



**SECTOR SKILLS PLAN
FOR THE SAFETY AND SECURITY: 2019/20 UPDATE**

01 AUGUST 2018



**higher education
& training**

Department
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

FOREWORD

In 2015, the SASSETA was placed under administration by the Minister of Higher Education and Training. Since then, the Administrator and her team took over the governance and management of the institution. Nonetheless, the tenure of the Administrator came to an end on 31 March 2018. The following skills priority action were identified and placed at the apex of the SETA's agenda, namely: (i) Strengthening partnership with sector training institutions and academy, (ii) Professionalisation and transformation of the sector, (iii) Information communication and technology (ICT), (v) Technical and specialised skills, and (vi) Building active citizenry.

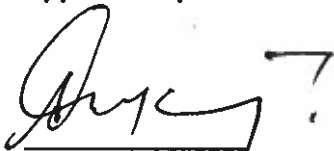
Looking forward we will continue to position our strategic framework in the context of opportunities and risks. We will also continue to strengthen our risk management capabilities in order to respond effectively and efficiently to the identified skills priorities, and ensure continuous service delivery improvements and economic utilisation of resource to ensure the fulfilment of the mandate.

Lastly, although there is an alignment between the core planning strategic documents in SASSETA, being namely: (i) The Sector Skills Plan (SSP), (ii) The Strategic Plan (SP) as well as the (iii) Annual Performance Plan (APP). The organisation will intends to sustain improvements as we pursue the norms of building institutional capacity on a continuous basis in our quest to respond to the demands of the external management environment, mandate and massification of skills development delivery.

It is hereby certified that this SSP was developed by the management of SASSETA under the guidance of the new SASSETA Board appointed in 2018. This SSP takes into account all relevant policies, legislation (DHET SSP Framework) and other mandates for which the Safety and Security Sector Education and Training (SASSETA) is responsible to advance.

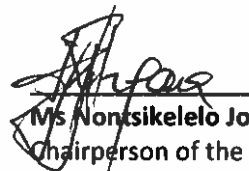
Therefore; the 2019/20 SSP is submitted to the Minister of Higher Education and Training in partial compliance with the requirement of the Skills Development Act 1998 as amended and the NSDS III. The SSP draft is here endorsed by duly authorised representative.

Approved by:



Mr Vukani Memela
Acting Chief Executive Officer

Date: 27/07/2018



Ms Nontsikelelo Jolingana
Chairperson of the Board

Date: 31/07/2018

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EXECUTIVE SUMMARY

It is important for SASSETA to understand the needs as well as the profile of the safety and security sector within the context of South African with reference to the associated issues which criss-cross the geo political and socio-economic spheres in order for it to succeed in its mandate of supporting the skills development needs of the sector.

The safety and security sector in South Africa is both public and private. The public security sector consists of government security agencies and law enforcement bodies, whose role is to protect and serve the public and the interests of the state. The private sector element of the security sector comprises those companies and bodies who provide security and legal services to paying clients.

From the perspective of the 2015/20 cycle of the Medium Term Strategic Framework (MTSF), SASSETA is contributing towards the achievement of **Outcome 3: All people in South Africa are and feel safe**. The said outcome incorporates the following outputs:

- i. Reduce overall levels of serious crimes and in particular contact crime.
- ii. An effective Criminal Justice System (CJS).
- iii. Corruption within the JCPS cluster combated to enhance its effectiveness and its ability to serve as a deterrent against crime.
- iv. Perceptions of crime among the population managed and improved.
- v. Levels of corruption reduced improving investor perception, trust and willingness to invest in South Africa.
- vi. Effective and integrated border management.
- vii. Cyber-crime combated.

SASSETA has grouped its constituencies into seven subsectors, namely: Policing, Correctional Services, Defence, Justice, Intelligence Activities, Legal Services, as well as Private Security and Investigation Activities. There is also a significant number of trade unions who represent the interests of workers in the safety and security sector.

In terms of the national budget, public sector departments serviced by SASSETA are collectively categorised under "Peace and Security" (with the exception of the Department of Home Affairs) in the Consolidated Government Expenditure by Function. Expenditure for the Peace and security function has been increasing steadily over the Medium Term Expenditure Framework (MTEF). For instance, during the 2017/18 financial period, allocated expenditure amounted to R195.6 billion (Revised estimate), while the medium-term estimates for 2018/19 amounts to R200.8 billion. This figure increases to R213.6 billion and R227.7 billion for the 2019/20 and 2010/21 financial periods respectively. It worth noting that the average annual growth in the estimated expenditure for the function is 5.2%. This percentage growth is lower than that of the other five functions (i.e. Learning and culture, 8.5%; Health, 7.8%; Social development, Community development, 7.4% and Economic development, 7.4%), except for General public services (4.3%).¹

To be more precise, the South African government is planning to spend R48.4 billion for Defence and state security in the 2018/19 financial year (R54 billion allocated 2017/18); R99.1 billion for Police services in 2018/19 (R93.8 billion allocated in 2017/18) and R45.5

¹ National Treasury. 2018. Budget Highlights:

<http://www.treasury.gov.za/documents/national%20budget/2018/sars/Budget%202018%20Highlights.pdf>

billion during the same period for Courts of law and prisons (R45.8 billion allocated in 2017/18). Budgets for the defence, public order and safety function are however under pressure, with this evident in the declining proportion of the total government budget that is allocated to this function, as well as in the declining annual increases.

On the other hand, the Private Security subsector is said to be one of the largest employers in the country and regarded as one of the fastest growing local industries. To support this argument, the number of registered, active security officers in the subsector have increased from 411 109 in the 2010/11 period to 487 058 during the 2013/14 financial year, translating into an average annual growth of 8.9% over the period. Employment figures continued to rise in the subsequent financial periods as follows: 451 565 in 2014/15, 488 666 in 2015/16 and 498 435 by the end of the 2016/17 financial period. Nonetheless, it is worth mentioning that there is paucity of the most recent economic performance and other critical data about the Private Security subsector, given the prevalence of non-compliance with legislation and regulations by some actors. However, in 2012, it was estimated that the South African Private Security Industry was worth between R50 and R55 billion. In addition, it was suggested that the subsector contributed around 2% of South Africa's GDP from 2011.

For the purpose of the SSP, the legal services industry mainly comprises of the attorneys, advocates and legal advisors in private practice. Just as in the case of the private security industry, there is paucity of data on the economic performance of the legal serviced subsector. However, it was established that in 2010, this sub sector generated a total income of R17 244 million which represented a similar 0.65% of GDP. Another approach of estimating the economic contribution of the attorneys in the subsector could be through examining assets and income captured in the Fidelity Fund. The Comprehensive surplus income of the Attorney's Fidelity Fund increased from R116,9 million in 2016/17 to R443,8 million during the 2016/16 financial year. Furthermore, the Fund's total assets were estimated to be at R4,5 billion during 2015/16, whereas this increased to R5, 062 billion in the 2016/17 financial period.

The safety and security sector employs 758 748 people, of which almost half (368 214) are employed in the Private Security subsector. Policing is the second largest subsector, and the largest of the state safety and security departments, employing just more than one quarter of the sector's employees (194 824). Defence employs 10% of the sector's employees (78 707), with Legal Services (51 786) and Corrections (41 476) employing 6% and 5% respectively. The Justice sector is the smallest subsector, employing 23 741 people or 3% of total sector employment.

The sector employs 3 170 people with disabilities. This represents 0.4% of total sector employment. Considering that the Legal Services subsector and the Private Security and Investigation Activities subsectors have predominantly private organisations, while the remaining subsectors have predominantly public organisations, the private portion of the safety and security sector employs 56% of the sector's workforce, while the public portion employs 44%.

In the safety and security sector, the overwhelming majority of employees (70%) are Service and Sales Workers, with Clerks (9%) being the next largest category, followed by Technicians and Associate Professionals (6%). In the sector as a whole the categories of Professionals, and Legislators, Senior Officials and Managers respectively constitute 5% and 4% of total employment. This overall picture is highly influenced by the large Private Security sub-sector,

in which 90% of employees are classified as Service and Sales Workers. In respect of gender, the sector is dominated male (70%), while females constitute 30% employees the employee population. It is argued that this picture is significantly influenced by the profile of the Private Security subsector, where 79% of employees are male.

Furthermore, around two thirds (66%) of employees in Policing are male. Similarly, male employees in Correctional services (69%) and Defence (71%) are estimated at 69% and 71% of the total work force respectively. In contrast, the Justice and Legal Services subsectors females dominate at 58% and 63% respectively. Overall 47% of employees in the sector are under the age of 35, while only 5% are over the age of 55.

The research suggests that factors such as globalisation and technological advancements are changing the patterns of crime, which impact on safety and security in South Africa. This compels role players in the criminal justice system and in the broader safety and security sector to re-define their focus to address the changing face of crime and re-aligning their objectives to serve national imperatives.

The need to professionalise the sector as highlighted in the National Development Plan (NDP) as well as the White Paper on Policing is also influencing the manner in which services are or will be delivered. Interactions (through interviews and focus groups) with stakeholders in the sector revealed changes and challenges in the sector dictates an increase in demand and enhanced skills base required for occupations such as criminologists and detectives or investigators. Other specialised skills required in the sector are in the fields of forensics, medical services, linguistics, cybercrime, as well as management and leadership.

The occupational makeup and mix in the sector shows the importance of cross-economic-sectoral occupations. This include concentration in the medical services professionals, information technology, engineers, chemists, psychologists and vocational counsellors, social workers, finance and related professionals, logistical support and related professionals, language practitioners, interpreters and other communication practitioners, as well as automotive and technical related professionals.

The nature and extent of skills supply in the sector is drawn from various education and training institutions such as schools [private and public schools] in the basic education sector, traditional and universities of technology [private and public universities], TVET colleges, SETA supported training programmes, private providers as well as state-owned institutions within some government departments.

SASSETA has identified number strategic partnerships with Universities, TVET colleges and other strategic institutions for the purpose of enhancing quality and responsiveness of skills training interventions in the sector and labour market at large. The SETA will bolster existing partnerships and initiate more collaborations to support the priorities identified in the SSP.

The SETA will also work hand-in-hand with the sector to provide necessary training in order for the Justice Crime Prevention and Security (JCPS) cluster achieve its objectives. In addition, SASSETA has identified the following skills development priorities to inform its five-year strategic plan (2015/16 – 2019/20. The organisation should also strike a balance between sector-based priorities and national priorities, these are:

(i) [Partnership with sector training institutions, academies and other organisation](#)

The sector has numerous in-house training institutions and academies. SASSETA should strengthen its partnerships with training institutions in the public and private sectors in order to enrich skills supply in the sector. These partnerships will focus on achieving infrastructure development, capacity building for trainers, curriculum development and co funding. In addition, during the 20-17/18 financial year, the SETA completed a study titled: Research on sector partnerships within the Safety and Security sector – A scope and deficit. This study was born out of recognition that SASSETA must continue to develop effective networks in order to deliver effectively on their mandate. Moreover, the study sought to evaluate current partnership agreements and to make recommendations on the way forward.

(ii) Transformation and Professionalisation of the sector

The major thrust of education and training interventions in the sector should be to deepen professionalisation and to address the transformation agenda. The SASSETA will position its strategy and programmes to advance professionalisation and transformation across the sector.

(iii) Information communication and technology (ICT)

Shortages of skills and lack of urgency in implementing measures to tackle cybercrime are still a challenge in South Africa. Technological advancements and data protection laws are driving the need for specialist IT technicians and IT professionals, as well as the operational IT skills needed by all attorneys. The Criminal Justice Revamp plan will also drive particular IT skills needs as well as skills required by operational personnel who will be required to make use of new IT processes. Within the private security sector special skills will be driven by the environment where IT is playing an increasing central role in the provision of effective security services.

v) Technical and specialised skills

The safety and security sector is a labour intensive sector, it thus requires more technical and specialised skills to deliver on its multi-faceted demands and mandate. Technical skills in the sector are in high demand and needs to be addressed. SASSETA is intending to the Recognition of a Prior learning (RPL) system to address some of these challenges. However, there is also a need to develop approaches to address the supply of specific specialised skills such as forensic, medical and investigative skills.

Moreover, it is critical to align our (SASSETA or the sector?) artisan programmes and skills to the demands of the sector including infrastructure development and maintenance, IT maintenance and motor repairs. There is also a need for the development of specialisation within the criminal justice cluster, such as specialist in public order policing or specialist in sexual offenses. This specialisation will require ongoing dedicated training initiatives take place. For instance, in Gauteng province, the Department of Community Safety, in collaboration with the SAPS and the Department of Social Development has embarked upon a training programme for Forensic Social Workers. Graduates from the said programme will be instrumental in preparing victims of sexual and gender-based violence to testify in court. It is envisaged that this specialised skill will bolster the prosecution and conviction of perpetrators of gender-based violence as well as crimes against vulnerable groups in general.

Finally, previous research and engagement with stakeholder revealed long turnaround time at the government garage has a negative effect on the ability of the SAPS to bolter service delivery. Therefore, SASSETA in partnership with the SAPS and other stakeholder, should

strive to contribute toward development of technical as well as management and leadership skills to support in this front.

vi) Building active citizenry

The NDP emphasises a need to build active citizenry as an important element of realising Vision 2030. Beyond the development of workforce and creating a pipeline of new entrants to the safety and security sector, there are other skills needs to be addressed. A key component of the crime prevention model is aimed at changing the way communities react to crime and violence. Such a model involves the roll out the community patrollers programme, strengthening Community Policing Forums (CPFs) and Community Safety Forums (CSFs), as well as establishing and bolstering other safety and security volunteer programmes.

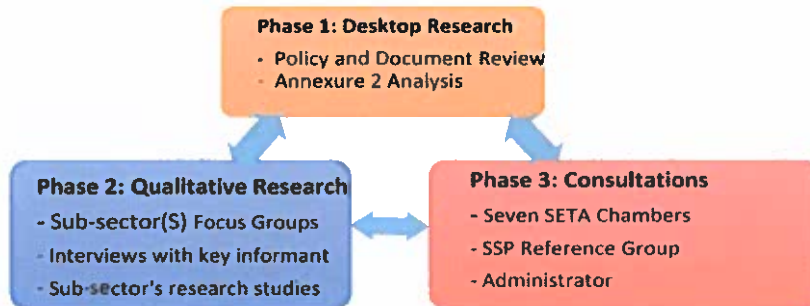
Facilitating meaningful citizen participation in crime prevention through enhancing skills development of these groups, particularly in relation skills such as negotiation and mediation is required. Another skills development need relates to supporting the programme of the Department of Correctional Services (DCS) which is aimed at reducing recidivism (reoffending) through rehabilitation and reintegration of offenders, inclusive of the provision of education and training to inmates. The skills needs are varied across vocational learning and general education.

LIST OF ABBREVIATIONS AND ACRONYMS

ATR	Annual Training Report
DCS	Department of Correctional Services
DoD	Department of Defence
DHET	Department of Higher Education and Training
ETQA	Education and Training Quality Assurance
FDI	Foreign Direct Investment
HEI	Higher Education Institution
HET	Higher Education and Training
HRDSA	Human Resource Development Strategy for South Africa
ICT	Information and communication technology
JCPS	Justice, Criminal, Prevention and Security
MOU	Memorandum of Understanding
MTSF	Medium-term Strategic Framework
NDP	National Development Plan
NGO	Non-Governmental Organization
NGP	New Growth Path
NSDS	National Skills Development Strategy
NVC	National Certificate Vocational
OFO	Organising Framework for Occupations
PFMA	Public Finance Management Act
PIVOTAL	Professional, Vocational, Technical and Academic Learning
PPP	Public-private partnership
PSCs	Private Security Companies
QCTO	Quality Council for Trades and Occupations
QLFS	Quarterly Labour Force Survey
RPL	Recognition of Prior Learning
SDA	Skills Development Act
SANDF	South African National Defence Force
SAHRC	South African Human Rights Commission
SAJEI	South African Judicial Education Institute
SALRC	South African Law Reform Commission
SAPS	South African Police Service
SAQA	South African Qualifications Framework
SARS	South African Revenue Service
SASSETA	Safety and Security Sector Education and Training Authority
SAWLA	South African Women Lawyers Association
SETA	Sector Education and Training Authority
SMME	Small, Medium-size and Micro-enterprise
SIPs	Strategic Integrated Projects
SSA	State Security Agency
SSP	Sector Skills Plan
TVET	Technical Vocational Education and Training
WSP	Workplace Skills Plan

Research process and Methods

The research process that was adopted in the development of the sector skills plan (SSP) does not necessarily follow the absolute sequence, as some of the phases and/or activities overlap or being done simultaneously. The summary of the process is as followed:



The research process in developing the sector skills plan for the safety and security SETA.

i. Methodology

Using a mixed method approach (i.e. qualitative and quantitative research methods) to update the 2019/20 (current) SSP. As Greenstein and Sitas (2003) have noted, a qualitative approach enables the researcher to attain an insider's perspective captured through a thick description of events. On other hand, as Cohen (1980) suggest, quantitative approach is essentially about collecting numerical data to explain a particular phenomenon and provide results which can be condensed to statistics. the SETA collected data from various sources to update the current SSP. The research started with desktop research (i.e. analysis of qualitative and statistical information from annual reports, official reports, newsletters, commissioned reports and national policy/strategy documents. In addition, articles in scientific journals, government reports, monographs, seminar papers, occasional papers and textbooks were consulted. This was followed by Focus Groups discussions and interviews with key informants in the sector. Additionally, Information gathered from the six subsectors studies and the 2018/19 WSP/ATR data was also relied upon –this culminated in the production of the 2019/20 SSP.

ii. Scope and limitations of the sector skills plan

The domain of the SSP was limited to the safety and security sector of South Africa. While the methodology chosen was appropriate for the study. The SETA is operating in a sector where access to information and records is very challenging, and therefore, the data is uneven and not the very latest as reflected in some of our subsector(s). The team is working on mechanisms to address this data limitation and gaps.

Also, some aspects of the safety and security sector are sensitive in nature given the national security interest. As a result, some of the data in the sector is classified and not for public consumption. Based on this, each sub-sector is different with its own challenges and skills development needs.

Organising Framework for Occupations (OFO) tends to be rigid and does not cover nor appropriately accommodates some occupations and their specializations in the sector, for example selected Defence and SAPS occupations. Furthermore, the findings of this document cannot be representative or generalised to other economic sector beyond the safety and security sector.

