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University of Cape Town



Faculty of Humanities

Department of Social Development

**An Assessment of the Sustainability of Substance Abuse
Organisations in South Africa**

**A minor dissertation submitted in partial fulfilment of the requirements for
the award of the degree of**

**MASTERS IN SOCIAL SCIENCES:
SOCIAL POLICY AND MANAGEMENT**

By

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Supervisor: Associate Professor Andre Smit

July 2011

PLAGIARISM DECLARATION

This is a minor dissertation completed in partial fulfilment of a degree.

This work has not been previously submitted in whole, or in part, for the awards of any degree.

This dissertation is my own work.

Each significant contribution to, and quotation in, this dissertation from the work, or works, of other people has been attributed and has been cited and referenced.

I have used the **Harvard Convention** for citation and referencing.

CANDIDATE'S SIGNATURE

DATE

DEDICATION

This dissertation is dedicated to my parents Dennis and Bernadette as well as my brothers Innocent, Clement and Tinashe. Thank you for your support throughout my academic journey.

University of Cape Town

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I would like to thank God for giving me strength and understanding to complete this research.

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ABSTRACT

This research study sought to explore the sustainability of organisations in the field of substance abuse in South Africa. The rationale of this study was based on the premise that the number of substance abusers is increasing, therefore the organisations have to remain functional to deal with the increased demand of services. The study explored the financial position of organisations in the field, perceptions regarding policy and legislation, staff related effects of working in the field, factors that make organisations vulnerable to closure and sustainability threats.

An exploratory quantitative approach was used. The researcher sent out an electronic questionnaire, which was administered through Survey Gizmo. The population and sample consisted of organisations listed on the Directory on Alcohol and Drug Related Services as well as organisations listed on the Stellafrica website. A total of 33 organisations responded to the questionnaire and the response rate was 31%.

The results of the study revealed that organisations in the field of substance abuse are threatened by the lack of funds. It was also indicated that organisations with diverse sources of income and better fundraising efforts were more likely to be more financially sustainable. The respondents also highlighted that new, small and free-standing organisations were more vulnerable to closure. Another interesting finding was that the respondents generally felt that substance abuse was not a high priority on the government's agenda.

Based on the findings, it is recommended that organisations should have clear mission statements and job descriptions as this reduces stress and burnout. Organisations operating in the field of substance abuse are also encouraged to have diverse sources of income and to take fundraising efforts seriously to ensure better financial sustainability. Government is encouraged to make more funds available to organisations in the field of substance abuse as they grapple financially (particularly the non-governmental organisations). It is also recommended that the Central Drug Authority ensures better interdepartmental collaboration to deal with the social ill of substance abuse.

ACRONYMS AND ABBREVIATIONS

CDA	Central Drug Authority
CSO	Civil Service Organisation
FAS	Foetal Alcohol Syndrome
MDMP	Mini Drug Master Plan
NDMP	National Drug Master Plan
NGO	Non-governmental Organisation
NLDTF	National Lottery Distribution Trust Fund
SACENDU	South African Community Epidemiology Network on Drug Use
STI	Sexual Transmitted Infection
SWOT	Strengths, Weaknesses, Opportunities and Threats
TIK	Crystal Methamphetamine

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CHAPTER ONE

INTRODUCTION

1.1. Introduction

Substance abuse is a huge socio-economic problem in South Africa and across the world. Various strategies have been implemented to combat substance abuse. Some of these include preventative strategies such as awareness workshops, rehabilitative strategies such as detoxification, support services such as family counselling and support groups. In all the strategies highlighted above private profit making organisations as well as private non-profit organisations and governmental organisations all play a pivotal role in combating substance abuse. The number of substance abusers in South Africa seems to be increasing such that some scholars suggest that the demand for substance abuse organisations outweighs the number of organisations that are currently available. It is thus important to conduct research on how organisations in the field of substance abuse are functioning, so as to ensure that they remain operational to deal with the high demand of substance abuse services.

The first chapter of this dissertation introduces the issue of the sustainability of organisations in the field of substance abuse and the rationale for the study will also be provided. In this chapter, the research topic, questions and objectives will also be highlighted. This chapter will also focus on the clarification of key concepts as well as the discussion of ethical considerations relevant to this study. Thereafter, the researcher's reflexivity will be explored and a brief conclusion will be made.

1.2. Background to the Problem

Substance abuse is a worldwide social ill and the scope of the problem seems to be accentuated by globalisation, as more permeable international boundaries facilitate drug trafficking (Patel, 2005). During Apartheid, South Africa was isolated and therefore substance abuse was mainly centred on locally produced substances such as alcohol, tobacco and cannabis (Heerden, Grimund, Seedat, Myer, Williams & Stein, 2009). Post-1994 South Africa became less isolated and began trading with the international community. Global production and increased marketing of illicit drugs also resulted in an increase of drug use in South Africa (Parry, Pluddemann & Bhana, 2009). According to Fakier and Myers (2008:10), "Supply and demand indicators suggest that the domestic market is expanding, with drug

prices decreasing, availability increasing and treatment demand for substance related problems on the rise”. The above quotation highlights some of the facts that indicate that substance abuse is on the rise in South Africa.

According to a study cited by Myers, Louw and Pasche (2010:1) 13% of the general South African population had a current (untreated) substance use disorder. In addition, according to Patel (2005), about half of the South African population uses alcohol, whilst a third of the population engages in risky drinking. The above mentioned is supported by Parry, Bhana, Pluddemann, Myers, Siegfried, Morojele, Flisher and Kozel (2002), who indicate that alcohol is the primary substance of abuse in South Africa. These findings were obtained through the South African Community Epidemiology Network on Drug Use (SACENDU). The statistics highlighted above further elucidate that substance abuse is a major problem in South Africa.

Some scholars argue that the high levels of alcohol consumption can be partially attributed to the ‘dop system’. According to London (1999), the ‘dop system’ entails farm workers being paid in the form of alcohol instead of money. The ‘dop system’ was one of the apartheid policies but it was outlawed in 1961, however some farmers continued practicing it (Kalipa, 2009).

In terms of illicit drugs, Cannabis and Mandrax were the most common, however, recent trends show that Crystal Methamphetamine (colloquially known as TIK) is particularly on the increase especially in the Western Cape, while demand for Heroin addiction treatment has also increased throughout most parts of South Africa (Parry et al., 2009).

Parry et al. (2009) revealed that there is an increase in the number of adolescents presenting for treatment in South Africa. This is a common theme worldwide as adolescents have a strong desire to experiment and are more susceptible to peer pressure (Searll, 1995).

As a means to combat substance abuse in South Africa, the government developed a national strategy to respond to this social ill. This strategy is known as the National Drug Master Plan (NDMP). The NDMP acknowledges the fundamental role played by organisations that offer treatment, prevention and research services in the field of substance abuse (NDMP, 2006).

In South Africa, research on substance abuse has mainly focused on the trends of substance abuse as well as its causes. For example, there was a national audit of the treatment facilities in the various provinces. The national audit mainly focused on characteristics of the treatment facilities, types of services rendered, profile of clients served, barriers to treatment and monitoring and evaluation activities (Fakier & Myers, 2008). Having highlighted what previous researchers have written not much has been written on the sustainability of the organisations in the field of substance abuse.

Organisations in the field of substance abuse generally grapple with issues such as a high staff turnover rate (McNulty, Oser, Johnson, Knudsen & Roman, 2007) and lack of funding (Johnson & Roman, 2002). The issues stated above affect the organisations' effectiveness and in some cases may result in the closure of some organisations.

According to the Directory on Alcohol and Drug Related Service (2007), most of the organisations in the field of substance abuse are private non-profit organisations also known as nongovernmental organisations (NGOs). The idea that most of the substance abuse services in South Africa are rendered by NGOs is further emphasised by Fakier and Myers (2007) who conducted an audit of substance abuse treatment facilities in Gauteng and KwaZulu-Natal and found that most substance abuse services were predominately provided by NGOs. The same was true for the audit conducted for treatment facilities in Limpopo, Mpumalanga, North West and the Northern Cape (Fakier & Myers, 2008).

