SSPs currently and projected to deliver social services in the sector depends on several attrition factors such as retirements, resignations, remuneration, entrants from education & training institutions and working conditions influence the number of SSPs in the sector. There is an onus on the DSD and the NPO sector to provide social services in line with the Constitution to fulfil the basic needs of citizens.

Link between Non-Profit Organization (NPO) sector and DSD

National and provincial DSD both play critical roles in supporting the NPO sector. National DSD is mandated to develop a uniform framework for the financing of developmental social welfare service programs. It also mandated to ensure that proper national monitoring and reporting mechanisms are established while ensuring national, provincial capacity and institution building in all levels of government. This sphere of DSD also promotes partnerships, linkages with NPOs service partners. Provincial DSD provides support to the NPO sector by coordinating, monitoring and financing the delivery of social welfare services rendered by NPOs in accordance with national norms and standards and policies. Provincial DSD also reports to national DSD on NPO service delivery and funding.

In **Figure 6** below, the relationship between national, provincial DSD and NPO structures, in the social development sector is demonstrated.

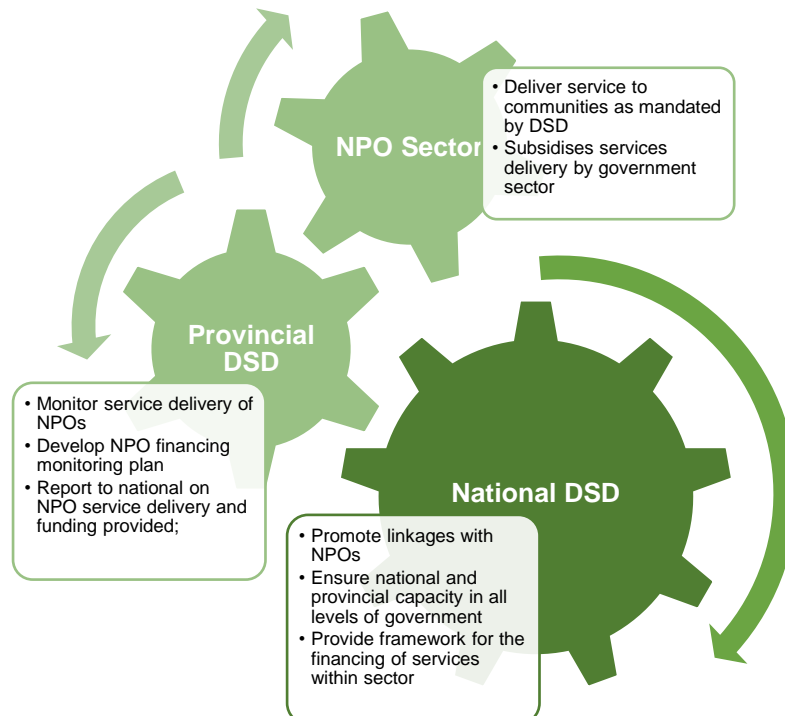


Figure 6: Link between key role players in the sector.

SOCIAL SERVICE PRACTITIONERS IN SOUTH AFRICA



SOCIAL SERVICE PRACTITIONERS IN SOUTH AFRICA²¹

In the previous chapter we discussed services that the sector is mandated to deliver, through various spheres of government and registered NPOs, in order to address the unique socio-economic challenges that South Africa faces. Arising from these services, we further discussed the mode of service delivery. In order to deliver these services, the sector employs social service practitioners (SSPs).

In this chapter, we will discuss the role SSPs play in service delivery. We further discuss the and define the various categories of SSPs mandated to delivers services in the sector and the inter-connected role each SSP category plays in delivering key services to the sector.

The Role of SSPs in South Africa

One of the challenges constraining SSPs is the need to do more with less. The range of responsibilities for these practitioners continues to grow, sometimes, without a corresponding increase in the number of SSPs. This phenomenon may substantially overburden the current SSP workforce and may result in a number of negative consequences for the social services sector and the communities reliant on these services. SSPs must address broader social and public policy issues that increase the risk of child abuse and neglect, including poverty, unemployment, and homelessness.

Exert from the Code of Ethics of the National Association of Social Workers (2008) -

“The primary mission of the social work profession is to enhance human well-being and help meet the basic human needs of all people, with particular attention to the needs and empowerment of people who are vulnerable, oppressed and living in poverty.”¹

Furthermore, in a country with high levels of report crime and violence, we see the need for SSPs in our correctional system. SSPs employed in correctional institutions provide important social and counselling services to inmates whose personal challenges have landed them in trouble with the law. Therefore, SSPs must be at the forefront of efforts of ambitious crime prevention and restorative justice efforts, enhance the use of community-based services, and promote constructive sentencing reform.



Figure 7: Role of SSPs in Society

The need for SSPs is also identified in the NDP and other key policy documents such as the HWSETA skills sector plan. According to the NDP, the ranks of social services professionals should be boosted to 55 000 to meet the demand for appropriate basic social welfare services. This is because social welfare services are becoming more development orientated, focusing on serving vulnerable people in families and in communities. There is a growing need for services in the form of home- and community-based care for persons infected with and affected by HIV/ AIDS.

The expansion of social development services and the introduction of new services for children, persons with disabilities, older persons and vulnerable members of society means there will be a greater demand for a range of occupational groups who have the capacity and capability to implement developmental social welfare programs.

Specifically focusing on children, there are plans to grant young children universal access to early childhood development for two years. These plans are driving the demand for skilled Early Childhood Development (ECD) practitioners. It is worthwhile noting that ECDs are not in the scope of this project. Furthermore, as the population ages and the elderly become a larger proportion of the population, the need for social- and care services to older persons will grow.

Many social services delivered for the protection of persons, as well as services requiring statutory assessment and prescribed intervention. Appropriately qualified and registered social service professionals must perform these services.²²

Types of SSPs in the sector

The term “SSPs” encompasses a number of different professionals who deliver services to communities. The SACSSP defines social work provided by SSPs as a practice-based

occupation and an academic discipline, which endorses social development and change, social cohesion, as well as the emancipation and enablement of people living in the community.²³ The social services workforce includes social workers, social auxiliary worker, child and youth care workers, as well as auxiliary child and youth care workers.²⁴



Figure 8: Definition of the Social Service Practitioner

(Adapted from DSD, (2013), Human Resources Model)

The section below details the role of SSPs, underlined in the figure above. Understanding the different roles of SSPs is essential in guiding the beneficiary needs and service driven demand of SSPs in the sector. The various categories of SSPs determine the supply of particular skills, which may or may not be in line with the given demand that is present.

Functions and Tasks of SSPs Categories by Programme

In chapter 3 we detailed the various programmes and services that the DSD is mandated to deliver. Multiple SSPs categories are required to deliver each service inter-connectedly to beneficiaries. In order to develop a service driven demand model its essential to determine the proportion of SSPs required for each service the sector delivers.

Social workers	Auxiliary social workers	Probation officers	Community Development Practitioners	Caregivers	Child Youth Care Workers
<ul style="list-style-type: none"> Provides individuals, families and communities with assistance to enhance their collective social condition Provide psychological counselling, guidance and assistance in the form of social services 	<ul style="list-style-type: none"> Auxiliary social workers are assistants to social workers. They play a supporting role to the function of social workers. 	<ul style="list-style-type: none"> SSPs specializing in probation services for those in conflict with the law. These are social workers who also render probation services 	<ul style="list-style-type: none"> Facilitate activities that enable households and communities to manage their own development to achieve sustainable livelihoods Promote an understanding of good community values for members of the community. 	<ul style="list-style-type: none"> Partnership between communities, civil societies and government to expand and improve community and home-based services Responsibilities include service offerings as a response to government interventions at community level. 	<ul style="list-style-type: none"> Responsible for the welfare of children and youth Provide developmental and psychosocial support services to children and youth

Figure 9: of Social Service Practitioners
 (Adapted from DSD, (2013), Human Resources Model)

The DSDs *Situational Analysis of Social Welfare Workforce Servicing Children* details the functions of SSP categories required to deliver Child Protection Services. The document asserts that Social workers, Probation officers and Adoption social workers initiate the process to provide protection and related services to affected children. Furthermore, Auxiliary social workers, Child and youth care workers, and assistant probation officers have the task of implementing, maintaining services to children, whilst community development practitioners work with groups, families and communities of affected children. The figure below details the role of SSPs in the sector.

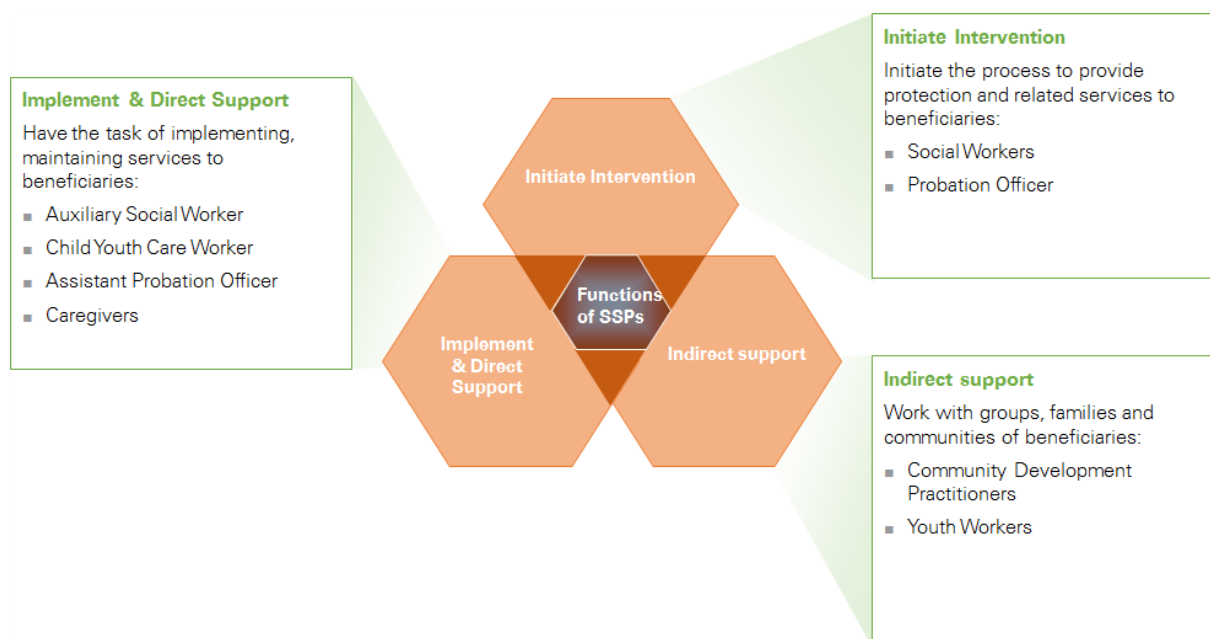


Figure 10: Functions of SSP per Category
 (Source: Department of Social Development Situational Analysis Report On the Social Service Workforce Servicing Children)

Apart from the broad roles per SSP category highlighted above, for each program and service provided to beneficiaries in the sector the DSD details specific tasks to be performed by each SSP category. The figure below details the proportion of tasks that each category of SSP requires to perform for various programmes offered by the sector. Details of these tasks are available from the *Department of Social Development Task Shifting Report, Annexure 5: Situational Analysis Report on the Social Service Workforce Servicing Children*.

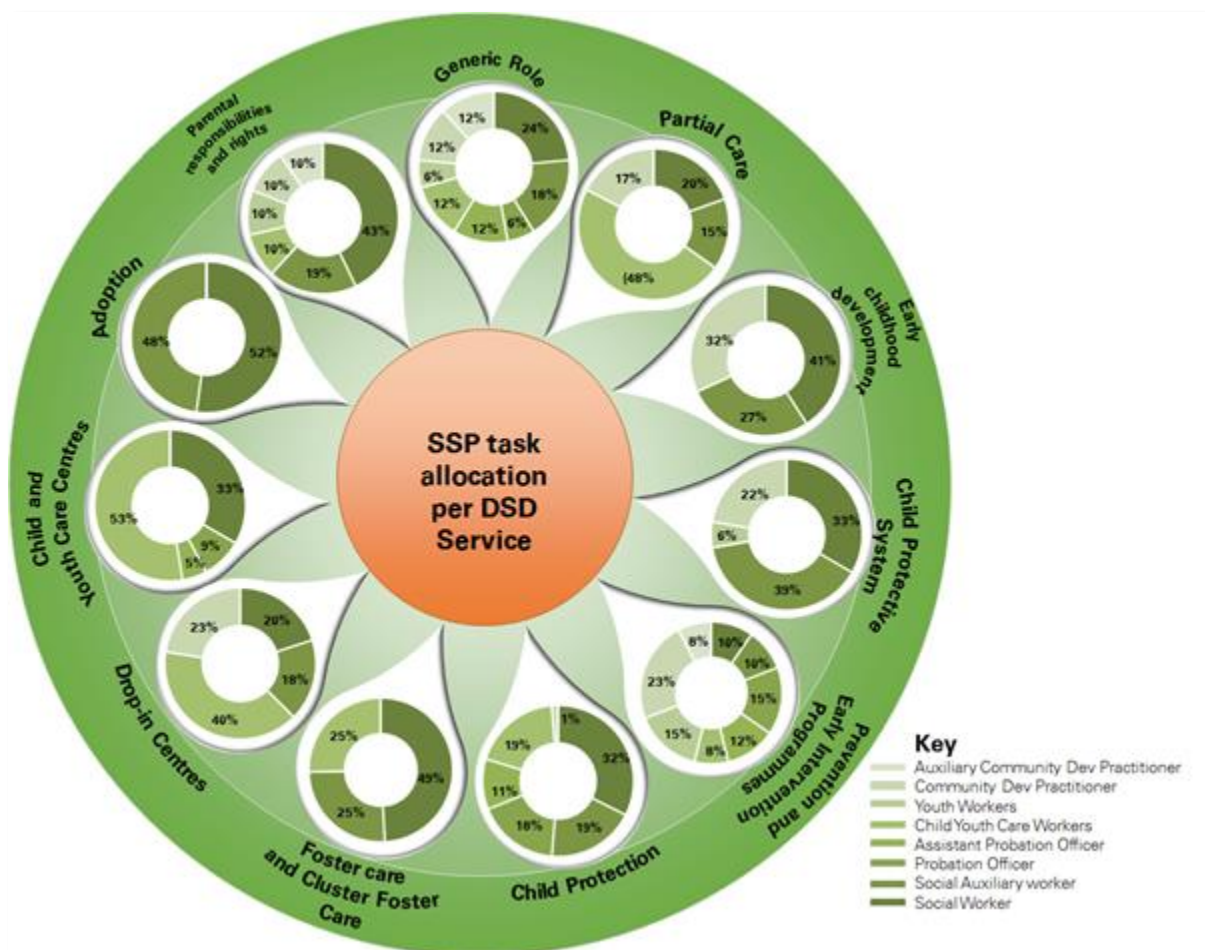


Figure 11: Distribution of tasks in key programmes per SSP category

(Source: Department of Social Development Task Shifting Report, Annexure 5: Situational Analysis Report On the Social Service Workforce Servicing Children)

Distribution of available SSPs

According to data received from the SACSSP and the DSD, there were 31 326 registered SSPs in 2015, of which 16 387 operated within the DSD. In 2016, the SACSSP reports and increase of 4 350 registered SSPs. This substantial growth was facilitated by the social work bursary scheme. The scheme was first introduced in 2008, and by 2013, more than 6 300 bursaries had been awarded.²⁵ Furthermore, the White Paper Review for Social Welfare asserts that other national departments employ social workers. As of the end of 2015 the

SAPS had 290 were filled posts, Correctional Services had 555, Justice and Constitutional Development had 128 filled and the Department of Health had 4 filled posts.

The figures below depict the distribution of SSPs per province in the DSD and NPO sector for 2015, respectively.

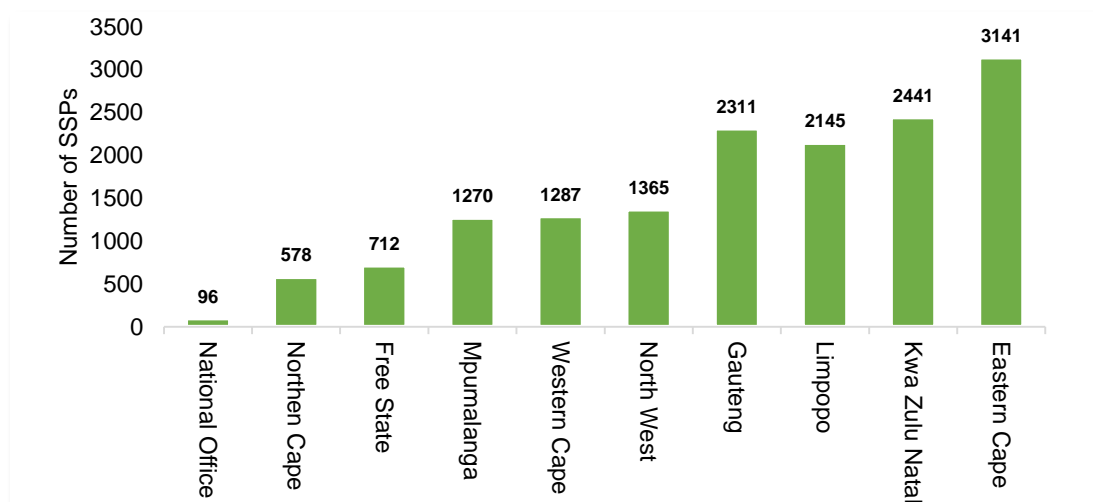


Figure 12: Provincial distribution of registered SSPs operating in the DSD (2015)

(Source: Social Work Data-for White Paper Review)

Eastern Cape, KwaZulu-Natal, Gauteng and Limpopo make up the largest proportion of SSPs servicing the public sector under the DSD, with 20 percent, 16 percent, 15 percent and 14 percent of the total number of SSPs absorbed in these provinces. The South African National Office employs a mere 1 percent of total government registered SSPs.