Topic	Research methods	Objectives of study	Data collection tool	Sample size and scope	List of data sources and datasets	Date completed
1] Safety and Security Sector: A Correctional Service Sub-Sector in South Africa.	Qualitative research methods and Quantitative research methods	To investigate: <ul style="list-style-type: none"> the sub-sector profiles- key players, change drivers - key skills issues, implications of national strategies and plans, the nature of skills demand and skills supply - extent of skills mismatch, and skills priority actions for the sub-sector. 	<p>Quantitative data: Analysis of statistical data for WSPs/ATRs</p> <p>Qualitative data: In-depth interviews</p>	The scope was limited to the Correctional Services in South Africa, and top management - key informant stakeholders in the sector participated in the study.	<p>Primary and secondary sources used:</p> <ul style="list-style-type: none"> Websites, Annual Reports, Official reports, Newsletters, Commissioned Reports, National policy/strategy documents, and WSPs/ATRs data. 	October 2016
2] Defence Sub-Sector: An Overview of Traits, Skills and Labour Market.	Qualitative research method and Quantitative research method	To investigate: <ul style="list-style-type: none"> the sub-sector profiles- key players, change drivers - key skills issues, implications of national strategies and plans, the nature of skills demand and skills supply - extent of skills mismatch, and skills priority actions for the sub-sector. 	<p>Quantitative data: Analysis of statistical data for WSPs/ATRs</p> <p>Qualitative data: In-depth interviews</p>	The scope was limited to the Defence in South Africa, and top management - key informant stakeholders in the sector participated in the study.	<p>Primary and secondary sources used:</p> <ul style="list-style-type: none"> Websites, Annual Reports, Official reports, Newsletters, Commissioned Reports, National policy/strategy documents, and WSPs/ATRs data. 	November 2016

<p>3] Justice Sub-Sector: Human Capital, Education and Labour Market Demands.</p>	<p>Qualitative research method and Quantitative research methods</p>	<p>To investigate:</p> <ul style="list-style-type: none"> the sub-sector profiles- key players, change drivers - key skills issues, implications of national strategies and plans, the nature of skills demand and skills supply - extent of skills mismatch, and skills priority actions for the sub-sector. 	<p>Quantitative data: Analysis of statistical data for WSPs/ATRs</p> <p>Qualitative data: In-depth interviews using a structured interview guide</p>	<p>The scope was limited to the Justice sub-sector in South Africa, and top informant stakeholders in the sector participated in the study.</p>	<p>Primary and secondary sources used:</p> <ul style="list-style-type: none"> Websites, Annual Reports, Official reports, Newsletters, Commissioned Reports, National policy/strategy documents, and WSPs/ATRs data. 	<p>November 2016</p>
<p>4] Legal Services Sub-Sector: An Overview of Traits, Skills Competences and Market Demands.</p>	<p>Qualitative research method and Quantitative research methods</p>	<p>To investigate:</p> <ul style="list-style-type: none"> the sub-sector profiles- key players, change drivers - key skills issues, implications of national strategies and plans, the nature of skills demand and skills supply - extent of skills mismatch, and skills priority actions for the sub-sector. 	<p>Quantitative data: Face-to-face interviews by means of structured interview guide</p>	<p>The scope was limited to the Legal Services sub-sector in South Africa, and top management (recognised Professional Bodies) - key informant stakeholders in the sector participated in the study.</p>	<p>Primary and secondary sources used:</p> <ul style="list-style-type: none"> Websites, Annual Reports, Official reports, Newsletters, Commissioned Reports, National policy/strategy documents, and WSPs/ATRs data. 	<p>March 2017</p>
<p>5] Policing Sub-Sector: An Overview of Traits, Human Capital, Education and Labour Market.</p>	<p>Qualitative research method and Quantitative research methods</p>	<p>To investigate:</p> <ul style="list-style-type: none"> the sub-sector profiles- key players, change drivers - key skills issues, implications of national strategies and plans, 	<p>Qualitative data:</p> <ul style="list-style-type: none"> Face-to-face interviews by means of structured interview guide Focus Groups 	<p>The scope was limited to the Policing sub-sector in South Africa, and top informant stakeholders in the sector participated in the study.</p>	<p>Primary and secondary sources used:</p> <ul style="list-style-type: none"> Websites, Annual Reports, Official reports, Newsletters, Commissioned Reports, 	<p>March 2017</p>

<p>6] Safety and Security Sector: An Explanation of the Private Security Sub-Sector in South Africa</p>	<p>Qualitative research method and Quantitative research methods</p>	<ul style="list-style-type: none"> the nature of skills demand and skills supply - extent of skills mismatch, and skills priority actions for the sub-sector. <p>To investigate:</p> <ul style="list-style-type: none"> the sub-sector profiles- key players, change drivers - key skills issues, implications of national strategies and plans, the nature of skills demand and skills supply - extent of skills mismatch, and skills priority actions for the sub-sector. 	<ul style="list-style-type: none"> Desktop review <p>Qualitative data:</p> <ul style="list-style-type: none"> Face-to-face Interviews by means of structured interview guide Focus Groups Desktop review 	<p>The scope was limited to the Private Security sub-sector in South Africa, and top management (recognised Professional bodies) - key informant stakeholders in the sector participated in the study.</p>	<ul style="list-style-type: none"> National policy/strategy documents, and <ul style="list-style-type: none"> WSPs/ATRs data. <p>Primary and secondary sources used:</p> <ul style="list-style-type: none"> Websites, Annual Reports, Official reports, Newsletters, Commissioned Reports, National policy/strategy documents, and WSPs/ATRs data. 	<p>November 2017</p>
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Table i: Research studies conducted in 2016/17 FY

Topic	Nature (Design) of the study	Objectives of study	Data collection tool	Sample size and scope	List of data sources and datasets	Date completed
<p>1] Sector Partnerships within the Safety and Security Sector: A scope and deficit</p>	<p>Qualitative research method</p>	<p>To evaluate the current partnership and make recommendations on the way forward regarding future sector partnerships</p>	<ul style="list-style-type: none"> Document analysis (i.e. analysis of national and international literature on the research topic for benchmarking and 	<p>The study was limited to assessment of existing SASSETA partnerships.</p>	<p>Primary and secondary sources used:</p> <ul style="list-style-type: none"> Websites, Annual Reports, Official reports, Newsletters, Commissioned Reports, 	<p>November 2017</p>

Topic	Nature (Design) of the study	Objectives of study	Data collection tool	Sample size and scope	List of data sources and datasets	Date completed
2] <i>The tragedy of education: An overview of scopes and deficits on selected SASSETA learning programme</i>	Mixed research methods	To trace trends from enrolment to certification of learners on selected SASSETA learning programmes	<p>establishing best practice in the public sector).</p> <ul style="list-style-type: none"> • Face-to-face Interviews with by means of structured interview guides • Document s analysis • literature review and statistical analysis 	<p>a) Unemployed Learnerships (2013/14 FY = 150); b) Learner Placements (2014/15 = 507); c) Internship Programme (2014/15 FY = 24); d) Unemployed Learnerships (2015/16 FY) = 684 e) Employed Skills Programme (2016/17 FY) = 610 f) Unemployed Artisans (2014/15 to 2015/16 FYs) = 115</p>	<ul style="list-style-type: none"> • National policy/strategy documents, and • WSPs/ATRs data. <ul style="list-style-type: none"> • Data from SASSETA Learning Programmes Department. <p>Primary and secondary sources:</p> <ul style="list-style-type: none"> • Websites, • Annual Reports, • Official reports, • Newsletters, 	February 2018

Topic	Nature (Design) of the study	Objectives of study	Data collection tool	Sample size and scope	List of data sources and datasets	Date completed
3] Transition from education to workplace (Monograph)	Qualitative research method	To highlight challenges and demands for new competence	Literature review		Various secondary sources consulted	

Table ii: Research studies conducted in 2017/18 FY

CHAPTER 1: SECTOR PROFILE

1.1 Introduction

It is important for the Safety and Security Sector Education and Training Authority (SASSETA) to understand the profile of the safety and security sector in order to deliver its mandate of supporting the skills development needs of the sector effectively. The sector profile has been developed by considering the data in respect of total employment, the distribution of employment by province and occupational group, population group, gender, age, and disability status. Since the central theme of this chapter is sector profile, its purpose is to contextualise the safety and security sector within the geo-politics of the South African labour market and to presents an overview of the research methods that were employed to gather data in order to compile the 2019/20 iteration of the SASSETA Sector Skills Plan.

1.2 Scope of coverage

The Safety and Security Sector includes components of two of the major sectors in the Standard Industrial Classification (SIC) namely, Group 8 (i.e. Finance, Real Estate and Business Services) and Group 9 (i.e. General Government Services). SASSETA has grouped its constituencies into seven subsectors, that is, Policing, Corrections, Defence, Justice, Intelligence Activities, Legal Services, and Private Security and Investigation Activities. The SIC codes and the specific constituencies associated with each of the subsectors is depicted in Table 1-1.

Table 1-1 SIC Codes, subsectors and constituencies of the Safety and Security Sector

SIC Codes	Sub-sector	Constituency
9110A*	Policing	<ul style="list-style-type: none"> The Independent Complaints Directorate (IPID), Provincial Secretariats for Safety and Security (Departments of Community Safety), The Civilian Secretariat for Police, and the South African Police Service (SAPS).
91301 91302		<ul style="list-style-type: none"> Municipal and Metro Police Services, Traffic Management / Law Enforcement, and Road Traffic Management Corporation (RMTC).
9110B*	Corrections	<ul style="list-style-type: none"> The Department of Correctional Services (DCS) Private correctional services providers
		<ul style="list-style-type: none"> Kutama Sinthumule Correctional Centre. Mangaung Correctional Centre. Judicial Inspectorate for Correctional Services. Correctional Supervision and Parole Boards.
9110D*	Defence	<ul style="list-style-type: none"> The Department of Defence (DOD). South African National Defence Force (SANDF) (SA Navy, SA Air force, and SA Military Health).
9110C*	Justice	<ul style="list-style-type: none"> The Department of Justice and Constitutional Development (DoJ & CD) National Prosecuting Authority (NPA), and Special Investigations Unit (SIU)
91104	Intelligence Activities	<ul style="list-style-type: none"> The National Intelligence Agency (NIA)
91105		<ul style="list-style-type: none"> The South African Secret Service (SASS)
88110	Legal Services	<ul style="list-style-type: none"> Legal and Paralegal Services Sheriffs
88111		<ul style="list-style-type: none"> Legal Aid Services
88920	Private Security and Investigation Activities	<ul style="list-style-type: none"> Private security, investigation, and polygraph services

1.3 Key role players in the sector

1.3.1 Employers

The employers in the sector consist of two distinct groups: Private sector organisations that pay skills development levies to the SASSETA and Public sector organisations that are levy exempt. The private sector organisations fall mainly within two subsectors, the Legal Services subsector and the Private Security and the Investigation Activities subsector. The Corrections subsector, however; has two private prisons that were established as public-private partnerships with the Department of Correctional Services and are run by large multi-national private security companies.

Public organisations in the safety and security sector include the four large government departments: The South African Police Service, the Department of Defence, the Department of Correctional Services, and the Department of Justice and Constitutional Development, as well as the various smaller bodies established to provide these departments with oversight, regulatory and/or advisory functions.

1.3.2 Labour Unions

A significant number of trade unions has been established to represent the interests of workers in the safety and security sector. The largest subsector, Private Security and Investigation Activities, also has the largest number of trade unions with a specific focus on representing security workers. The most notable of these organisations include:

- The Democratic Union of Security Workers (DUSWO),
- The South African National Security and Allied Workers Forum (SANSAWF),
- The South African Transport and Allied Workers Union (SATAWU),
- The South African Private Security Workers Union (SAPSWU),
- The Security Officers Civil Rights and Allied Workers Union (SOCRAWU),
- The National Security and Qualified Workers Union (NASUWU),
- The National Security Workers Union (NASWU), and
- The Food, Cleaning and Security Workers Union (FCSWU).

The Police and Prisons Civil Rights Union (POPCRU) and the South African Policing Union (SAPU) both have extensive membership in the South African Police Service (SAPS), the Department of Correctional Service (DCS), the Metro Police Departments, and Traffic Departments. These two unions are thus of primary relevance to the Policing and Correctional Services subsectors.

In the Justice subsector, the Society of State Advocates and Prosecutors of South Africa (SSAPSA) represents the interests of advocates and prosecutors, while the Legal Services subsector is largely non-unionised. In addition, workers may choose to belong to other more general unions representing the interests of private or public workers. Of these, the Public Servants Association (PSA) is the largest politically non-affiliated union in the public service.

1.3.3 Regulators and oversight bodies

Other key role players in the safety and security sector include various regulatory and oversight bodies. These organisations are presented in Table 1-2 according to the subsectors they oversee or regulate.

Table 1-2 Regulatory and Oversight Bodies in the Safety and Security Sectors

Corrections	
Judicial Inspectorate for Correctional Services (JICS)	The Judicial Inspectorate for Correctional Services (JICS) is an independent oversight body with the broad mandate to investigate any matter concerning the treatment of inmates in correctional centres and on conditions in correctional centres. Its reports are submitted to Parliament and the Minister of Justice and Correctional Services
National Council for Correctional Services (NCSS)	The National Council for Correctional Services (NCSS) is a statutory body consisting of 20 members, that has the mandate of guiding and advising the Minister of Justice and Correctional Services in developing policy related to the correctional system and to the sentence-management process.
Correctional Supervision and Parole Boards	Correctional Supervision and Parole Boards determine on a case by case basis, the possibility for the conditional release of offenders from a correctional centre into the system of community supervision prior to the expiration of their entire sentences of imprisonment as imposed by a court of law. They have been established in the 52 management areas of the DCS and three of the five members of each board are filled by suitable civilians who receive intensive training from the DCS.
Defence	
Defence Force Service Commission	The Defence Force Service Commission provides researched and informed advice to the Minister of Defence and Military Veterans on all aspects of service conditions for members of the Defence Force to enable the establishment and maintenance of sustainable conditions of high morale and a state of combat readiness.
Reserve Force Council	The Reserve Force Council is an independent consultative, advisory and coordinating body, whose members are appointed by the Minister of Defence and Military Veterans with the purpose of providing the Department of Defence with advice on matters concerning the Military Reserves.
Office of the Military Ombud	The Office of the Military Ombud's mandate is to investigate complaints lodged by members of the military regarding his or her conditions of service.
Justice	
The Public Protector	The Public Protector of South Africa is a constitutional entity mandated to investigate any conduct in state affairs or in the public administration in any sphere of government that is alleged or suspected to be improper or to result in impropriety or prejudice, to report thereon and to take appropriate remedial action
Human Rights Commission (SAHRC)	The South African Human Rights Commission (SAHRC) is a constitutional entity and exists to promote respect for human rights and a culture of human rights in South Africa. Specific activities involve investigating and reporting on the observance of human rights, and taking steps to secure the appropriate redress of any violation of human rights. In addition, the SAHRC monitors measures taken by organs of state to give effect to the Bill of Rights in respect of housing, healthcare, food, water, social security, education and the environment.
Judicial Service Commission (JSC)	The Judicial Service Commission (JSC) advises national government on any matter relating to the judiciary or the administration of justice. The JSC also interviews candidates for judicial posts and makes recommendations for the appointment of Judges, and deals with complaints against Judges.
Legal Services	
Law Societies	Four statutory law societies have existed in South Africa since 1938 when the country comprised of four provinces. The Cape Law Society now has jurisdiction over all attorneys practising in the provinces of the Western Cape, the Eastern Cape and the Northern Cape; and The Law Society of the Northern Provinces now has jurisdiction over all attorneys practising in the provinces of Gauteng, Mpumalanga, the North West and Limpopo. The KwaZulu-Natal Law Society and the Law Society of the Free State have jurisdiction over

	attorneys in their respective provinces. These four statutory law societies regulate and exercise control over the attorneys' profession, and exist to "uphold and improve the standards of professional conduct and qualifications of practitioners" and "to provide for the effective control of the professional conduct of practitioners". The statutory law societies also register articles of clerkship for candidate attorneys who undergo a prescribed period of compulsory practical training.
General Council of the Bar of South Africa	The General Council of the Bar of South Africa (GCB) is a federal body representing the organised advocates' profession in South Africa, and has ten constituent societies of practising advocates called Bars. There is a Bar at the seat of every provincial and local division of the High Court of South Africa. Membership of a Bar is limited to advocates in private practice. The Bar Councils enforce code of ethical conduct for their members while the Admission of Advocates Act 74 of 1964 sets the minimum education and admission requirements to enter the advocacy profession.
South African Board for Sheriffs	The South African Board for Sheriffs is a statutory body and exists to maintain the esteem of and enhance the status of, and to improve the standards of training of and functions performed by, sheriffs. The Board also ensures that sheriffs comply with their legal and constitutional obligations. The Board sets standards for training of persons, who are or intend to become sheriffs; promotes professionalism; monitors sheriffs' conduct; and takes disciplinary action when necessary.
Policing	
The Civilian Secretariat for Police	The Civilian Secretariat exercises civilian oversight over the police service, with the aim of ensuring a "transformed and accountable police service that reflects the values of a developmental state". This is achieved through a partnership approach, in which the Secretariat engages with other oversight bodies to build safer communities and a professional police service. The Civilian Secretariat is specifically mandated to monitor the implementation of the Domestic Violence Act, 116 of 1998 and the overall management of the Community Police Forum environment.
Independent Police Investigative Directorate (IPID)	The IPID is a police complaints body that exercises independent and investigative oversight over the SAPS and Municipal Police Services to enhance their accountability and transparency. Specifically, the IPID investigates any alleged misconduct of, or offence committed by, a member of the police service and makes appropriate disciplinary recommendations
Provincial Departments of Community Safety and Liaison	Under section 206(1) provinces have an important role to play in monitoring police conduct, overseeing the effectiveness and efficiency of the police in the provinces and promoting good relations between the police and communities assessing the effectiveness of visible policing. In all nine provinces this function is performed by departments of Community Safety and Liaison.
Private Security and Investigation Activities	
Private Security Industry Regulatory Authority (PSIRA)	The primary objectives of PSIRA are to regulate the private security industry and to exercise effective control over the practice of the occupation of security service provider. PSIRA exercises its mandate through two key means. Firstly, all security service providers and security officers are required to apply to PSIRA for registration, which is granted based on their ability to meet set requirements. Secondly, PSIRA inspectors (who have peace officer status) conduct regular onsite inspections of security services providers and taking action against cases of non-compliance.

1.3.4 Civil society organisations

The Safety and Security Sector is characterised the presence of a variety of civil society organisations with keen interest in the sector as illustrated in Table 1-3.

Table 1-3: Civil society and NPOs involved in the Safety and Security Sector

Civil society organisations (NGOs, NPOs, CBOs, Research institutes and Professional bodies)	Focus Areas	Initiatives	Public sectors partners / Subsector
<ul style="list-style-type: none"> Soul City Institute for Social Justice 	<p>Gender-based violence</p> <p>Crime prevention</p> <p>Promotion of public safety</p>	<p>Research, advocacy and lobbying, and victim support services</p> <p>Legal advice services</p> <p>Capacity building (Training)</p> <p>Counselling services and advice to victims of crime</p> <p>Legal services, advice and assistance in dispute resolution.</p>	<p>Department of Social Development</p>
<ul style="list-style-type: none"> NICRO 	<p>Rehabilitation of offenders</p>	<p>Programmes and services to reintegrate offenders into society</p> <p>Providing access to half-way houses, Rendering probation and parole programmes</p>	<p>Department of Social Development</p> <p>Department of correctional Services</p>
<ul style="list-style-type: none"> Security Studies (ISS) 	<p>Policing, Defence and Peace-keeping</p>	<p>Research and capacity building</p>	
<ul style="list-style-type: none"> African Police Oversight Forum 	<p>Policing</p>	<p>Research and capacity building (Training)</p>	<p>SAPS (Policing)</p> <p>Civilian Secretariat for Police (Policing)</p>
<ul style="list-style-type: none"> Black Lawyers Associations (BLA) National Association of Democratic Lawyers (NADEL) South African Judicial Institute Education (SAJIE) South African Women Lawyers Association (SAWLA). 	<p>Transformation</p> <p>Bolstering professionalism</p>	<p>Research, advocacy and lobbying, a Capacity building (Training)</p>	<p>Department of Justice (Legal services)</p>
<ul style="list-style-type: none"> Business and Against Crime South Africa (BACSA) South African Banking Risk Information Centre (SABRIC) Consumer Goods Council 	<p>Crime prevention</p>	<p>Research, advocacy and lobbying, and Capacity building (Training)</p>	<p>Policing</p> <p>Justice</p>
<ul style="list-style-type: none"> Community Policing Forums Community Safety Forums Community Patrollers Neighbourhood Watches Street Committees 	<p>Crime prevention</p> <p>Alternative dispute resolution</p>	<p>Community safety awareness programmes</p>	<p>SAPS, Civilian Secretariat for Police, Provincial Departments of Community Safety, Municipal police services/departments (Policing)</p> <p>Private Security Companies (Private security and Investigation activities)</p>

Table 1-3 depicts a plethora of non-governmental organisations (NGOs), non-profit organisations (NPOs) as well as community-based organisations (CBO) which are actively involved in the Safety and Security sectors. These bodies range from business initiated structures, community organisations as well as professional bodies providing a variety of services in the sector

1.4 Economic Performance of the Sector

1.4.1 Contribution to the South African economy

There are substantial reductions in the budget baselines of national, provincial and local government. Internationally, it is increasingly recognised that the stability that results from a well-functioning security sector is not an end in itself. Over the years, development experts resisted the notion that security was an essential precondition for economic growth and development, hence they took a dim view of the security sector as a whole. Yet historical records of state formation and economic development are unambiguous about the significance of the sector. Brozoska (2003: 21) declares that "States that have grown economically and matured politically have without exception done so when their government have been able to provide security."