NGOs generally grapple with numerous issues, mainly funding. Fakier and Myers (2008) found that funding was a major issue for treatment facilities in South Africa, as state subsidised organisations faced a reduction in funding based on the premise of incorporating substance abuse services in primary health care to enhance accessibility to the whole population. Moreover, taking into account the recent economic recession, NGOs may be more vulnerable financially. Bearing in mind the large number of substance abusers in South Africa, it is important to have many organisations providing effective and sustainable services.

1.3. Rationale

The social ill of substance abuse is common worldwide. In South Africa recent trends seem to be indicating that substance abuse is on the increase (Parry et al., 2009). Substance abuse is linked to other problems as elucidated by the following, "...alcohol and other drug abuse is a major cause of crime, poverty, reduced productivity, unemployment, dysfunctional family life, political instability, the escalation of chronic diseases such as HIV/AIDS and tuberculosis, injury and premature death" (NDMP, 2006:6). Moreover, dealing with the effects of substance abuse is very costly as demonstrated by Zille (2010:1) who mentioned that the Western Cape Provincial Government spends approximately R6 billion a year to deal with substance abuse and its effects. This indicates that there is an enormous need for treatment and prevention services in the field of substance abuse.

Fakier and Myers (2007) indicated the importance of substance abuse treatment facilities by highlighting the fact that treatment of substance abusers not only caused a reduction in substance abuse, but also led to less criminal activity and improvements in physical and psychological health. In terms of treatment outcomes, Coetzee (2001) cited in Fakier and Myers (2007:11) reported a 55% abstinence rate among 58 patients from an outpatient treatment centre and Coetzee (2004) cited in Fakier and Myers (2007:11) reported a 48% abstinence rate of 89 patients from a private in-patient facility. This further illustrates the fact that substance abuse treatment centres are effective and should be kept functional for as long as is possible.

Having established that organisations in the field of substance abuse are of paramount importance to society, it was important to investigate how sustainable these organisations are. If some of the organisations in the field shut their doors, it will result in a greater demand of services that are already limited. Fakier and Myers (2008), found evidence that supports the notion that services are limited as they highlighted that long waiting lists were a common theme across the treatment centres in the various provinces.

In the NDMP (2006:21) some of the shortcomings of service delivery are indicated and one of the points highlighted reads, "A number of key facilities have recently closed for example the Drug Unit at Lenteguer Hospital in Cape Town". It is thus important to investigate the factors that cause organisations in the field of substance abuse to close their doors. Hopefully,

this research will be helpful to substance abuse facilities, as it will afford them an opportunity to reveal some of the threats that threaten their survival. Government will also benefit from this study as it will provide recommendations that can be taken to enhance the sustainability of organisations in the field of substance abuse. The researcher hopes that the information gathered from this study may also cause organisations to survive for longer and perhaps perform more efficiently.

Conducting this research will be instrumental in policy decisions as it seeks to explore some of the factors that make organisations in the field of substance abuse vulnerable to closure as well as some of the factors that protect them from closure. In addition, this research could also help the directors make better management decisions that could enhance their sustainability.

1.4. Problem Formulation

In this section of the dissertation, the research topic, research assumptions, research questions and research objectives will be outlined.

Research Topic

The topic for this study has been formulated as follows, “*An assessment of the sustainability of substance abuse organisations in South Africa.*”

Research Assumptions

When conducting a research study, the researcher makes certain assumptions, for this study the assumptions made by the researcher are outlined below:

- i. Organisations in the field of substance abuse have difficulty in securing sufficient income;
- ii. Organisations in the field of substance abuse have been negatively affected by the recession;
- iii. There is a sharp increase in service needs;
- iv. Organisations in the field of substance abuse have high staff turnover rates;
- v. Organisations in the field of substance abuse have poor staff retention;
- vi. Lack of adequate funding will affect service delivery; and
- vii. Organisational sustainability is influenced by funding, staff turnover and burnout.

Central Research Questions

The central research questions for this study are outlined below.

- i. How are organisations in the field of substance abuse coping financially?
- ii. How has the economic recession impacted organisations in the field of substance abuse?
- iii. What are the factors that influence organisational closure in the field of substance abuse?
- iv. What are the staff related effects of working in the field of substance abuse?
- v. What suggestions would make organisations in the field of substance abuse more sustainable?

Research Objectives

The research objectives of the study include the following.

- i. To investigate how organisations in the field of substance abuse are coping financially.
- ii. To determine the impact that the economic recession has had on organisations operating in the field of substance abuse.
- iii. To explore the factors that influence organisational closure.
- iv. To investigate the staff related effects of working in the field of substance abuse.
- v. To find out suggestions that can improve the sustainability of organisations in the field of substance abuse.

1.5. Concept Clarification

The key concepts that will be used throughout this research study are clarified in this section of the dissertation.

Substance Abuse

According to the NDMP (2006:40), “Substance abuse includes the misuse of substances such as nicotine, alcohol, over the counter drugs, prescribed drugs, alcohol concoctions, indigenous plants, solvents, inhalants as well as the use of illicit drugs.” Substance abuse is also regarded as substance misuse. According to Mc Ardie (2008:46) substance misuse is defined as, “...maladaptive pattern of use leading to clinically important impairment or distress”. Substance abuse can manifest “...through failure to fulfil obligations such as work

or school as well as persistent use despite persistent/recurrent social or interpersonal problems caused or exacerbated by effects of the substance” (Mc Ardie, 2008:46). In this study, the term substance abuse was used to describe the abuse of all the substances highlighted in the NDMP definition indicated earlier.

Sustainability

According to Conradie (1999:2), the notion of sustainability entails an organisation being “...fully operational over the longer term.” Hollingworth (2009) argues that for an organisation to be sustainable certain factors need to be considered, these include certain factors within the organisation, particularly its financial position, as well as human resources. For this research, the researcher concurs with Hollingworth (2009) and will consider sustainability to be a multi-faceted concept that encompasses the organisation’s finances as well as human resources. An addition to this will be adherence to legislation since legislation influences the operations of organisations.

Director

This refers to “A person who leads, manages or supervises an organisation” (BusinessDictionary.com, 2010). The researcher assumed that the directors of the organisations would have insight regarding the finances, legislation and human resources of their organisation.

Organisation

According to Gibson, Ivancevich, Donnelly and Konopaske (2003), “An organisation is a coordinated unit of at least two people who function to achieve a common goal or set of goals.” Some organisations have more than one branch and for the purpose of this research, each branch was treated as a separate organisation. In terms of organisation ownership, Fakier and Myers (2007) indicate that there are three main types of organisational ownership namely - private for profit, private non-profit and state (government).

1.6. Ethical Consideration

According to Strydom (2005), ethics can be defined as “...a set of moral principles which is suggested by an individual or group, is subsequently widely accepted, and which offers rules and behavioural expectancies about the most correct conduct towards experimental subjects

and respondents”. Looking at the aforementioned definition it can be said that ethics involve the study of human action in light of good and bad, or right and wrong. When conducting a research study, a number of ethical considerations have to be taken into account. Some of the ethical considerations to take into account include voluntary participation, no harm to respondents, anonymity and confidentiality, and analysis and reporting. Some of the ethical problems pertaining to this research study will be discussed below.

Voluntary Participation

According to Babbie and Mouton (1998) voluntary participation entails making sure that the respondents volunteer willingly to participate in the study. Strydom (2005) described this ethical consideration as informed consent. For this to take place, the respondents need to be provided with accurate information pertaining to the study which includes both positive and negative aspects (Strydom, 2005). Moreover, the respondents have to be psychologically competent to give informed consent to take part in the study (Strydom, 2005). In light of the current study, the researcher ensured that the respondents were fully aware of the study and its aim. This was done by formulating a cover letter that was emailed together with the questionnaire. In terms of being psychologically competent, the questionnaire was meant to be answered by the directors of the targeted organisation. Thus, the researcher assumed that for one to be a director of an organisation he or she has to be psychologically competent.