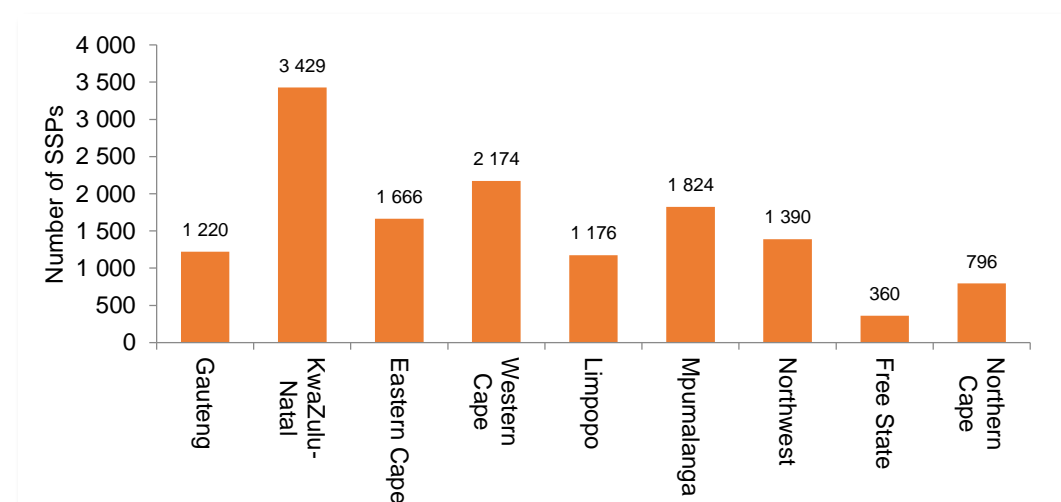


Figure 13: Provincial distribution of registered SSPs operating in the NPO sector (2015)

(Source: DSD NPO Provincial Database)

The provincial distribution of NPO registered SSPs provided by the DSD indicates a different distribution of SSPs in the NPO sector. KwaZulu-Natal and the Western Cape account for 39 percent of SSPs registered in the NPO sector, 24 percent and 15 percent, respectively.

Distribution between other provinces is balanced, except for the North West and Northern Cape that only comprise 3 percent and 6 percent of SSPs working in the NPO sector.

To provide perspective of the number of SSPs in the DSD and NPO sector, we consolidate the two data sets and table the provincial distribution of SSPs below in relation to the population of the respective provinces in Table 6 below.

Table 6: Provincial Distribution of SSPs

Province	2015 mid-year population estimate*	DSD Employed SSPs ⁺	NPO Employed SSPs [^]	SSPs registered with the DSD and registered NPOs [#]	Total number of SSPs per 100 000 ⁻
Gauteng	13 200 300	2 311	1 220	3 531	2.7
KwaZulu-Natal	10 919 100	2 441	3 429	5 870	5.4
Eastern Cape	6 916 200	3 141	1 666	4 807	7.0
Western Cape	6 200 100	1 287	2 174	3 461	5.6
Limpopo	5 726 800	2 145	1 176	3 321	5.8
Mpumalanga	4 283 900	1 270	1 824	3 094	7.2
Northwest	3 707 100	1 365	1 390	2 755	7.4
Free State	2 817 900	712	360	1072	3.8
Northern Cape	1 185 600	578	796	1374	11.6
Total	54 957 000	15 250	14 035	29 285	5.3

(Sources: * StatsSA

+ Social Work Data-for White Paper Review

^ DSD NPO Provincial data base, NPO data excludes other SSP categories such as CDPs, Probation Officers

Social Work Data-for White Paper Review

- KPMG calculation)

The Northern Cape is the most resourced province with 11.6 SSPs per 10 000 people. The Northern Cape is a sparsely populated province, which may aid in the explanation of this high ratio. Other provinces enjoying higher numbers of SSPs in relation to population, include the Northwest, Mpumalanga and the Eastern Cape with 7.4, 7.2 and 7.0 SSPs per 100 000 people, respectively. Gauteng is the least resourced province with 2.7 SSPs per 100 000. Due to the persistent demographic pressures in Gauteng a smaller number of SSPs per 10 000 people seems intuitive. It must be noted that the Gauteng city region has the largest population in South Africa. Furthermore, data provided by the STATSSA *Community Survey of 2016* asserts that the province accounts for at least 78.1 percent of net internal migration. Whilst the number of SSPs serving a population is a key indicator in determining the differences in resourcing per province, socio-economic drivers, prevalence of poverty, crime and other social ills will be considered, in order to fully assess the demand of SSPs in a region.

Current Employment in the DSD

This section outlines the number of SSPs per category. It is important to collect information on the distribution of SSPs by occupation and post because the distribution of SSPs per category illustrates the type of services the current number practitioners are currently delivering. Furthermore, it must be noted that despite an aggregate deficit in supply there is a possibility that supply and demand dynamics might vary per SSP category.

According to data provided by the DSD of the 16 380 SSPs working for the DSD in at the end of 2016, social workers account for 9 560 or 58 percent of DSD SSPs. Social auxiliary workers are the second largest occupational group accounting for 16 percent of SSPs working for the DSD

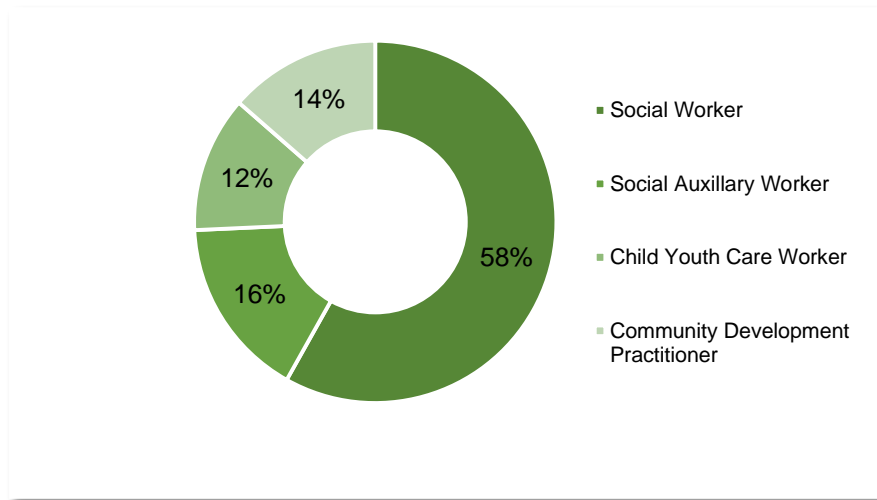


Figure 14: Occupational Distribution of DSD SSPs (as at December 2016)

(Source: Department of Social Development Human Resources data)

SSPs per Capita in South Africa

Based on 2014 SACSSP data, the aggregate SSP per capita ratio in South Africa is 1: 6 096. However, this is a negative deviation from the international standard of 1 SSP per 5 000 people in an urban population.²⁶ As such, South Africa may be under- resourced as per the

international norm. The ratio of 1:6 096 indicates that there may not be enough SSPs in the sector to meet demand.

In Table 7, we note the proposed norms of SSPs per capita in South African. The international norm of 1: 5 000, as mentioned above, applies to developed urban communities. The DSD has adjusted this ratio to account for semi-urban and rural populations in South Africa.²⁷

Table 7: Department of Social Development recommended SSP per Capita ratios

Population	Ratio of SSPs to the population
Urban, Gauteng	1 : 5 000
Combined urban and rural, KwaZulu-Natal and Western Cape	1 : 4 500
All other provinces	1 : 3 000

(Source: DSD, (2012), Integrated Service Delivery Model)

From the above table, it is noted that the number of people per SSPs is highest in urban populated provinces such as Gauteng. Semi-urban, rural, and densely populated provinces also require SSPs to serve a large population. Strictly rural provinces require SSPs to serve smaller population but at the same time SSPs working in those provinces might be required to travel longer distances to attend beneficiaries.

However, in order to meet demand the number of SSPs per population, KPMG proposes that prevalence demand drivers per population group inform the ratio of SSPs. Furthermore, it is important to consider the differing skillsets of SSPs as the roles each category plays are not the same. In reality, the ratios required to meet a population's needs may be different with each category of SSP. Variations in provincial prevalence will also determine the demand of services per province as well the ratio per occupational group required per population.

In Table 8 below, the 2015 mid-year population estimates, the mandated number of DSD SSPs compared to the current number employed and the calculated the ratio of employed DSD SSPs to the population are listed, in an aim to compare South Africa against the set norms.

Mandated DSD SSPs are calculated using ratios set out in Table 8 for urban, semi-urban and rural populations. Using STATSA data, ratios per population have been calculated based on whether a province is urban, semi-urban or rural

Table 8: Number of SSPs required by mandate against population ratios

Province	2015 mid-year population estimate*	DSD employed SSPs~	Norms and Standards SSP per Capita	Actual SSP per Capita
Gauteng	13 200 300	2 311	5 000	5 712
KwaZulu-Natal	10 919 100	2 441	4 500	4 473
Western Cape	6 200 100	1 287	4 500	4 817
Eastern Cape	6 916 200	3 141	3 000	2 202
Limpopo	5 726 800	2 145	3 000	2 670
Mpumalanga	4 283 900	1 270	3 000	3 373

Province	2015 mid-year population estimate*	DSD employed SSPs~	Norms and Standards SSP per Capita	Actual SSP per Capita
Northwest	3 707 100	1 365	3 000	2 716
Free State	2 817 900	712	3 000	3 958
Northern Cape	1 185 600	578	3 000	2 051

(Sources: *StatsSA

+ DSD data

~ Social Work Data-for White Paper Review

^ KPMG Calculations)

From the above table, it is noted that SSPs per capita varies from province to province. Provinces like Gauteng, the Free State and the Western Cape have less SSPs serving a far larger population than is mandated. Comparing the number of SSPs per province, the Eastern Cape, Northern Cape, Limpopo and the Northwest exceed the norms set out, in terms of the ratio of one SSP to population. All other provinces, except for KwaZulu-Natal fall short against the setout norms. The shortage of SSPs is thus visible in these provinces (namely Gauteng, Western Cape, Mpumalanga and the Free State).

Shortages of SSPs also occur across categories of SSPs. Illustrative, in 2012, the DSD estimated that to fulfil demand in terms of the Children's Act, 16 504 social workers were required. This represented 99 percent of the then 16 740 registered social workers. As these SSPs were also active in various other services in the sector, the shortage of SSPs is clearly discernible.²⁸

The HWSETA notes that scarcity is often due to factors such as geographic location and replacement demand. Reasons for shortages include the scarcity of skilled people and appealing career prospects abroad that attract skilled professionals.²⁹ The above assessment also points to a need for more enhanced and detailed data collection of the human resources available to the South African social work industry. The White Paper Review for Social Welfare attributes SSP shortages to physical working conditions. It further states that the lack of awareness on DSD strategies such as the Recruitment and Retention Strategy of 2006 and the HR model of 2012 frustrates effective HR planning.

Who says we have a shortage in social worker skills in South Africa?

(Exert from Human Sciences Research Council, Development Policy Research Unit and Sociology of Work Unit, (2008))

“Social workers in a study by Naidoo & Kasiram (2006) report that caseloads in South Africa are generally in excess of 120 cases compared with a maximum of about 12 in the UK. This over load leads to high levels of stress and frustration among professionals. Another research cited in the same article, Lombard (2005), argues that the vast majority of these extremely high caseloads consist of statutory work, for which there is an ever-increasing demand. This is due to the HIV/AIDS epidemic and the fact that social work in South Africa is the primary social service profession intervening on a statutory level (Lombard & Kleijn, 2006).

According to these authors, social workers within the NPO sector additionally have to face even higher caseloads than those within the government welfare sector. This arises out of a complex interplay of factors. NPOs have limited ability to refuse government referrals for fear of losing their funding subsidies. At the same time these institutions suffer from high turnover of staff as social workers seek to move – either into the government sector where workloads are not only slightly lighter but salary packages are also considerably better, or to careers in another country or outside the social welfare sector (Lombard, 2005; Lombard & Kleijn, 2006).

These issues are directly linked to insufficient numbers of social workers available and/or willing to fill posts, with Lombard & Kleijn (2006) asserting that the ‘devastating impact has reached crisis proportions for social services in South Africa’. They additionally argue that if the current high caseloads are to become the norm, that social workers should not formally be charged with unprofessional conduct or negligence arising out of their inability to manage these inhuman workloads.

At the more specific level, a study by Brown & Neku (2005) reports that social workers in rural areas describe their work as ‘overwhelming’ and ‘frustrating’ because ‘the needs of the community are many, but the numbers of professionals available to assist families in rural areas are few’. Government social workers in East London echo these sentiments: One of the key elements impacting negatively on their job satisfaction is that they are expected to do too much within the lack of resources. As such they feel that the more social workers need to be employed (Clarke-McLeod & Sela, 2005).

Only Schenck (2004) explicitly refers to ‘shortages’ among social workers by making reference to the first announcement of social work as a ‘scarce skill’ by the Minister of Social Development, Zola Skweyiya, in a Mail & Guardian article on 22 August 2003. She argues that in light of the HIV/AIDS pandemic and extensive poverty in South Africa, 2 statutory work is the work related to fulfilling government legislation. For example the work related to the Child Care Act includes: the removal of children, children’s court appearances, case reports, placement of children in homes,

(Source: Human Sciences Research Council, Development Policy Research Unit and Sociology of Work Unit, (2008), Social Work as a Scarce and Critical Profession, Research Commissioned by Department of Labour, South Africa)

Furthermore, the shortage of SSPs in South Africa may be an indication of the challenges with filling posts and funding for SSPs in the sector. It is worthwhile thoroughly investigating why vacancies exist despite shortages of SSPs. It may be that policy goals have not been translated into structures with budgeted posts to support these goals and growing population needs.

SSPs shortages do not only lead to a lower number of SSPs providing services, but also lead to lower quality of services delivery. The available number of SSPs faces escalating demands for social services without accompanying increases in SSPs to provide the relief. SSPs in the sector therefore undertake demand and cannot adequately provide services.

Different drivers influence the current and future demand and supply of SSPs. Demand drivers arise due to the current and historical socio-economic climate, which necessitate the provision of certain services. On the other hand, factors are present within the social services sector that may hamper the employment of SSPs.

SOCIAL SERVICE WORKFORCE PLANNING



SOCIAL SERVICE WORKFORCE PLANNING

The idea behind developing a supply and demand model is to ensure that vulnerable South African have access to essential services. Answering important questions like how many SSPs the sector can supply and how many SSPs the sector needs or demands is prerequisite. This section details the proposed model that KPMG has developed to understand supply and demand of SSPs over the next 15 years in South Africa. As well, this section discusses the various prevalence drivers of supply and demand that we use to create the sector representative model. Furthermore, this section of the report will compare the KPMG modelling approach with other country experiences and workforce models used in similar sectors.

What is workforce planning?

Workforce planning is an analytical process to ensure the right number of people with the right skills are employed in the right place at the right time to deliver an organisation's or sector's short- and long-term objectives.

Workforce planning aims to achieve a proper balance between the supply and demand for different categories of social service practitioners. Workforce planning in community development and social welfare services is important, as it allows for proper resourcing of service delivery furthermore given the time and cost involved in training new practitioners it creates a framework for accurate resourcing. In a context of tight budget constraints, proper workforce planning is needed not only to guide policy decisions on entry into social work education programmes, but also to assess the impact of possible changes in the social welfare delivery to better respond to changing population needs.³⁰It must be noted that social welfare systems and social service delivery models can be complex, particularly because practitioner's roles are interlinked and sometimes may overlap.³¹

Good workforce planning takes into account cyclical and structural factors, which vary in their time horizons. In fact, there are a number of factors that workforce planning need to take into account:

- Wages play a role in determining the supply and demand of workers in the social welfare industry. As such, any shortage or surplus could be adjusted using wage mechanisms.
- Realistic data and assumptions about retentions rates and retirement patterns
- Workforce projections should take into account expenditure projections
- Geographic distributions of social workers in a country in order to address regional shortages

The chart below summarizes steps in workforce planning.