The South African government spent R192 719.8 million on its defence, public order and safety function in the 2017/18 financial year (Table 1-4). Of total consolidated government expenditure the Police Services function (made up of the South African Police Service and the Independent Police Investigative Services) comprised 6.3%, Defence (made up of the Department of Defence excluding the South African Military Health division) comprised 3.5%, Prisons (made up of the Department of Correctional Services) comprised 1.5%, Law Courts (made up of the Department of Justice and Constitutional Development, and the Office of the Chief Justice and Judicial Administration) comprised 1.4%. Other public order and safety expenditure was nominal in relation to the expenditure on the major function. Combined, government spent 12.8% of its overall consolidated expenditure on defence, public order and safety in 2017/18.

Table 1-4 Consolidated government expenditure on its Defence, Public Order and Safety Function, 2014/15 -2017/18

Government Expenditure	2014		2015		2016		2017	
	R million	%	R million	%	R million	%	R million	%
Defence & State Security	47 445	29	49 364	4	52 303	5.9	55 450	6
Police Services	78 237	45	82 724	5.7	87 305	5.5	93 235	6.7
Law Courts & Prisons	37 336	23	39 063	4.6	41 639	6.5	44 034	5.7
Total Consolidated Expenditure	163 018		171 150		181 248		1 92 719	

Source: National Treasury, Budget Review 2017.

Budgets for the defence, public order and safety function are however under pressure, with this evident in the declining proportion of the total government budget that is allocated to this function, as well as in the declining annual increases. The latest figure of 5.7% of total consolidated government expenditure represents a decline from the proportional allocation of 6.5% of the total budget in 2016/2017. Looking forward over the next three years, government estimates shows that by 2017/18 spending on the defence, public order and safety function will have increased to a total R 192719 million, but that proportionally this

amount will have declined further to only 11.9% of the total government expenditure (Table 1-5).

Table 1-5 Estimates of future government expenditure on its Defence, Public Order and Safety Function, 2016-2018

Government Function	2015/16		2016/17		2017/18	
	R million	%	R million	%	R million	%
Defence	45 152.4	3.3	47 824.6	3.3	50 603.0	3.2
Police Services	81 815.4	6.1	86 362.8	6.0	92 252.9	5.9
Law Courts	18 675.3	1.4	20 021.5	1.4	21 159.8	1.4
Prisons	19 884.1	1.5	21 100.0	1.5	22 311.1	1.4
Public Order and Safety NEC	206.2	0.0	196.1	0.0	202.4	0.0
Subtotal	165 733.4	12.3	175 505.0	12.1	186 529.2	11.9
Total Consolidated Expenditure	1 351 006.8	100.0	1 448 803.8	100.0	1 561 740	100.0

Source: National Treasury, Budget Review 2016.

The annual increase in the budgets allocated to the various segments of government's defence, public order and safety function have also declined over the past three years. While the 2012/13 budget increase of 9.5% was only slightly lower than the increase in the total government expenditure budget of 9.7% for that year, this had dropped to an increase of 5.9% for 2014/15, which is considerably lower than the increase of 8.6% in the overall government expenditure budget for that year (Table 1-6) The lowest annual increases are expected for 2015/16, with the figure for the overall defence, public order and safety function being only 4.4%, with some improvement over the consecutive two years.

Table 1-6 Annual increases on previous year's budget expenditure and projections for the Defence, Public Order and Safety Function, 2012/2013 - 2017/18

Government Function	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Defence	10.3	7.5	6.1	4.1	5.9	5.8
Police Services	9.7	9.2	5.1	4.5	5.6	6.8
Law Courts	10.7	7.3	9.8	4.7	7.2	5.7
Prisons	6.2	8.0	5.3	4.5	6.1	5.7
Public Order and Safety NEC	5.5	15.2	24.9	22.4	-4.9	3.2
Subtotal	9.5	8.4	5.9	4.4	5.9	6.3
Total Consolidated Expenditure	9.7	9.6	8.6	8.7	7.2	7.8

Source: National Treasury, Budget Review 2016

Table 1-7 depicts consolidated government expenditure by function between 2016/17 (Revised budget) and 2017/18 (Estimated budget) financial years.

Table 1-7: Consolidated government expenditure by function

Function	2016/17 Revised Budget (R Billion)	2017/18 Estimated Budget (R Billion)	Average Growth 2016/17 - 2019/20
Basic education	226.6	243	7.3%
Economic affairs	201.7	215	6.6%
Defence, public order and safety	190	198	5.8%
Human settlements and municipal infrastructure	179.8	195.8	8%
Health	170.9	187.5	8.3%
Social protection	164.9	180	8.2
General public services	70	70.7	2.6%
Post-school education and training	69	77.5	9.2%
Agriculture, rural development and land reform	26	25.5	4.7%

Source: National Treasury, 2017

The public sector component of the Safety and Security Sector (i.e. Policing, Corrections, Defence and Justice) is classified under “Defence, public order and safety”. This function has been allocated R190 billion in 2016/17 and R198 billion in 2017/18. It is anticipated that this function will experience an average expenditure growth of 5.8% between 2016/17 and 2019/20. This does not compare favourably as compared to functions such “Post-school education and training” (9.2%), “Health” (8.3%) and “Social Protection” (8.2%). However, the projected expenditure growth in the Defence, public order and safety” function is favourable as compared to “General public services” (2.6%) as well as “Agriculture, rural development and land reform” (4.7%) functions (National Treasury, 2017).

While recent and reliable economic information is available through government budget reports on the economic performance of the state portion of the safety and security sector, recent information on the private portion of the sector (i.e. the private security and investigation activities as well as legal services) is difficult to accurately assess. Nonetheless, the Private Security and Investigation sub-sector is regarded as one of the largest employers in the country and is one of the fastest growing local industries.

The number of registered security officers increasing by 8.2% from 451 565 to 488 666, while the registered security businesses increased by 6.1% from 8 195 to 8 692 in 2016, which is an average annual growth of 8.9% over the period. Despite this, it is difficult to find detailed and/or recent figures of the sub-sector’s economic performance. One source estimates that in 2012 the South African private security industry was worth between R50 and R55 billion. Another source from 2011 suggests that the subsector contributed around 2% of South Africa’s GDP in the preceding years (SASSETA, 2017).

In 2010, the legal services sub-sector generated a total income of R17 244 million which represented a similar 0.65% of GDP. In 2006, 32.0% of the legal services sub-sectors’ income was generated through conveyance activities, while 13.0% was generated from civil litigation matters other than tax, and 10.0% was generated from debt recovery services (SASSETA, 2017). By 2010 conveyance activities generated only 18.0% of the sub-sector’s income, and had been overtaken by the income generated through civil litigation matters other than tax (20.1%).

The economic contribution to subsector income of services related to commercial matters, intellectual property, tax advice and litigation, and labour matters had also increased by 2010, while the relative contribution of debt recovery services had decreased as shown in Table 1-7.

Table 1-7 Proportion of income from service rendered by type of legal service activity, 2006 and 2010

Type of Legal Service	2006 (%)	2010 (%)
Criminal litigation matters	5.5	6.0
Civil litigation matters other than tax	13.0	20.1
Tax advice and litigation	1.6	3.9
Drafting of contracts	2.3	2.3
Conveyance	32.0	18.0
Intellectual property (incl. copyright, patent, trademark & registered design)	3.5	6.0
Commercial matters (including listings, acquisitions and takeovers)	8.7	15.1
Labour matters (including conciliation and mediation)	2.9	4.7
Debt recovery services	10.0	6.7
Administration of estates, estate planning and insolvency	3.8	4.5
Motor vehicle accident claims	1.7	4.7
Other legal related activities and services	15.0	8.0
Total	100.0	100.0

Source: Stats-SA (2006) Report No. 80-04-01 (2006); Stats-SA (2010) Report No. 80-04-02 (2010)

1.4.2 Financing of Public Service provision

South Africa experienced a slowdown in economic growth since 2012, and weak economic conditions are likely to prevail over the medium to longer term. Projected economic growth was revised down from 2.5% to 2% 2015 and is expected to improve gradually to 3% in 2017. During the twelve months between the 2014 Budget and 2015 Budget, the National Treasury reduced spending plans in 2015/16 and 2016/17 by R25 billion, or by about 1% of the projected budgets.

According to the National Treasury (2018), the budget deficit is projected to be reduced from 4.3% of the GDP in 2017/18 to 3.5% by 2020/21. However, government expenditure is projected to increase slightly (0.1%) as a percentage of the GDP from R1 558 billion in 2017/18 (revised estimate) to R1 671.2 billion in 2018/19, R1 803 billion in 2019/20 and R1 914.9 billion in 2020/21 (National Treasury, 2018). On the other hand, slow economic growth impacts revenue sources. This tends to leads to reduced funding for departments to provide public services. However, allocations to departments in the sector for 2018/19 are as follows:

- **Police services** – Increase to R99.1 billion (from R93,8 billion in 2017/18).
- **Defense and State Security** – Decreased to R48.4 billion (from R54 billion in 2017/18).
- **Law courts and Prisons** – Increased to R45.4 billion (from R43.8 billion in 2017/18) (National Treasury, 2018).

The inflation rate rose to 4.5% in April 2018 (from 3.8% in the March 2018). This increase was nonetheless below market expectations of 4.7%. However, this was the highest inflation rate since December 2017. The increase was attributed to prices of food and non-alcoholic beverages and housing and utilities (Trading Economics, 2018). On the other hand, public sector employees received above inflation wage increase for 2018/19, albeit on a sliding scale according to salary. Employees on salary levels 1-7 will receive a 5.5% Consumer Price Index

(CPI) linked increase, plus a 1.5%. Meanwhile those on salary levels 8 to 10 would get CPI plus 1% and those on levels 11 to 12 will received CPI plus 0.5% (DPSA, 2018). When inflation rates are higher than the annual budget increases, budgets actually decline in real terms, and with departments spending an increased proportion of available budgets on staff remuneration, their goods and services budgets (and thus their service delivery capacities) are negatively affected. The funding shortfall created by higher-than-anticipated remuneration costs in the Departments of Defence and in the Police has resulted in such a re-prioritisation of funds, with employee compensation expected to account for two thirds of the overall budgets of these departments by 2017/18 (National Treasury, 2018).

These realities have compelled Government to introduce a number of measures to control the expenditure ceiling and simultaneously, to improve the quality of expenditure. Apart from applying cost-containment, Government recognises the need to ensure a sustainable wage bill. Between 2006 and 2009, the public service salary bill grew by 17.1%, reflecting above-inflation wage increases, while the annual headcount grew by 3.9%. The measures to slow down growth in the public-sector wage bill includes withholding to appoint human resources, reviewing funded vacancies, and seeking sustainable cost-of-living adjustments. Consolidated government expenditure towards defence, public order and safety over medium term is expected to grow by 5.7% between 2014/15 and 2017/18, at a rate below CPI inflation recorded in 2014. Budget constraints have had a negative impact on the work of some role-players in the justice sub-sector, e.g. the Assets Forfeiture Unit (AFU) and the Department of Justice & Constitutional Development, especially with regard to the implementation of legislation and operations management in the sub-sector.

1.5 Employer profile

According to the 2018 WSP data, there are 3 355 levy-paying organisations in the safety and security sector. The overwhelming majority of these were in two subsectors: Legal Services (2 058) and Private Security and Investigation Activities (1 292). Furthermore, four government departments (i.e. Departments of Defence; Correctional Services; Justice and Constitutional Development, and the South African Police Service) are the major employers in the safety and security sector. Table 1-8 depicts number of active employers by sub-sector.

Table 1-8 Numbers of active Employers by subsector for 2017/18

Subsectors	Levy Paying Organisations	Government Departments
Defence	1	1
Corrections	4	1
Justice	1	1
Legal Services	2 058	-
Policing (RTMC)	1	1
Private Security and Investigation Activities	1 292	
Total	3 355	4

Source: SASSETA SMS, 2018

According to Table 1-8, the Corrections subsector had four levy-paying organisations, while the Justice sub-sector had only one. In contrast, the Defence and Policing subsectors had no levy-paying organisations. Over the period 2011/12 to 2017/18 the number of employers in the Legal Services sub-sector increased from 1 688 to the current 2 058. Meanwhile, the

number of employers in the Private Security and Investigation Activities subsector has however remained relatively stable over the period (see Table 1-9 below).

Table 1-9 Number of levy-paying organisations in the safety and security sector 2011/12 – 2016/17

Subsector	2011/12	2012/13	2013/1 4	2014/1 5	2015/1 6	2016/1 7	2017/18
	Number of organisations						
Legal Services	1 655	1 735	1 751	1 772	1 752	1 688	2 058
Private Security and Investigation Activities	982	975	966	991	960	971	1 292

Source: SASSETA SMS, 2018

Within the private component of the sector, the Legal Services subsector is dominated by individually practicing and paralegal professionals. Businesses in the subsector include attorney firms (of which only 18.3% employ more than one person, and only 0.8% employ more than 10 people) and non-governmental and not-for-profit organisations (NGOs and NPOs). Companies rather than individuals dominate the Private Security and Investigation Activities subsector. These companies range from large extensions of multinational companies, through to large, medium and some very small locally owned companies.

1.6 Labour market profile

WSP data provides information on total employment, and the profile of sector employees in respect of occupational group, population group, gender, age and disability status. The profile of the sector as a whole, as well as the various safety and security subsectors is presented in this section.

1.6.1 Total employment

Table 1-10 illustrates total employment based on the 2018 WSP data.

Table 1-10: Total employment

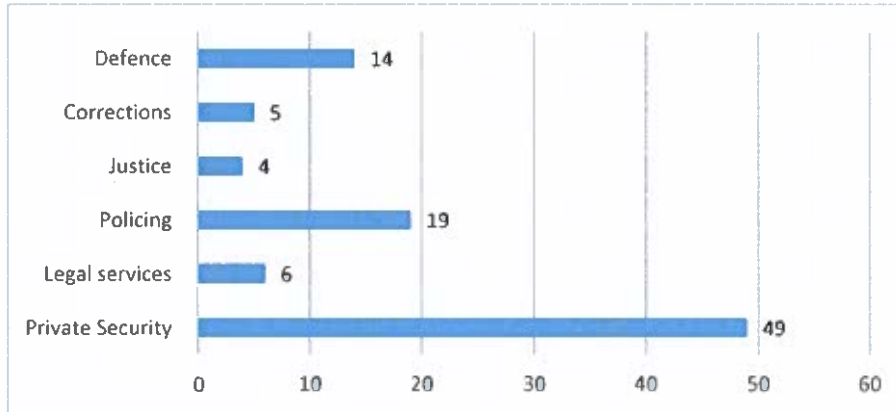
Subsector	No. of Employees	Percentage of total Sector Employment
Private Security	256 440	48.9%
Legal services	30 713	5.9%
Policing	97 116	18.5%
Justice	25 359	4.3%
Corrections	40 479	4.8%
Defence	73 976	14.1%
Total	524 083	

Source: 2018 WSP Data

Based on the 2018 WSP data, the total number of employees in the safety and security sector is at 524 083, of which almost half of this figure (48.9%) is employed in the Private Security subsector. Policing is the second largest subsector (18.5%) and the largest of the state safety and security departments. Defence employed about 14% of the sector's employees (73 976), while Legal Services (30 713) and Corrections (40 479) employed almost 6% and about 5% respectively. The Justice sector is the smallest subsector with 25 359 employees or 3% of total sector employment.

Figure 1-1 elucidates employment per subsector in terms of percentages the Legal Services as well as the Private Security subsectors comprise predominantly of private sector organisations, while the remaining subsectors consist primarily of public organisation. The private portion of the sector employs 56% of the workforce in the sector, while the public portion employs the remaining 44%.

Figure 1-1 Total employment per subsector (%)



Source: WSP submissions, 2018

1.6.2 Employment by organisation size

Table shows employment by organisations size per subsector.

Table1-11: Table: Size of employers per subsector

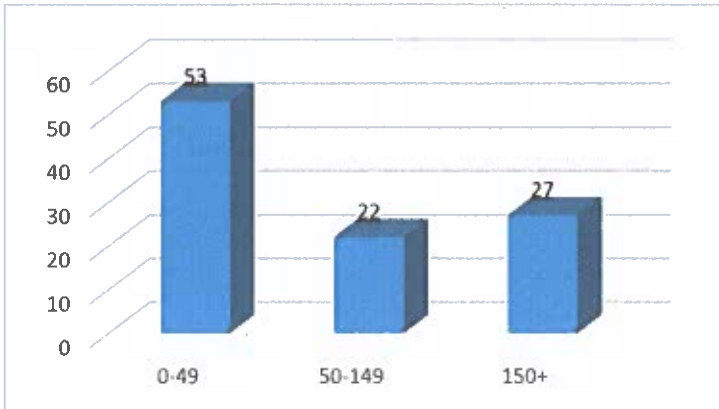
Subsector	Size of organisation		
	0-49	50-149	150+
Private security	137	107	189
Legal services	319	81	28
Policing	-	-	2
Corrections	-	-	1
Justice	-	-	1
Defence	-	-	1
Total	456	188	224

Source: 2018 WSP data

Table 11-1 illustrates that the majority of organisations (456) in the sector are small companies (0-49) and most of these are in the Legal services subsector (319). Large companies (150+) are the second highest (224) category, but in this instance Private security companies are dominating (189).

Furthermore, the table depicts that the Safety and Security Sector is dominated by the two subsectors, that is, Private security activities (50%) and Legal services (49%). Figure 1-2 illustrate the percentage representation safety and security organisations per size.

Figure 1-2: Organisations per size



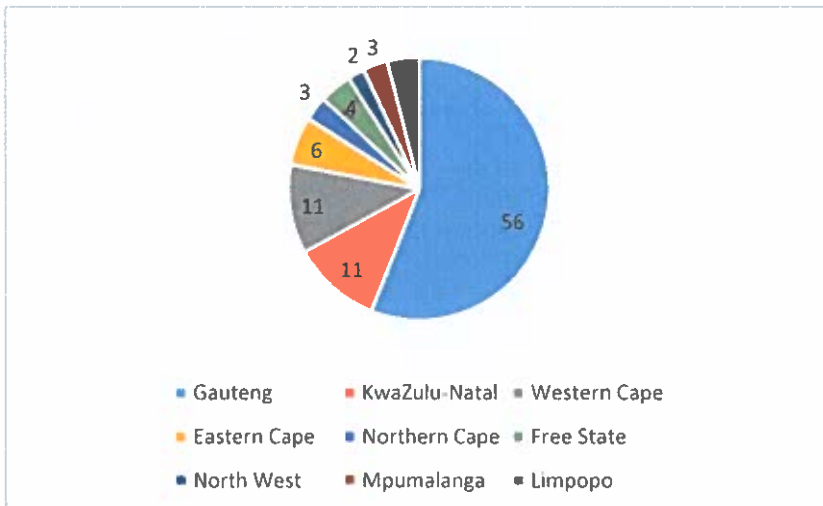
Source: 2018 WSP data

Figure 1-2 reveals that small companies (0-49 employees) are in the majority (53%) in the sector, while medium-sized (50-149) companies are in the minority (22%).

1.6.3 Employment by province

Figure 1-3 shows employment by province in the Safety and Security sector.

Figure 1- 2: Labour force status by province



Source: WSP submissions, 2018

Figure 1- 3 illustrates that the majority of employees in the Safety and Security sector are based in Gauteng (56%) followed by KwaZulu-Natal (11%) and the Western Cape (11%), while very few are found in the North West Province (2%). Gauteng figures are however affected by the fact that all the government departments, many of the public organisations as well as many private sector companies have their head offices in that province. Moreover, companies located in Gauteng are often larger, with higher numbers of employees.