No Harm to Respondents

Dane (1990) cited in Strydom (2005:25) claims that, “An ethical obligation rests with the researcher to protect subjects against any form of physical discomfort which may emerge within reasonable limits, from the research project”. The aforementioned quote upholds the ethical obligation of avoiding harm to experimental subjects inclusive of both physical and emotional harm. In relation to the current study, the respondents may be harmed by divulging information that may be detrimental to the operations of their organisations. For instance, some information may have a negative impact concerning funding. To ensure that there is no harm to the respondents, the researcher ensured that the respondents remained anonymous and this is elaborated on in the discussion of the next ethical consideration.

Anonymity and Confidentiality

Anonymity refers to “...a situation whereby the researcher cannot identify a given response with the given respondent” (Babbie & Mouton, 1998:523). With confidentiality on the other

hand, the researcher may know the identity of the respondent but ensures that the identity is not shared with the public (Strydom, 2005). Anonymity and confidentiality protect the privacy of the respondents. For the purpose of this study, the questionnaire did not ask for the name of the organisation of the respondent and this ensured that the principle of anonymity was upheld, as the researcher did not know which respondent had given a particular response. In terms of identifying details, the information was general - for example, only information about the province and city in which the centre operates was asked for as well as whether the centre was in-patient or outpatient. The general nature of this information further ensured that the respondent remained anonymous. Any information that led the researcher to identify the respondent was kept confidential.

Deceiving Subjects

This ethical consideration entails making sure that the researcher reveals his/her identity and the purpose of the study to the respondents (Babbie & Mouton, 1998). In this research study, the researcher ensured that the respondents had accurate information. As previously mentioned, this was done by sending out a cover letter, together with the questionnaire. The cover letter clearly articulated the name of the researcher, as well as the purpose of the study.

Analysis and Reporting

Researchers have the obligation to analyze the findings and report them to the subjects as well as to the research community (Babbie & Mouton, 1998). In addition, Strydom (2005) highlights that it is paramount that the researcher analyses and reports the findings as objectively as possible. Researchers are thus encouraged to report both positive and negative findings (Babbie & Mouton, 1998). Moreover, Babbie and Mouton (1998) also mention that to ensure objectivity the researcher should be fully aware of the limitations of the study. In relation to this study, the researcher compiled a summary report of the findings that was circulated among the respondents. With regard to the research community, the researcher hopes to publish the findings in an article to shed more light on the subject matter. As for the limitations, the researcher grappled with this, by including a limitations section in this dissertation.

1.7. Reflexivity

This concept encompasses the process whereby the researcher reflects on how he or she may influence the study. This may be personal experiences as well as individual perceptions. Payne and Payne (2004:11) define reflexivity as “...the practice of researchers being self-aware of their own beliefs, values and attitudes and their personal effects on the setting they have studied and self-critical about the research methods and how they have been applied”.

Having reflected on his personal perceptions and experiences, it is important to note that the researcher was extremely passionate about the field of substance abuse and this was a huge motivating factor to undertake the research. Moreover, the researcher had experience of working in the field of substance abuse as he was placed (as a student) at a substance abuse treatment centre in his third year of social work study. The experience of working in the organisation also gave him insight on some of the issues that were relevant to the research study.

With the points mentioned above in mind, it was important for the researcher to ensure that his thoughts and feelings on the subject matter did not influence the study. This was mainly applicable to the formulation of the questionnaire. The researcher’s supervisor was instrumental in ensuring that the questions in the questionnaire were not biased.

1.8. Outline of the Dissertation

This dissertation consists of five chapters. Having outlined the introduction of the study in Chapter One, a brief outline of the dissertation is provided by giving a summary of all the other chapters. In Chapter Two, the literature linked to the research objectives will be explored. Thereafter, in Chapter Three the methodology that was used in this research study will be discussed. Chapter Four consists of the presentation and discussion of the main findings. In Chapter Five, the main conclusions are discussed and recommendations are given to various stakeholders.

1.9. Conclusion

The first chapter of this dissertation has introduced the research problem of the sustainability of organisations in the field of substance abuse. This was done by giving the rationale behind the study as well as giving background information. The research topic, research questions,

and research assumptions were also stated. Important concepts were clarified and ethical considerations as well as reflexivity were discussed. Now that the problem has been introduced by providing background information and the rationale of the study, the next chapter will look at the literature review.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This literature review is organised thematically to reflect the objectives that were formulated earlier. Firstly, the financial issues being grappled with by organisations in the field will be discussed. In that section, the theory of functions of management will be alluded to. The next section of the literature review looks at policy and legislation and emphasis will be put on the NDMP 2006-2011 and the Non-profit Organisations Act (No. 71 of 1997). Thereafter, the challenges faced by organisations in the field of substance abuse will also be highlighted. In the next section of the literature review, the factors that influence the closure of substance abuse facilities will be discussed. Thereafter, the effects of working in the field of substance abuse will be discussed. Lastly, the literature review will look at suggestions that can be implemented to make organisations in the field of substance abuse more sustainable. Throughout the literature review, links will be made to the South African context.

Scholars acknowledge the importance of conducting research on the organisations in the field of substance abuse. Literature in this field covers numerous themes, for example, the high levels of burnout in substance abuse counsellors (Lacoursiere, 2001), as well as the staff turnover rate among the employees in the field (Mc Nulty et al., 2007). As for research concerning the survival or the sustainability of organisations in the field of substance abuse there are two studies that the researcher could find. Johnson and Roman published the first in 2002 while Wells, Lemak and D'Aunno published one in 2004. Both of these studies were conducted in the United States of America and both were longitudinal studies. In South Africa, research in the field of substance abuse is mainly focused on the trends with particular emphasis on demographic details. Concerning the topic as formulated above, research in South Africa is still in its infancy. As a result, this literature review will mainly focus on American studies.

2.2. Finances

Substance abuse is linked to various problems, for example crime as substance abusers may turn to crime to fund their expensive habit (Patel, 2005). There is also a correlation between HIV/AIDS and substance abuse as substance abuse normally causes impairment of

judgement that can result in risky sexual behaviour which may consequently result in the spread of HIV/AIDS (Bezuidenhout, 2004). In addition, the sharing of injections for intravenous drug use can also result in the spread of HIV/AIDS. Substance abuse can contribute to accidents and this is supported by Parry (2005), who highlighted that at a trauma centre, one in three patients had high levels of alcohol while four out of ten tested positive for an illicit drug. Looking at the impact that substance abuse has on the society, it is in the best interests of governments as well as civil society to contribute significantly to the fight of substance abuse, as it will also help to combat some of the other social problems associated with it.

Wells et al. (2004) conducted a study which assessed the factors that affected the survival of outpatient treatment centres in the United States. One of their hypotheses was that organisations with more government revenue were more likely to survive (Wells et al., 2004). The results revealed that government revenue was actually associated with high survival rates. However, this was only true during the early 1990's (Wells et al., 2004). Looking at the findings of Wells et al. (2004), the trend common in the 1990's is likely to be more applicable to South Africa. In South Africa, the Department of Social Development funds most of the organisations in the field of substance abuse. Thus government revenue is likely to be a crucial factor in determining the sustainability of substance abuse facilities as it is likely to be the main source of funding for most organisations, particularly the NGOs. However, the findings of Fakier and Myers (2008) might suggest otherwise.

In the national audit conducted by Fakier and Myers (2008), it was found that even though evidence suggested high levels of substance abuse in the various provinces of South Africa, substance abuse had been afforded relatively low priority by the government. The reason for this was that in some of the provinces, for example, Free State and Mpumalanga (Fakier & Myers, 2008) only had one state run substance abuse facility whilst Gauteng and KwaZulu-Natal only had two each (Myer & Fakier, 2007). Although it can be argued that, the Government does subsidise some NGOs, Fakier and Myers (2007; 2008) indicate that funding still remains an issue even for those organisations subsidised by the government. The lack of government support regarding NGOs is a common theme as reported by Swilling and Russell (2002) in their survey investigating the size and scope of NGOs in South Africa. One of the questions required the respondents to rate the most serious problems faced by NGOs and the findings revealed that lack of government financial support was the most common

problem as 55% of the respondents selected this option (Swilling & Russell, 2002:87). In general, the findings of the Swilling and Russell (2002) study revealed that funding problems were afforded higher priority than problems of an organisational and managerial nature.