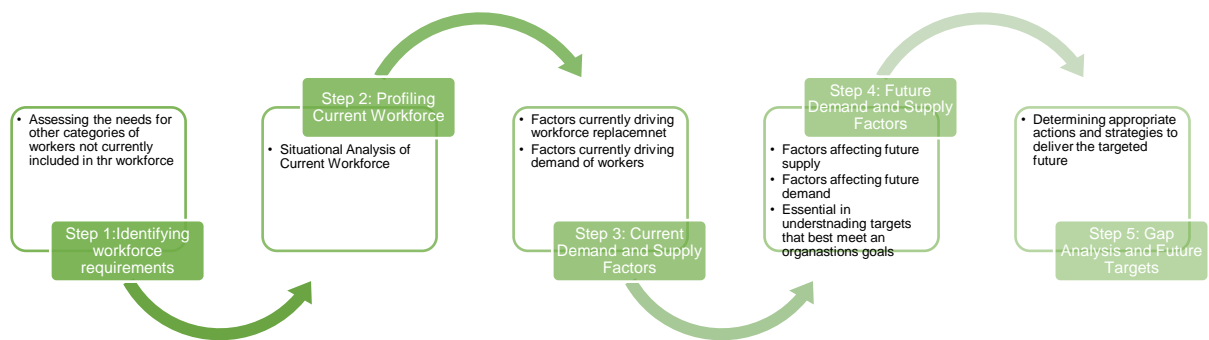


Figure 15: Social Service Workforce Planning

The provision of community development and social welfare services is a constitutional right, according to Section 27(i) (c) of the Constitution, South Africans have the right to access social support if they are unable to provide for themselves and their dependents.³² As such, adequate human resourcing to meet this mandated service is essential. Furthermore, negative social outcomes may arise due to planning shortcomings in the sector. Some examples of planning gaps include:³³

- A lack of community building endeavors and inadequate coordinated social planning
- Bottlenecks of required services and infrastructure, i.e. community recreation, education, roads and public transport face demand in excess of the available supply
- Land-use planning processes don't correspond with infrastructure financing timeframes

Planning gaps, as described above, affect the wellbeing of, individuals, groups, families and communities. Such shortcomings in planning may lead to:

- The absence of social cohesion
- Beneficiaries travelling far distances to receive service,
- Increased prevalence of family dysfunction, and
- Increased rates of mental and physical health problems³⁴

A vibrant crowd of people, likely at a market or festival, wearing traditional African clothing. In the foreground, a person is seen from the side, carrying a large stack of colorful fabrics (blue, green, orange, and white) on their head. The crowd is diverse, with people wearing various styles of dresses, skirts, and headwraps in bright colors like red, yellow, blue, and white. The background is filled with more people, creating a sense of a busy, communal gathering.

DETERMINING DEMAND FOR SOCIAL
SERVICE PRACTITIONERS

DEMAND FOR SOCIAL SERVICE PRACTITIONERS

What is Demand?

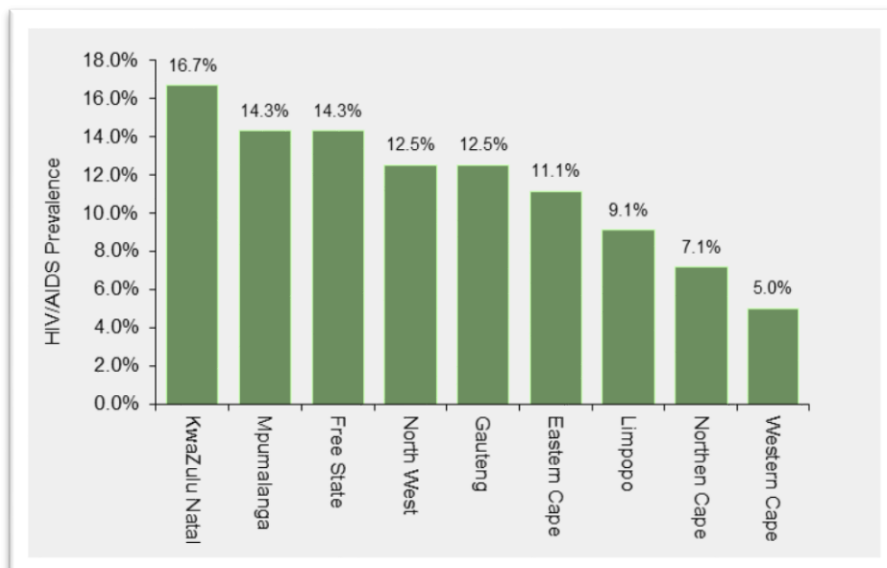
“Demand” refers to the number of SSPs required to deliver services in the sector. Various service delivery factors such as policy obligations, vacancy rates in the sector, rising population levels, socio-economic drivers, province specific geographic drivers, incidence of prevalence influences like crime, drug abuse and disease drive demand in the sector.

External Factors Driving Demand for SSPs

This section discusses external prevalence factors that affect the social services sector and in turn drive structural demand for SSPs. It must be noted that for modelling purposes, the intensity of these prevalence factors varies from province to province. These factors have been categorized as external because they refer to contextual or environmental factors driving service delivery in the sector.

Prevalence of HIV and AIDS

South Africa has the largest number of people living with HIV/AIDS in comparison to other countries in the rest of the world, with the burden falling largely on the under-resourced black population.³⁵ Furthermore, StatsSA “*Mid-year population estimates 2015*” asserts that HIV prevalence rate is roughly 11.2 percent of the total population, with an estimated 6.9 million HIV positive people in 2015.³⁶



The adjacent figure illustrates the prevalence HIV/AIDS pandemic in all nine provinces in the country. With an incidence of 16.7 percent, KwaZulu-Natal has the highest HIV/AIDS prevalence Mpumalanga and the Free State also show high incidence of HIV/AIDS with 15 people per 100.

Figure 16: Provincial Prevalence of HIV/AIDS

Notably, the Western

Cape has the lowest rate of 5.0 percent. Intuitively, this implies that there will be a higher demand for SSPs delivering HIV/AIDS in KwaZulu-Natal, Mpumalanga and the Free State in comparison to the Western Cape. Consequently, and as highlighted in **Table 3**, the prevalence of HIV/AIDS directly leads to demand for the provision of community based drop-in centers and child care forums.

Moreover, StatsSA's *Community Survey of 2016* asserts that the number of orphaned children has increased concomitantly with the prevalence of HIV/AIDS. In 2016, 1.7 percent of children were double orphans, 8.3 percent were paternal orphans, and 5.4 percent maternal orphans.³⁷ According to the *Community Survey 2016*, the number of orphans declined from 3.4 million in 2011 to 2.4 million in 2016. This is possibly due to the misreporting of parental survival status by the children, misrepresenting the declining numbers. Nonetheless, a reduction in the number of orphans could mean a decline in demand for child welfare services provided by SSPs and specifically CYCWs.³⁸ Furthermore, the relationship between HIV/AIDS incidence and the prevalence of orphaned children is just one example of how one social challenge leads to another social ill that further accelerates the need for SSPs in the sector.

There are various SSPs providing social services to children in need. In Table 9 below, we indicate the total number of SSPs serving children from government and NPOs.

Table 9: Total number of SSPs serving children in 2012

Setting	Social worker	Auxiliary social workers	CYCWs	Total
Government	4 726	2 434	1 532	8 692
NPO	1 773	1 580	1 071	4 424
Total	6 499	4 014	2 603	13 116

(Source: DSD, (2013), *Situational Analysis of Social Welfare Workforce serving Children*)

From the above, we note that the public sector is responsible for 66 percent of total SSPs social services to children in South Africa. Of the total SSPs providing child welfare services, almost 50 percent are social workers.

According to the *Situational Analysis of Social Welfare Workforce serving Children* conducted by the DSD, there is a shortage of all categories of SSPs required to implement the Children's Act.³⁹ This can largely be attributed to historically high incidence of HIV/AIDS.

The shortage of SSPs to provide specific social welfare services to children is indicative of the inadequate supply or incorrect distribution of SSPs. Shortages in SSPs bring about inefficiencies in the delivery of social services, adding to backlogs and increased pressures on current SSPs in the system.



Food and nutrition insecurity

The prevalence of food and nutrition insecurity gives rise to demand for food nutrition programmes, which require SSPs for service delivery. In 2010, the South African government prioritized food security. In light of the recent drought this challenge remains pressing.⁴⁰

According to the *StatsSA Community Survey 2016*, almost 20 percent of households in the country reported a shortage of food over 2015.⁴¹ The Northern Cape, Eastern Cape, Free State, North West and Mpumalanga have higher levels of food insecurity prevalence with more than 20 percent of households facing a food shortage. On the contrary, the Western Cape and Gauteng had the lowest percentage (below 20 percent) of households experiencing money shortages to buy food.⁴²

Household income and household structure heavily influence the quality of food nutrition and security. Typically, poor households subjected to income poverty and inequality; suffer from inadequate food supply and poor nutrition.⁴³ This is also attributable to high unemployment, inadequate safety nets, insufficient capital or access to land, and meagre purchasing power.⁴⁴ Therefore, it is likely that low-income households will require social services support in the form of food and nutrition programmes currently delivered by the sector. This in turn further increases the demand for SSPs, especially in affected drought prone regions.

Prevalence of children needing protective services

Children under the age of 19 comprised of about 40 percent of the total population in 2015,⁴⁵ of which it is estimated that 48 percent are in receipt of social assistance⁴⁶. South Africa has prioritized the well-being of children throughout the NDP, recognizing that the advancement of children's rights is critical to the country's development.

There are a number of contributing factors to the need to provide services for children. Issues such as the prevalence of orphans, CHH, poverty, infant mortality, abuse and HIV/AIDS are some of the drivers that necessitate child protection services. These issues create a demand for SSPs in South Africa in terms of child grants, foster care and various support programs.

Prevalence of Child-Headed Households

We may attribute the increase in the number of children living in CHH to the HIV/AIDS pandemic, factors such as crime, violence, poverty and accidents, which have left many children orphaned and dependent on social services. The number of households headed by children has escalated from 2011 to 2016, from 225 463 to 279 297.⁴⁷ As a result, the increasing number of children that require social services places increased pressures on SSPs to assist them through the process of receiving the required foster care service or other welfare services.

Incidence of Child Poverty

With 54 percent of children living below the lower poverty line of R671 per month (2014), poverty amongst South African children is high.⁴⁸ Since 2003, there has been a drop in the child poverty rates. This is mainly due to an expansion in the reach of the Child Support Grants over the same period. Despite the recorded reduction in child poverty, over 10 million children lived below the “lower bound” poverty line in 2013.⁴⁹



In addition to other prevalence indicators, child poverty brings about need for social assistance and demands SSPs to provide services to these 10 million children dependent on the public sector or NPOs to care for them.

Prevalence of Child Sexual abuse

According to the South African Police Service (SAPS) annual report 2014/15, sexual offence crimes against children reduced by 53 percent in comparison to 2013/2014 figures.⁵⁰ Such crimes against women and children, is a priority for both government as well as the SAPS. Therefore, there will always be an increasing need for SSP provided services through the various support programmes and/or interventions in place for victims of sexual related offences.

Prevalence of substance abuse, prevention and rehabilitation

Drug related crimes in the country increased from 62 689 in 2004 to 258 472 in 2014 and 266 902 in 2015.⁵¹ In addition, alcohol related crimes in South Africa have consistently increased, according to police crime statistics. This however does not account for unreported crimes such as drug-related theft from family and friends, or domestic violence, which may underestimate the true incidence of these crimes and the demand it creates for SSPs.

In the figure below, we indicate the increase of the prevalence of drug related crimes from 2004 to 2014.

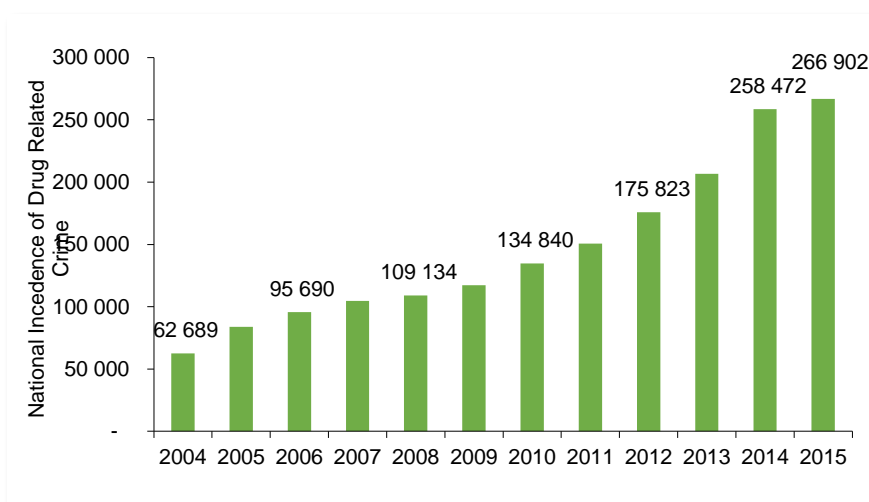


Figure 17: Prevalence of drug related crime

(Source: CrimestatsSA.com: 2015 and the Central Drug Authority)

There is also a close and causal relationship between substance use/abuse, domestic and family related violence. A study conducted by the DSD in 2008 on the nature and

prevalence of domestic violence in South Africa showed that alcohol is a key contributing factor to domestic violence and argued that interventions focusing on reducing substance use would have the largest measurable impact on reducing domestic and related family violence. Consequently, alcohol and drug abuse result in a need for social service intervention through the deployment of SSPs in regions where the prevalence of such lifestyle issues are high.⁵²

Prevalence of crimes committed by children

The number of crimes committed by children is continuously increasing. The implementation of the Child Justice Act 75 of 2008 resulted in the number of awaiting trial children decreasing from 711 as at March 2010 to 163 in January 2013, equal to a decrease of 77 percent. Over the same period, the number of sentenced children (being detained in youth correction centers) decreased by 60 percent, from 771 to 282⁵³.

Community-based diversion programs, which demand a high rate of supervision by SSPs, may have added to this positive decrease in committed crimes. According to the DSD, the country currently has 30 secure care centers. To uphold the low number of children involved in crime and further improve the current situation, the public and NPO sector face an already high and increasing demand for SSPs focusing on social interventions in communities.

Aging Population and prevalence of elderly dependence

The population of South Africa increased from 40.6 million in 1996 to 51.7 million in 2011 and 55.6 million in 2016. Particularly, the population aged 60 years and above rose from 4 151 760 in 2011 to 4 525 345 million individuals in 2016.⁵⁴ Older persons may face a number of challenges, some of which include:

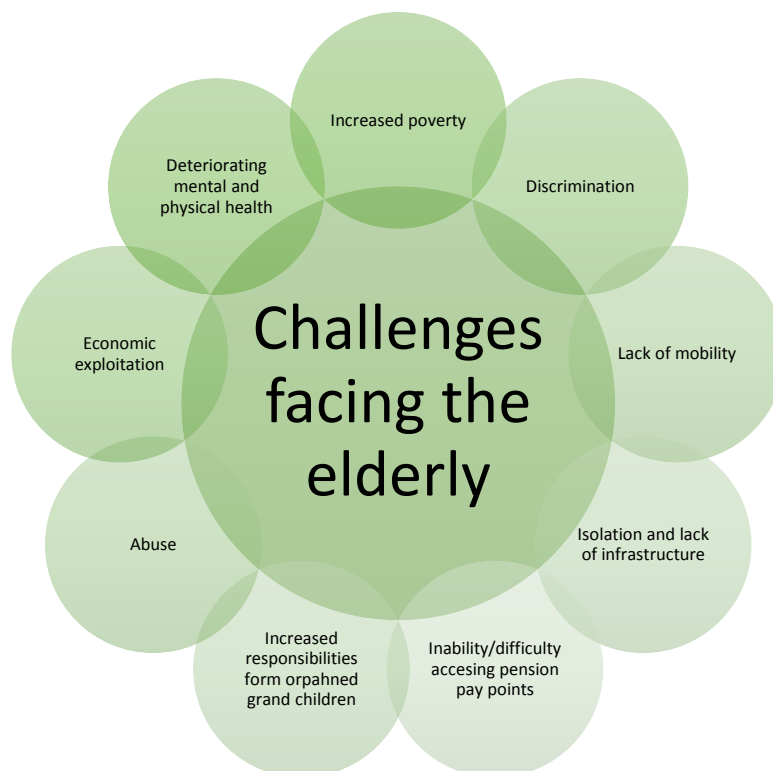


Figure 18: Challenges facing senior citizens

If the population ages and the elderly constitute a larger proportion of the population, the need for social and care services to older persons will grow. This cycle of demand is exacerbated by the lack of adequate services, resources and access to health services in terms of distance, affordability and equitable distribution to all those who need the service. There is also a critical demand for services, such as frail care for this population group.

Role-players in the sector have identified the need to regulate and train community caregivers and care workers employed by agencies and residential facilities.

Prevalence of persons with disabilities

The prevalence of disabilities in South Africa increased from 7.5 percent in 2011 to 7.7 percent in 2016. There exists a link between disability and poverty, whereby being disabled often leads to poverty due to multiple discriminatory barriers such as being unable to reach a certain level of education.⁵⁵

Generally, with increasing numbers of disabled persons, the demand for social security grants for example increase, as these individuals are far likely to find employment resulting from low levels of education and skills. According to the *StatsSA Community Survey 2016*, the NDP provides for a summary of strategies and interventions aimed at improving the lives of persons

with disabilities.⁵⁶ These strategies and interventions require SSPs for the provision of social services to persons with disabilities and families affected by this.