Table 1-12: Geographic location employers by province

Subsector	Gauteng	Western Cape	KwaZulu-Natal	Free State	North West	Limpopo	Northern Cape	Eastern Cape	Mpumalanga
Private security	241	60	50	7	6	29	2	24	14
Legal services	243	61	52	14	9	7	1	29	12
Policing	3								
Defence	1								
Corrections	1								
Justice	1								
Total	490	121	102	21	15	36	3	53	26

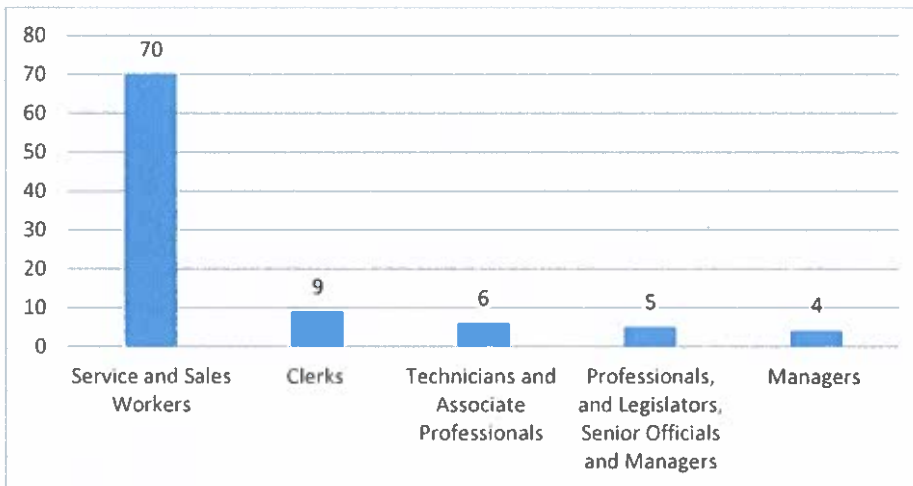
Source: 2018 WSP data

Figure 1-12 Depicts that the majority of employers in the sector are located in Gauteng Province (490), while the minority is in the Northern Cape (3).

1.6.3 Employment per occupational group

Five out of the six SASSETA’s sub-sectors (except Defence) submitted the information on the occupational category of their employees according to the OFO code classification is illustrated in Figure 1-4.

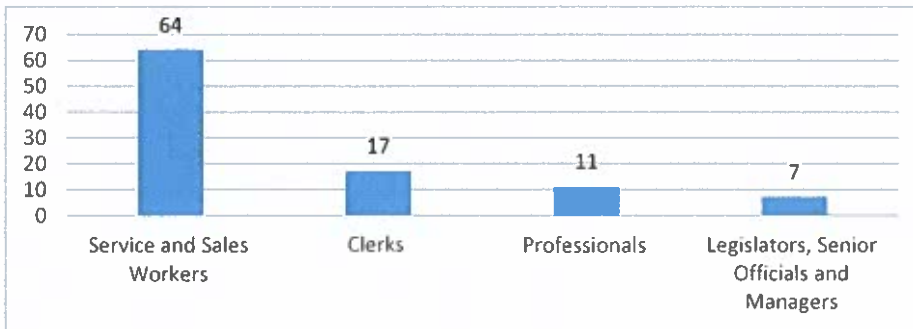
Figure 1-4: Occupational classification in the sector



Source: 2018 WSPs data

Figure 1-3 Shows that the majority of employees in the sector are Service and Sales Workers (70%), with remainder of comprising of Clerks (9%), Technicians and Associate Professionals (6%), Professionals, and Legislators, Senior Officials (5%) and Managers (4%). This overall picture is highly influenced by the large Private Security subsector, where 90% of employees are classified as Service and Sales Workers. Figure 1-5 depicts occupational classification in the Corrections subsector.

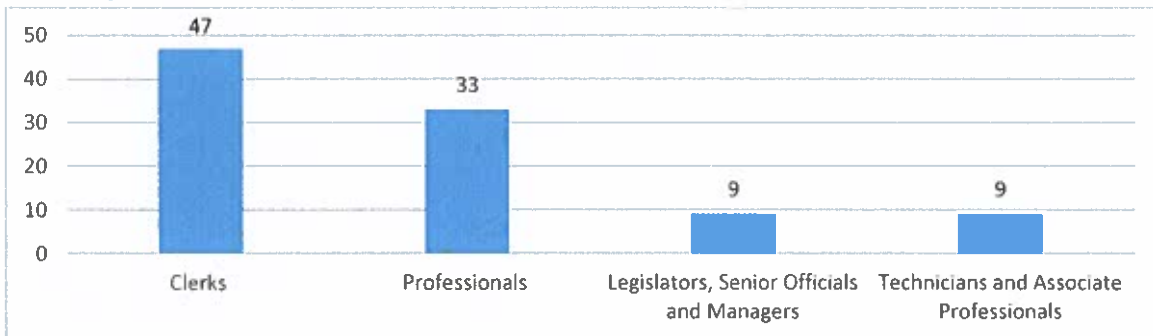
Figure 1-5: Occupational classification in the Corrections subsector



Source: 2018 WSP data

Figure 1-5 illustrates that the Corrections subsector is dominated by Service and Sales Workers (64%) followed by Clerks (17%), while Professionals (11%) and Legislators, Senior Officials and Managers (7%) are in the minority. Figure 1-6 shows occupational classification in the Justice subsector

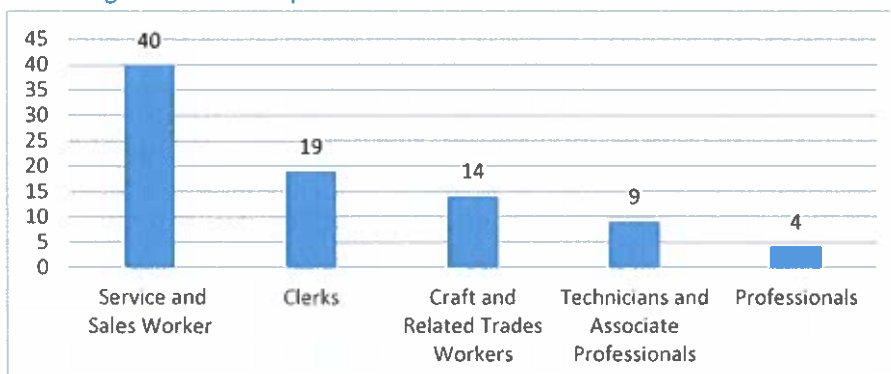
Figure 1-6: Occupational classification in the Justice subsector



Source: 2018 WSP data

Figure 1-6 illustrates that the majority of employees in the Justice subsector are Clerks (47%) and Professionals (33%), while Legislators, Senior Officials and Managers, and Technicians and Associate Professionals (9%) are as usual in the minority. The picture is slightly different in the Justice subsector as depicted in Figure 1-7.

Figure 1-7: Occupational classification in the Justice subsector

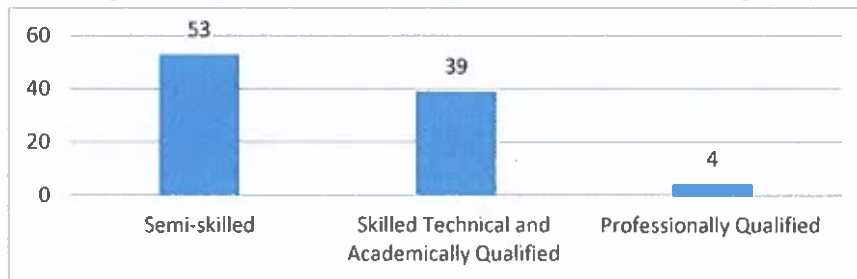


Source: 2018 WSP data

Figure 1-6 shows that the Defence subsector have a wider range of occupational categories as compared to other subsectors in the Safety and security sector. Nevertheless, Service and Sales Workers (40%), Clerks (19%) as well as Craft and Related Trades Workers (14%) constitutes the bulk of occupations. Technicians and Associate Professionals (9%), and 4%

Professionals (4%) are very few in the subsector. In contrast with other subsectors, occupational data in the Policing subsector is presented in terms of Semi-skilled workers (with discretionary decision making powers, Skilled Technical and Academically Qualified as well as Professionally Qualified employees as shown in Figure 1-8.

Figure 1-8: Occupational classification in the Policing subsector



Source: 2017 WSP data

Figure 1-8 illustrates that the majority of employees in the Policing subsector (53%) are categorised as semi-skilled (53%), followed by the Skilled Technical and Academically Qualified (39%). Employees classified as Professionally Qualified only account for 4% of workers in the subsector.

1.6.4 Population groups

Table 1-12 and Figure 1-9 illustrates racial composition in the Safety and Security Industry.

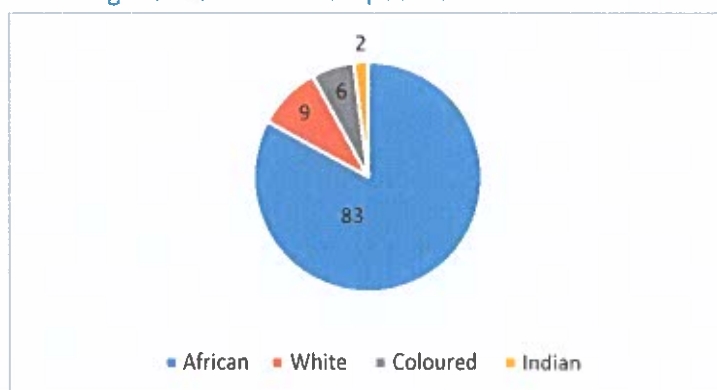
Table 1-12: Racial representation

Subsector	African	%	White	%	Coloured	%	Indian	%	Total
Private security	234 759	92	10171	4	9358	4	2152	0.83	256 440
Legal services	15071	49	10633	35	3020	10	1989	6	30 713
Defence	55005	74	8961	12	9105	12	905	1	73 976
Policing (RTMC)	808	89	57	6	19	2	28	3	912
Corrections	31221	77	4116	10	3073	8	2069	5	40 479
Justice	13967	77	1874	10	1756	10	641	4	18 238
Total	350831	83	35812	9	26331	6	7784	2	420 758

Source: 2018 WSP data

Table 1-12 Africans are generally in the majority (83%) in the Safety and Security sectors, while Indians are in the minority (2%).

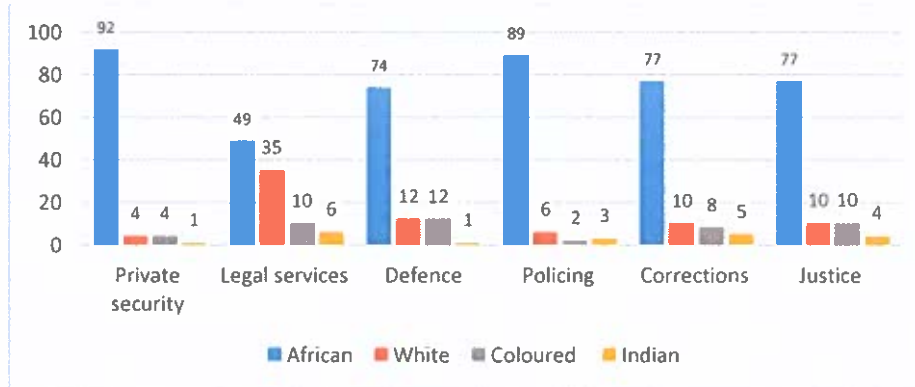
Figure 1-9: Racial composition



Source: 2018 WSP data

Figure 1-9 reveals that the majority of employees in the sector are African (83%), followed by White and Coloured (9% and 6% respectively). The diagram also depicts that there are very few Indian employees in the sector (2%). Figure 1-10 depicts Racial representation per subsector.

Figures 1-10: Racial representation per subsector



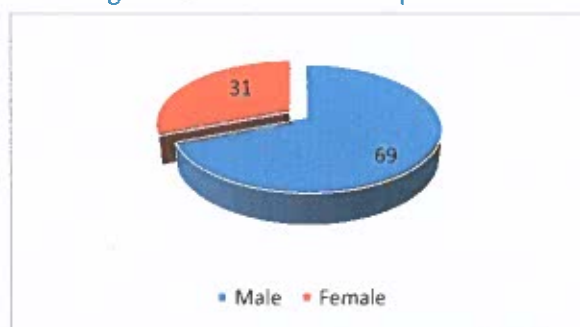
Source: 2018 WSP data

Figure 1-10 depicts that African representation is highest (49%) in the Private Security subsector (89%), while the lowest is in the Legal Services subsector (43%). The diagram also shows that Coloured representation is highest in the Defence subsector (12%) and the lowest in Policing (2%). On the other hand, Indian representation is highest in the Legal Services (6%) and the Corrections subsectors (5%), but the lowest the Private Security subsectors (less than 1%). Nonetheless, White representation is the highest in the Legal Services (35%) and the lowest in the Private Security subsector (4%).

1.6.5 Gender

According to the findings of the subsector research studies with respect of gender, it was established that 70% of the sector's employees are male and 31% are female as depicted in Figure 1-11. This picture influenced by the profile of the Private Security subsector, where the majority of employees (79%) are male, whereas in Policing, approximately two thirds (66%) of employees are male, while in Corrections and Defence subsectors is at 69% and 71% respectively

Figure 1-11: Gender composition



Source: 2018 WSP data

In contrast to the picture painted above, females dominate in both the Justice (58%) and Legal Services (63%) subsectors.

1.6.6 Age distribution

In terms of the labour force by age, the findings of the subsector research studies (SASSETA, 2017) show overall, the majority of employees (45%) in the sector comprise of youth under the age of 35, while only 5% are over the age of 55. The most youthful of the subsectors is the Private Security sub-sector, where 53% of employees are under the age of 35 and only 2% are over the age of 55. Policing has the largest proportion (60%) of employees between the ages of 35 and 55, while the majority (23%) of employees in Corrections t over the age of 55 (23%).

1.6.7 Disability

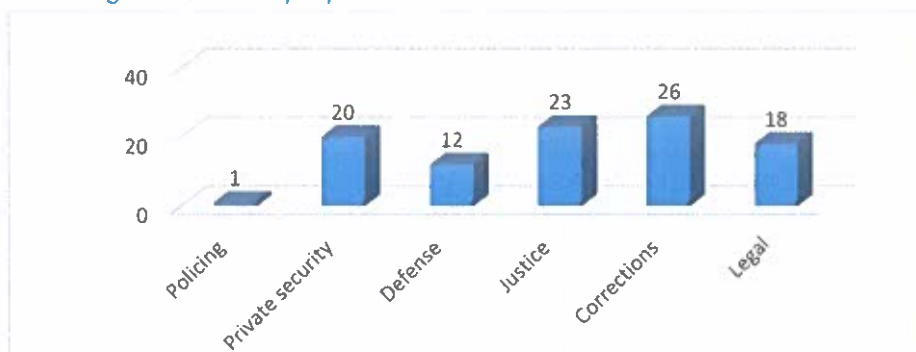
Table 1-13 and Figure 1-12 illustrates the number of employees with disabilities per subsector of the Safety and Security sector.

Table 1-13: Employees with disabilities

Subsector	No. of Employees	Percentage (%)
Policing	1	Less than 1%
Private security	241	21%
Defence	131	12%
Justice	260	23%
Corrections	288	26%
Legal	208	18%
Total	1129	

Source: 2018 WSP data

Figure 1-12: Employees with disabilities



Source: 2018 WSP data

Figure 1-12 depicts that there is a total of 1 129 disabled employees in the Safety and Security Sector. Figure 1-13 illustrates that majority (26%) of these employees are engaged in Corrections, while the minority (Less than 1%) are employed in Policing.

1.7 Conclusion

The Safety and Security sector in South Africa comprises of subsectors in both the public and the private sectors of the economy. The public sector is made up of five subsectors [i.e. Corrections, Defence, Justice, Police and State Security Agency], while the private sector encompasses the Private security and Legal services subsectors. The overwhelming majority of employees in the sector are Service and Sales Workers (70), with Clerks (9%) being the next largest category, followed by Technicians and Associate Professionals (6%). Additionally, categories of Professionals, Legislators, Senior Officials and Managers respectively constitute

only between 4% and 5% of total employment. This overall picture is highly influenced by the bulky Private Security subsector, wherein 90% of employees are classified as Service and Sales Workers.

The majority of employees in the sector are African (83%) and an overwhelming majority is in the Private, followed by White and Coloured (8.5% and 6.3% respectively). It is worth mentioning that Indian representation is the highest in the Legal services subsector (6.5%) although they only constitute only 1.9% in the entire sector. It is also worth mentioning that Whites constitute 34.6% of the Legal services subsector even although they account for only 8.5% in the entire sector. The next chapter (chapter 2) discusses key skills issues and change drivers, and its ramifications to the skills development in the sector.

CHAPTER 2

KEY SKILLS ISSUES IN THE SAFETY AND SECURITY SECTOR

2.1 Introduction

Change drivers such as high crime levels and especially an increase in transnational organised crime, national policies and strategies have a bearing in skills development issues in the Safety and Security sector. According to crime statistics published annually by the South African Police Service (SAPS), it seems the country is not winning the fight against crime. For instance, total crimes in South Africa increased from 2.183 million in 2016 (2015/16 FY) to 2.231 million in 2017 (2016/17 FY). Crimes that increased during the 2016/17 period include Murder, Robbery with aggravating circumstances, House robbery, Car hijacking as well as Drug-related offenses.

Of late, there have been a sharp increase in the number of Cash-in-transit (CIT) heists. Actually, about 150 cases of CIT have been experienced January and June 2018. Although the police have generally been able to respond to most of these incidents, there seem to be serious limitations with the efficacy of crime intelligence in South in order to prevent the scourge of heists. These thus a need for a general improve in the criminal justice cluster to up their game in order to effectively respond to crime in the country.

Furthermore, factors such as globalisation and technological advancements are changing the patterns of crime, thus creating more complex challenges for law-enforcements and citizens in general. These developments have necessitated the criminal justice system to constantly review its strategies and plans in order to remain ahead of the criminal syndicates. These have also highlighted the skills deficit required in mitigating and tackling the crime challenges in South Africa, hence a need for upskilling of the sector.

2.2 Change drivers in the sector

The world is changing rapidly and these changes are driven, among others, by internationalisation, regionalisation, intense price competition, regulation policies, labour issues, unemployment, e-commerce, and economic turbulence. Some of these changes have altered the way in which business operates and the types of jobs which are demanded. The following are the change drivers for the safety and security sector.

2.2.1 Population growth

Continuous population growth, and increasing migration of people from neighbouring countries and the rest of Africa result in a greater demand for justice, safety and security services in South Africa. This in turn drives the need for service infrastructure and skills for effective service provision by departments in the Justice, Crime Prevention and Security (JCPS) Cluster (DoJ & CD, 2015).

The population growth together with the increase in facilities available to the accommodate both the population growth and the need to address historical infrastructure discrepancies, has led to an increase in the number of public and private spaces (i.e. spaces that are privately or state owned but which are frequented by the public such as hospitals, clinic, schools and shopping complexes). The increase has also led to an escalation in demand for security at these public/private spaces which corresponds with increase in the demand for private security guards.

2.2.2 Unemployment and poverty

According to the Quarterly Labour Force Survey (QLFS) for the first quarter of 2018 published by Statistics South Africa (Stats SA), South Africa's unemployment rate is 26.7%. This figure is the same as the one recorded in the fourth quarter of 2017. Nonetheless, according to the same QLFS, the South African working-age population increased by 153 000 or 0,4% in the first quarter of 2018 compared to the fourth quarter of 2017. The rise in both employment (up by 206 000) and unemployment (up by 100 000) over the quarter led to a rise in labour force participation rate (from 58,8% to 59,3%).

In addition, employment gains were recorded in the formal sector (i.e. 111 000), informal sector (i.e. 93 000) and private households (i.e.5 000), while Agriculture recorded job losses (down by 3 000) in the first quarter of 2018. The number of discouraged work-seekers increased by 249 000 while the number of other not economically active persons decreased by 403 000, resulting in a net decline of 154 000 (down by 1%) in the number of people not economically active between the fourth quarter of 2017 and the first quarter of 2018.

It should be mentioned that while the official unemployment rate remained unchanged at 26,7% in the first quarter of 2018 compared to fourth quarter of 2017, it increased in seven of the nine provinces and decreased in two provinces. The largest increase in the unemployment rate was recorded in Mpumalanga (3,5%), Northern Cape (2,4%), and North West (1,9%). In contrast, KwaZulu-Natal (1,8%) and Gauteng (0,5%) recorded a decline in the official unemployment rate. On the other hand, the expanded unemployment rate increased by 0,4% in the first quarter 2018 to 36,7% quarter-to-quarter (Stats SA, 2018).