Apart from government funds, NGOs also rely on donors or funders. This is sometimes problematic as Bradach, Tierney, and Stone (2008) highlighted that there is a concept of donor fatigue. According to Bradach et al. (2008), donor fatigue is when donors or funders stop providing funds for a particular programme or organisation because their personal interests would have shifted. Inevitably, this makes NGOs more vulnerable financially. The financial vulnerability of NGOs in the South African context is further highlighted by a survey conducted by Smit (2005), who surveyed NGOs that had received funding from the Community Chest. This research revealed that 68% of the organisations viewed their future as insecure and the main reason attributed to this was lack of funds (Smit, 2005:353). Similarly, Swilling and Russell (2002:88) state that NGO coalitions highlighted two major problems and one was listed as "...lack of a sustainable funding base".

Another factor that has been researched is that of medical aid schemes. Wells et al. (2004) found that the higher the percentage of clients covered by Medi Aid (as referred in the article) was associated with higher survival rates for the organisation. This is in contrast to the study conducted by Johnson and Roman (2002:123) who found that a higher percentage of clients covered by Medi Aid increased the possibility of closure by 2%. Johnson and Roman (2002) suggest that the findings could be attributed to the low reimbursement rate and ultimately the notion that underpayment of services could significantly cause facilities in the field of substance abuse to close their doors due to financial constraints. In South Africa only 14.3% of the population had access to medical aid during 2007 (Health System Trust, 2010:1). The notion that medical aid schemes only cater for a select few in the South African population is further highlighted by Goosen, Bowley, Degiannis and Plani (2003) cited in Fakier and Myers (2008:14) as they indicate that "In South Africa the majority of the population (80%) are without medical insurance and rely heavily on the state to provide health and social welfare services including substance abuse treatment". With the above statistics in mind, the percentage of clients covered by medical aid is unlikely to be related to the sustainability of substance abuse treatment facilities, as a large proportion of the population does not have access to medical aid.

However, the point highlighted earlier of underpayment of services is interesting because it raises a number of concerns. For example, if people are unable to pay for the services should they get access to free treatment and what implications will that have on the sustainability of the organisations who offer free treatment? Moreover, will the clients be committed to the treatment process if they are not paying for it? Conradie (1999) speaks to some of the issues mentioned above when discussing how NGOs can become more financially sustainable. For example, it is emphasised that rendering free services increases dependency on funders whilst selling services may contribute positively to the financial sustainability of the organisations (Conradie, 1999). Thus, Conradie (1999) advocates for NGOs to be run more like business initiatives rather than solely being run like welfare organisations.

2.2.1. Management and Financial Sustainability

Conradie (1999) highlights that managerial skill plays a pivotal role in the effective and efficient running of both profit making and non-profit making organisations. Management is a very broad concept and it can be summarised by looking at the four main functions, namely, planning, organizing, leading and controlling (Wijesinghe, 2010). This section reviews briefly the four main functions of management and relates them to financial sustainability.

Planning can be understood as a process of setting goals and objectives as well as looking at how those goals and objectives can be attained (Wijesinghe, 2010). When organisations undertake the planning process, it is imperative to take into account the financial implications of their objectives (Conradie, 1999). According to Bradach et al. (2008), it is important for organisations (NGOs in particular) to ensure that their goals and objectives as well as their scope and strategy are specific such that it informs resource allocation. Organisations that have specific objectives and have a clear scope and strategy, have a better understanding of where their work begins and ends relative to the work of other organisations (Bradach et al., 2008). This has financial implications because this specificity avoids the wasting of resources on people that are not the intended beneficiaries. For example, if a client presents with a substance abuse problem and his or her children might have to be removed to ensure their safety, the substance abuse treatment centre should deal only with the client's addiction and refer the children's case to other more relevant organisations.

Planning also sets the basis for some of the other management functions, for example, one of the advantages of planning listed by Wijesinghe (2010) includes the fact that, planning

provides a platform for control. A good illustration of this would be budgeting as a financial control as it monitors the organisation's activities in monetary terms.

The second main function of management is organising and this mainly deals with the organisation of both people and resources. Organising entails developing a structure of how the day-to-day activities are going to be conducted in a bid to achieve the organisation's objectives. The structure of organisations is often depicted by an organogram, which shows the relationship between various jobs (Gibson et al., 2003). Organising has financial implications as demonstrated by Conradie (1999), who highlights that financial resources are required for support services such as training and capacity building as well as recognition, in the form of remuneration and incentives.

The third function of management is leading. According to Wijesinghe (2010), leadership entails the ability to influence people to achieve the objectives formulated by an organisation. According to Broome, Knight, Edwards and Flynn (2009), some of the key attributes of sound leadership include having a vision for the future, paying attention to individual concerns as well as encouraging experimentation. Broome et al. (2009), also highlight that there has been an increased interest in leadership of substance abuse and mental health facilities based on the rationale that leaders play an instrumental role during periods of change and instability. Leadership may have financial implications because according to Broome et al. (2009) one of the challenges faced by substance abuse facilities involved the notion of adopting more evidence-based clinical approaches and this has become a requirement for obtaining funding contracts, particularly in the United States. In addition, Broome et al. (2009), suggest that sound leadership is correlated to less levels of burnout and more job satisfaction amongst employees in the field of substance abuse. Low levels of burnout and more job satisfaction reduce staff turnover and consequently reduces costs for an organisation.

The last main function of management is controlling. According to Wijesinghe (2010), controlling entails monitoring an organisation's performance to ensure that the goals and objectives are being implemented. It also encompasses evaluating and assessing the day-to-day activities of an organisation (Wijesinghe, 2010). Some of the controls an organisation may have in place could be classified as preventative (Wijesinghe, 2010). For example, organisations both (private for profit making) and NGOs should have financial controls in

place to prevent fraud or embezzlement of funds. According to Conradie (1999), financial controls and financial management capacity constitute part of the key requirements for NGOs to obtain funding from donors. The control function of management may also be corrective in nature, particularly when performance does not meet the objectives (Wijesinghe, 2010). This will have financial implications because the corrective action could include training to enhance knowledge and skills or increased marketing to improve market share. The corrective action taken also has financial implications as it will require particular resources.

2.2.2. Strategic Management

According to Conradie (1999:4), "...non-governmental organisation's financial and human resources management should be based on management principles of guidance". One of the principles is strategic management. Strategic management can be defined as "...a disciplined effort to produce fundamental decisions and actions shaping the nature and direction of an organisation's activities within legal bounds" (Bryson, 1988:2). This concept encompasses making the right decisions based on the likely circumstances that will occur. The process involves looking ahead and modifying action. Strategic management can be applied by making use of the SWOT (Strengths, Weakness, Threats and Opportunities) analysis. These sentiments are echoed by Piercy and Giles (1989:5) who mention that "SWOT analysis is the commonest practical analytical tool for strategic management". In SWOT analysis, the strengths and weaknesses are in relation to aspects within the organisation while the opportunities and threats speak to aspects external to the organisation.

Linking the notion of strategic management to the social ill of substance abuse in South Africa, one encourages the organisation in the field to engage in the process of strategic planning. It has been documented that South Africa has a critical shortage of social workers (Ajam, 2009). Social workers are part of the personnel that are employed in substance abuse treatment centres and since there is a shortage, treatment centres could network with universities such that social work students undertake their placements at the various centres. This might result in the organisations obtaining more exposure, which could eventually result in organisations filling their vacant positions.

2.3. The Economic Recession and Increased Demand of Services

During the period of recession lack of money and unemployment, characterise the life of many. Dunning (2009) highlighted that problems associated with the recession such as monetary problems and unemployment are often triggers for mental health issues such as depression and or substance abuse. In other words, it can be said that during periods of economic recession, there is an increase in the demand of services in the field of substance abuse. This is supported by Dunning (2009) who revealed that in England there had been an increase in demand for substance abuse services as from October 2008. Similarly, Mc Curry (2005) assessed the impact of the recession in Japan during the 1990's and revealed that there was an increase in substance abuse during that period. Perhaps this is attributed to the fact that the higher levels of poverty during the recession make people more vulnerable to addiction (Mc Curry, 2005).