Population growth

Population growth is a key demand driver for the provision of social services. Total population in South Africa increased from 51.8 million in 2011 to 55.6 million in 2016.⁵⁷ The 7.5 percent growth in population over this period necessitates an associated increase in SSPs to fulfil potential increased demand for social services.

The population distribution is representative of a youthful population. The highest proportion of the population ranges between ages 0 to 4 (10.7 percent of total population) and 5 to 9 (10.1 percent) years of age. The largest increase in population age group over the period of 2011 to 2016 was the 5 to 9 years' age group.⁵⁸ As a result, the high and increasing proportion of youth may be indicative of expected demand pressures for social services and SSPs related to child welfare.

Conversely, the elderly population over the age of 80 decreased between 2011 and 2016.⁵⁹ The various population age groups differ across the respective socio-economic levels, indicative of the diversity in mortality patterns and morbidity experiences.⁶⁰ These prevalence indicators, as discussed in the previous section, additionally add to demand considerations to be included in the demand and supply model.

The population proportion living in urban versus rural areas may also give an indication as to where services are most needed. In 2015, 64.8 percent of the South African population was living in urban areas, with 1.59 percent urbanization over the period of 2010 to 2015.⁶¹ Furthermore, the number of households living in formal dwellings increased from 77.6 percent in 2011 to 79.2 percent 2016, whilst the number of households living in informal dwellings decreased from 13.6 percent to 13.0 percent over the same period.⁶² Additionally, the average household size decreased from 3.6 persons in 2011 to 3.3 persons in 2016.⁶³

Population growth and characteristics such as unemployment are key drivers that influence the demand for social services provision.

Unemployment and subsequent macroeconomic concerns

South Africa has experienced consistent recorded increases in unemployment levels since 2010. The number of unemployed people increased by 626 000, in the first quarter of 2015, and 521 000, in the first quarter of 2016.⁶⁴

Rising unemployment levels could lead to an increase in poverty levels due to a loss of personal income. High levels of unemployment, together with income inequality link to negative social effects, such as high crime rates, less healthy lifestyles and a lack of quality education for the youth.

To combat this, communities require social welfare services in terms of income support and maintenance; services for children (i.e. ECD services and partial care centers) and youth services. Rising unemployment may therefore directly result in higher demand for SSPs.

Poverty

Poverty is a demographic factor, which drives the demand for social services. According to the StatsSA, the high levels of inequality and poverty in the country has left a large proportion of the population without access to basic services and resources.⁶⁵ In accordance with the Constitution, within the limits of available resources, the government is responsible for ensuring that the population living in poverty has access to basic services.

Poverty levels have declined since 2006, despite the adverse impact of the 2008 financial crisis on South Africa.⁶⁶ This is due to a combination of factors ranging from a growing social safety net, income growth, above inflation wage increases, decelerating inflationary pressures and an expansion of credit.⁶⁷ However, it is likely that since 2011 the adverse growth in the domestic economy triggered increased poverty in South Africa.



The connection between poverty and underdevelopment⁶⁸ requires social welfare and community development services intervention to address these challenges.

Communities in South Africa with the highest socio-economic needs have the least developed social welfare infrastructure. At the same time, the incidence and burden of the HIV/AIDS pandemic has fallen heavily on the under-resourced population.⁶⁹ The interaction between low levels of development and HIV/AIDS related socioeconomic factors further deepens the exposure of vulnerable groups to multiple forms of abuse, violence and crime.⁷⁰

Often where social services can intervene, the demand remains unmet. In such instances where the vulnerable cannot access social infrastructure, government does not receive “return” on its investment in expenditure. Optimal resource provision and allocation, as well as utilization in all spheres of the public sector is necessary to combat levels of poverty and vulnerability amongst the specific group of individuals.⁷¹

Hence, information on the spread of the effects of poverty is key to determining demand and supply of SSPs and interpreting the outcomes of the model.

Migrants and refugees

The total number of foreign individuals born outside of South Africa increased from 1.5 million in 2011 to 2.1 million in 2016.^{72 73} These residents mostly come from countries such as Zimbabwe, Mozambique, Lesotho, Malawi and United Kingdom. The highest number of foreign-born nationals for 2011 and 2016 came from Zimbabwe.⁷⁴

These foreign-born nationals mostly reside in Gauteng and the Western Cape provinces. The common reasons for migrating to South Africa were to move to a new dwelling or to be closer to friends and family.⁷⁵

Increased numbers of immigrants and refugees raises the population numbers, and as many of these people have fled from poverty and other socioeconomic challenges, the pressure on demand for social service support from the South African government and the NPO sector further escalates. To provide these services to South Africans and other nationals dependent on South Africa's social services, the demand for SSPs increases.

Internal Factors of Demand

This section details internal drivers that influence demand in the sector. They are classified as internal factors as they refer conditions within the sector that lead to increased demand for service delivery.

The impact of caseload and capacity requirements on supply and demand

According to the DSD, the nature of social work is complex, and at times job descriptions do not reflect this complexity in terms of the specified scope and nature of practice as well as workloads.⁷⁶

The numbers of cases that require social welfare services determine the demand for SSPs. In addition, the processes/protocols required per case to manage the assigned case⁷⁷ may affect the demand for SSPs. Large caseloads and workloads challenge SSPs providing social services. Factors influencing such capacity requirements include the administration process, complexity of cases, caseload variability related with specific case characteristics, as well as the nature and extent of interventions required.⁷⁸ A reduction in caseloads and associated workload will therefore lower the demand for SSPs, and *vice versa*.



Caseload, workload and capacity requirements may differ across regions, organizations, programs and facilities. Certain programs and facilities may require specific skill sets to provide necessary services, whilst other divisions may seek other expertise. For example, for every 120 beneficiaries of the adoption program, the schedule aims to provide two SSPs. whilst a center manager has oversight of 20 beneficiaries in community-based programs. Hence, the demand for SSPs may also differ across the board.

Furthermore, existing backlogs due to the shortage of SSPs or their inability to provide services adequately may increase the current demand for SSPs. Increased demand for services due to rising beneficiaries and/or population growth may cause potential backlogs. The uneven distribution of SSPs for a specific number of beneficiaries leads to an increase in

the number of people that still require assistance; therefore, this could mean that some individuals may access these services at a later stage or are unable to receive assistance at all.

The nature of different programs, beneficiaries and travel distance and/or time play a role in the time allocated for service delivery, supervision, and general administration as well as continuous professional development hours.⁷⁹ Some programs may be more time intensive and require SSPs for longer than expected periods.

The internal demand for SSPs therefore depends on various factors as described above. During the data collection phase, we will collect information from the survey that answers questions related to the caseload and capacity of SSPs in South Africa. This information will assist us in determining the current and future internal demand.

To measure the workload, we will calculate a workload ratio. The workload ratio measures the time and resources required to deliver social services. This measurement will provide a sense of how services are demanded, which will assist in the forecasting future demand. We compare actual caseload ratios from the survey to mandated workload ratios to assess the level of pressure that SSPs face. Where actual workload ratios are above mandated workload ratios, it indicates a high demand for SSPs to deliver a service.

Impact of budget government and facility on supply and demand

The budget allocated to the DSD, the respective branches within the department, NPOs and individual facilities influence the demand and at times supply for SSPs. Due to budget constraints and the absorption of newly trained SSPs in the public sector has been slow.⁸⁰ In the 2016/17 budget speech, the Minister highlighted the restrictive fiscal environment hampering the demand for SSPs. The Minister of the DSD mentions in the budget speech that the DSD received a budget of R148 billion in 2016/17, of which R 140 billion directly benefits poor households to support children, the disabled and elderly persons.⁸¹ Without sufficient budget, public service posts will remain vacant; therefore, the demand for SSPs will be low and not met.

Policy driven demand arising from service delivery in the sector

It is important to unpack the demand for SSPs arising out of the need for their services, determined by policy, which prescribes the current and future demand for SSPs. The policy driven demand for SSPs is an input in the planning for future demand. Comparisons of the actual availability of SSPs against set norms and standards, stipulating the required number of SSPs, provide best information about the current policy shortfall in SSPs.

As part of its welfare service transformation process and to adequately plan, DSD proposed that norms and standards be set in terms of the number SSPs in the welfare sector.⁸² Population based norms are considered a first step towards determining norms that reflect actual need. These norms form the basis of projections of the current deficit of SSPs, and provide a means of calculating future demand.

According to the Health and Welfare Sector Education and Training Authority (HWSETA) *Sector Skills Update of 2014-15*, social welfare services are becoming more development

orientated, with a focused strategy to serve vulnerable people in families and in communities. Furthermore, the report states that by 2017 the number of grant beneficiaries may reach 16.2 million. Foster care beneficiaries are projected to grow to 563 000 by 2017, mainly as the result of the growing numbers of HIV/AIDS orphans and the capacity of courts to provide oversight under the Children's Act No 38 of 2005.⁸³ These projections increase policy driven demand for SSPs, as the sector is mandated to meet policy aspirations.

There is a growing need in the health and social development sectors for home- and community-based care for persons infected with and affected by HIV/ AIDS, as well as care services for elderly people.⁸⁴

Expansion of social development services and the introduction of new services for children, persons with disabilities, older persons and vulnerable members of society increases demand for a range of occupational groups required to implement developmental social welfare programs. According to the National Development Plan (NDP), developed by the National Planning Commission, the number of SSPs should increase to 55 000 in order to meet the demand for basic social welfare services.⁸⁵

Policy plans to grant young children universal access to ECD for two years, drives the demand for skilled practitioners in this category of service delivery. It is estimated that 10 000 CYCW should receive training to expand supervision services at homes and give psychosocial support to 1.3 million orphans and vulnerable children.⁸⁶

In the following section, we discuss the external demand drivers. External demand drivers affect the workload of SSPs. As economic and socioeconomic circumstances worsen, social services face increased pressures. Similarly, as these indicators improve and welfare of citizens' increases, the demand for social services will decrease.

Other legislation pertaining to social welfare services were listed in the Annexure in the white paper for social welfare⁸⁷ and in the annexure in this desktop review. These Acts will need to be closely assessed in terms of the policy driven demand they create for social services.

Facility Demand and Service Demand

The variables discussed earlier cover one aspect of demand, which is demand driven by socio-economic and demographic conditions. However, demand also arises if existing infrastructure does not meet beneficiary needs. Using survey data and annual reports on non-financial data from the DSD, current demand in facilities and for services at provincial level will be investigated and mapped.

Figure 19 highlights Indicators that will be used on facility demand to clarify which provinces have had surplus or deficit in demand for specific services in facilities in recent years, it will also clarify which services provinces should be delivering. The survey will measure shortfalls in service delivering, facility capacity funding and backlogs and waiting lines per province.

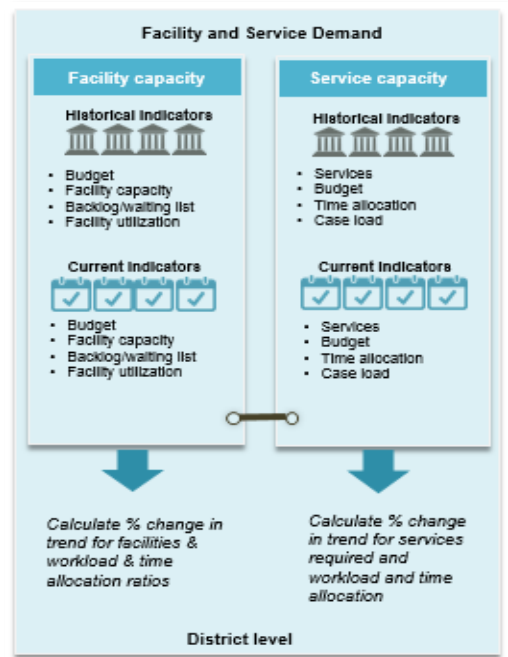


Figure 19: Survey approach to determine demand for facilities and services

SUPPLY OF SOCIAL SERVICE
PRACTITIONERS IN SOUTH AFRICA



SUPPLY OF SOCIAL SERVICE PRACTITIONERS IN SOUTH AFRICA

What is Supply?

For purposes of this deliverable “Supply” is defined as the number of SSPs currently and projected to delivering social services in the sector. The appropriate supply of SSPs is critical to the provision of social welfare services. The supply of SSPs depends on a variety of factors. There are internal and external factors that drive the supply of SSPs. In this section of the report, we discuss the internal and external drivers of supply. Registering with the SACSSP is representative of the supply of SSPs in South Africa. SSPs and auxiliary SSPs register with the SACSSP, mandated by the Social Service Professions Act 110 of 1978. Such accreditation means that social workers have the right to practice in a particular field of expertise, governed by the statutory body. Currently social workers, student social workers, social auxiliary workers, child and youth care workers, auxiliary child and youth care workers and social auxiliary work learners may register with the SACSSP.⁸⁸ However, this does not mean demand is necessarily met as there are trained SSPs without posts. This may be due to budgetary or planning concerns.

External supply drivers

In this section, we discuss the external drivers that affect the supply of SSPs in South Africa. These factors are external because players that are neither employees or employers and therefore not direct agents in the labour market, drive them. External drivers are drivers the organization has no control of that impact the supply of SSPs.

Some these factors include the following:

- Factors influencing enrollments in higher education institutions
- Bursaries, internships and scholarships to complete education
- The number of graduates from higher education institutions
- Registration into SACSSP

Number enrollments to study social work related qualifications

According to data provided by the *Higher Education Management Information System, HEMIS*¹, there were approximately 3 300 students enrolled for social work related qualifications in 1999. In 2014 the same data base showed approximately 23 200 students enrolled for social work related qualifications. The exponential increase since 1999, has positively contributed to the potential number of

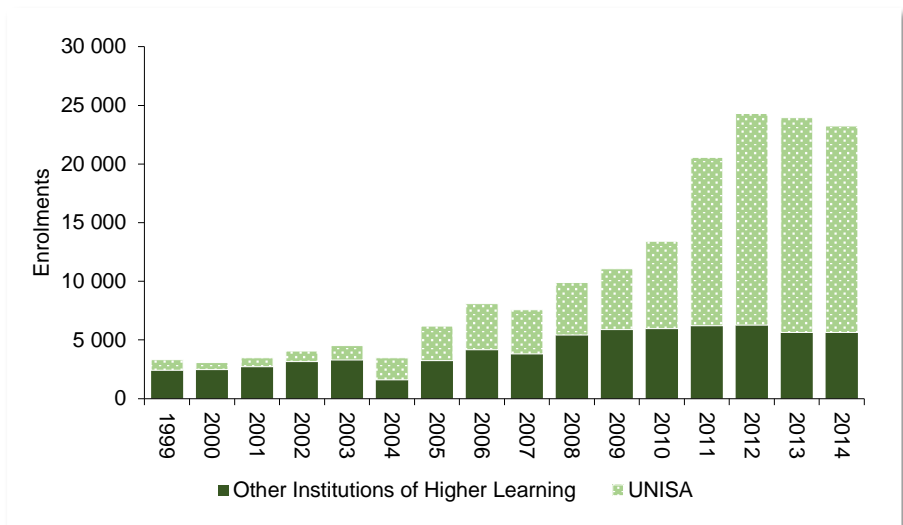


Figure 20: Students enrolled to study social work related qualifications

students that graduate with social work related qualifications and potentially join the workforce to be SSPs. What systematic factors have led to the increase of enrollments in South Africa? According to *Adrianov⁸⁹ et al*, there exists an empirical relationship between graduate educational attainment and the business cycle. The research found evidence, which suggests

¹ Source: Centre for Higher Education Transformation, *HEMIS Higher Education Management Information System 2013*, Accessed 28 July 2016 from: <http://www.chet.org.za/data/sahe-open-data>)

that the business cycle does have a direct effect on enrollment in graduate school. In the text box below, we examine this relationship specifically for South Africa since 1999.

Econometric Relationship between per Capita GDP and Enrolments in South Africa

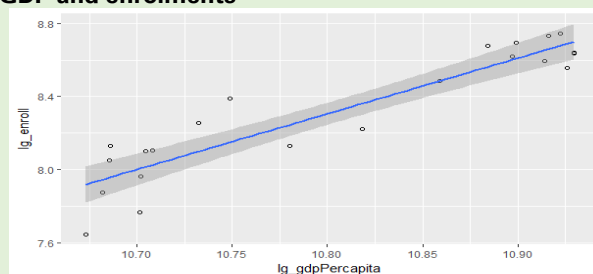
Model

Using data from HEMIS (Higher Education Management information System 1994-2015), KPMG examined the impact of macroeconomic factors such as the population growth, GDP growth, on student enrolment into SSP degrees in institutes of higher education. In order to estimate regressions, KPMG used a log-log regression model.

$$\log \text{Enrollments} = \log \text{GDP per Capita} + \varepsilon$$

Figure A: Relationship between per capita GDP and enrolments

The results from the overall model show a positive relationship between enrolments and per capita GDP that both GDP growth and unemployment have a positive impact on enrolment in the long run. The graph below summarises the positive trend observed.