Conditions of high unemployment tend to foster a potential for social unrest and, when social unrest ensues, the services and resources of some subsectors such as Justice are increasingly commanded into action. In recent years the country experienced an increase in violent public protests fuelled by concerns such as dissatisfaction with public service delivery, wage strikes and labour unrest, and xenophobia. (DoJ & CD, 2015).

2.2.3 Gender-based and Domestic violence outlook

Although the SAPS reports that the number of crowd-related incidents on record have remained at approximately 12 000 to 13 000 per annum since 2011, the number of violent incidents increased by 96% in the period 2014/15 to 2015/16. Adverse socio-economic conditions also often give rise to an increase in social crime and domestic violence, as well as an increase in the non-payment of maintenance by parents.

Rising levels of gender-based violence and domestic violence demand intervention by role-players in the Safety and Security Sector (DoJ & CD, 2015). This has resulted in the need to enhance specialised capacity within the public security sector to address gender based crime has led to the re-establishment of specialised Family Violence, Children Protection and Sexual offences (FCS) unit in the SAPS and the re-establishment of Sexual Offences Courts in conjunction with the Sexual Offences Community Affairs unit of the NPA (DoJ & CD 2015).

According to the Department of Justice & Constitutional Development (2015), as economic pressures put more strain on households, many individuals are unable to meet debt repayments, this leads to an increase in default judgements processed by the courts. The combined effect of these circumstances adds pressure on the civil and criminal justice system to deal with victims, offenders, complainants and defaulters alike.

2.2.4 Growing crime rate

In the eight years between 2003 and 2011 there was a reduction in levels of crime overall. Rates of crime and violence in South Africa remain extremely high. The changing patterns of

crime and increasing levels of serious and violent crimes are driving the need for the speedy and effective administration of justice. Newham (2015) points out those violent crimes of murder, sexual offences and robberies have the biggest impact on people's lives, especially on the poor and vulnerable. In 2013/14, the number of murder victims increased to reach 17 068, which represents an increase of 1 459 from 2011/12.

Reported incidences of aggravated robberies also increased to 119 351 in 2013/14 (Newham, 2015). Between 2004/05 and 2013/14 business robberies increased by 461%. Robberies at small businesses and shopping malls often by heavily-armed organised gangs also showed a marked increase since 2011 (Burger & Lancaster, 2014).

Business-related burglaries remained at high levels, as 73 600 business reported this form of property crime. Incidence of cable theft remains high and places a burden on the economy in the form of protracted power outages and direct costs. The financial impact of cable theft is estimated to be between R5 billion to R10 billion per annum (Burger & Lancaster, 2014). High rates of serious and violent crimes continue to drive the need for crime combating capacity in the criminal justice system as well as the speedy and effective administration of justice in the interests of a safer and more secure South Africa (The Presidency, 2014).

Commercial crime, including so called 'white-collar crime' and corruption in the private and public sectors pose huge risks to the entire economy and impact the poor in particular (National Planning Commission, 2012). Statistical analysis reveals that commercial crime such as corruption, fraud, money laundering, embezzlement and forgery increased by 70% since 2004. In 2011, the Special Investigation Unit (SIU) informed Parliament that such crimes cost the economy R 30 billion annually. Therefore, the implementation of initiatives against fraud and corruption is a national priority and requires highly skilled investigative and other criminal justice resources to arrest, deter, prevent, prosecute and convict the perpetrators of this scourge.

2.2.5 The changing nature of crime

Apart from the overall increase in crime rates, the South African law enforcement agencies have identified the need to deal effectively with complex crimes including cybercrime and other organised crime which often involve cross-border and trans-national activities. Various aspects of globalisation are changing the patterns of crime, and pose challenges to the capacity and resources of the criminal justice system. In order to deal effectively with these crimes, new types of investigative and technology skills are required.

i. Cybercrime

It is estimated that by 2013 more than 2.7 billion people (or about 40% of the global population) had internet access. Expansion of the internet has created unlimited business and economic opportunities, but it also offers a platform for disruptive and damaging criminal activity (Kortjan & Solms, 2014). Although there is no universally accepted definition of cybercrime, the term is used when computer- or related technology is used to commit a crime. In essence, a cybercrime is regarded as a digital version of a 'traditional offence'.

Cybercrime is a rapidly growing global phenomenon and poses significant economic and security threats to South Africa (NPA, 2014). According to a leading cyber security academic, 31% of cyber-attacks in South Africa target small businesses as they generally lack the financial and human capacity to deal with cyber threats. This poses significant economic risks

as 66% of small businesses have websites and also provide about 60% of total employment (Moyo, 2015).

Due to skills shortages and lack in urgency to implement preventive measures (DoJ & CD, 2015), public security agencies face significant challenges in tackling the cybercrime phenomenon. According to the NPA (2014), cybercrime investigations are complex and time-consuming and require highly skilled human resources. To keep up with evolving threats, the safety and security sector needs to develop the technological and professional capacity to address cybercrime (DoJ & CD, 2015).

Law enforcement agencies, prosecutors and public sector cyber professionals must receive training on current and anticipated cybercrime trends and techniques. A massive soft and technical intelligent training skills is required in sector (a form of upskilling and reskilling) to efficiently and effectively fight and detect this complex and sophisticated crime.

ii. Organised crime

Part of the globalisation process is the increase in trade across borders and an increasing interdependence between states. It is argued that this increased trade provides an environment that is highly conducive to the activities of transnational organised criminal groups. Transnational organised crime involves multiple crime categories such as trafficking in illicit drugs, humans, arms, diamonds, wildlife, counterfeit goods and fake medicines. Typically, such organised crime is very profitable and the proceeds are used to bankroll new criminal undertakings (Gastrow, 2013). Such crime is organised in complex, cross-border networks, so that a government is challenged to deal with the rapid spread of activities within its own borders.

Transnational organised crime is becoming an international security threat and this reality drives the need to develop capacity in the policing and justice subsectors to investigate, prosecute, and counter the international criminal networks and global organised crime syndicates. There is a massive need of skilling/up-skilling or re-skilling on the soft, technical and intelligent training skills that is required in the sector to efficiently and effectively fight this nature of crime. A number of training skills programme will be directed in enhancing skills in this area, among others.

iii. Drug trafficking

The trafficking of illicit drugs creates consternation among governments around the world; the rapid globalisation of the drug trade over the past decade virtually assures that no country is immune to the threat.

Although the illicit drug trade has always existed, with the dawn of democracy and the end of South Africa's international isolation, South Africa became both an attractive market and a transit country for drug traffickers. In South Africa drug usage is twice the world norm; at least 15% of South Africans have a drug dependency problem and this number is expected to rise. A massive soft and technical intelligent training skills that is required in the sector (in a form of skilling/up-skilling and re-skilling) to efficiently and effectively fight this complex and sophisticated crime.

iv. Human trafficking

South Africa is viewed as a major highway for human trafficking, with reports that 100 000 people are being trafficked in the country every year. By its nature, human trafficking is a component part of complex cross-border organised crime (The Presidency, 2014). The Prevention and Combating of Trafficking in Persons Act, 7 of 2013 gives effect to South Africa's obligations in respect of the trafficking of persons in terms of international agreements. Although the Act was signed off by the President, it has not yet been put into operation (NPA, 2013: 23).

The full implementation has been delayed due to budget constraints, including the lack of resources required to implement the legislation, and time required to draft regulations impacting on multiple departments in the JCPS cluster. A massive soft and intelligent technical training skills that is required in the sector (a form of skilling/up-skilling or re-skilling) to efficiently and effectively fight this complex and sophisticated crime.

v. Environmental crime

Organised crime syndicates are raiding environmental assets, resulting in significant disruption to economic activity and loss of natural resources. Resources and specialised skills are required to combat theft of natural resources and assets in the infrastructure networks; illegal mining and rhino poaching. The SAPS intends to cooperate more closely with a variety of stakeholders to prevent environmental crime (SAPS, 2014). There is a lot of skilling/up-skilling or re-skilling personnel in the sector needed to effectively enforce and progressively uphold environmental laws.

vi. Maritime crime

African maritime insecurity, particularly in connection with acts of piracy, and the need for effective maritime security in Southern Africa's waters, has seen the South African National Defence Force (SANDF) deploying several naval and air assets to the Mozambican coastline. Piracy although still rife in Somalia, the Seychelles and Kenya is now aimed at Southern Africa.

The piracy impacts negatively on the affected countries' economies, as 80% of Southern Africa's imports and exports are transported by sea. South Africa is also helping strengthen navies from neighbouring countries, such as the Mozambican Navy. Its personnel are receiving training from the SA Navy in Simon's Town (DOD, 2013). There is a lot of skilling/up-skilling or re-skilling personnel in the sector needed to effectively enforce and progressively uphold maritime laws.

vii. Violence against women and children

Despite remarkable progress, much more still needs to be done to address high levels of violence against women and children. The urgency of addressing this issue is underlined by the recent spate of terrible violence and sexual offences against children in Gauteng province and other parts of our country, and the police have warned that the numbers are on the rise. This violence – unjustifiable and largely preventable – is a major barrier to the full realisation of the human rights of children as enshrined in our Constitution. It further states that every child has the right to be protected from maltreatment, neglect, abuse or degradation. The NDP has adopted this instruction as one of the country's apex priorities and envisions a society where women and children will be able to walk freely in our streets without fear of

violation. This vision is supported by various pieces of legislation which specifically aim to protect and promote the rights of women and children. There is a lot of focus advocacy and soft skills in the sector that is required (skilling value chain - citizens in generally) to efficiently and effectively advance its mandate and progressively fight crime (or this complex and sophisticated crime).

2.2.6 Changes within the Security Sector

High crime levels have increased government spending on the safety and security sector. Evolving crime patterns and trends have also required public security agencies to focus on key areas of specialization including; improving detective skills, enhancing forensic capabilities and capacitating the prosecutorial and courts to handle this evolving crime treat. South Africa's long and porous borders have been identified as a factor contributing to high levels of crime, particularly transnational crime. In 2012 a decision was taken that required the SANDF to return to border safeguarding functions

The government is also in the process of establishing a Border Management Agency (when). Both the redeployment of the SANDF to the borders and the establishment of the Border Management Agency will require considerable human and infrastructure investment to ensure the success of these initiatives. High crime levels are also driving the increase in demand for private security services of all types. Individuals and businesses wanting to protect themselves and their assets are looking to the private security sector to provide these services.

2.2.7 Stabilisation of the Region

Since 1994, an important role for the SANDF has come to the fore. Participation in peacekeeping operations and the requirements for stabilisation of the region and continent have necessitated the SANDF to participate in a wide range of peace support operations on the continent. Since 1994, the SANDF has taken part in peacekeeping and peace-support operations in, for example, Burundi, the Democratic Republic of the Congo, the Sudan, Ethiopia and Eritrea.

2.2.8 Repeat offenders

South Africa is currently ranked number one in Africa and ninth in the world, in terms of prison population with over 160 000 inmates (Ndebele, 2013). A scan of the criminal justice literature shows that discussions of recidivism almost always state the recidivism rate in South Africa to be between 80% and 90% (OSF, 2013).

The Department of Correctional Services (DCS) is committed to contributing to reducing reoffending through offender management and rehabilitation intervention and adding to the social reintegration of offenders through management of non-custodial sentences and parole. The DCS has prioritized various offender rehabilitation programmes which focus on restorative justice, skilling, training, and offender literacy and reintegration (DCS, 2013). However, prisoner rehabilitation and re-integration programmes are not as strong as they should be. Reasons for this include limited capacity of prison staff in this area; facilities and infrastructure that are not conducive to rehabilitation programmes; overcrowding and the high demand for these programmes; fruitless and wasteful expenditure in the system; and a lack of alignment (DCS, 2013).

2.2.9 Multi-agency and community involvement in the sector

Crime needs to be managed comprehensively which means going beyond an exclusive focus on policing and the Justice system. It warrants in-depth problem-solving to address the causal factors which provide opportunities for crime and limit the likelihood of detection (NCPS: Department of Safety & Security, 1996). International research over the last 50 years highlighted the need for states to introduce methods to prevent crime based on the premise that crime cannot be reduced using only law enforcement and criminal justice responses (Rauch, 2012).

Crime prevention models need to invoke partnerships with other government departments (including provincial and local government, communities, and civil society organisations. In many instances however, partners outside the traditional defined security sector lack the capacity and resources required to effectively partner within the security sector.

i. Technological innovation

It was established that technological innovation widens the skills gap and causes an increase in demand for skilled workers equipped with ICT competencies which are relevant for the Safety and Security Sector (SASSETA, 2018: Workplace interviews).

ii. Political influence (interference in key appointments).

Political interference or influence in relation to the appointment of key personnel in the criminal justice cluster is said to be impacting adversely in the supply of skilled labour in the sector (SASSETA, 2018: Workplace interviews).

2.3 Alignment with National strategies and Plan

In the development of the SSP, consideration was given to the changes in national legislations (such as the Skills Development Act and the Skills Development Levies Act), national policies and strategies such as the National Development Plan (NDP), the New Growth Path (NGP), the Human Resource Development Strategy (HRDSA), the White Paper for Post-School Education and Training, as well as the National Skills Development Strategy (NSDS) III. This was essential because skills development is strongly embedded in legislation and public policy.

2.3.1 The National Development Plan (2010-2030)

The NDP (2010-2030) is an all-encompassing plan that offers a long-term perspective across all spheres of South African society. It identifies the role that different sectors should play in overcoming poverty and inequality and in reducing unemployment, and the implications these have for skills development. It foregrounds the following in respect to skills needs:

Public confidence in the criminal justice system must be developed as an important step to prevent crime and to increase safety (National Planning Commission, 2012). According to the National Planning Commission (2012: 351) “the most effective deterrent to criminality is an efficient and effective criminal justice system.” Intervention measures must focus on greater cooperation between state institutions in the Justice, Crime Prevention and Security (JCPS) cluster.

The police, justice, judiciary and corrections need to work together to apprehend, prosecute, convict, sanction, and incarcerate perpetrators of crime (National Planning Commission, 2011). The NDP further states that the police service should be professionalised by linking a

police code of conduct and a code of professionalism to disciplinary regulation and promotion; that the service should be demilitarised, and that a two stream training and recruitment process be introduced. An integrated approach is needed to confront the root causes of criminality, and community participation in community safety should be encouraged. In addition, the scourge of corruption which undermines progress must be fought on multiple fronts.

The NDP also acknowledges that the contribution of government has to be complemented by an active citizenry, civil society and the private sector. Another key intervention area highlighted by the NDP is the professionalisation of the public service and the strengthening of the public service skills base with additional technical and managerial skills (National Planning Commission, 2012).

There is a need to develop and make available to the public sector key technical and specialist professional skills to enhance public service provision (National Planning Commission, 2012). The NDP also requires improving education, training and skills planning as well as the capacity for skills production to ensure that relevant skills are supplied to the labour market.

2.3.2 The Medium-term Strategic Framework (MTSF) 2014 - 2019

The South African government has adopted a strong national planning framework which seeks to drive coherence and impact throughout the education and training system. The MTSF outlines government's key strategic priorities for economic growth and social development for the period 2009-2014. It guides planning and resource allocation across all spheres of government. SASSETA will support and align its programmes (the Annual Performance Plan and Strategic Plan) with MTSF priority outcome "A skilled and capable workforce to support an inclusive growth path."

2.3.2.1 The seven-point plan to strengthen the criminal justice system

Following the Review of the Criminal Justice System, Government adopted a seven-point plan in 2008. The plan outlined a framework to establish a single, integrated, seamless and modern criminal justice system, while also addressing critical issues of public trust and confidence (National Planning Commission, 2012; Lancaster, 2013).

A central feature of the plan was multi-agency and multi-department cooperation, through a coordinating and management structure at every level, from national to local. In particular, the plan called for greater cooperation between the judiciary, the SAPS, prosecutors, correctional services and Legal Aid South Africa.

In essence, the seven-point plan spans and integrates the core mandate of four departments (Police, DoJ & CD, the Judiciary and Corrections), the NPA and several other role-players (e.g. Legal Aid South Africa) (DoJ & CD. 2008: 3-21). In 2012, the NDP endorsed the vision of the seven-point plan to render a more efficient and effective criminal justice system, and recommended that renewed efforts be made to implement the plan.

The seven priority areas are:

- i. The adoption of a single vision and mission for the criminal justice system, leading to a single set of objectives, priorities and performance measurement targets for the criminal justice system by the JCPS cluster;

- ii. The establishment, through legislation or by protocol a new and realigned single coordinating and management structure for the criminal justice system that flows in a seamless manner from the Cabinet to each court;
- iii. Substantial changes to the present court process in criminal matters through practical short- and medium-term proposals to improve the performance of courts, especially the regional courts;
- iv. The operationalisation of key priorities within the component parts of the criminal justice system that are part of or impact on the new court system, esp. measures to improve capacity, correct shortcomings and remove constraints;
- v. The establishment of an integrated and seamless national criminal justice information system and technology database containing all the information relevant to the criminal justice system that will facilitate informed strategies, plans and decision-making and the provision of a national template to gather information in each department serving the criminal justice value chain (DoJ & CD. 2008);
- vi. The modernisation, in an integrated and holistic way, of all aspects of systems and equipment through the application of technology solutions; and
- vii. The involvement of the public in the fight against crime by introducing changes to and expanding the role of community policing forums, and by providing financial and administrative infrastructure to give the community policing forums “teeth”.

2.3.2.2 The skills planning implications of the Seven-point Plan to strengthen the criminal justice system

In terms of skills planning, the Seven-point Plan implies the following for the Safety and Security sectors;

- i. Supply of skilled ICT personnel to drive modernisation initiatives in the sector;
- ii. Development and/or review and implementation of skills interventions to bolster active citizenry in the sector; and
- iii. Roll out of learning intervention to enhance efficiency and effectiveness in the sector.

2.3.3 White Paper for Post-Schooling Education and Training in South Africa

The White Paper for Post-School Education and Training (DHET, 2013) sets out a vision for integrated post-school education and training system in South Africa. It asserts that "if the provision of education and training is to be better coordinated with the needs of society and the economy, central information about skills needs is required".

It suggests that “identifying current and future skills demand as accurately as possible is extremely important if the goals of the National Development Plan, the New Growth Path and the Industrial Policy Action Plan are to be achieved”. The roles of SETAs are re-defined to “mediate between educations and work”, with their main focus on developing the skills of the existing workforce and providing the skills pipeline to existing workplaces (DHET, 2013: 67). SETAs will support training programmes that lead to qualifications and awards recognised

by industry, rather than on short courses (DHET, 2013:). Work-based learning such as learnerships and internships in the non-artisan fields will also be expanded. SETAs are also expected to facilitate work-based partnerships between employers and educational institutions.

In addition, the White Paper for Post-School Education and Training (DHET, 2013), notes that research will be at a centre of building a focus and responsive post-schooling system. It also asserts that partnership with higher education institutions (HEI) and industry need to be established to support research on industry needs and skills planning. Much of the work has been done to align the sector skills plan and strategy to support the objectives of the White Paper.

2.3.4 National Skills Development Strategy (NSDS) III

The National Skills Development Strategy III is the key policy driver that has to be implemented by all the SETAs. The SETA has adopted the NSDS III goals as its strategic outcome oriented goals. The sector skills plan for the SETA is aligned with the NSDS III outcomes, government imperatives and industry development initiatives on education and skills development. The NSDS III is the key policy driver that has to be implemented by all education and training bodies such as SASSETA.

2.3.5 The New Growth Path (NGP)

The New Growth Path (Department of Economic Development, 2010) is a bold, imaginative and effective strategy to create the millions of new jobs South Africa needs. The strategy sets out critical markers for employment creation and growth, and identifies where viable changes in the structure as well as the character of production in order to generate a more inclusive and greener economy over the medium- to long-term. Table 2-1 outlines key occupations that the NGP intends to increase at the specified timeframes.