The recession inevitably has an impact on the funding, as organisations will have significant budget cuts. Dunning (2009:1) predicted income will fall 2.9% a year in England and thus reducing resources when increased demand is experienced. In South Africa, Ajam (2009) indicated that NGOs are mostly affected during the economic recession because funders are unable to assist NGOs as funders themselves will be struggling to cope. Unfortunately, the lack of funds may cause some NGOs to curtail some of the services they render or even to close their doors.

2.3.1. Coping Strategies Adopted During the Economic Recession

As previously mentioned, during periods of the economic recession social service organisations are more vulnerable as there is an increase for the demand of their services whilst financial constraints are likely to increase (Hanfstaengl, 2010). Hanfstaengl (2010) conducted a study with 640 civil society organisations (CSO) also known as NGOs, to investigate the impact of the global crises on the aforementioned organisations. African organisations constituted a third of the population (Hanfstaengl, 2010).

Some of the coping strategies highlighted by Hanfstaengl (2010) included intensifying fund raising efforts. This finding concurred with that of Earle and Wilson (2009) who found that non-profit organisations in Ontario, Canada also intensified their fundraising efforts to counteract the effects of the economic recession. Apart from intensifying fundraising efforts,

some organisations curtailed their services, and in some cases, some organisations had to close down their centres (Hanfstaengl, 2010).

In terms of service delivery, some organisations downsized, this entailed organisations reducing the total number of staff members that they employed (Hanfstaengl, 2010). A common coping strategy highlighted in both studies by Earle and Wilson (2009) and Hanfstaengl (2010), involved the reduction in professional development costs. This meant that staff members had fewer opportunities to enhance their knowledge and skills and it could be argued that this may negatively influence the nature of the quality of the services rendered.

The downsizing and the increase in demand of services ultimately results in an increased workload for staff members in NGOs (Hanfstaengl, 2010). As a result, some organisations have had to introduce waiting lists and in the event that they already had waiting lists, they have simply become longer (Earle & Wilson, 2009). Other organisations have resorted to unpaid overtime for senior management (Earle & Wilson, 2009).

2.3.2. Opportunities Created by the Recession

Although the economic recession is generally perceived in a negative light, some opportunities and lessons could be learnt during the recession. For example, the following illustrates how non-profits could benefit from the recession, “Tough times lead to tough choices but there is a tangible opportunity for non-profits to emerge stronger and smarter” (Earle & Wilson, 2009:9).

Some of the opportunities documented by Earle and Wilson (2009) include volunteers offering their services, networking and partnerships with other organisations. Other lessons that can be taken from the economic recession include more efficient use of resources, as well as increased financial accountability and transparency, particularly in the non-profit sector.

2.4 Policy and Legislation

In this part of the literature review, the Non-profit Organisations Act (No. 71 of 1997) and the NDMP 2006-2011 will be discussed. The principles of good governance will also be discussed.

2.4.1. Non-profit Organisations Act (No 71 of 1997)

According to the Non-profit Organisations Act (No. 71 of 1997), the aim of the policy is to provide an administrative and a regulatory framework for non-profit organisations. Many non-profit organisations rely on external funding and to ensure that the funds are not embezzled, non-profit organisations are encouraged to have good governance, financial transparency and accountability (Non-profit Organisations Act, No. 71 of 1997).

A lucid example of the importance of the Non-profit Organisations Act (No. 71 of 1997) is the fact that each non-profit organisation has to have a registration number. Without the registration number non-profit making organisations cannot practice legally.

To ensure good governance, the Non-profit Organisations Act (No. 71 of 1997) clearly articulates that, each organisation registered as a non-profit making organisation should keep accounting records and provide accounting reports. For example, it is a prerequisite for an organisation to draw up financial statements after the end of each financial year (Non-profit Organisations Act, No. 71 of 1997).

2.4.2. National Drug Master Plan (NDMP) 2006-2011

As previously highlighted, the NDMP is South Africa's response to the social ill of substance abuse. The United Nations Drug Control Programme (UNDCP) defines a national drug master plan as, "... a single document covering all national concerns regarding drug control" (NDMP, 2006:5). It is important to indicate that United Nations Conventions (for example, UNDCP) and other international bodies such as New Partnership for Africa's Development (NEPAD) also influence South Africa's response to substance abuse, as substance abuse is a worldwide problem (NDMP, 2006).

The NDMP of 2006-2011 is based on the human rights perspective. This is because it is clearly articulated in the NDMP (2006), that the policy strives to uphold, respect and protect

the people's rights to dignity, life, freedom and security as indicated in the South African Constitution. Substance abuse can have an impact on one's right to life because a substance overdose can ultimately cause death. Moreover, the strong correlation between accidents and substance abuse, as well as, the correlation between high incidents of crime and substance abuse can often threaten both substance abusers and the public's right to security.

The mission of the NDMP entails providing holistic and cost effective strategies to reduce the supply and consumption of drugs as well as limiting the harm associated with substance use and abuse (NDMP, 2006). As such, the goals of the NDMP were formulated as follows:

- To ensure the coordination of efforts to reduce the supply of and demand for drugs/substances of abuse;
- To strengthen efforts aimed at the elimination of drug trafficking and related crimes;
- To strengthen the legal and institutional framework for combating the illicit supply and abuse of substances;
- To promote the integration of substance abuse issues into the mainstream of socioeconomic development programmes;
- To ensure appropriate intervention strategies through awareness raising, education, prevention, early intervention and treatment programmes;
- To promote family and community-based intervention approaches in order to facilitate the social reintegration of abusers;
- To promote partnerships and the participation of all stakeholders at local and provincial level in the fight against illicit substances and abuse; and
- To promote regional, national and international cooperation in the management of the illicit supply of drugs and substances of abuse (NDMP, 2006:14).

Another key issue dealt with in the NDMP 2006-2011 involves the formulation and implementation of Mini Drug Master Plans (MDMP). According to the NDMP (2006) it is pivotal for national and provincial departments to incorporate issues pertaining to substance abuse in their activities and budgets and this can be done through MDMP's. MDMP's are defined as "...operational plans of departments that have to be submitted to the Central Drug Authority (CDA) at the beginning of each financial year" (NDMP, 2006:14). The role of the CDA is outlined as monitoring the implementation of MDMP's as well as ensuring that there is coordination and service integration amongst the MDMP's. Moreover, the CDA also provides an annual report to parliament (NDMP, 2006).

The NDMP 2006-2011 has nine priority areas namely crime, the youth, other vulnerable groups (for example children on and off the streets), community health, research and information dissemination, international involvement, communication, capacity building and occupational groups at risk (NDMP, 2006:15).

The NDMP 2006-2011 emphasises the engagement of all stakeholders, for instance it is highlighted that the CDA should have representatives of numerous stakeholders. Some of them include the Department of Education, the Department of Home Affairs, NGOs and the Department of Labour. Moreover, the NDMP also advocates for provincial forums as well as local drug action committees to ensure that both local and provincial government are grappling with issues pertaining to substance abuse. Evidently, interdepartmental cooperation is paramount in the implementation of the NDMP.

2.4.3. Good Governance

According to Van der Walt (2004:3), governance can be defined as, "...the acquisition of and accountability for the application of political authority to the direction of public affairs and management of public resources." Good governance ensures that public money is spent appropriately and at the same time ensures that the quality of the services rendered is of a high quality (Van der Walt, 2004). In South Africa, the notion of good governance is also dealt with in the Constitution by discussing certain principles that should be adhered to in public administration, examples include, the provision of services that are responsive to people's needs, public participation in policy making and accountability as well as transparency (Van der Walt, 2004). The next part of the literature review will elucidate how some of the aforementioned principles are evident in the NDMP as well as the Non-profit Organisations Act (No. 71 of 1997).