Data

Estimating the impact of the business cycle on the decision of individuals to enter a university program requires detailed information about economic factors and enrolment data from 1994 to 2015. The data span has been chosen based on the availability of the data for the whole series. This analysis uses GDP per capita and total enrolments studying towards social work related degrees. Total enrolments are based on students enrolled in post-secondary institutions. Therefore, returning students have not been included in the data set. GDP per capita is based on STATSA real GDP and population figures from 1994-2015).

Results

Variable	Coefficient	Adjusted R-squared	T-Statistic
GDP per Capita	3.04	0.841	10.585
Intercept	-24.33		7.91

Conclusion

The statistically significant results from the overall model show that per capita GDP has a positive impact on enrolments into Social work qualifications. The results show that an increase in per capita GDP leads to an increase in enrolments. Similarly, a decrease in per capita GDP will lead to a decrease in the number of enrolments in the end. In summary, a 1percent increase in GDPE per capita leads to a 3percent increase in enrolments into social work related qualifications.

Whilst structural factors such as per capita per income had a significant impact in the increase of university enrolments it also important to take into account the impact of the DSDs bursary and scholarship initiatives in increasing the number of student enrollments. The preceding section discusses these initiatives.

Bursaries, internships, learnerships and scholarships

Bursaries, internships, learnerships and scholarships all provide opportunities to expand the number of graduates entering the workforce of SSPs. If correct policies are in place to provide and manage this process effectively, it can improve the supply of SSPs.

In 2013/14, HWSETA funded 291 unemployed graduates in an internship with the DSD in Limpopo for a period of one year. Furthermore, during the 2013/14 financial year the HWSETA entered a partnership with the National Student Financial Aid Scheme (NSFAS) towards the funding of bursaries to unemployed learners enrolled at universities, universities of technology as well as Technical Vocational Education and Training (TVET) colleges.⁹⁰ NSFAS funded 559 learners studying towards health and social development related qualifications. Over the same period, NSFAS approved grants to employers in the health and social development sectors to offer bursaries for the training and development of employees. These bursaries covered skills programs and formal qualifications.⁹¹ Similarly, in 2013/14, the NSFAS, in its effort to increase the number of researchers in the health and social development sector, funded 21 learners who are studying towards their Master's and Doctorate qualifications with Higher Education Institutions.⁹² Learnerships are part of the integrated skills development interventions aimed at promoting growth in employment and capacity building. It is a way of delivering learning that combines work-based experience with structured work experiment component.⁹³

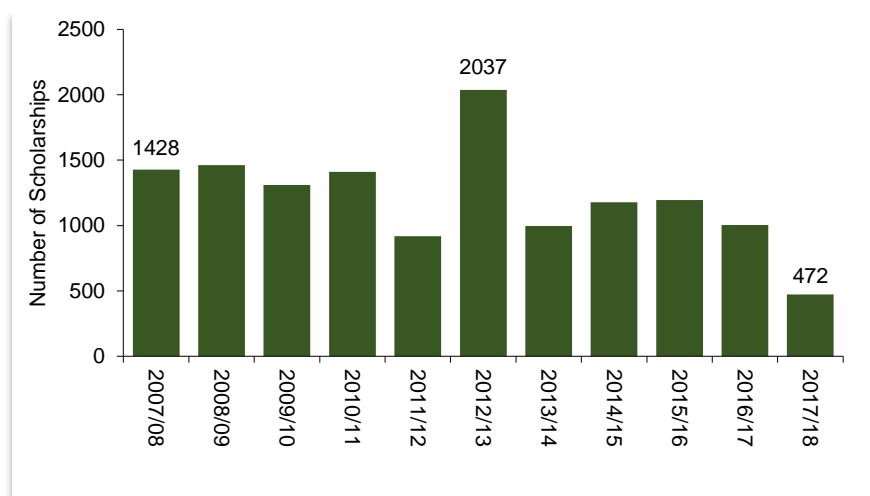


Figure 21: Number of Scholarship Holders in South Africa

The government² has several initiatives to improve the supply of skills in the social services sector. As part of an active recruitment and retention strategy, the DSD is working to improve the remuneration and working conditions of SSPs. Moreover, over the 2008/09 to 2013/14 period, the DSD disbursed almost

R1.3 billion to offer full scholarships to social work students, and by 2017/18, a total of 13 262 students have benefited.⁹⁴

² (Source: Department of Social Development data, June 2017)

According to the DSD, since the inception of the scholarship programme recipients from Limpopo province have accounted for the highest proportion of recipients. Cumulatively the province has had 2 410 or 18 percent of scholarship holders, whilst Mpumalanga accounts for the least with 998 or 7 percent of scholarship recipients. **Figure 22** summarizes these findings

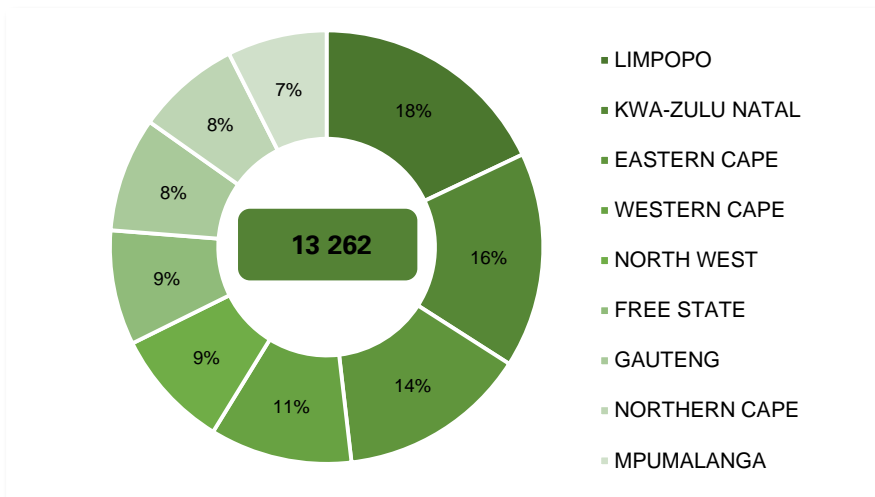


Figure 22: Distribution of scholarship holders by province

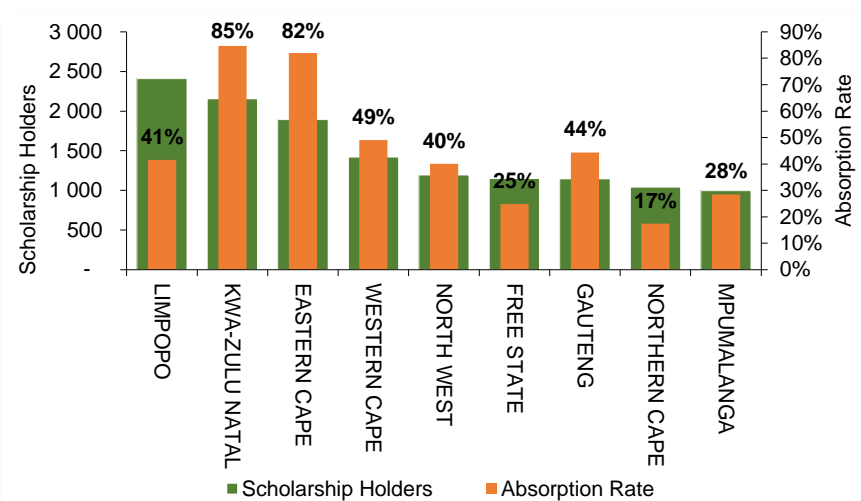


Figure 23: Scholarship holders and absorption rate by province

Despite government³ efforts, on average only 55 percent of all scholarship holders have been absorbed into public sector. The absorption of scholarship holders in the public sector varies from province to province. As illustrated in **Figure 23**, Kwa Zulu Natal absorbs on average 85 percent of scholarship holders in the public sector. The Northern Cape absorbs

only 17 percent of scholarship holders. This low up take could likely be attributed to budget constraints in provinces and the non-availability of public sector posts. This disparity in absorption of scholarship recipients renders DSDs efforts to increase supply fruitless and contributes to the possible shortage of SSPs.⁹⁵

Number of graduates from higher education institutions

Concomitant to the number of enrollments and scholarships so too have the number graduates with social work related qualifications. According to *HWSETA's 2015-2020 Sector Skills Update*, this is still insufficient to meet the sector's service demands. The report further states

³ (Source: Department of Social Development data, June 2017, KPMG Calculations)

that South Africa's institutions of higher learning, has the capacity to accommodate 3 040 social work graduates per annum.⁹⁶

According to the *Higher Education Management Information System*⁴ database South Africa had 720 students graduating in 1999, at the time of preparing this report the same data base reports that the country had 2 790 graduates of social work related qualifications. In must be noted that the proportion of students graduating from UNISA has improved significantly

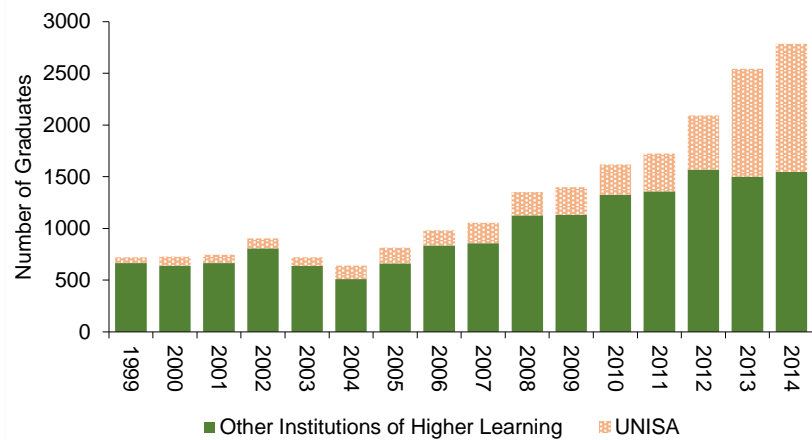


Figure 24: Number of Graduates from social work related qualifications (1999-2014)

and this largely because most scholarship holders study through this institutions as it provides distance learning privileges to its learners. **Figure 24** summarizes these findings.

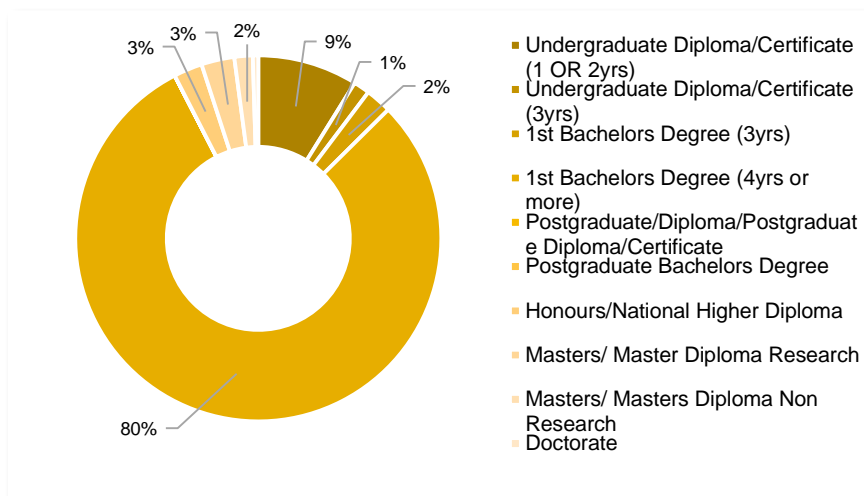


Figure 25: SSP graduates by social work qualification

Figure 25, illustrates the spread of graduates from South African universities by social work qualification type. This is an indication of the supply of SSPs based on the type of social work qualification. The bulk of the SSP graduates (80%) have a four-year bachelor's degree and only a few

fall into the other categories. This could indicate that there may arise a shortage of SSPs in the specific fields of work that require SSPs with skills offered by qualifications, not obtained by the majority.

⁴ (Source: Centre for Higher Education Transformation, HEMIS Higher Education Management Information System 2015, Accessed 28 July 2016 from: <http://www.chet.org.za/data/sahe-open-data>)

Enrolment to Graduate Ratio

The enrolment to graduate ratio illustrates the proportion of enrolled students who eventually graduate. Analysis of the *Higher Education Management Information System*⁵ shows that on average 23 percent of enrolled students graduate with a social work related qualification.

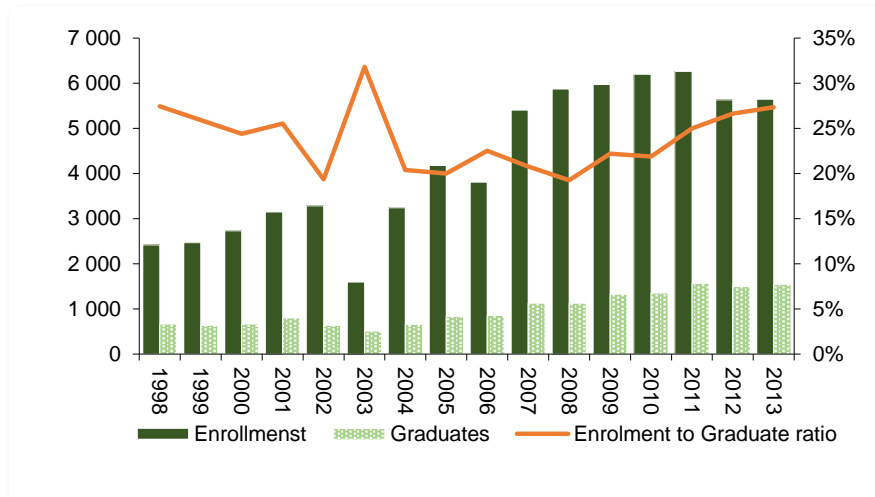


Figure 26: Enrolment to Graduate ratio (1999-2014)

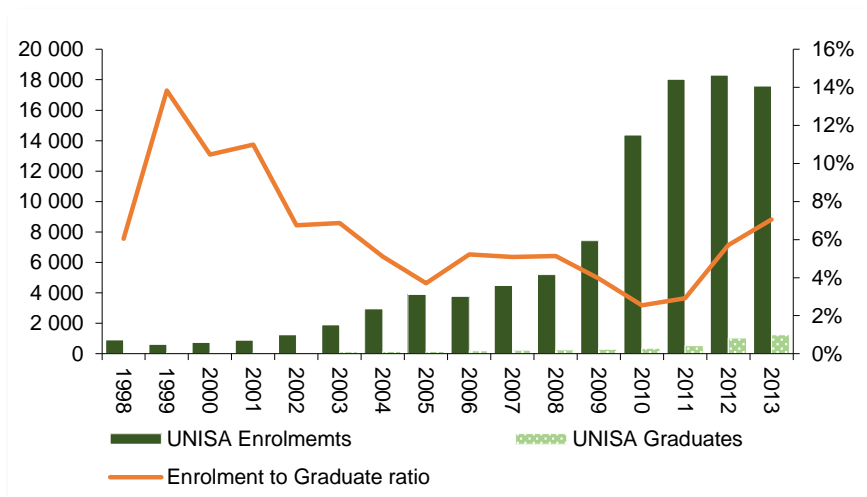


Figure 27: Enrolment to Graduate Ratio amongst UNISA students

The data further shows that whilst UNISA⁶ accounts for 75.0 percent of enrollments it accounts for only 44.1 percent of all graduates. On average only 6.1 percent of UNISA enrolled students historically graduate. It is further observed that the ratio of UNISA graduates has improved possibly due to the scholarship programme.

⁵ (Source: HEMIS Database, June 2017, KPMG Calculations)

⁶ (Source: HEMIS Database, June 2017, KPMG Calculations)

Registration with SACSSP

In order for students to be absorbed into the workforce and practice as SSPs they are required to register with South African Council for Social Service Practitioners (SACSSP)⁷. According to the SACSSP students can register from the second year of their tertiary studies. Figure 28 illustrates how the number of new second year registrations⁹⁷ has increased steadily from 1 670 in 2005 to 3 875 in 2016. This can largely be attributed to an improvement in UNISA registrations, 680 in 2005 to 2 800 in 2016.

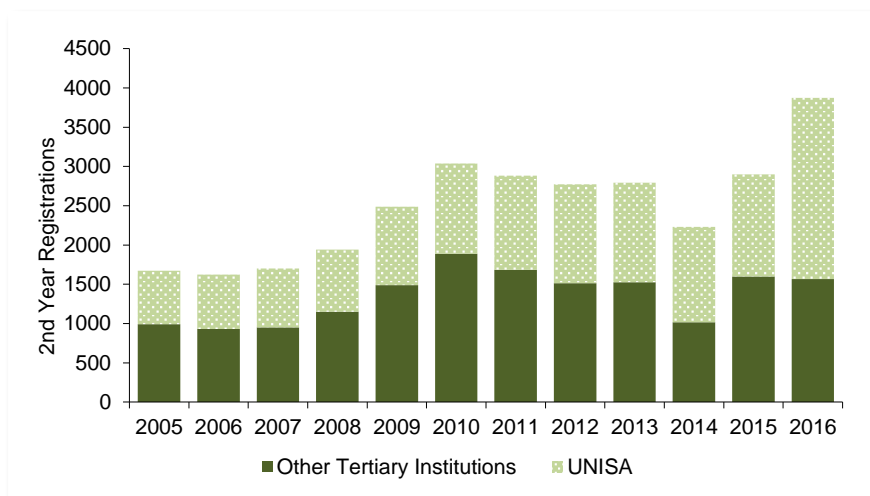


Figure 28: Second year registrations to the SACSSP (2005-2016)

Number of SSPs registered with the SACSSP

The SACSSP, with whom all practicing SSPs are required by law to register, recorded a total number of 18 846 SSPs registered in 2010. According to SACSSP, this number grew to 30 192 registered practitioners in 2015.⁹⁸ In 2015, social workers accounted for the largest percentage of SACSSP registered SSPs accounting for 66 percent of total SSPs. In Table 10 below, we list the total number of SSPs per occupational group, registered with the

Total number of registered SSPs with SACSSP						
Year	2010	2011	2012	2013	2014	2015
Social workers	15 866	16 468	17 581	18 383	19 210	20 063
Auxiliary social workers	2 980	3 825	3 969	4 222	4 476	4 729
CYCW	N/A	2 694	1 800	3 144	4 800	5 400
Total	18 846	22 987	23 350	25 749	28 486	30 192

SACSSP, according to data received from the SACSSP.