Table 2-1: The New Growth Path skills development targets

Occupation	Target	Deadline
Engineers	30 000 (minimum)	2014
Artisans	50 000 (minimum)	2015
Workplace skills [i.e. certified on-the-job skills improvement programmes]	1.2 million workers (annually)	From 2013 onwards

Source, DED, 2010

SASSETA will work with the sector to support the goals and objectives of this policy through learnerships, internships and graduate placement opportunities available within workplaces.

2.3.6 The Human Resource Development Strategy of South Africa

The Human Resource Development Strategy for South Africa (HRDS-SA) is a macro-overarching strategy that seeks to locate education and training within the broader developmental agenda of the country. The strategy plays a critical role in shaping skills development for the economic sectors:

It drives the alignment of various government programmes in addressing human capital and skills shortages and emphasises the need for a national "scarce skills list" which is aligned to South Africa's social and economic priority goals. SASSETA will continue to pursue and advance the objectives of the Human Resource Development Strategy (Republic of South Africa, 2001)

2.3.7 White Papers on Policing and Safety and Security

The White Paper on Safety and Security and the White Paper on Policing were approved by Cabinet in April 2016. These White Papers are aligned to the NDP and the Constitution of the Republic of South Africa (Act 108 of 1996).

i. The White Paper on Safety and Security

The White Paper on Safety and Security (Civilian Secretariat for Police, 2015) is premised on an integrated and developmental approach to safety and crime and violence prevention, requiring broader and complimentary initiatives. It focuses on six themes, namely:

- An effective criminal justice system;
- Early intervention to prevent crime and violence and promote safety;
- victim support;
- Effective integrated service delivery for safety, security and violence and crime preventions;
- Safety through environmental design; and
- Active public and community participation.

To give effect to the vision of the White Paper will require close cooperation of all sectors involved in addressing the fundamental causes of crime, both within and outside government.

ii. The White Paper on Policing

The implementation of the White Paper on Policing, (Civilian Secretariat for Police, 2016) requires a comprehensive skills development plan across policing which would be informed by an internal audit that the police leadership will undertake, including:

- Competency audit of officer qualifications, knowledge, attitude and training against role and function, to determine the skills needs analysis of each officer;
- Specialised field audit to determine extra special skills and training of specialised officers, the relevance of the training for the job, and the need for further training;
- An institutional audit of the current state of training colleges and academies, of training and training staff and equipment; and
- An audit of leadership and management including the number of managers, their functions, qualifications, experience, relevance and current performance ratings.

2.4 Key skills issues related to the safety and security sectors

There are five key skills issues related to the safety and security sector, that is, enhancing the capacity of training institutions, restructuring and revamp of the criminal justice system, professionalisation, technology, and technical and specialised skills. Cutting across all these areas however is the need to ensure the transformation agenda is adequately addressed. As part of the overall strategy to transform the administration of justice, state institutions are adopting measures to enhance the professionalisation of the police, corrections, the judiciary, legal profession and the sheriffs' sector.

i. Enhancing the capacity of training institutions

With the safety and security sector, most of the key role players within both the public and private sectors (with the exception of the private legal sector) run their own training facilities, institutions or colleges which are responsible for providing basic training to their employees. SASSETA therefore needs to be able to work closely with these training facilities and institutions to enhance and compliment the capacity of these facilities and institutions.

ii. Restructuring and revamp of the criminal justice system

There are key areas of training required within the criminal justice sector which will focus on enhancing and compliment the revamp the criminal justice system plan. The plan outlines a framework to establish a single, integrated, seamless and modern criminal justice system, while also addressing critical issues of public trust and confidence. The Department of Justice and Constitutional Development, for example; intends to provide all services at justice service points located at the various Courts and Master's Offices, and the expanded service provision will require trained officers. Six new courts are being constructed (including two new High Courts Limpopo and Mpumalanga as well as Magistrates' Courts).

Access to information in the Office of the Master of the High Court and the maintenance courts will be improved. Management capacity as well as the financial and administrative systems of maintenance services will be crucial in the rollout of the new improved criminal justice system. Skills training in basic policing, and some aspects relating to crimes against women and children are needed to improve core police functions. In order to increase the number of trial ready dockets for prosecution of perpetrators, the SAPS recognises the need to boost the skills of forensic scientists and detectives.

The skills gap in specialist areas such as ballistics, cybercrime detection skills, forensic skills and crime scene investigations need to be addressed on an on-going basis. A good skills base in these areas is pivotal for the successful investigation and prosecution of serious crimes. Equally the need to establish an integrated information system containing all information relating to the justice system, and to upgrade key components of the ICT infrastructure at national and regional offices as well as service points and courts is of fundamental importance.

The lack of interface of electronic information systems between departments of Justice, Correctional Services, Police, Health and Social Development (DSD) is impacting negatively on court-based justice services. The prolonged duration of ICT systems integration problems, the role-players in the Justice, Criminal, Prevention and Security (JCPS) cluster also require capacity to manage technical project teams and large scale technology infrastructure development.

Rapid changes in technology impact on the sector in terms of effective service delivery and its demand skills need to be upgraded to ensure the effective and efficient usage of technology in the sector.

iii. Professionalisation of the sector

The NDP (National Planning Commission, 2012) has identified the need to professionalise agencies within the criminal justice sector as crucial. Equally, the United Nations (2010)

professional policing is guided Strategic Guidance Framework (SGF) for international police peacekeeping. The key instruments to achieve this goal include:

- Utilizing consistent and harmonized approaches to provide public safety;
- Implement police reform in host countries; and
- Enabling the necessary specialised skills and competencies to meet peacekeeping demands and challenges (UN, 2014)

The Police: Over the medium term, a number of initiatives have been lined up in order to address the need to professionalise the police. It is envisaged that partnerships will be established with academic and research institutions for curriculum development and to strengthen the internal research capacity in the service. The police service code of conduct will also be incorporated into disciplinary regulations; performance appraisals and basic training programmes. Focus areas for training will include: basic policing; public order policing; crime investigations; forensic services; aspects pertaining to contact crime; and leadership development.

A matter also requires urgent attention as part of professionalising the police is to address the annual mass exodus of experienced police officers from the service. For instance, in 2014/15, the SAPS lost 7 000 members, while in 2016/17, 1 100 detectives left the SAPS, a crucial resource that the police can ill afford to lose (Newham, 2015). Another area requiring attention is dealing with police brutality and corruption which contributed to the 137% increase in civil claims against the police t paid since 2013 (Newham, 2015).

Justice: The Office of the Chief Justice is leading a process modernising courts and has introduced a series of control measures to tackle backlogs, improve case-flow management and performance (DOJ & CD, 2015). The Chief Justice issued new standards and norms for the performance of judicial functions (NPA, 2014), hence the serving members of the judiciary as well as aspirant members should be trained accordingly. The Department of Justice and Constitutional Development intends to provide all services at justice service points in various Courts and Master's Offices, hence the expanded service provision will require trained officers.

Corrections: In February 2014, the Department of Correctional Services received endorsement from the National Treasury to proceed with establishing the Professional Council for Corrections. It was envisaged that the establishment of the council will occur within over three years (i.e. by 2017) after endorsement of this structure by the National Treasury. It was anticipated that the Professional Council of Corrections will be responsible for ensuring:

- Production of competent correctional officials through effective registration and continuous professional development;
- Appropriate development of correctional practitioners through accreditation of educational institutions and education programmes, and regulation of practice by investigating complaints and disciplinary processes; and

- Registration of correction practitioners in line with international standards, and the development of relevant standards for identification of correctional work and regulation (DCS, 2014).

According to the DCS (2015), most of the milestones that we spelled out in order to establish the Professional Council for Corrections were not met due to delays in supply chain processes as well as finalisation of the business case and legislative framework.

Defence: The Defence Review (SANDF, 2015) uncovered a number of skills issues that need to be addressed to support the vision for the South African National Defence Force (SANDF) into the future and to enhance professionalism within the organization. This includes, enhancing leadership skills, and establishing unique and dedicated officer recruitment programme to attract the best young people South Africa has to offer.

The military professional education, training and development of young officers is to be founded in a broad-liberal education at the Defence Academy and the subsequent education, training and development programmes within the Defense Force. Graduates from the programme are earmarked not only for leadership positions in the Defense Force, but also for other sectors of the South African economy. The vision is for soldiers to be skilled, healthy, fit, and highly disciplined military professionals imbued with a high level of morale and sense of duty.

Private Security: Within the Private Security subsector, the increase in the demand for private security services, for example; has resulted in large scale growth of the subsector over the past decade. This growth has been characterised by an increasing number of companies operating in South Africa. From economic, investment and employment creation perspective, this is a positive stride.

However, the unprecedented growth in private security activities has been associated with increased non-compliance by private security providers; exploitation of security officers' basic conditions of employment; instances of human rights violations; weak firearm controls; criminality within the subsector; and allegations of identity theft by foreign nationals employed in the subsector.

The state of skills, education and training in the Private Security subsector remains a challenge for the Safety and Security sector, while skills development is vital if the subsector is to improve professionalism, service delivery capacity and its public image.

Legal Services: Organised legal profession is driving initiatives to advance professionalism and practice standards. The need for on-going professional development and lifelong learning exists against the backdrop of a surge in malpractice claims and the number of complaints received against legal practitioners (Thebe, 2015).

Recently a panel of senior Judges, law academics and office-bearers of the organised legal profession, emphasised the need for legal practitioners to uphold high ethical values in their professional responsibilities towards clients, adversaries, colleagues, the community and the courts (LSSA, 2013). At a special LLB Summit held in 2013 (Source), the role-players expressed their deep concerns that newly qualified law graduates lacked the training and skills to become effective practitioners. In particular, law graduates require skills interventions to boost their knowledge of ethics; strengthen their professional conduct; advance their social

responsibility, and deepen their understanding of the constitutional obligations of legal professionals. One of the core aims of the recently enacted Legal Practice Act or LPA (28 of 2014) is the transformation and restructuring of the legal profession. Apart from altering the racial and gender outlook of the profession, another priority of the LPA is to promote access to legal services by changing the way that legal practitioners render services to the public. The two traditional legal professions (i.e. attorney and advocate) entered a transitional phase in 2015 when limited provisions of LPA came into operation.

iv. Technology

Rapid changes and advances in technology are driving a shift from manual I to automated forms of security. This include offsite monitoring and remote access control. In the face of high crime levels, large corporations demand access to the latest security technology and are willing to make substantial investments to prolong the longevity of the systems they install.

Improved access control systems such as biometric (fingerprint) access or card identification need to be supported by advanced camera surveillance that can clearly identify people and objects under all conditions, and also need to be linked to company human resource databases and other systems.

Shortages of skills and lack of urgency in implementing measures to tackle cybercrime are still a challenge in South Africa. A large percentage of the incidents are not being reported to law enforcement agencies. Of the cases reported, an even smaller percentage actually reaches the courts, where successful prosecutions take place, and information is made available to the public domain. Technological advancements and data protection laws are driving the need for specialist legal practitioners, IT technicians and professionals, as well as the operational skills needed by all attorneys to ensure that they continue to meet their professional obligations to clients.

v. Technical and specialise skills

The Safety and Security sector is labour intensive and requires more technical as well as specialised skills to deliver its multi-facet demands and mandate. The technical skills in the sector are in high demand and needs to be addressed urgently. Infrastructure development and maintenance such as car repairs and building maintenance, in five of our sub-sectors, is a major issue that needs attention.

Equally, there is a need for the development of specialisation within the criminal justice cluster, such as specialist in public order policing or specialist in sexual offenses. This specialisation will require ongoing dedicated training initiatives to take place.

vi. Education and training of the Military Veterans

Military veterans' challenges have changed over time, but commitment to find solutions that will be amicable for assisting and empowering veterans has been unwavering from the national government.

The SASSESETA will be supporting military veteran's education or customised skills development programmes that will enhance veteran's employability, start-up business support and cooperatives. Also, programmes that will support the veterans and their dependents for entering into education sector, and translating military education and training to meet civilian academic requirements. Furthermore, the SETA will pursue veterans support

programmes such as business facilitation, training on business, funding options, capacity building and support, and linkages to the market.

2.5 Conclusion

Globalisation has brought many changes in the world and some of these are impacting on all the economic sectors, in both positive and negative ways. The change drivers are normally classified as industry-specific, but policy imperatives are normally non-industry-specific, since all sectors are implied.

The drivers of change that were discussed, whether industry or non-industry specific, impact the safety and security sector as they influence the skills base required for the sector and the way services are delivered. The implication for national policies and strategies in the sector are very huge. Among the key objectives of the national development plan (NDP), for example, is to build safer communities where people are and feel safe.

Therefore, it is important and necessary to develop skilled workforce, which would be able to respond rationally to needs and changes of work they are required to perform. The next chapter (chapter 3) deliberates on the extent of skills demand *vis-a-vis* skills supply in the Safety and Security sector.

CHAPTER 3

OCCUPATIONAL SHORTAGES AND SKILLS GAPS

3.1 Introduction

The subject of scarce skills is hotly debated in the policy arena and media, and the extent of the scarce skills problem facing South Africa is enormous. The global competitiveness survey state one of the most serious constraints facing business in South Africa is the lack of available skill. According Powell and Reddy (2014), the scarcity of skills is a constraint on business operations and as such impacts negatively on. This chapter highlights the occupational shortages and the extent of occupational supply and the state of education and training provision in the sector. Data for compiling this sector was sourced from the 2018/19 WSP/ATR submission, the 2018 Workplace interviews, secondary data as well as engagements with key resource persons in the Safety and Security sector.

3.2 Occupational shortages and skills gaps in the sector

The skill development issue in South Africa is pertinent both at the demand and supply level. Generating employment is definitely a challenge given the enormity of population entering workforce each year. From the supply side, the issue is primarily related to employability of the workforce due to varying reasons ranging from poor education, lack of training facilities, inadequate skilling, quality issues leading to mismatch of skill requirements, and poor perception of vocational skilling vis-à-vis formal education.

These have inadvertently created skill shortages and also contributed to higher unemployment. The occupational make-up and mix in the sector shows the importance of cross-economic- sectoral occupations, including concentrations in the medical services professionals, information technology, engineers, chemists, psychologists, vocational counsellors, social workers, finance and related professionals, logistical support and related professionals, language practitioners, interpreters, and other communication disciplines, automotive and technical related professionals.

The vacancy rate information in the sector is available in government department in particular, but is not OFO-aligned. Therefore, the magnitude of the vacancy rate and hard-to-fill occupations cannot be effectively gauged statistically. Notwithstanding, the sector does experience some difficulties in filling occupations such as forensics, investigators, detectives as well as medical services.

Moreover, an analysis of changing skills needs within occupations suggests a strong increase in the need for upskilling/reskilling as well as generic skills. As a consequence, the demand for most generic skills is expected to intensify and will be driven by national strategies and plans such implementation of the NDP, Criminal Justice Cluster revamp, transformation and professionalisation, etc. The technical skills in the sector are in high demand and need urgent intervention.

The shortages of skills in particular the manager, professional, technical and associated professionals, and trade worker's occupational groups are evident from the scarce skills presented below. Apart from skills shortages, there are other skills needed in a number of cross-cutting general skills (i.e. critical / 'top-up' and specialised skills). Some of the technical skills are being addressed through government training institutions such as investigation skills, detectives, forensic investigations and policing. The importance of skills across the

whole occupational spectrum is increasing, and occupations which require higher skill levels are growing faster than those which require lower skill levels. The need for sector-specific technical skills is growing in tandem with the increasing need for more transferable, generic skills (or upskilling, or re-skilling the workforce).

There is a high turnover in the sector especially in governments departments and Private Security subsector. This results in a need for constant training particular at an entry level, such general security officer in the Private Security space and at constable level in the SAPS. Nonetheless, there is also a constant requirement to upskills the top echelons of public sector organisations in the sector with leadership and management skills. Specialised unit in the police and the criminal justice at large also require attention in terms of upskilling.

3.2.1 Occupations with Hard-to-Fill-Vacancies

3.2.1.1 *Hard-to-fill vacancies and vacancy rates*

Table 3-1 shows some of the hard to fill vacancies and vacancy rates in the sector in those specific occupations. The skills gap and hard to fill vacancies, although conceptually different phenomena, have similar implications for organisations. Ultimately, both impact detrimentally upon corporate performance or service delivery, and training is an appropriate policy option

According to MacKay and Jones (1989), argues that that given the dynamism within the labour market, and irrespective of the macro economic conditions prevailing, most establishments have vacancies at any one point in time as individuals quit voluntarily. However, some vacancies may be deemed 'hard to fill', reflected for example in the length of time that lapsed while t vacancies remain open.

Table 3-1: Hard to fill vacancies in some sub-sectors

Critical Occupation	Vacancy rate
Medical Practitioners	8,5%
Professional Nurse	16,5%
Psychologists and Vocational Counselors	16,8%
Social workers and related Professionals	9,9%
Educationist	15,3%
Custodian and Security Personnel	6,6%
Engineer	43,5%
Airspace Controller	3,5%
Aircrew	23,7%
Anti-Aircraft	8,3%
Artillery	2,11%
Combat Navy	10,4%

Source: Corrections and Defense Annual Report, 2016

Table 3-2: Hard-To-Fill-Vacancies per Occupation (continue)

	Hard-To-Fill Vacancies Per Occupation	OFO Code	Reason(s)
1	Security Guard	2017-5414	Lack of skills Lack of experience Lack of and knowledge
2	Counselling psychologist	2017-263407	Lack of skills Lack of experience
3	Plumbers	2017-642601	Lack of experience
4	Artisans Aide Building Trade	2017-831301	Lack of experience
5	Human Resource	2017-441601	Lack of experience
6	Labour Relations	2017-441604	Lack of experience
7	Technicians (Alarms Installations)	2017-3	Lack of skills and expertise
8	Facilitator	2017-235101	It's not easy to find the right candidates
9	Attorney	2017-261101	<ul style="list-style-type: none"> It is difficult to find qualified people with skills to the job

Source: 2018 Workplace Interviews

Table 3-2 Illustrates the nine hard-to-fill-vacancies per occupations in the sector. The three main reasons for these occupations to be regarded as hard-to-fill include inadequate or lack of knowledge and skills, qualifications, and experience.

3.2.2 Skills Gap

Table 3-3 shows the major skills gap in the Safety and Security sector based on the 2018 WSP data.

Table 3-3: Skills gaps

2018 SETA PIVOTAL LIST	No	OFO Code	Occupation	Specialisation	NQF	Intervention
	1	2017-541402	Alarms, Security or Surveillance Monitor	Alarms and Surveillance Monitoring	4	Alarms, Security or Surveillance Monitor (Learnership)
	2	2017-241104	Forensic Auditor/ Investigator	-	6	Certificate cybercrime investigation
	3	2017-261101	Attorney	Bookkeeping	5	Apply accounting skills in an attorney's books of account (Skills Programme). This is a unit standard under National Certificate: Attorneys Practice.
	4	2017-263507	Social Worker	Forensic/Health Care/Clinical Social Worker	5 6 7 8	Certificate Forensic Examinations Higher Cert in Forensic Examinations Diploma: Criminal Justice & Forensic Auditing Diploma: Forensic Nursing Forensic Investigations Bachelor of Art in Forensic Science & Technology
	5	2017-652203	Locksmith	Officers Locksmith (Key Cutter)	4	Learnership

Source: 2018 WSP data

On the other hand, Table 3-4 depicts skills gaps (top-up skills) per in terms of broad occupational categories as well as the three most common skills gaps per occupational category based on the data from the 2018 Workplace interviews conducted among employers in the sector.

Table 3-4: Skills Gaps per broad occupational category

Broad Occupational Levels	The Three Most Common Skills Gaps per Broad Occupational Levels
Senior Level (Managers and Professionals)	Leadership and management skills (including planning, project management and marketing skills)
	Communication skills
	Computer literacy
Mid-level (Technicians, Artisans, Clerical)	Computer literacy
	Communication skills
	Work ethic
Lower-level (Plant Operators and Elementary)	Qualifications
	Skills (entry level)
	Basic computer literacy

Source: 2018 Workplace Interviews

Table 3-4 illustrates that employees in the senior occupational level in the safety and security industry require leadership and management skills, communication as well as computer literacy skills. Similarly, employees in mid-level occupational position are said to be in need of computer literacy and communication skills. It was also established that lower-level employees lack entry level qualifications as well as basic computer skills.