Looking at the NMDP (2006) the notion of public participation is evident as indicated by the need to have provincial forums as well as local drug action committees. As previously highlighted the Non-profit Organisations Act (No. 71 of 1997) emphasises transparency and accountability particularly in financial matters. According to Van der Walt (2004), transparency is about ensuring that information is freely available, accessible and understandable. Transparency results in people making informed decisions since they will have the access to understandable information. Transparency also ties in well with the research and information dissemination priority area of the NDMP (2006) because research in the field of substance abuse will inevitably result in stakeholders making informed decisions based on the research. Research is also important as it helps decision makers to be responsive to people's needs. For example, one of the issues dealt with in the national audits conducted by Fakier and Myers (2007, 2008), had to do with barriers to treatment and how to

overcome such barriers. Such research is useful as it gives insight on how to respond to people's needs.

2.5. The Factors that Influence the Closure of Organisations in the Field of Substance Abuse

In the studies conducted by Johnson and Roman (2002) as well as Wells et al. (2004), the impact of the centre's age was investigated. This was based on the premise that new organisations were likely to be more vulnerable to closure as opposed to older ones (Johnson & Roman, 2002). Johnson and Roman (2002) found out that size was not a significant predictor of closure. Wells et al. (2004) on the other hand, found that the influence of centre age varied over time. For example, it is mentioned that during the 1980s, there was a shift from in-patient to outpatient facilities therefore, during that period older centres were more susceptible to closure as they struggled to meet the changes in demand (Wells et al., 2004). However, in the early 1990s, Wells et al. (2004) revealed that older treatment centres were more likely to survive for longer in comparison to newer ones. The difference between the two aforementioned studies could be attributed to the differences in sampling. The sample used by Johnson and Roman (2002) comprised of private substance abuse facilities only, whereas Wells et al. (2004) made use of both private and public facilities though concentrating on outpatient treatment centres only.

Another factor that influences organisational closure is the size of the treatment centre. Wells et al. (2004) came up with the hypothesis that larger units were more likely to survive than smaller units did. The argument for this hypothesis was that larger organisations were more likely to have slack resources, which would make them more flexible (Wells et al., 2004). According to Welbourne, Neck and Meyer (1999:377) organisational slack is the "...cushion of actual or potential resources which allows an organisation to adapt successfully to internal pressures for adjustment or to the external pressure for change in policy." In their research, Johnson and Roman (2002) found that centre size or capacity was a significant contributing factor as centres with higher capacity were less likely to close. Wells et al. (2004) concurred with these findings even though they highlighted that the positive effects of having larger organisations were less apparent from the 1990's onwards.

According to Wells et al. (2004), the leadership of substance abuse facilities plays an integral role in influencing its sustainability and hypothesised that centres with more qualified leaders were more likely to survive. Moreover, they also predicted the more the director was involved in policy making the more the centre was likely to survive. The findings revealed that both hypotheses were true as evidenced by the fact that during the late 1990's the director's professional credentials (qualifications) became a significant survival advantage (Wells et al., 2004). In addition, Wells et al. (2004) also revealed that engagement with policymaking was also linked to a significant advantage in terms of survival.

Some substance abuse centres are affiliated to hospitals or mental institutions while other centres are freestanding (independent of other organisations). Wells et al. (2004) hypothesised that centres affiliated to hospitals or mental institutions were more likely to survive in comparison to freestanding institutions. The rationale of the hypothesis was based on the premise that centres affiliated to hospitals or mental institutions are likely to have more resources, and this will ultimately enhance their chances of survival (Wells et al., 2004). The results of the research by Wells et al. (2004) actually revealed that during the late 1990's, centres affiliated to hospitals or mental institutions were more likely to close. Johnson and Roman (2002), on the other hand found that there were no significant differences regarding the survival of freestanding centres and centres affiliated to hospitals.

2.6. The Staff Related Effects of Working in the Field of Substance Abuse

The people that work in the field of substance abuse are also crucial in understanding organisational sustainability. This is because organisations may have financial resources but if they do not have the people to undertake the task, the organisation can also be regarded as unsustainable. The field of substance abuse is generally known to have a high staff turnover rate in comparison to other professions (Mc Nulty et al., 2007). This is elucidated by the fact that nursing and teaching are also known to have a high staff turnover rates but their rates range from 12% to 13% respectively, yet the staff turnover rates for substance abuse centres is 18.5% on average, but at times it is as high as 49% in specific centres (Mc Nulty et al., 2007:166).

Having a high staff turnover is costly for an organisation as the organisation has to incur costs to find and train new people (Johnson & Roman, 2002). Mc Nulty et al. (2007), further

elaborate on the costs by highlighting that the organisation has to incur recruitment, hiring and training costs. In addition, a high staff turnover rate may be detrimental for an organisation's image as it may result in it having difficulty to retain and attract new staff (Mc Nulty et al., 2007). Powell (2006) explained some of the reasons for a high staff turnover rate in the field of substance abuse while discussing the reasons for shortage of drug counsellors in the United States. According to Powell (2006:2), low salaries are the primary reason for high rate of staff turnover in the field of substance abuse, moreover 83% of the directors that partook in the study highlighted that low salaries were the main contributing factor for recruitment problems.

According to Johnson and Roman (2002) substance abuse centres that may struggle financially may decide to reduce expenses by downsizing. Hence, Johnson and Roman (2002) predicted that a high staff turnover rate would be an indicator for closure of treatment centres. The findings indicated that staff turnover was not a significant indicator for closure (Johnson & Roman, 2002). Although staff turnover may not be an indicator for closure, it may result in other problems. For example, when certain posts are vacant, it increases the workload of other workers and this may ultimately result in high levels of burnout which is another common problem in the field of substance abuse. Lacoursiere (2001), who found that there was a high correlation between burnout and high staff turnover, highlights this position.

There is a common understanding that people in the helping professions or human services are prone to burnout (Wilkerson, 2009). Lacoursiere (2001) suggested why people working in the helping professions are prone to burnout. It is mentioned that the nature of the job is emotionally taxing; the nature of the job is characteristically sensitive to people and the jobs have a client centred orientation (Wilkerson, 2009). In conducting studies of burnout, Lacoursiere (2001) found that substance abuse therapists had higher burnout rates more so than other helping professions such as nursing and teaching. According to Lacoursiere (2001), this is attributed to the fact that substance abuse is chronic and the clients are considered difficult. Moreover, Garner, Knight and Simpson (2007) argue that staff members involved in the field of substance abuse are more prone to high levels of burnout because most clients minimize their problems and there is common denial regarding the problem.

The nature of substance abuse is such that relapse is always a possibility (Rollnick & Miller, 1995). This is a challenge for substance abuse organisations because when clients relapse, the

therapists may be affected in relation to personal accomplishment. Maslach and Jackson (1981) cited in Wilkerson (2009) suggest that personal accomplishment is an important factor when conceptualising burnout. Wilkerson (2009:428) describes personal accomplishment as “...feelings of competence in one’s job”. This may ultimately result in a high burnout rate amongst substance abuse therapists.

When conceptualising burnout, Maslach and Jackson (1981) cited in Wilkerson (2009) revealed that burnout was characterised by emotional exhaustion, negative cynical attitudes and feelings about one’s clients and a decreased sense of personal accomplishment. Broome et al., (2009) concur with the conceptualisation of burnout as they indicate that the cynicism highlighted earlier is often used as a defensive mechanism to curb high levels of stress through disengaging from the clients.

Burnout is a serious issue for organisations involved in the field of substance abuse because it often results in poor job performance as well as poor health of employees, often characterised by fatigue and depression (Broome et al., 2009). From an organisational point of view, burnout could result in high levels of absenteeism, intentions to leave the organisation and reduced client satisfaction (Broome et al., 2009). Having highlighted the detrimental effects that high levels of burnout can have in an organisation, it is in the best interests of management to ensure that staff members are motivated and contributing positively towards provision of a quality service.