Table 10: SACSSP registered SSPs (2010-2015)¹⁰⁰

Total number of registered SSPs with SACSSP						
Year	2010	2011	2012	2013	2014	2015
Social workers	15 866	16 468	17 581	18 383	19 210	20 063
Auxiliary social workers	2 980	3 825	3 969	4 222	4 476	4 729
CYCW ⁹⁹	N/A	2 694	1 800	3 144	4 800	5 400
Total	18 846	22 987	23 350	25 749	28 486	30 192

(Source: South African Council of Social Service Professionals, 2016)

Number of SACSSP registered SSPs active in the DSD and NPO

⁷ (Source: SACSSP Data, shared May 19 2017)

Data of the number of SSPs working in the DSD is readily available and verifiable. However the *White Paper Review*, asserts that no complete and certain database exists indicating the number of registered SSPs actively employed NPO sector. However, not all registered SSPs are actively employed in the sector, in 2012 the *White Paper Review*¹⁰¹ asserts that only 56 percent of registered practitioners were actively employed in the DSD or NPO. Not all government employed SSPs work in the DSD, other national departments employ SSPs albeit a small fraction. According the *White Paper Review* less than 1 percent of SSPs are cumulatively employed in other government departments i.e. SAPS (290), Correctional Services (555), Justice and Constitutional Development (128).

In order to form an estimate of the number of SSPs active in the NPO sector, KPMG estimates the number of registered SSPs in the NPO sector as a residual between the numbers of SSPs registered with the South African Council of Social Service Practitioners (SACSSP) and the number of SSPs working under the DSD and other government departments. Under this approach there may be differences in the numbers of registered SSPs from other sources such as other government departments and private entities, however data accuracy will improve when data collection between the SACSSP, the NPO sector and the DSD is harmonized.

Table 11: Approximate number of SSPs servicing the NPO sector in 2016

Job Category	DSD Employed SSPs ^A	Estimated NPO Employed SSPs ^A	Total*
Social Worker	9 453	8 208	17 661
Social Auxiliary Worker	2 597	2 448	5 045
Child Youth Care Worker	1 960	1 839	3 799
Community Development Practitioner/Care Giver	2 238	1 821	4 059
Total	16 248	14 316	30 564

Source: *South African Council of Social Service Practitioners

^ADSD database

^ACalculation for the Social Worker Data for White Paper Review: DSD

Notes: ^A NPO data calculated by subtracting the government registered SSPs from the SACSSP registered SSPs

Internal supply factors

Once a practitioner is employed in the sector, there are factors in the sector that influence the retention of the practitioner in the workforce. In the following section, we discuss the internal factors that affect the supply of SSPs in the sector. Internal drivers of supply include motivation, remuneration, working conditions and other factors such as vacancies and promotion opportunities available. In the discussion below, we provide details on the various factors that may affect the supply of SSPs in the country

Current funded and unfilled vacancies

According to the White Paper Review, delays in filling vacancies remain a challenge. According to the DSD there were approximately 3 051 vacant posts in 2015 as summarized in **Table 12**. The existence of vacant posts indicates that the current supply of SSPs falls short of policy objectives. According to the 2014 HWSETA Sector Skills Update, vacancies for social workers in 2013 amounted to 6 203 positions.¹⁰² Expansion of social development services and the introduction of new services for children, persons with disabilities, older persons and

vulnerable members of society require increased supply, to enable implementation of social welfare development programs.

Table 12: Provincial distribution of DSD vacancies

Province	Filled Posts	Vacant Posts
National Office	96	4
Northern Cape	578	25
Free State	712	52
Mpumalanga	1270	2
Western Cape	1287	72
North West	1365	168
Limpopo	2145	24
Gauteng	2311	206
Kwa Zulu Natal	2441	58
Eastern Cape ⁸	3141	2 440
Total	15 346	3 051

(Source: Department of Social Development (DSD) data, 2015)

According to **Table 12** there are 18 397 posts for SSPs in the public sector and only 15 346 are currently filled. The table depicts SSP vacancies in the DSD with regions such as the Eastern Cape indicating a high shortage in SSPs, due a large number of vacant positions.

Remuneration

Both financial and non-financial incentives are important tools used to attract professionals in a particular sector. If remuneration levels are too low and not market-related, SSPs may choose to leave the sector in search of higher remuneration options, which would directly decrease the supply of SSPs.

In addition to compensation and remuneration levels affecting social worker retention, issues such as the SSPs' perception of job security, compensation levels, job satisfaction and length of stay at organization form part of the broader supply side factors.¹⁰³

Actual remuneration in the sector and the perception of fair remuneration of SSPs provides insight into supply side financial incentives. During the data collection phase, we will benchmark remuneration information against mandated salaries and if possible, compare information with similar professions in other sectors. In addition, we will benchmark mandated salaries against income measures such as Gross Domestic Product (GDP) per capita in order to assess the quality of remuneration against the aggregate economy.

⁸ Eastern Cape number needs further interrogation there is a risk that the province is a different base to calculate their numbers.

Motivation

According to Rackauskiene et al. (2013), SSPs are motivated by extrinsic factors such as the influence of other people on work, processes of teamwork and recognition.¹⁰⁴ Furthermore, having sufficient communication with others, especially clients and the ability to see progress and improvement in clients motivates SSPs.¹⁰⁵

Though intrinsic factors of motivation cannot be measured and controlled by external persons, Rackauskiene et al. (2013) highlights personal satisfaction as an intrinsic factor that motivates SSPs.¹⁰⁶ This involves SSPs enjoying and taking pride in their work.¹⁰⁷

Skills Development

As with other professions, SSPs require specific skills development and training. There may be a need to improve the skills base of the current categories of SSPs in order to achieve the aims of social services policies. One should investigate the current SSP workforce and perform a skills audit. This can help determine whether further skills development is required in order to strengthen specific occupations. Certain specialties may require their occupants to acquire postgraduate qualifications due to the technical nature of work.¹⁰⁸

There may also be a need for new or enhanced SSP qualifications in South Africa. With South Africa's distinctive background, SSPs may require specific expertise to address the current South African challenges. The future supply of newly trained entrants to the social service sector is therefore an important input to consider when forecasting the future supply SSPs.

Other Factors Affecting Supply

Requirements that influence employability

Working conditions may also entail certain requirements that may affect the supply of SSPs. Although requirements set out by the sector and employers are often necessary for effective functioning, some SSPs may not be able to meet these requirements. Having a valid driver's license is one such example.

Many newly graduated SSPs come from underprivileged backgrounds and may find it difficult to obtain a driver's license. SSP students require a driver's license to access practical training whilst newly qualified professionals must reach communities and families in areas often not serviced by public transport. According to the SACSSP, many social work graduates lack the resources to obtain a driver's license, and in the absence of a license, their employability is affected.¹⁰⁹ This in turn reduces the supply of graduates that can enter the workforce as qualified SSPs.

Emigration of South African SSPs

South African the trained SSPs categories have different competencies that are increasingly in demand, internationally. Many SSPs have left South Africa for short-term contracts to provide services, particularly, in the present Common Wealth countries. In order to understand which specific skills categories are in highest demand due to shortages caused by emigration,

one would have to assess the disaggregated categories of SSPs that have emigrated. Unfortunately, this level of detailed statistics is unavailable.

However, this externally driven demand affects South Africa's local supply. However, according to the Department of Labor, verifiable data on the emigration of SSPs from South Africa is difficult to come by.¹¹⁰

Until 2003, StatsSA collected data on self-declared emigration of people within 'social service occupations', most whom may potentially be social workers. Available data over 1990-2003 shows that 636 social workers left the country, permanently in that period. The Department of Labor further sources information from the British Home Office and state that "*957 South African qualified social workers have received permission to practice their profession in the UK, of which 143 applied for extensions to their work permits.*"¹¹¹ Due to the uncertainty of the timeframes, this statistic should be interpreted with caution.

Therefore, there is a likelihood that there are considerable number of SSPs leaving the country to go practice elsewhere.

Workforce replacement resulting from retirement and death amongst SSPs

Demographic variables, skills development plans, push and pull factors and motivation factors, collected from the survey will assist in the determination of the potential number of entrants and exits in the sector. The entrance and exist of SSPs in the workforce are referred to as workforce replacement or turnovers. Factors such as retirement, mortality rates and age profile of current SSPs can give an indication of projected workforce replacement in the sector, for example. In its report, the Department of Labor,¹¹² assumes that 10 percent of SSPs over the age of 60 retire each year, this increase in exits due to retirements may decrease the supply of SSPs working in the sector.¹¹³

We discuss the internal and external factors influencing the supply of SSPs in the South African sector. Internal drivers of supply include working conditions and unfilled vacancies. External supply drivers include the number of graduates entering the workforce, the training of these graduates, funding available for studies, emigration and other factors such as retirement and death. These internal and external drivers are contributing factors to a decrease in the supply of SSPs in South Africa.

IMPLICATIONS AND RECOMMENDATIONS FOR THE
DEVELOPMENT OF A DEMAND AND SUPPLY MODEL



WAY FORWARD: IMPLICATIONS FOR THE DEVELOPMENT OF A DEMAND AND SUPPLY MODEL

The purpose of this section is to collate our findings and develop a framework for building a supply and demand workforce model that forecast the number of SSPs required in South Africa based on conditions detailed in the previous chapters.

Findings from the Desktop Review

The information detailed in this review assesses key supply and demand factors. As a way forward, this information will be used to build a sound workforce model that quantifies SSP shortages or gap in the sector. To quantify the demand and supply gap of SSPs in South Africa, it is important to highlight the key questions as indicated in the figure below:

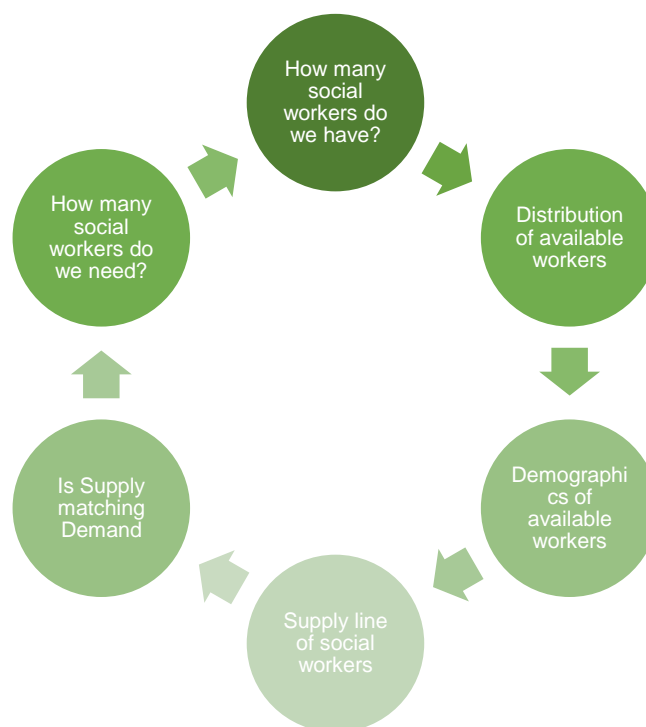


Figure 29: Quantifying shortages in the sector

Information gathered during the desktop review phase highlights disparities in supply and demand in the sector. However, information collected also highlights the need for more accurate data as the modelling process is strictly data driven. It is therefore important that a model is built that accurately prescribes solutions to the sector. This necessitates the need to collect provincial specific supply and demand data.

Our findings show that, In South Africa, the challenge of supply and demand of SSPs is a function of various factors outlined in chapters 6 and 7. As shown in Chapter 6, demand drivers range from social factors such as the prevalence of crime, demographic factors such as interprovincial migration turnover and economic factors such as the incidence of poverty all these factors vary in intensity based geography.¹¹⁴

In Chapter 7, we detail various internal and external supply factors that affect the ability of the sector to recruit and retain personnel critical to the improvement of service delivery. To mitigate against these constraints, government has previously introduced a number of policy interventions to cope with the negative labor supply disequilibrium in the sector. Some of these include:

- Declaring social work as an important need for the country¹¹⁵ and a skill listed as high demand by the Department of Higher Education and Training¹¹⁶;
- Aggressive bursary and learnership programs to across the country to augment the supply of workers in the sector

Demand for SSPs

In this report, we have provided an analysis of internal and external demand drivers. From this analysis, where possible, we note the impact of these demand factors on the demand of SSPs. Below we provide a summary of our findings on drivers of demand for social service practitioners. Furthermore, we detail a modeling framework for determining immediate and future demand in the sector through demand drivers.

Internal Demand Drivers

The internal demand drivers discussed in this report include:

- The services and programs provided by the DSD
- The SSPs' capacity requirements in relation to caseload and waiting list time allocation
- The budget provided for the government organization as well as facility

Below, we provide a summary of the internal demand drivers:





	<p>The DSD provides specific services and programs to assist communities address various challenges faced. The types of services provided by the directly influences the demand and type SSPs in the sector.</p>
	<p>Large caseloads and workloads challenge SSPs providing social services. Factors influencing such capacity requirements include the administration process, complexity of cases, caseload variability related with specific case characteristics, as well as the nature and extent of interventions required.</p>
	<p>Budget constraints arising form fiscal tightening lead to a slow absorption of newly trained SSPs. I turn this means that posts remain vacant; therefore, the demand for SSPs remains unmet</p>
	<p>Policy driven demand for SSPs arises from set norms and standards, stipulating the required number an type of SSPs required to meet service delivery.</p>

Figure 30: Summary of internal demand drivers' results

In addition to the abovementioned internal demand drivers, demand for SSPs may arise out of policy set by policymakers at a provincial and national level. Reason being that policy directs both the current and futures needs for SSPs, whereby the demand for SSPs may be a direct determinant in the planning for future demand.

To sufficiently plan, the DSD suggests that norms and standards be set in terms of the number SSPs in the welfare sector. During the analysis and data collection phase, we can therefore compare the actual availability of SSPs against the set norms and standards to determine the shortage of SSPs.

Following the discussion of internal demand, we considered the various external demand drivers and the influence on the demand for SSPs. In the next section, we provide a summary of the outcomes of the research.

External Demand Drivers

Prevalence and demographic indicators are external demand drivers that formed part of this discussion. The outcome of this discussion is summarized below:









	<p>High levels of these factors socio-economic factors such as poverty, inequality and unemployment in the country have left a large proportion of the population without access to basic services ,resources and opportunity and vulnerable to negative social effects, such as high crime rates, unhealthy lifestyles and a lack of quality education for the youth.</p>
	<p>South African has one of the highest HIV prevalence rates in the world, roughly 11.2 per cent of the total population, with an estimated 6.9 million HIV positive people in 2015. Communities affected by HIV/AIDS require the intervention of SSPs. This intervention varies by the degree of provincial prevalence.</p>
	<p>According to StatSA, at least 20 per cent of households in the country are affected by Food nutrition and insecurity. The need for SSPs delivering related services is high for these households, especially in the rural area regions and drought prone regions.</p>
	<p>The prevalence of children needing protecting services, child headed households, child poverty, sexual abuse, children in conflict with the law and children affected and infected by HIV/AIDS, require child welfare services that need SSPs for efficient service delivery</p>
	<p>The high prevalence of substance abuse is contributing factor to various social ills such as domestic violence and crime. As such this prevalence leads to a high demand of SSPs delivering prevention and rehabilitant services.</p>
	<p>Demographic factors such as migration and the plight of refugees increases demand for social services to South Africans and other nationals dependent. This in turn leads to a demand for SSPs increase.</p>
	<p>The prevalence of individuals aged 60 years and above has risen rose from 4 151 760 in 2011 to 4 525 345 million individuals in 2016. Consequently, this implies the need for social and care services to older persons increases, which in turn raises demand for SSPs.</p>
	<p>The increase in the prevalence of disabilities rose from 7.5 per cent in Census 2011 to 7.7 per cent in 2016. Increasing numbers of disabled persons in the country imply an increase in demand for social security services as these vulnerable individuals.</p>

Figure 31: Prevalence drivers of demand

From the review, a growing demand for SSPs in South Africa is expected. Persistent population growth accompanied with communities faced with poverty creates structural demand for SSPs from the need of services and the need to maintain SSPs to population ratios.