3.2.3 New and emerging occupations, and top up skills

New and emerging occupations in the Safety and Security Sector include Cybercrime specialist, Crime analysts, Client experience experts, Private investigators, Access Control technicians and Psychologists. On the other hand, technical, management (and leadership), marketing skills, investigation skills and team building skills as said to be the new and emerging top up skills in the sector

3.3 Extent and the nature of skills supply in the sector

The role of education and training in human resources development for the labour market and, sustainable development cannot be overemphasised. Overall, jobs are becoming more skilled in all categories. Routine tasks are progressively being replaced by technology therefore it is expected than in the nearest future there will be a greater need for skills, such as independent problem-solving, planning, organisation and communication, even in basic occupations.

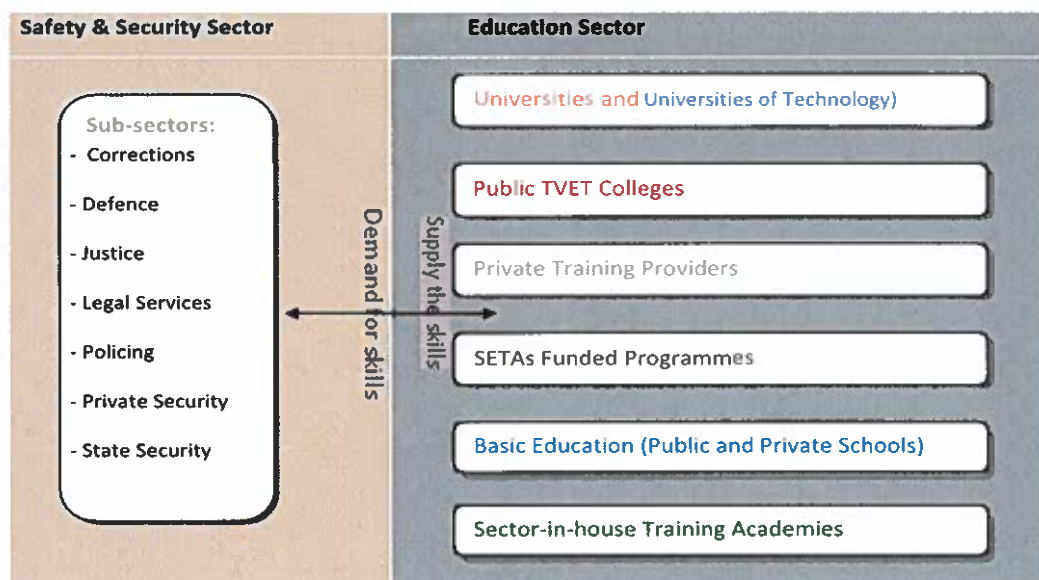
Arguably, skills can be broadly classified into specific skills, basic academic skills, and “soft” employability skills. Employers have come to recognise the value of the latter two types of skills and many employers believe they are more important than specific technical skills, thus it is important to make sure that education and training opportunities teach or re-enforce them. A dynamic skill development process linking industry needs with training processes is very essential for enriching supply of labour.

This section is by no means intended to address specific number of both transversal and core occupations needed in the sector, which are in the pipeline. Notwithstanding, the sector draws the skills from various education and training streams, as shown in Table 3-4. These education and training streams includes Basic Education schools (public and private schools), traditional universities and universities of technology, TVET colleges, SETAs supported training programmes, public sector training institutes (e.g. School of Government) and private training providers.

Sector in-house training colleges/academies also provide training and they are an important component of labour supply as they provide industry-related training. These institutions are

designed to deliver workplace-specific skills such as occupation-direct learning programmes, apprenticeship training, vocational education and training, as well as career and technical education. Nonetheless, there are gaps in the existing learning programme such as cybercrime and police oversight. However, Universities are developing new courses to address these needs.

Table 3-5: Education and training bodies



Employers in the sector, both public and private, are involved in a range of training and development initiatives that focus on developing both the skills of their employees. Additionally, they focus on retraining to reduce skill mismatches between supply and demand whilst improving productivity. The combination of sector-in-house based training and general training institutions represents substantially greater capacity for skills development in the sector.

3.4 PIVOTAL programmes for the sector

PIVOTAL is an acronym for Professional, Vocational, Technical and Academic Learning programmes leading to qualifications or part qualifications. PIVOTAL programmes addressed scarce and critical skills identified as priorities in the SSP.

3.4.1 Pivotal list methodology

The SASSETA PIVOTAL list is compiled by means of a mixed method approach. Our design draws on qualitative interviews with key stakeholders as well as analysis of quantitative data from primary and secondary sources. Furthermore, our research method was underpinned by interactions with key stakeholders in a form of one-on-one sessions and focus groups. The interactions with key stake is based on the assumptions that they possess deep knowledge, understandings and insights of skills development in respective subsectors or the sector in general. SASSETA’s priority list of scarce skills was drawn up by utilising vacancy data from the 2018 WSP and the findings of the Workplace interviews.

The SETA also utilised national skills list such as the Top 100 Occupations in High Demand produced by DHET, the SIP Strategic Infrastructure Plan (SIP) scare skills list and the Department of Home Affairs (DHA) list of scarce skills as sources of information.

Furthermore, international websites (e.g. <https://www.cnbc.com/2017/03/27/the-9-most-in-demand-jobs-of-2017.html>), mentioning “the 9 most in demand jobs of 2017”) were consulted. The methodology broadly entailed:

- i. **Analysis of WSP vacancy data:** To determine trends in vacant occupations (Hard-To-Fill-Vacancies), albeit this is very anecdotal given the fact that the data may not be very reliable. Nonetheless, this is the best available data that could be attributed to the Safety and Security sector and its subsectors. The analysis generally entailed filtering out Hard-To-Fill-Vacancies (HTFVs) relative to employment rates occupation, number of employers indicating HTFVs as represented across the 6 subsectors of SASSETA.
- ii. **Analysis of scarce skills lists from DHET, Home Affairs and SIP:** These lists were used for the purpose of Triangulation of data from the WSP and Workplace interviews, especially for those pose that are applicable to the sector.
- iii. **Assessment of demand for skills based on PIVOTAL Plans:** The extent of the demand was determined from what employers have indicated they require for the next financial year on the PIVOTAL Plan.
- iv. **Identification of emerging skills:** These were identified by means of engagements with resource persons in the subsectors and findings of the Workplace interviews.
- v. **Determining PIVOTAL interventions:** These were determined by analysing the PIVOTAL Plan in terms of the type of intervention required (i.e. Apprenticeship, Learnership, Learning programme, etc.). The most prevalent Interventions against a specific OFO were regarded to be higher demand.
- vi. **Determining the NQF level:** The PIVOTAL Plan was also used to establish the NQF Level.

The methodology referred to above culminated in production of SASSETA PIVOTAL list depicted in table 3-6.

Table 3-6: PIVOTAL list for the sector

OFO Code	Occupation (Scare Skills)	Specialisation / Alternative Title	Intervention Planned by the SETA
2017-541401	Security Guard	-	Learnership (Bursary)
2017-222108	Registered Nurse (Medical)	Professional Nurse (Primary Health Care)	National Certificate / Diploma (Bursary)
2017-235101	Education or Training Advisor	-	Executive Management Development Programme
2017-541402	Alarms, Security or Surveillance Monitor	-	Firearm Competency Training
2017-226201	Hospital Pharmacist	Clinical Pharmacist & Health Service Pharmacist	Bursary (Degree)
2017-263403	Organisational Psychologist	-	Advanced Level Psychology /Degree/Bursary
2017-143904	Security Services Manager	-	Diploma/Degree (Bursary)
2017-311301	Electrical Engineering Technician	-	Degree (Bursary)
2017-351101	Computer Operator	-	Diploma
2017-541201	Traffic Officer	Law Enforcement Officer	Learnership
2017-252901	Security Service Administrative Officer	Security Specialist	Diploma
2017-862918	Electronic Equipment Mechanic	-	Apprenticeship
2017-132404	Warehouse manager	-	Degree
2017-516501	Driving Instructor	-	Learnership
2017-121908	Quality Systems Manager	-	SABS Training
2017-421401	Debt Collector	-	Resolving conflict / conflict resolution
2017-351301	Computer Network Technician	-	Diploma / Degree
2017-335501	Detective	Forensic Detective /Investigator	Aspirant Detective Programme
2017-325705	Safety , Health, Environment and Quality (SHE & Q) Practitioner	Safety , Health, Environment and Quality (SHE & Q) Manager	National Certificate / Learnership (Bursary)
2017-341103	Paralegal	-	Learnership
2017-261101	Attorney	-	Degree (Bursary)
2017-261905	Notary	-	Notarial Practice Course and Notarial Examinations
2017-261901	Skills Development Facilitator	-	OEDTDP Course
2017-263101	Economist	-	Advanced analysisist and economist programme

Table 3-6: Top 10 PIVOTAL list for the sector (Continued)

2018 SETA PIVOTAL LIST	1	2017-541201	Traffic Officer	Law Enforcement Officer	5	Learnership
	2	2017-421401	Debt Collector			Resolving conflict / conflict resolution
	3	2017-112101	Director (Enterprise/Organisation)		7	Degree
	4	2017-411101	General Clerk			
	5	2017-341103	Paralegal		6	National Certificate / Learnership
	6	2017-341107	Law Clerk		5	Learnership
	7	2017-341110	Associate Legal Professional		6	Diploma/Degree
	8	2017-261101	Attorney			Degree (Bursary)
	9	2017-355501	Detective	Forensic Detective/ Investigator		Aspirant Detective Programme
	10	2017-252301	Computer Network and Systems Engineer		7	Degree/Diploma

Source: 2018 WSP data

Table 3-6: PIVOTAL list for the sector (Continued)

2018 SETA PIVOTAL LIST	1	2017-541201	Traffic Officer	Law Enforcement Officer	5	Learnership
	2	2017-421401	Debt Collector			Resolving conflict / conflict resolution
	3	2017-112101	Director (Enterprise/Organisation)		7	Degree
	4	2017-411101	General Clerk			
	5	2017-341103	Paralegal		6	National Certificate / Learnership
	6	2017-341107	Law Clerk		5	Learnership
	7	2017-341110	Associate Legal Professional		6	Diploma/Degree
	8	2017-261101	Attorney			Degree (Bursary)
	9	2017-355501	Detective	Forensic Detective/ Investigator		Aspirant Detective Programme
	10	2017-252301	Computer Network and Systems Engineer		7	Degree/Diploma

Source: 2018 WSP data

The SETA will continue to implement skills development initiatives that purposefully aimed at addressing these areas in the sector as well as skills programmes that enhance education and increase access to occupationally directed programmes in needed areas and thereby expanding the availability of intermediate level of skills with a special focus. Table 3-7 displays a synopsis SASSETA's interventions to address scarce skills and skills gaps in the sector during 2016 and 2017.

Table 3-7: SASSETA Skills development interventions

SASSETA Intervention	No. of Projects	
	2016/17	2017/18
Adult Education and Training	1	-
Artisan Development (various interventions)	19	12
Bursaries: Employed	14	37
Internships	05	17
WIL Internships	-	7
Learnerships: Employed (Various interventions)	35	99
Learnerships: Unemployed	61	82
Skills programmes: Unemployed (Various interventions)	25	48
Skills programmes: Employed (Various interventions)	50	92
TVET Graduate Placement	7	9
WIL-TVET Graduate Placement (Various interventions)	3	4
University Placements	1	24
Internship Candidate Attorney	10	4
WIL-University Graduate (Candidate Attorneys)	3	-
NGO Skills programmes	1	-
Non-PIVOTAL: TVET Placement	1	-
TOTAL	234	435

Source: SASSETA Discretionary Grants Database, 2016-2018

Table 3-7 reveals that SASSETA's PIVOTAL list interventions almost doubled between 2016/17 (from 234) and 2017/18 (to 435). Likewise, the SETA continued ensure the certification of learners who undertook specific learning interventions as illustrated in Tables 3-8 to and 3-9.

Table 3-8: Learner Certification – 2016/17

Programme	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Skills Programme	94	305	757	111	1 267
GSO: Level 3	328	563	1 031	1 395	3 317
Policing: Level 6	882	0	0	0	882
Military Operation: Level 3	0	30	0	0	30
Further Education: Level 4	0	0	1 076	0	1 076
Joint and Multi Operations: Level 6	0	0	104	0	104
Resolving of Crime: Level 5	0	0	159	166	325
Specialised Security: Level 4	0	0	0	104	104
Paralegal: Level 5	0	87	0	0	87
Miscellaneous ²	86	411	260	76	833
TOTAL	1 390	1 396	3 387	1 852	8 025

Source: ETQA Dataset, 2016/17

Table 3-8 depicts that a total of 8 025 certificates were issued to learners in the 2016/17 financial year. The majority (3 387) of the certificates were issued in Quarter 3, while the least number (1 390) was in Quarter 1. Furthermore, GSO constituted the majority (3 317) of certificates issued, followed Skills Programmes (1 267). The minority (21) of certificates were issued to Joint and Multi Operations: Level learners. Table 3-9 shows Learner Certification during the 2017/18 financial year.

Table 3-9: Learner Certification – 2017/18

Programme	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Skills Programme	0	285	0	0	285
Skills Programme: level 1-3	481	46	32	193	752
GSO: level 3	0	6	0	0	0
Policing	0	0	0	0	0
Qualification	0	0	12	0	12
Qualification: Level 3	525	1 066	714	368	2 673
Qualification: Level 4	883	0	155	130	1 168
Qualification: Level 5	183	60	17	50	310
Qualification: Level 6	0	0	29	0	29
FET: Level 4	0	63	0	0	63
Paralegal: Level 5	0	24	0	0	24
Miscellaneous (Levels 1-5)	51	521	147	122	1308
TOTAL	2 590	2 071	1 106	863	6 630

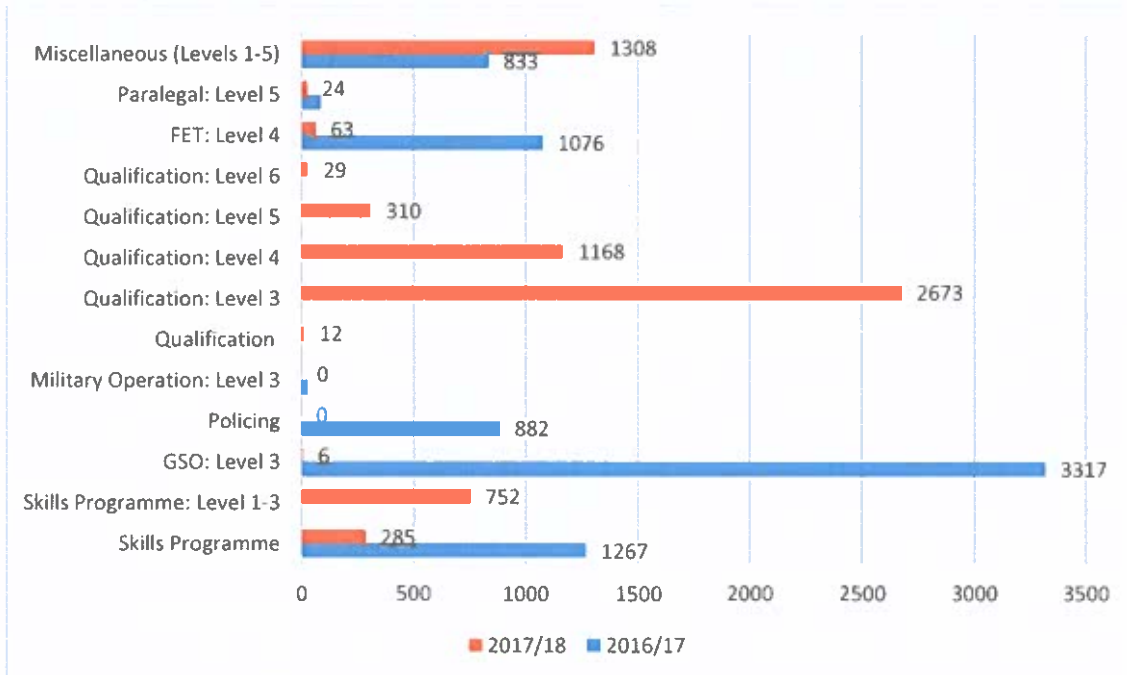
Source: ETQA Dataset, 2017/18 FY

Table 3-9 depicts that a total of 6 630 certificates were issued to learners in the 2017/18 financial year. The majority (2 590) of the certificates were issued in Quarter 1, while the least number (863) was in Quarter 4. Additionally, Qualifications on NQF Level 3 constituted the majority (2 673) of certificates issued, followed Miscellaneous Levels 1-5 (1308). In contrast, the minority (24) of

² These include various miscellaneous unit standards such as Apply Advanced Driving Skills: Offensive Driving, Use firearms in a military and law enforcement environment, Operate a computer workstation in a business environment, etc.

certificates were issued to Paralegal: Level 4 learners. Figure 3- below presents a comparative analysis of learner certificates issued by SASSETA between 2016/17 and 2017/18 financial years.

Figure:3-1: Learner Certificates Issued – Comparison between 2016/17 and 2017/18



Source: Own calculation based on the ETQA 2016/17 and 2017/18 Datasets

Figure reveals that GOS: Level 3 constituted the majority (3 371) of certificates issued to learners in 2016/16, whereas most certificates issued 2017/18 were for Qualifications on NQF Level 3. On the other hand, Skills Programmes and Policing certificates featured prominently in 2016/17, meanwhile Qualifications on NQF Level 3 (2 673) and Miscellaneous Levels 1-5 (1 308) were also conspicuously prevalent.

3.5 Conclusion

The skill development issue in South Africa is pertinent both at the demand and supply level. The South African labour market is characterised by significantly high levels of unemployment (26.6% during the first quarter of 2018) and spatially misaligned labour force. Generating employment is definitely a challenge given the enormity of population entering workforce each year. From the supply side, the issue is primarily related to employability of the workforce due to varying reasons ranging from poor education, lack of training facilities, inadequate skilling, quality issues leading to mismatch of skill requirements, and poor perception of vocational skilling vis-à-vis formal education. These have inadvertently created skill shortages and also contributed to higher unemployment. Hence, both employment and employability are key factors of concern today.

A responsive and demand-driven approach to human capital development informed by the national policies and strategies will be required in order to address the skills shortages in priority areas and improved flow of competent skills in the sector. Addressing the specific skills needs identified in the most appropriate and sustainable manner, requires further engagement and strong partnerships and cooperation between employers, trade unions, professional associations, and various stakeholder groups within the safety and security sector.

CHAPTER 4

SECTOR PARTNERSHIPS

4.1 Introduction

Governments carry the primary responsibility for education and training reform, and policy design. However, the actual delivery of education and training can best be achieved through strategic partnerships between government, employers, trade unions, business organisations and various stakeholder groups in the formal and informal sectors of the economy.

The *National Development Plan* emphasises the need to build partnerships to address issues of safety and security to promote active citizenry as well as to better align skills demand and supply. Similarly, the *White Paper on Post-School Education and Training* also calls for partnerships to strengthen linkages between the education sector and the labour market skills requirements. Partnerships with industry are, amongst others, aimed at addressing scarce and critical skills within the sector, thus aiding to accurately define relevant occupational qualifications as well as enhancements to the training curriculum bolster relevance.

Collaboration across the criminal justice system, intergovernmental sectors and civil society organisations is essential in the prevention of crime and the provision of community safety. It is thus essential to ensure that organisations within the sector have the necessary capacity forge strategic partnerships. The emphasis on SETAs role as intermediaries in this regards is even greater in the changing policy landscape.

In line with the strategic shift evident in the Sector Skills Plan, SASSETA has been engaging with a range of stakeholders to promote more innovation and strategic partnerships in relation to the SETA's mandate and priority areas. Work on this began in 2015/16 and is being consolidated in 2016/17. This chapter presents an analysis of the SETA partnerships, both the existing and the proposed ones, and their scope.