Theories of Motivation

There are numerous theories of motivation but this literature review will focus on Adams’ equity theory, Maslow’s hierarchy of needs and Herzberg two-factor theory. Adams’ (1965) equity theory in Wexley and Yukl (1975:12) states that, “...inequity exists for a person whenever he perceives that the ratio of his outcomes to inputs and the ratio of other’s outcomes to other’s inputs are unequal”. Inputs correspond to what an employee brings to the job for example, education and physical effort whereas outcomes represent rewards for instance pay and status (Wexley & Yukl, 1975). Put simply, the equity theory suggests that fair treatment (in relation to inputs and outcomes) is a huge motivating factor for employees. Perhaps the employees in the field of substance abuse perceive their salary (outcome) not to be commensurate to their effort (input), thus making low salaries a major cause of staff turnover as demonstrated by Powell (2006).

Maslow's hierarchy of needs suggests that human needs can be placed in a hierarchy, (physiological, security, social, ego and self-actualization) self-actualization is the highest need and it entails fulfilling one's potential (Fisher, 2009). According to Maslow, once a need has been satisfied it ceases to become a motivating factor (Fisher, 2009). The two-factor theory on the other hand suggests that there are hygiene factors such as salary, benefits and working conditions. The two-factor theory also highlights motivator factors such as recognition, accomplishment and responsibility (Fisher, 2009). Herzberg (1962) in Fisher (2009) argues that people are actually motivated by self-actualization more than illustrated in Maslow's hierarchy of needs.

Having looked at some of the motivational theories, it is evident that self-actualization is a huge motivating factor. Linked to this, when looking at counsellor turnover in substance abuse treatment centres, Mc Nulty et al. (2007) revealed that substance abuse treatment centres had a high staff turnover rate and one of the factors that contributed to this was the few opportunities of advancement. In other words, promotion opportunities were very scarce. This is very relevant as some substance abuse treatment centres are very small thus have limited promotion opportunities. Fisher (2009) focused on motivation and leadership in Social Work management. In terms of the application of the theories mentioned above, Fisher (2009) indicated that staff members can also be motivated by job enrichment as well as job enhancement. Job enrichment entails increasing the challenge of the job whereas job enhancement concerns increasing the tasks one performs (Fisher, 2009). Job enhancement can be an alternative to promotion in smaller organisations since there are limited promotion opportunities.

2.7. Suggestions to Enhance the Sustainability of Organisations in the Field of Substance Abuse

Having outlined some of the problems organisation in the field of substance abuse grapple with regarding their sustainability, it is also important to look at some of the suggestions that have been discussed by various authors. Low and Davenport (2002) assessed NGO capacity building and sustainability in the Pacific region and some of the recommendations from the article included the notion of being self-sustainable. Low and Davenport (2002) urge NGOs to develop fee-earning strategies, for instance conducting specialised training sessions and

charging for such services. This concurs with the points highlighted earlier that NGOs should reduce dependency by selling their own services and goods (Conradie, 1999).

Another suggestion mentioned by Low and Davenport (2002) encompasses the idea of trust funds. According to Low and Davenport (2002) NGOs can individually or collectively establish trust funds such that they benefit from the interest. In addition, Low and Davenport (2002) also suggest that NGOs should have good relationships with the private sector to ensure long term funding. Conradie (1999) indicates that NGOs usually obtain funding by producing a funding proposal, and thus he articulates the necessary requirements for a funding proposal. Some of the aspects to consider when seeking funding include the legislative context; for instance, in post Apartheid South Africa it is imperative to ensure that organisations conform to the principles of Reconstruction and Development Programme so as to have access to government funding (Conradie, 1999).

Networking between organisations could also enhance sustainability as demonstrated by Conradie (1999:3), who mentions that “The establishment of durable networks within and between NGOs and the public and private sectors is also important for sustainability.” Some of the benefits of networking include sharing of information as well as sharing of resources.

According to Low and Davenport (2002) organisational sustainability encompasses the capacity to deliver services. Low and Davenport (2002) assert that training in leadership is one of the ways to enhance the aspect of sustainability for NGOs. This is because on numerous occasions, some NGOs are left vulnerable after influential people leave their organisation and therefore, is advisable to groom less senior workers for management roles (Low & Davenport, 2002). Broome et al. (2009) agree with the points stated above as they advocate for the training and mentorship of directors in the field of substance abuse to improve the nature of the services rendered. Apart from training and mentorship, Bradach et al. (2008) advocate for fair payment for directors as they argue that low payment rates are a significant barrier to filling positions in the NGO sector.

As previously highlighted, one of the challenges faced by organisations in the field of substance abuse, is a high staff turnover rate. Mc Nulty et al. (2007) found that substance abuse centres with participatory management had lower staff turnover rates. Hence, from the aforementioned realisation it is imperative for substance abuse organisations to involve staff

members in decision making to enhance organisational commitment (Mc Nulty et al., 2007). The high levels of staff turnover inevitably make retaining staff a priority for organisations in the field of substance abuse. Broome et al. (2009) suggest that organisations should consider paying attention to job satisfaction as an easy-to-access barometer of how well they are doing in terms of retaining their staff members. According to Broome et al. (2009), job satisfaction is a multi-faceted concept that dwells on value or interest in the job, sufficiency of rewards and connections to peers, among other issues. Paying regular attention to issues pertaining to job satisfaction could potentially curb the high levels of staff turnover in the field of substance abuse.

As for the high levels of burnout in the field of substance abuse, Broome et al. (2009) suggest that caseloads should be distributed evenly. This is because in their findings Broome et al. (2009) found that counsellors with higher workloads had poorer job attitude ratings in comparison to those that had fewer cases. Garner et al. (2007) found that organisations in the field of substance abuse could reduce levels of burnout by providing their staff members with information on how the organisation is functioning as a unit. This is based on the fact that Garner et al. (2007) found that organisational factors such as clarity of mission and staff cohesiveness were correlated to lower levels of burnout. Thus, organisations that have a clear mission statement as well as clear job descriptions would limit role ambiguity and curb high levels of burnout.

In terms of finances, Hendrickse (2008) highlights that organisations with diverse sources of income are more likely to be financially sustainable. This is because the organisation will not rely on one funding source and thus if one funder decides to withdraw a funding contract the organisation will still have other sources of funding. Conradie (1999) also echoes the same sentiment of having multiple and diverse funders in order to avoid dependency on a particular funder. Hanfstaengl (2010) concurs with the aforementioned point as the findings of her study indicated that larger civil society organisations are more sustainable because they usually had more diverse sources of revenue.

Bradach et al. (2008) suggest that NGOs should avoid starting new programmes or organisations before obtaining the total funding required for implementing the programme or running the organisation. According to Bradach et al. (2008), numerous NGOs start new programmes with only some of the funds required to implement the programme with the hope

that some funds will eventually become available. This could have a negative impact on the quality of the services rendered but it definitely puts organisations in a precarious position financially, because the availability of funds cannot be guaranteed.

Given that Fakier and Myers (2007) revealed that private non-profits predominately provided substance abuse treatment in the various South African provinces, they recommended an increase in state funding to non-profit organisations in the field of substance abuse.

2.8. Conclusion

This chapter has focused on discussing the relevant theories, policies and studies that are linked to the research study. It looked at how organisations in the field of substance abuse cope financially. In this section the theories of functions of management and strategic management were made reference to. The next section looked at policy and legislation paying attention to the NDMP (2006-2011) and the Non-profit Organisations Act (No. 71 of 1997). In this section the notion of good governance was elaborated on. Thereafter, the challenges experienced in the field were dealt with. The next section looked at the factors that make organisations vulnerable to closure and after that emphasis was placed on the effects of working in the field of substance abuse. Lastly, the suggestions to enhance sustainability were explored. Overall, it can be said that sustainability of substance abuse organisations is a multi-faceted concept, therefore studies related to the subject matter should take into account the various aspects addressed. The next chapter will present and discuss the methodology used in this research study.

CHAPTER THREE

METHODOLOGY

3.1. Introduction

This chapter outlines the methodology that was used in this research study. Emphasis will be placed on the research design, sampling and data collection. The chapter concludes by discussing the limitations of the research study.

3.2. Research Design

Epistemology can be explained as a branch that concerns itself with the structure and function of knowledge (Babbie & Mouton, 1998). Epistemology seeks to determine what constitutes valid knowledge as well as how is knowledge constructed (Babbie & Mouton, 1998). This research study made use of the positivist epistemological position. According to Babbie and Mouton (1998), the positivists concentrate on what is observable and measurable therefore they make use of the quantitative paradigm which allows the researcher to remain neutral as there is limited interaction with the respondents.