Moreover, job vacancies in the sector reveals that there is a shortage of at least 3 000 SSPs in the public sector. The current policies and legislations have also set some norms and standards to help identify the required number of SSPs within a particular region. However, when applying these mandated workload ratios, it results in an SSP to population workforce ratio, much lower than current workforce. However, one must carefully assess this against various occupations within the social work sector. This indicates the possible need to review current mandated ratios, as they may not adequately represent South African demand.

Furthermore, there is a demand for SSPs, which arises from policy announcements and legislation. For example, the NDP has a stipulated target of 55 000 SSPs. This implies an immediate shortage of 21 000 SSPs (based on the estimate of 34 000 SSPs in the sector). An estimated 10 000 CYCWs need education and training to expand supervision services at home and give psychosocial support to 1.3 million orphans and vulnerable children. Currently, South Africa only has 5 400 CYCWs.

The demographic drivers of demand for social services are summarized below. It includes population growth, unemployment, poverty and migration/refugees.



Total population in South Africa increased from 51.8 million in 2011 to 55.6 million in 2016. The 7.5 percent growth in population over this period requires a parallel increase in SSPs, to fulfil potential higher demand of social services.

The increase in unemployment numbers in the first quarter of 2015 by 626 000 2015 and in the second quarter of 2016 by 521 000, may lead to demand for social welfare services in terms of income support and maintenance; as well as services for children and youth.



High levels of inequality and poverty has left a large proportion of the population without access to basic services and resources. This raises the need for social services.

The total number of foreign individuals born outside of South Africa increased from 1.5 million in 2011 to 2.1 million in 2016. In this case, the demand for SSPs lowers given the reduction in the number of people immigrating to South Africa.



Figure 32: Demographic drivers

From the review of at the various prevalence and demographic factors influencing demand of SSPs, it can be concluded that there is a rising demand for SSPs and a shortage of supply due to the factors discussed above.

In the following section, we consider the internal and external factors that affect the supply of SSPs.

Determining Demand of SSPs in the Sector

In order to determine adequately the demand of SSPs in South Africa, an analytical framework that generates the number of SSPs required in the sector as a function of demand in services, is proposed. Prevalence drivers in South Africa will determine services required in the sector. The prevalence factors in the sector will be correlated with demographic factors in South Africa.

The mathematical relationship of demographic variables such as population, population density, rural-urban migration, population dependency and unemployment with prevalence variables such as HIV/AIDS, crime, substance abuse, violence against children and women allows for forecasting of future prevalence. Understanding future prevalence allows us to understand the services that the sector will need at any given period over the forecast horizon. However, demand for services is also informed by legislation, policy, mandated workload ratios and mandated time per SSP category, norms and standards for service delivery. The link between these variables is illustrated in the figure below.

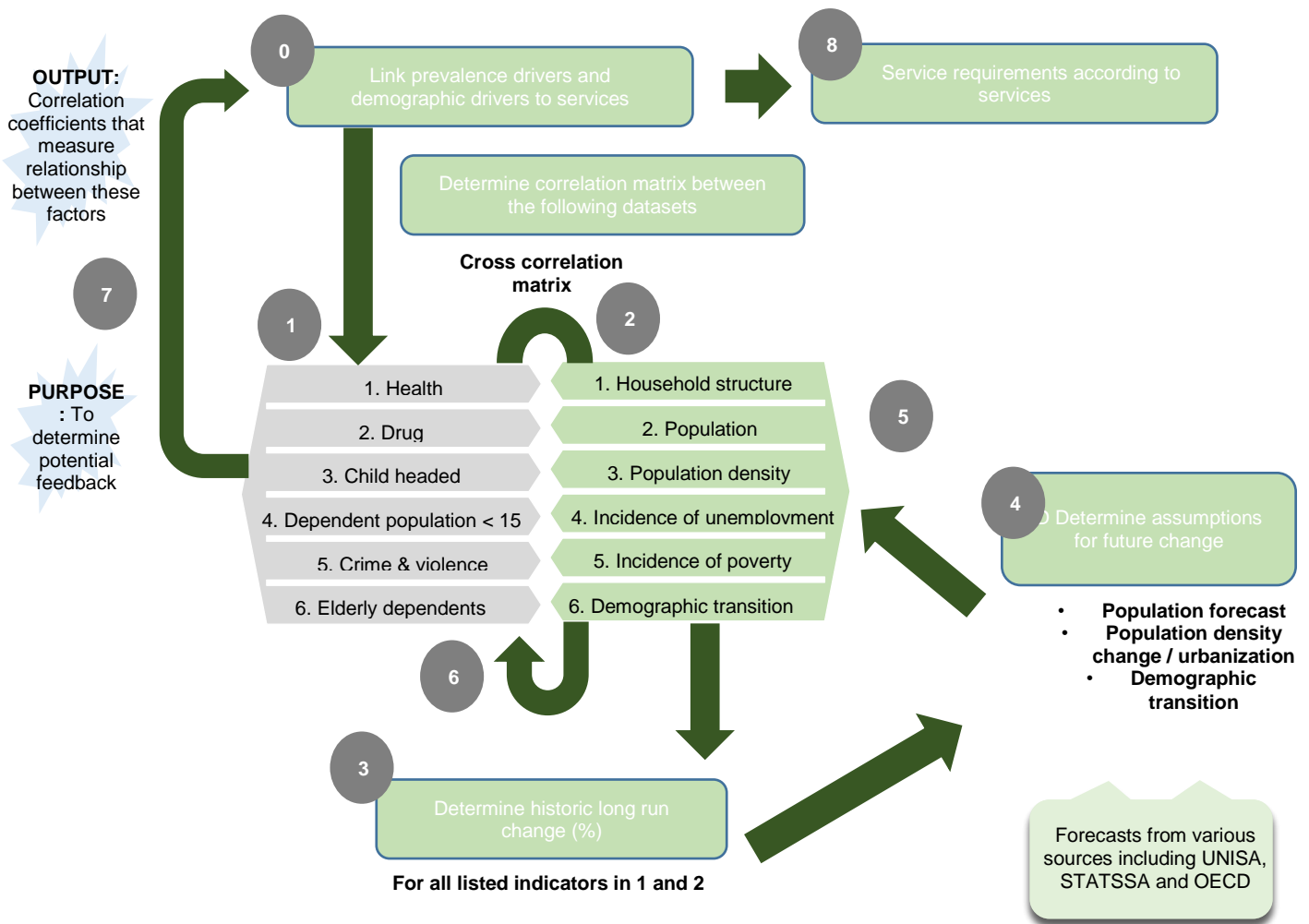


Figure 33: Demand Links between prevalence, demographics and policy

(Source: KPMG Modelling Framework)

Supply of SSPs

Internal Supply Factors

Below, the various push and pull factors that may affect the supply of SSPs are summarized.

Working conditions



Figure 34: Factors Affecting Working conditions

Remuneration plays an important role in terms of retaining old staff and attracting new SSPs. Therefore, low remuneration levels typically lead to a decrease in the supply of SSPs mainly because the career path would look unattractive to graduates and staff may choose to leave the sector.

This partially relates to staff motivation as financial and non-financial incentives affect staff retention. Extrinsic and intrinsic factors motivate SSPs. Extrinsic factors include recognition and aptitude to communicate with clients, amongst other things. Intrinsic factors of motivation include personal satisfaction such as enjoying and taking pride in their work.

The work of SSPs requires specific skills and training. This raises a need for specific qualifications for SSPs to increase the ability of addressing challenges in South Africa. The future supply of newly trained entrants to the sector is an important input in the forecasting for SSPs to meet future demand.

Moreover, the work requirements for SSPs may affect the supply of SSPs though these are often necessary for effective functioning. An example includes the requirement of a driver's license. This may be challenging for new graduates from underprivileged backgrounds and could have a negative impact on the supply of SSPs, as it may reduce the supply of graduates that can enter the workforce as SSPs.

Additionally, the decrease in the supply of SSPs arises from the current vacant positions in the sector. The existence of vacant posts could indicate that the current supply of SSPs falls short of policy objectives and the need. Thus, this indicates growing call for SSPs in the country. However, this needs to be viewed in the context of budget constraints of filling posts. Furthermore, it will be important to assess the different categories of social in terms of available qualified workers and unfilled posts.

External Supply Factors

External supply factors include:

- Number of enrollments to study relevant qualifications in higher education institutions
- Bursaries, internships and scholarships
- The number of graduates from higher education institutions
- Number of graduates registering with the SACCP
- Number of registered SSPs active in the DSD and NPO sector
- Other factors affecting workforce replacement such as retirement, death and emigration to other countries

The outcomes of the review on external supply factors are summarized below:







	<p>Students enrolled for social work qualifications have increased from 3 300 in 1999 to 23 200 in 2014. The increase since 1999 has positively contributed to the potential number of students that graduate with social work related qualifications and potentially join the workforce to be SSPs.</p>
	<p>Bursaries, internships, learnerships and scholarships all provide opportunities to expand the number of graduates entering the workforce of SSPs. If correct policies are in place to provide and manage this process effectively, it can improve the supply of SSPs</p>
	<p>South Africa had 720 students graduating in 1999, in 2014 the figure had increased 2 790 graduates of social work related qualifications. The increase since 1999 has positively contributed to the potential number graduates with social work related qualifications and potentially join the workforce to be SSPs. The <i>Higher Education Management Information System</i> shows that on average 23 per cent of enrolled students graduate with a social work related qualification.</p>
	<p>Graduating students have to register with the SACSSP in order to be employed as SSPs in the sector. The number of new second year registrations has increased steadily from 1 670 in 2005 to 3 875 in 2016.</p>
	<p>Number of SACSSP SSPs active in the DSD is readily available and verifiable. However the White Paper Review, asserts that no complete and certain database exists indicating the number of registered SSPs actively employed NPO sector.</p>
	<p>Other external factors such transfers, retirement, death and emigration to other countries may decrease the supply of SSPs working in the sector.</p>

Figure 35: External supply factors

There seems to be an inadequate supply to meet the demands in the sector. From data collected during the desktop review, it is estimated that the sector currently has more or less 34 000 SSPs. 15 436 work for the DSD and the at least 19 000 in the NPO sector who are registered with the DSD. However, due to data discrepancies the aim is to verify date during the data collection phase. As mandated in the Request for Proposal, KPMG may be able to determine the geographical distribution of SSPs in the public sector, but at this stage, due to a lack of information in the sector, unable to determine the number of SSPs in the NPO sector.

Supply-line data collected, shows that there are approximately 2 100 graduates with social work related qualifications graduating each year. It is likely that the annual absorption of SSPs is occurring at a slower pace than this. At this stage, KPMG is unable to determine the entire workforce replacement rate. The workforce replacement rate considers how many workers enter the SSP workforce each year and how many leave through retirement and other factors. Data on age and retirement will be supplemented during the survey phase of the project. However, data on the number of SSPs historically entering the workforce still requires further clarity from the DSD and SACSSP. Determining the workforce replacement is key in modelling future stock and flow of SSP supply.

Determining Supply of SSPs in the Sector

In modelling supply of SSPs in the sector, data on the number of SSPs currently in the sector has been collected. This section discusses the methodology in determining supply. The section further discusses several attrition factors such as retirements, resignations, remuneration, entrants from education & training institutions, skills development and working conditions influence the number of SSPs entering and leaving the sector. Data on attrition factors has been collected from survey data.

This SSP supply model takes into account the current number of SSPs in the sector, the number of entrants and exits in the sector, and the factors that affect entrants and exits into the sector. The number of students graduating from higher tertiary institutions being absorbed and returning experienced practitioners into the workforce determine entrants in the sector. Exits in the system result from resignations, death and retirements. Attrition factors driving entrants and exits will be collected at provinces using surveys discussed in the annexure. Qualitative data that measures the satisfaction of SSPs with their working conditions will also be collected. The figure below summarizes data to be used in determining supply in the sector.

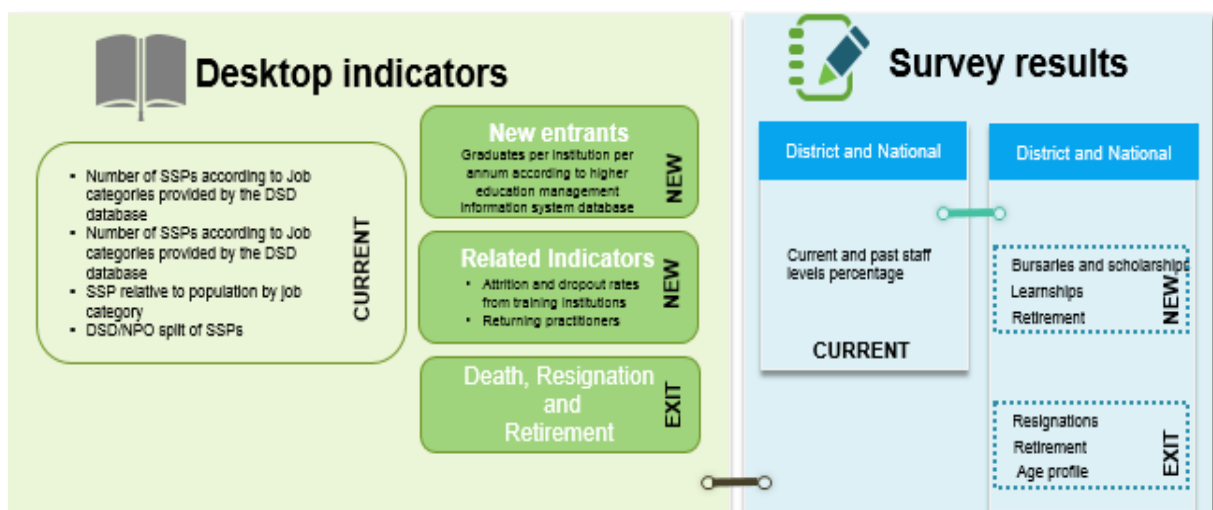


Figure 36: Determining Supply of SSPs in the sector

(Source: KPMG Modelling Framework)

Push and pull factors indicate what causes SSPs to enter and exit the South African pools of SSPs. The figures below highlights push and pull factors collected in the survey.

Push factors



- Career ladders
- Working condition
- Reasons for the joining sector
- Motivational factors e.g. performance management
- Skills development e.g. Frequency of training
- Location: Urban and Rural
- Remuneration

Pull factors



- Career progression
- Working conditions
- Motivational factors
- Skills development
- Location: Urban and Rural
- Remuneration

Figure 37: Push and Pull attrition factors affecting SSPs collected in the survey

(Source: KPMG Modelling Framework)

In our modelling framework the projected SSP population in the sector is a function of SSPs that have entered and SSPs that have left the sector. The number of SSPs that will depart from the sector in the future depends on various attrition conditions in the sector. The figure below summarizes the interaction between exits and departures from the sector to determine total SSPs in the sector.

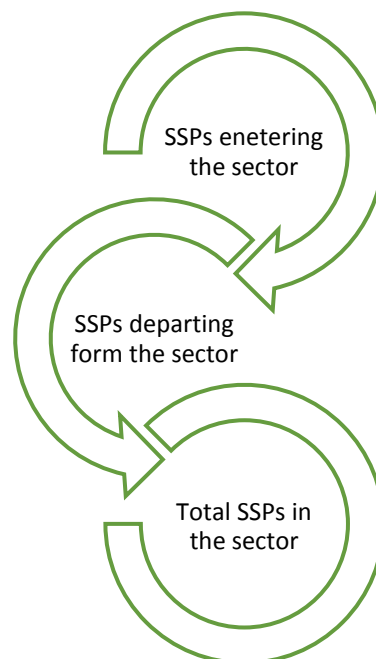


Figure 38: Interaction of SSPs entering and leaving the workforce

Determining the Gap between Demand and Supply

We determine the current gap and future gap between demand and supply by calculating the difference in demand and supply of SSPs in the methods described in the preceding sections. The figure below summarizes how KPMG will determine the gap.