4.2 Existing partnerships for the sector

SASSETA work hand-in-hand with the industry to ensure that its training programmes address the skills gap and shortages in the sector. Furthermore, the sector partnerships address two critical question i.e. *What skills does the sector need? And how should skills and training be delivered?*

The SETA has established numerous partnerships including with government departments, municipalities, universities, TVET colleges and private employers within the safety and security sector. Nonetheless, MOUs with these partners have expired on 31 March 2016, but a process to review the said arrangement is underway. This is primarily to ensure a strategic focus and their functionality partly by identifying current challenges and areas where cooperation can be further strengthened for enhanced results. Box 1 below depicts a summary of the current SASSETA partnerships with other stakeholders.

Box 1: Summary of SASSETA existing partnerships

(i) Universities:

Name	Nature and purpose of the partnership	Outcomes
University of South Africa (UNISA)	MoU based for: <ul style="list-style-type: none"> ▪ conducting Research Impact Assessment Studies; ▪ Access to libraries and completed research projects; ▪ Sector Programmes Development; ▪ Education and Training; and ▪ Career guidance development. 	None
University of Venda	MoU based for: <ul style="list-style-type: none"> ▪ Impact Assessment Studies; ▪ Education and Training; and ▪ Career guidance development. 	Education & Training on SETA funded programme underway.
University of Zululand	MoU based for: <ul style="list-style-type: none"> ▪ Research, Impact Assessment Studies; ▪ Access to libraries and completed research work; ▪ Sector Programmes Development; ▪ Career guidance development; and ▪ Education and Training. 	<ul style="list-style-type: none"> - Research Staff trained. - Two impact Studies Completed. - Three impact Studies underway. - 50 Bursaries were awarded to students.
Nelson Mandela Metropolitan University (NMMU)	MoU based for: <ul style="list-style-type: none"> ▪ Research Studies; ▪ Sector Programmes Development; ▪ Career guidance development; and ▪ Education and Training. 	None

(ii) TVET Colleges:

Name	Nature	Outcomes
Majuba TVET College	MoU based for: <ul style="list-style-type: none"> ▪ Hosting SASSETA Satellite Office; ▪ Graduate Placement (WIL), and ▪ Education and Training. 	<ul style="list-style-type: none"> - Satellite Office Active - KZN Regional Office Active.
EThekweni TVET College	MoU based: SASSETA KZN Regional Office, Graduate Placement (WIL), Education and Training.	<ul style="list-style-type: none"> - Satellite Office Active. - Graduate Placement: 3244 Graduate placed Learners.
Elangeni College	MoU based: SASSETA Satellite Office, Graduate Placement (WIL), Education and Training.	<ul style="list-style-type: none"> - 385 Internships.
Gertsibande TVET College	MoU based: Graduate Placement (WIL), Education and Training.	
Buffalo City TVET College	MoU based: Graduate Placement (WIL), Education and Training.	

Box 1 1: Summary of SASSETA existing partnerships (continued)

(iii) Strategic Partners/Industry Associations:		
Name	Nature of partnerships and purpose	Outcomes
South African Maritime Authority (SAMSA)	MoU based: Collaborative research studies, Provisioning of education and training, Career guidance, Sector advocacy exhibitions, and Sector Programme Development.	None
South African Heritage Resource Agency (SAHRA)	MoU based: Collaborative research studies, Provisioning of education and training, Career guidance, Sector advocacy exhibitions, and Sector Programme Development.	None
Law Society of South Africa (LSSA)	MoU based: Collaborative research studies, Provisioning of education and training, and Career guidance.	- SETA funded learning programme delivered.
Department of Military Veterans (DMV)	MoU based: Collaborative research studies, Provisioning of education and training, and Career guidance.	- Joint co-funding training on Military Veterans and various support to be delivered.

SASSETA is signing MOUs with all government departments covering a range of issues beyond the core learning programmes, e.g.:

- Collaborating to revise the Organising Framework for Occupations (OFO) descriptions and specialisations to make sector-appropriate;
- Strategizing on developing modalities enabling unemployed bursaries to be a structured pipeline for recruitment; and
- Development of skills programmes that can have a more meaningful impact in the sector.

With regard to the partnerships with Private Security and Department of Correctional Services (DCS), the focus is on the delivery and co-funding of learnerships and skills programmes in line with scarce and critical skills. This results in greater ownership of the programmes by the employer as well as costs savings for SASSETA, which can be used for the support of learners in other learning programmes.

4.2.1 Successes and challenges of sector partnerships

Box 3 outlines, the successes and challenges of SASSETA partnerships with other stakeholders:

Box 3 1: Successes and challenges of SASSETA partnerships

Successes	Challenges
Co-funding of the learning programmes, resulting in better implementation and cost savings	Financial constraints
Better co-operation between the SETA and other stakeholders	Bureaucratic and long processes embedded in the procurement processes has remained a vital challenge in the implementation of the partnership
Strategies to address challenges in the sector	Partnership programs are complex to set up because of bureaucratic processes in SASSETA and its existing partners
The revised discretionary grant (DG) policy has enables us to better support or enable strategic partnerships;	Partners agree on broad directions but often differ on nuances and priorities. As a result, programs are settled with vague or excessively broad objectives, resulting in weak links between programs' activities and their larger objectives.
Sharing expertise which improves sub-sector specific issues and identification of sector skills needs and priorities, and	
Buy-in on the project implementation, including securing of workplaces for TVET placement and internships.	

4.3 New proposed partnerships for the sector

The proposed partnerships will focus on fostering skills development, research; information sharing; graduate's placement and career guidance programmes. Our research has shown that there are many cross-cutting sector training needs and initiatives that can be pursued in collaboration and partnerships within and beyond the sector.

4.3.1 Sector Education and Training Authorities (SETAs)

The proposed strategic partnerships with SETAs will focus on addressing common interest areas such as the cross-cutting skills needs in medical services, maritime, transport and transversal skills, graduate's placement, information sharing, career guidance programmes, and collaborative research projects. The proposed SETA partnerships are Health and Welfare Sector Education Training Authority (HWSETA), Local Government Sector Education Training Authority (LGSETA), Media, Information and Communication Technologies Sector Education and Training Authority (MICSETA), Public Service Education Training Authority (PSETA), and Transport Education and Training Authority (TETA).

4.3.2 Professional Bodies/NGOs

The proposed strategic partnerships with the Professional Bodies/NGOs seek to address transformation and enrich professionalisation of the sector. These partnerships will focus on strategic areas such as collaborative and co-funding research projects, training and skills development, information sharing and career guidance programmes. The proposed partnerships include Black Lawyers Associations (BLA), South African Judicial Institute Education (SAJIE), and South African Women Lawyers Association (SAWLA).

4.3.3 Technical Vocational Education and Training (TVET) Colleges

The Paralegal and Safety in Society are programmes offered by TVET colleges directly related to the sector. It is envisaged to expand the number of colleges offering these programmes, based on sector needs. In addition, new partnerships with targeted TVET colleges will focus on the areas such

as specific learning programmes including artisan development, career guidance programmes and graduate placements. Furthermore, SASSETA is considering adopting and supporting a TVET college in relation to workplace learning of SIPs-related trades. In partnerships with key stakeholders, SASSETA would further identify potential partnerships with TVET colleges.

4.3.4 Higher Education Institutions (HEIs)

The proposed strategic partnerships with Higher Education Institutions (HEIs) will focus on the areas such as research and impact analysis studies, access to libraries and completed research work relevant to the sector, training and skills development for the sector, information sharing and career guidance programmes. The proposed partnerships with HEIs are the following: University of Cape Town - School of Criminology, and University of Stellenbosch - Military School of Excellence. Although partnership with these institutions were mentioned in Box 1 under “(i) Universities”, experience have thought the SETA that MOUs with some of these institutions has collapsed even without yielding tangible outcomes. It is therefore essential to explore new partnerships with the other HEIs.

4.3.5 In-house training academies and institutions run by different government departments within the sector

The sector has a number of in-house training institutions such as the Justice College, the SAPS College, Military Training Institutions, the Intelligence Academy, etc. These organisations play a vital role in the supply of skills supply in the sector. SASSETA is collaborating with these institutions to advance the skills development discourse in the sector and to strengthen their capacity in areas such assessors, moderators, lecturers, developing or extending learning programmes and infrastructure for training, i.e. simulators. These training institutions are critical for the sector as they remain a major supply of the core skills and specialised skills in the sector. SASSETA is in the process of strengthening these partnerships.

4.3.6 Oversight bodies

Given that a major thrust of the security sector is to professionalise the safety and security environment, SASSETA needs to focus more attention on building partnerships with oversight bodies within the sector. These oversight bodies can play an important role in assisting SASSETA to identify key areas of training linked to the transformation and professionalisation of the sector. It is worth mentioning that IPID is already a part of the sector. Additionally, the SETA has been engaging with the oversight bodies such as Civilian Secretariat for Police, the Provincial Departments of Community Safety and Liaison and PSIRA.

4.3.7 Civil Society Groups involved in research in the Safety and Security Sector

There are a number of civil society organisations that are involved in research within the security sector. Some of these organisations, such as the Institute for Security Studies, focus on research spanning the entire sector while others focus on specific sub sectors such as the African Police Oversight Forum. In addition, there are also a number of organisations that conduct research on specific areas within the security sector such as research on violence against women. Working with these research organisations can play an important role in improving SASSETA’s research capabilities and in identifying key skills needs within the sector.

4.3.8 Civil Society Organisations conducting training

Many civil society organisations conduct training within the sector on specific issues such as human rights training. Some of this training is not accredited despite its importance and usefulness. SASSETA needs to engage and partner with these organisations and to ensure proper curriculum development and accreditation of such training.

4.3.9 Community based organisations focusing on the security sector

The National Development Plan (NPC, 2012) identifies the need to promote active citizenry, hence SASSETA should to partner with community based organisations and forums within the security sector to assist them with targeted skills training in order to improve their efficacy. To this end, the SETA will strive to partner with and support structures such as Community Policing and Safety Forums (CPFs), Community Safety Forums (CSFs), Community Patrollers, among others.

4.3.10 Business Associations

There is also a need for the SETA to collaborate with business organisations and associations such as Business Against Crime South Africa (BACSA), the South African Banking Risk Information Centre (SABRIC) and the Consumer Good Council of South Africa's Crime Prevention Programme to bolster skills development in the sector.

4.4 Conclusion

Sector partnerships are vital to ensure that education of the employment pipeline is an interdependent continuum, rather than the three distinct intersections of enrolment, skills building and finding employment. It is our conviction that successful education and training programmes often rely on input from or partnerships with employers and industry partners in order to direct to the skills required by the industry and labour market in generally.

In absence of this type of collaboration, training programmes might be misdirected or retrained workers may find themselves without the skills needed by industry, skills that are required for long-lasting labour market success. It should be noted that the SETA's ultimate goal of partnerships with multiple stakeholders is to facilitate the skills development in the sector. In order for these partnerships to produce the desired results, there is a need to constantly review their functionality partly by identifying current challenges and areas where cooperation can be further strengthened for enhanced results.

CHAPTER 5

SECTOR SKILLS PRIORITY ACTIONS

5.1 Introduction

A shortage of skills has long been a feature of South Africa's economic and social landscape. One of the principal causes of persistent skills shortages has been the effects of pre-1994 apartheid regime policies and structural shift that have occurred in the economy, from being a closed economy to becoming a more diversified and open-oriented economy. Advances in technology adoption and worker productivity have influenced some industries away from labour-intensive statuses, yet many still remain. Similarly, the safety and security sector still remains a labour-intensive economic sector. This chapter presents findings of the previous chapters and skills priority actions for the sector.

5.2 Findings from the previous chapters

Chapter 1 presents the profile the safety and security sector within the context of the South African economy with reference to associated issues which criss-cross the geo-political and socio-economic spheres. The central themes for this chapter are sector coverage and key role players, economic outlook in general and of the sector in particular, employer profile as well as the sector labour profile.

The key finding from this chapter is that in South Africa, the Safety and Security sector includes both public and private sector organisations. The public sector organisations include government security agencies and law enforcement bodies. Examples of these institutions are the Border and Port Control Agency (including Coast Guard); the Military; Law enforcement agencies; Intelligence and Justice (including correctional establishments). The public security sector comprises of the departments *Corrections Services, Defence, Justice and Constitutional Development, Police, State Security Agency as well as the Independent Police Investigative Directorate*. The role of the public sectors organisations is to protect and serve the public and the interests of the state.

The private segment of the Safety and Security sector comprises of companies and bodies who provide security and legal services to paying clients. This segment offers a wide range of services including; classical physical protection of private and public properties, close protection of VIPs and Cash-In-Transit services. It is worth mentioning that the private security industry in South Africa is among the largest in the world, with nearly 8,500 registered companies. According to PSIRA (2013), out of 1,868,398 registered security officers in South Africa, 487,058 were classified as active (employed). Therefore, Private Security subsector could be regarded as a major source of entry level employment in South Africa, wherein the majority of young people are employed.

Private Security companies (PSC) component of the sector has its greatest presence in Gauteng Province (37.5%, where the prevalence of violent crime is highest. There is also a concentration in the scale and scope of PSC activities in the other two most commercially significant provinces in the country, i.e. KwaZulu-Natal (17%), and the Western Cape (11.6%). It could be argued the Safety and Security sector has important role to play in improving South African economic and social performance. The country is not an island hence the ongoing economic crisis is a global phenomenon that affects regions and countries in different ways. As local economic growth remains subdued and fragile, labour market conditions are unlikely to improve significantly in the months ahead.

Since subsectors vary in size, shape and scope, there are also different skills development needs and challenges which has implications for specific skills development and tailored fit-purpose interventions relative to sub-sector context. The Safety and Security sector is grappling with issues of transformation, uneven and quality of data across all sub-sectors. The nature and impact of migration within and across the sector is not fully known and this is an area that needs further research as data is limited and non-existence in some sub-sectors.

Chapter 2 provides an overview of the key skills issues in the safety and security sector. High crime levels, the growth of transnational organised crime as well as multiple national policies and national policy mandates shape planning and service provision in the public sector components of the safety and security sector.

The key findings in this chapter, suggest that the factors such as globalisation and technological advancements are changing the patterns of crime, which impact on safety and security in South Africa. Hence role players in the criminal justice system and in the broader Safety and Security Sector are re-defining their focus to address the changing face of crime and are re-aligning their objectives to serve national imperatives.

The need to professionalise the sector as highlighted in the NDP is also influencing the way services are delivered, and the skills base required for the sector such as criminologists, detectives/investigators, and specialised skills i.e. medical services, linguistics, forensic services, investigation, cybercrime skills, management and leadership skills.

Chapter 3 highlights the extent and nature of demand and supply and identifies scarce and critical skills for the sector. The extent of supply and demand is not explored comprehensively as not all information was available at the time of compiling the SSP. In this chapter, the key findings suggest that approximately 68% of the workforce in the sector belong to service and sales employees' occupational category.

Furthermore, the shortages of skills in the manager, professional, technical and associated professionals, and trades are evident from the scarce skills list presented above. The occupational makeup and mix in the sector shows the importance of cross-economic- sectoral occupations, including concentrations in the medical services professionals, information technology, engineers, chemists, psychologists and vocational counsellors, social workers, finance and related professionals, logistical support and related professionals, language practitioners, interpreters, and other communication, automotive and technical related professionals. The nature and extent of skills supply in the sector is drawn from various education and training bodies such as schools, Universities, University of Technologies, TVET colleges, sector training institutions and academies, SETA supported training programmes, and private providers as well as very significantly state-owned institutions within government departments. In addition, in many instances the safety and security sector draws its workforce straight from secondary school level, particularly in relation to entry-level positions i.e. Police Officers, Correctional Security Officers, etc.

Chapter 4 focuses on e sector partnerships, both existing and future partnerships. The chapter discussed the scope of these partnerships includes, among other things; research, impact assessments, education and training, access to libraries and completed research work, qualification development, careers guidance information, graduate placement (or work integrated learning) and SASSETA employees training and development.

The role of the partnerships can play in building active citizenry. This chapter not only looked at existing partnerships, but also at the types of partnerships we seek to develop going forward around research institutions, civil society, traditional universities, oversight bodies and sector in-house training institutions and academies.

Chapter 5 presents the priority skills actions and recommendations for the sector based on findings of the previous chapters.

5.3 Sector skills priority actions and recommendations

SASSETA has taken a number of measures to support national strategies and plan as discussed in chapter 2, and chapter 4 in terms of strategic partnerships is seeking to advance; for example, signing MoUs with all government departments to address transformation and intensify professionalisation of the sector.

5.3.1 Strengthening partnership with sector training institutions and academy

Rationale: The safety and security sector have many in-house training institutions and academies that the SETA can build on as it advances its mandate. This priority area seeks to build and to strengthen partnerships with these in-house sector training institutions - both public and private - to grow the skills supply in the sector and to direct the training to the skills needed by industry.

Also, it seeks ensure that the sector needs are best taken care of and helps the SETA in terms of addressing as well as aligning the skills production of the sector with the labour market. These partnerships will focus on infrastructure development, capacity building of trainers, curriculum development and co-funding.

5.3.2 Professionalisation and transformation of the sector

Rationale: This priority area seeks to make sure that the SETA together with the sector, adhere to the sector transformation and professionalisation agenda. The SETA will position its strategies and programmes to advance skills development interventions that would make impact towards transformation and professionalisation across the sector. There is also a need to bolster integrity management as well as improve leadership as well as management skills in the sector.

5.3.3 Information communication and technology (ICT)

Rationale: Shortages of skills and lack of urgency in implementing measures to confront the scourge of cybercrime remain a challenge in South Africa. Technological advancements and data protection laws drive the need for specialist IT technicians and IT professionals, as well as the operational IT skills needed by all attorneys. The Criminal Justice Revamp plan will also drive particular IT skills needs as well as skills required by operational personnel who will be required to make use of new IT processes. Within the private security sector special skills will be driven by the environment where IT is playing an increasingly central role in the provision of effective security services.

5.3.4 Technical and specialised skills

Rationale: The safety and security sector is a labour intensive sector and requires more technical and specialised skills to deliver on its multi-facet demands and mandate. The SETA is planning use Recognition of a Prior learning (RPL) to address some of these challenges but there is also a need to develop new approaches to specific specialised skills such as forensic, medical and cybercrime skills. It should be noted, however; that some critical and specialised skills such as detectives addressed through government institutions.

Also critical is the need to align our artisan programmes and skills to the demands of the sector including infrastructure development and maintenance, IT maintenance and motor repairs. There is also a need for the development of specialisation within the criminal justice cluster, such as specialist in public order policing or specialist in sexual offenses. This specialisation will require the implementation of ongoing and dedicated training initiatives.

5.3.5 Building active citizenry

Rationale: The NDP emphasises the need to build an active citizenry as an important element of realising Vision 2030. A key component of the crime prevention model is aimed at changing the way communities react to crime and violence. Such a model involves Community Patrollers, Community Policing Forums as well as other volunteer programmes.

Facilitating meaningful citizen participation in crime prevention through enhancing skills development of these groups, particularly in relation to skills such as negotiation and mediation is required. In addition, another skills need relates to supporting the DCS's programme aimed at reducing reoffending through rehabilitation and reintegration, inclusive of the provision of education and training to inmates. The skills needs are varied across vocational learning and general education.

5.4 Conclusion

South Africa's current skills development paradigm has lived through a number of lifecycles yet the shortage of skills is still visible and it can be witnessed by so many researches. Ostensibly, the colossal roll out for skills development programmes in the sector remain extensive and important. The huge skills demand in the sector revolves around the *relative scarce skills* and *critical skills* propelled by the expansion of demand and the non-sector specific and sector specific change drivers.

From the skills supply perspective, the sector does not experience any challenges as the sector draws its workforce in various education and training bodies such as Sector Training Institutions & Professional Bodies, Universities, TVET colleges, and private providers. The SETA had have identified five sector priorities, which underpin the agenda of skills development in the sector. The SETA will deliberate implement the planned programmes and projects to advance these sector priorities and, monitored and evaluated to assess the to enable the achievement of planned targets.

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