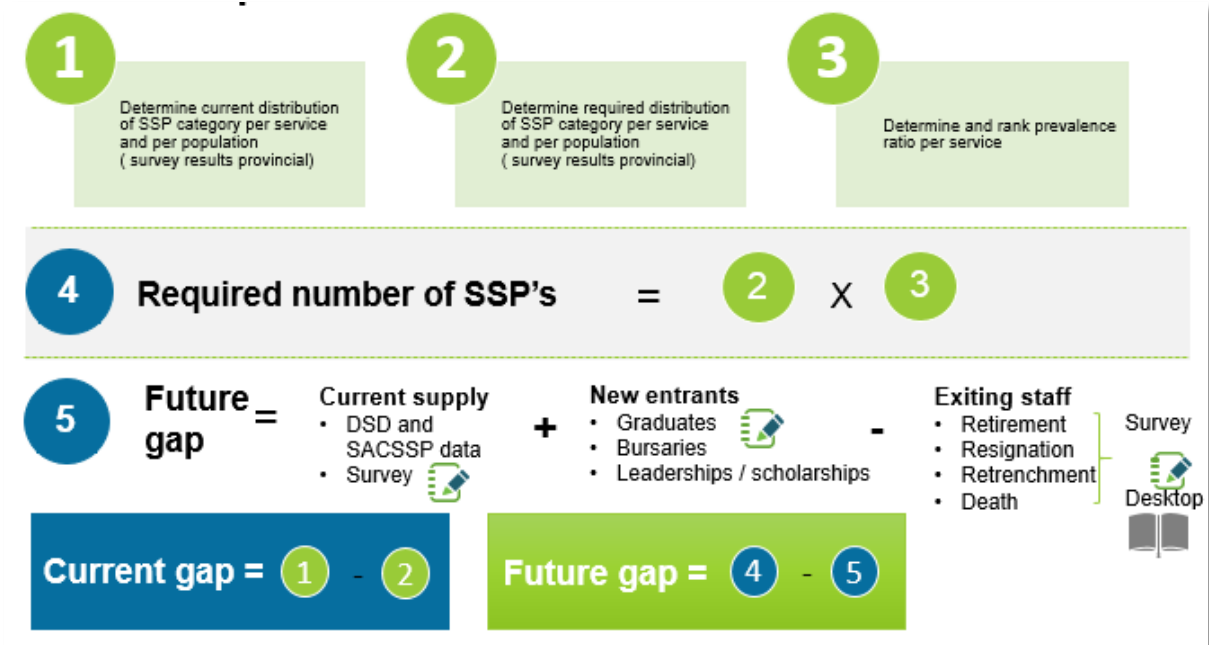


Figure 39: Determining the current and future gap between supply and demand

(Source: KPMG Modelling Framework)

Conclusion

Based on the framework derived in this *Desktop Review* KPMG has developed an excel based *Supply and Demand Model of Social Service Practitioners* in South Africa over the next 15 years. Two manuals accompany the model. The manuals respectively detail how the model estimates supply and demand. Furthermore, based on the excel model, KPMG has developed a *Gap Analysis Report* with recommendations on how the sector can best address the arising gap forecasted in the model.

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ANNEXURE 1: TABLE OF LEGISLATION AND POLICY ALIGNED TO WELFARE POLICY

LEGISLATION PERTAINING TO SOCIAL WELFARE SERVICES	LEGISLATION PERTAINING TO WELFARE FUNCTIONS BUT ADMINISTERED BY OTHER MINISTRIES	OTHER LEGISLATION RELATING TO SOCIAL FUNCTIONING AND SOCIAL WELFARE SERVICES
<ol style="list-style-type: none"> 1. National Welfare Act, 1978 (Act 100 of 1978) 2. Fund-raising Act, 1978 (Act 107 of 1978) 3. Social Work Act, 1978 (Act 110 of 1978) 4. Child Care Act, 1983 (Act 74 of 1983) 5. Children’s Act, 1960 (Act 33 of 1960)* 6. Aged Persons’ Act, 1967 (Act 81 of 1967) 7. Probation Services Act, 1991 (Act 116 of 1991) 8. Prevention and Treatment of Drug Dependency Act, 1992 (Act 20 of 1992) 9. Social Assistance Act, 1992 (Act 59 of 1992)* <p>* <i>Repealed when the Child Care Act (Act 96 of 1996) came into operation.</i></p>	<ol style="list-style-type: none"> 1. Mediation in Certain Divorce Matters Act, 1987 (Act 24 of 1987) as amended by: <ol style="list-style-type: none"> (a) Mediation in Certain Divorce Matters Act, 1991 (Act 121 of 1991) 2. Criminal Procedure Act, 1977 (Act 51 of 1977) as amended by: <ol style="list-style-type: none"> (a) Correctional Services and Supervision Matters Amendment Act, 1991 (Act 122 of 1991) (b) Criminal Law Amendment Act, 1991 (Act 135 of 1991) 3. Corrective Services Act, 1959 (Act 8 of 1959) as amended by: <ol style="list-style-type: none"> (a) Correctional Services and Supervision Matters Act, 1991 (Act 122 of 1991) 4. Mental Health Act, 1973 (Act 18 of 1973) 	<ol style="list-style-type: none"> 1. Health Act, 1977 (Act 63 of 1977) 2. Mental Health Act, 1973 (Act 18 of 1973) 3. Abortion and Sterilization Act, 1975 (Act 2 of 1975) 4. Human Tissue Act, 1983 (Act 65 of 1983) 5. Children’s Status Act, 1987 (Act 82 of 1987) 6. Prevention of Family Violence Act, 1993 (Act 133 of 1993) 7. Sexual Offences Act, 1957 (Act 23 of 1957) 8. Marriage Act, 1961 (Act 25 of 1961) 9. Matrimonial Property Act, 1984 (Act 88 of 1984) 10. Maintenance of Surviving Spouses Act, 1990 (Act 27 of 1990) 11. Matrimonial Affairs Act, 1953 (Act 37 of 1953) 12. Divorce Act, 1979 (Act 70 of 1979) 13. Divorce Amendment Act, 1988 (Act 3 of 1988) 14. Maintenance Act, 1963 (Act 23 1963) 15. Reciprocal Enforcement of Maintenance Orders Act, 1963 (Act 80 of 1963) 16. Births and Deaths Registration Act, 1992 (Act 51 of 1992) 17. Age of Majority Act, 1972 (Act 57 of 1972) 18. Legal Aid Act, 1969 (Act 22 of 1969) 19. Law of Evidence Amendment Act, 1988 (Act 45 of 1988) 20. Occupational Diseases in Mines and Works Act, 1973 (Act 78 of 1973) 21. Unemployment Insurance Act, 1966 (Act 30 of 1966) 22. Workmen’s Compensation Act, 1941 (Act 30 of 1941)

LEGISLATION PERTAINING TO SOCIAL WELFARE SERVICES	LEGISLATION PERTAINING TO WELFARE FUNCTIONS BUT ADMINISTERED BY OTHER MINISTRIES	OTHER LEGISLATION RELATING TO SOCIAL FUNCTIONING AND SOCIAL WELFARE SERVICES
		23. Compensation for Occupational Injuries and Diseases Act, 1993 (Act 130 of 1993) 24. Basic Conditions of Employment Act, 1983 (Act 3 of 1983) 25. Friendly Societies Act, 1956 (Act 25 of 1956) 26. Prisons Amendment Act, 1990 (Act 92 of 1990) 27. Drugs and Drug Trafficking Act, 1992 (Act 140 of 1992) 28. Gambling Act, 1965 (Act 51 of 1965) 29. Lotteries and Gambling Board Act, 1993 (Act 210 of 1993)

(Source: *Comprehensive Review of the White Paper Social Welfare*)

ANNEXURE 2: COUNTRY EXPERIENCES OF DEMAND AND SUPPLY MODELS IN SOCIAL SERVICE PLANNING

Included in workforce planning is the planning for the supply of SSPs to meet the demands for social services in the sector. Without the necessary supply of SSPs, the demand for social services will remain unaddressed. However, before we discuss the KPMG proposed demand and supply model, the table below details other models that have been implemented in similar sectors in other countries.

Table 13: Examples of Supply and Demand Methodology in Social Service

Study	Objective	Supply-Demand Modelling Methodology	Comparison with KPMG Demand and Supply Model for SSPs
<p>Centre for Workforce Intelligence, Forecasting the adult social care workforce to 2035, Workforce intelligence report, 2016</p>	<p>The Centre for Workforce Intelligence (CfWI) conducted a study and review of the adult social care workforce in England.</p> <p>The objective of this task was to evaluate the future supply of and demand for adult social care workers in England up until 2035.</p> <p>The research question posed the following:</p> <ul style="list-style-type: none"> In 2035, what will the structure, the scope and the characteristics of the care and support services workforce (in public, private and third sector) be? 	<p>In this study, the CfWI employs the CfWI robust workforce-planning framework (RWPF) to model adult social care workforce supply and demand in England.</p> <p>Workforce modelling is the third step of four in RWPF methodology. The RWPF methodology can be summarized as follows:</p> <p>Step 1: Horizon scanning, which involves the investigation of possible opportunities, future developments and challenges that may alter workforce planning.</p> <p>Step 2: Scenario generation, which entails the development of plausible scenarios that may occur in</p>	<p>KPMG forecasts demand using prevalence drivers in the sector. The KPMG methodology determines demand for SSPs based on projected incidence of prevalence in the sector. Whilst supply methodology is similar, KPMG further employs survey data to distill factors that impact workforce retention.</p>

Study	Objective	Supply-Demand Modelling Methodology	Comparison with KPMG Demand and Supply Model for SSPs
		<p>the future and change projections from the baseline.</p> <p>Step 3: Workforce modelling (discussed in table).</p> <p>Step 4: Policy analysis, which allows for the analysis of a policy change and the effect thereof on supply and demand, to inform policymakers on the effectiveness of policies. This step involves the simulation of future demand and supply for a set of generated scenarios and compares the available workforce with the workforce that will be potentially demanded in the future.</p> <p><u>Demand modelling</u></p> <p>Prior to forecasting, the current demand for adult social care is determined. This enables the accurate estimation of future demand over the 20-year period. Projected demand takes into consideration the following information:</p> <ul style="list-style-type: none"> • Forecasted population and demographic projections 	

Study	Objective	Supply-Demand Modelling Methodology	Comparison with KPMG Demand and Supply Model for SSPs
		<ul style="list-style-type: none"> • Community care statistics, social services activity • Forecasted social care users <p>This provides a baseline forecast on the number of people that may demand social care over the period. The model then allows for different scenarios that may alter the baseline, i.e. change in self-care technology, sources of funding and community involvement.</p> <p><u>Supply modelling</u></p> <p>The supply of adult social care workers is calculated by taking into consideration the number of new social care joiners during the year and subtracting the annual leavers. Current data and historical trends assist in determining the overview and flow of the current workforce. Current and projected supply considers the following information:</p> <ul style="list-style-type: none"> • Present workforce statistics • Workforce ratio between services 	

Study	Objective	Supply-Demand Modelling Methodology	Comparison with KPMG Demand and Supply Model for SSPs
		<ul style="list-style-type: none"> • Annual number of new joiners • Annual percentage of leavers <p>To estimate future supply, the model also considers social care workers in training.</p> <p>The methodology employed by the CfWI, compares supply and demand (to determine a shortage or surplus) over time, therefore allowing for demand and supply in the same modelling structure.</p>	
<p>New South Wales Department of Education, 2015 Teaching Workforce Supply and Demand, 2015</p>	<p>The Department of Education undertook an analysis of the education workforce. The objective of this study was to develop supply and demand projections of permanent teachers over a seven-year period.</p> <p>The results served as advice to the Minister and Secretary of New South Wales (NSW) Department of Education, universities and Government</p>	<p>The Department of Education employs a mathematical flow model to estimate teacher supply and demand over a seven-year period.</p> <p><u>Demand modelling</u></p> <p>The main demand-side factors that the model considers to determine demand for permanent teachers in departmental positions are:</p> <ul style="list-style-type: none"> • Projected changes in student enrolments • Projected teacher separations, such as retirements and resignations 	<p>This model uses forecasts student enrollment and the impact of policy to determine projected demand for teachers. This approach will be analogous to using population growth and norms & standards to project demand for SSPs in the KPMG model. KPMG uniquely uses a prevalence driven approach to determine demand for SSPs, demand</p>

Study	Objective	Supply-Demand Modelling Methodology	Comparison with KPMG Demand and Supply Model for SSPs
	<p>bodies. The aim was to evaluate the:</p> <ul style="list-style-type: none"> • Changing demand for permanent teacher demand and supply in government schools • Current and possible areas of shortages, to equip policymakers with information to develop strategies to adequately meet demand 	<ul style="list-style-type: none"> • Government policy • Teacher mobility <p>Supply modelling</p> <p>The main supply-side factors that determine the supply of permanent teachers in departmental positions are:</p> <ul style="list-style-type: none"> • Permanent teachers for the public (departmental) schools teacher education graduates • Approved teachers on employment list <p>Factors incorporated into the model allow for the projection of future demand and supply. Differences between forecasted supply and demand indicate the net surplus or shortage of teachers. The output of this model allows for an understanding of supply and demand across different geographical locations, respective subjects and primary versus secondary level.</p>	<p>should drive policy, norms and standards not the other way round. Using norms and standards to forecast demand can lead to forecasts that are not representative of reality being faced by the society. This model further classifies retirements and resignations as demand factors, these factors are classified as supply factors in the KPMG model as they have a direct impact on workforce replacement.</p>
<p>iHs Global Inc., Florida State-wide and Regional Physician</p>	<p>The objective of this study was to gain an understanding of the current and projected future physician supply</p>	<p>The study modelled demand and supply using two computer simulation models:</p>	<p>This model is conceptually similar to KPMG’s model. A key difference is that this model</p>

Study	Objective	Supply-Demand Modelling Methodology	Comparison with KPMG Demand and Supply Model for SSPs
<p>Workforce Analysis: Estimating Current and Forecasting Future Supply and Demand, 2015</p>	<p>in Florida. The Safety Net Hospital Alliance of Florida conducted the analysis of physician supply and demand, to enlighten planning and policy initiatives and direct medical education training priorities to ensure delivery of care.</p> <p>The research aimed to answer:</p> <ul style="list-style-type: none"> • What are the areas of specialty where supply and demand are not in balance? • What are the potential effects of healthcare restructuring initiatives, developments in care delivery models and changes in other market factors on physician demand and supply? • To what extent will future supply of physicians be sufficient to meet projected demand? 	<ul style="list-style-type: none"> • The Healthcare Demand Micro-simulation Model • The Health Workforce Supply Model <p><u>Demand modelling</u></p> <p>The demand micro-simulation methodology has three major components:</p> <ol style="list-style-type: none"> 1. The use of population data that has information on characteristics such as: <ul style="list-style-type: none"> • Population demographics (and socioeconomic information) • Incidence of disease • Other health risk factors amongst the population • Changes in medical insurance coverage 2. Construct forecasting equations based on national data that relate characteristics of an individual to demand for services, which affects healthcare use patterns. 3. Inclusion of care delivery patterns, which converts demand for healthcare services to demand for physicians. 	<p>relies on computer micro-simulation models to determine factors impacting the workforce retention, demand and supply. The KPMG model relies on survey data to map out factors impacting workforce retention and demand & supply. KPMG also uses socio-economic data and demographic data to determine demand and supply.</p> <p>However, both models focus on future incidence of prevalence in the population to determine demand and supply.</p>

Study	Objective	Supply-Demand Modelling Methodology	Comparison with KPMG Demand and Supply Model for SSPs
		<p><u>Supply modelling</u></p> <p>Similarly, the supply model uses a micro-simulation approach to model physician career decisions and considers:</p> <ul style="list-style-type: none"> • The current workforce • The number of new entrants • The specialty mix of new entrants • The demographics of new entrants • Patterns of out-of-state migration • Retirement patterns • Hours worked <p>The analysis compares current and forecasted future supply of physicians to the number of physicians demanded.</p>	

There is a need to quantify the future level of need for the skills required to tackle the challenges facing South African society. These models point to a need for proper and well-managed workforce planning of SSPs in South Africa. An effective method of achieving this is through the use of a demand and supply forecasting model. Furthermore, there need to be adequate skills within the existing workforce as well as systems to manage information pertaining to number and skillsets.¹¹⁷

ANNEXURE 3: THE USE OF PRIMARY DATA IN DEVELOPING A SUPPLY AND DEMAND MODEL FOR SSPS

The absence of data on various factors driving supply and demand of SSPs necessitates the use of primary data. KPMG has designed 4 surveys that will assist the modeling processing. The section below details the primary data tools developed as well as the purpose of each tool and data it will collect.

District management data questionnaire

This questionnaire needs to be consolidated and completed by Management in each Province. The purpose of the questionnaire is to obtain data required for the development of the Supply and Demand Model. It mainly focuses on the following internal (within the organization) aspects:

1. Demand factors
 - a. Management view on the increase/decrease of services/programs delivered within the sector based
 - b. Management estimate of capacity requirements (staffing levels) per critical job categories for the past four years to effectively deliver services
2. Supply factors
 - a. History of staffing levels per critical job categories in the previous 3 years
 - b. Bursaries/ scholarships planned for the next 5 years
 - c. Absorption of students within the next 3 – 5 years
 - d. Learnership and supply of skills within the next 3-5 years
 - e. Other skills pipeline in terms of people studying towards a qualification
3. Other factors impacting the supply and demand of critical skills
These include but is not limited to factors that could potentially affect the attraction and retention of critical job categories.

Management Focus Group

The main purpose of this focus group is to obtain more qualitative data on strategic drivers/ triggers that will affect the supply and demand model. It gives an opportunity to explore and better understand data provided in the management data questionnaire.

SSP Questionnaire

The purpose of this questionnaire is to solicit feedback from fieldworkers in terms of specific service delivery focus areas and to obtain an understanding of the current working environment, challenges and motivational factors that influences the supply and demand of critical skills.

The main areas include:

1. Biographical information
This generally includes, gender, race, age, job category and employment information
2. Working conditions

The focus in this section is on the type of services provided by the incumbent, the average time spent on services, information on beneficiaries of services and other relevant working conditions

3. Skills development

This section includes information on the educational background of the incumbent

4. Motivational factors

This section focuses on key challenges and constraints that could potentially affect attraction and attrition rates

Provincial Management Questionnaire

The purpose of this questionnaire is to find out how many bursaries provinces plan to issue in the next four years.

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