Within the parameters of the quantitative research design, the researcher adopted an electronic survey for the study. The researcher wanted to conduct a comprehensive survey that represented a nationwide sample. This was useful to gain a better understanding of the sustainability of organisations in the field of substance abuse from the various provinces in South Africa. Using a quantitative study enables the researcher to target a larger sample size and to better generalize the results, as the findings will be representative of the population (Strydom, 2005). Moreover, the online survey is cost effective as it eliminates printing and mailing cost associated with mailed questionnaires (Kaplowitz, Hadlock & Levine, 2004). Another advantage of online surveys is that it saves time in terms of data analysis as the data is already in electronic format (Selm & Jankowski, 2006).

In terms of the purpose of the research study, it could be described as exploratory in nature. According to Babbie and Mouton (1998), exploratory research is conducted when a subject area is relatively new. Moreover, Babbie and Mouton (1998:80) highlight that exploratory studies could be conducted, "...to satisfy the researcher's curiosity, desire and better understanding", as well as "...to determine priorities for future research." The aforementioned statements are relevant to this research study because, as previously

highlighted, the research on the subject area is in its infancy, particularly in the South African context. In addition, exploring the perceptions of directors in the field of substance abuse concerning the sustainability of their organisations will result in better understanding of the subject area as the directors grapple with sustainability issues regularly. Lastly, sustainability is a broad concept and therefore, depending on the results of this research study, future studies can be formulated focusing on specific issues within the concept of sustainability.

3.3. Sampling

Sampling can be defined as, "...taking any portion of a population or universe as representative of that population or universe" (Strydom, 2005:193). According to Grinnell and Unrau (2008), probability-sampling methods are ideal if the aim of the research is to generalize the findings. This is relevant to this research study since the research falls under the positivist paradigm and a key feature of the positivist paradigm is the generalization of results. The main characteristic of probability-sampling techniques is the fact that the probability of an element being selected is known in advance (Grinnell & Unrau, 2008).

For this research study, the population was comprised of organisations listed on the Directory on Alcohol and Drug Related Services (2007) as well as organisations listed on the Stellafrica website. For organisations to be considered as part of the population they had to meet a certain criteria. Firstly, the organisations had to have an email address as the link to the survey was sent to their emails. Additionally, the focus of the organisations had to be substance abuse, therefore generic organisations such as Life Line and Doctors for Life were excluded from the population. The rationale of this was to ensure that the population could respond to questions as most of them were specifically related to the substance abuse field.

A total of 108 organisations listed in the Directory on Alcohol and Drug Related Services and the Stellafrica website met the criteria and thus formed the population of the study. Bearing in mind that the population size was very small, the whole population was used as the sample. Therefore, the online questionnaire was sent to all of the 108 organisations. This links with probability sampling because every organisation had the opportunity to participate in the survey and this enabled the researcher to generalize the findings (Babbie & Mouton, 1998).

3.4. Data Collection

3.4.1. Data Collection Approach

A survey was used in this research study. According to Babbie and Mouton (1998), surveying is a good method when seeking to obtain original data from a large population. In the context of this research, it can be said that, a sample size of 108 is not too large, however, taking into account the fact that the organisations are in different provinces, surveying was the most appropriate data collection approach.

3.4.2. Data Collection Instrument

The researcher made use of an on-line questionnaire (Appendix 2). According to Babbie and Mouton (1998), questionnaires are most directly linked to surveys. The advantages of using a questionnaire include the fact that the sample gets the same questions and therefore, the findings can be generalized. However, a disadvantage would be that the researcher would not be able to probe or clarify the respondents' answers (Strydom, 2005). With this disadvantage cited, earlier the researcher made sure that the questions were clear such that the respondents did not find difficulty in answering the questions.

The researcher made use of a self-generated questionnaire because there was no existing data collection instrument available. The self-generated questionnaire was based on theory concerning sustainability and management. In addition, the researcher also drew from current literature as well as policy and legislation to develop some of the questions (Please refer to Appendix 1 for the questionnaire).

The questionnaire had six main sections, as briefly outlined below:

- ***Organisational Details*** - This part of the survey was important to provide the demographic details of the various organisations. Moreover, it was important to enable the researcher to describe the sample;
- ***Policy and Legislation*** - The aim of this section was to find out if the organisations conformed to the NDMP 2006-2011, as well as to find out their perceptions of the NDMP 2006-2011;
- ***Financial Information*** - This section explored the income sources of the organisations. It also looked at the respondents' perceptions of factors that were associated with being financially sustainable;

- ***Economic Recession*** - The aim of this section was to assess how organisations in the field of substance abuse had been affected by the recession as well as to find out how organisations coped with the effects of the recession;
- ***Effects of working in the field of substance abuse*** – This section explored the respondents’ perceptions about the effects of working in the field. Emphasis was placed on staff turnover; and
- ***Sustainability***- The aim of this section was to establish the main sustainability threats for the organisations as well as to elicit suggestions to enhance sustainability of organisations in the field.

The researcher made use of numerous types of questions. For instance, concerning the respondents’ perceptions the researcher made use of likert scale statements. This made it easier for the researcher to analyse the data as numerical values were assigned to the answers (strongly agree - 1, agree - 2, neutral - 3, disagree - 4 and strongly disagree - 5). The majority of the questions had predetermined choices based on theory and current literature; however, for some questions the respondents were only allowed to select one choice, while for some questions numerous choices could be made. The researcher also made use of the ‘other’ option. This was done to ensure that if the predetermined choices were not applicable, the respondents could select this option and type in a more applicable response.

3.4.3. Data Capturing Apparatus

The researcher made use of Survey Gizmo to administer the questionnaire. Survey Gizmo was chosen because it has a good reputation and numerous features, for example exporting data directly from Survey Gizmo to Microsoft Excel. Survey Gizmo provides good support by providing tutorials on how to use the numerous features available. This was essential in the context of this study because the researcher did not have any prior experience with Survey Gizmo features. Survey Gizmo was also chosen because it offers free accounts to students.

A generic email was sent to the population containing the hyperlink to the research study. Once the respondents had completed the questionnaire, the results were captured in Survey Gizmo. Survey Gizmo also enabled the researcher to keep track of how many respondents had completed the survey, as well as how many had partially completed the survey.

3.5. Execution of data collection methods

The researcher made use of a self-generated questionnaire. It was pivotal for the researcher to conduct a pilot study to ensure that the data collection instrument was clear and effective for this research study. In this section of the methodology, the piloting that was undertaken for this research study will be discussed. In addition, response rates will be briefly discussed and the methods used to increase the response rate will also be highlighted.

3.5.1. Pilot Study

Bless and Higson-Smith (2000) cited in Strydom (2005:206), define a pilot study as, “A small study conducted prior to a larger piece of research to determine whether methodology, sampling, instruments and analysis are adequate and appropriate.” Conducting a pilot study was important to provide an estimation of the time required to complete the survey as this information was required in the cover letter that accompanied the survey. Moreover, it was important to ascertain if the questions were clear. Lastly, the pilot study was crucial in terms of assessing if the coding of responses was accurate as this plays an important role in data analysis.

The pilot study was conducted with an organisation that met most of the criteria, except for the fact that the email address was not listed in the Directory on Alcohol and Drug Related Services (2007). The director of the organisation completed the questionnaire and a meeting was set up to discuss questions that were ambiguous and possible improvements. Certain questions were removed from the questionnaire, whilst other questions were reworded to ensure clarity. In terms of the time taken to complete the survey, the respondent highlighted that it had taken approximately thirty minutes. This concurred with the approximation given by Survey Gizmo as it runs a diagnostic test before a survey is launched. For the cover letter that accompanied the survey, a range of twenty five to thirty five minutes was given as an estimation of the time that it would take to complete the survey.

3.5.2. Response Rate

According to Sheehan (2001:1) “....in the past decades, the popular press has reported that response rates are declining for all types and manners of surveys.” Various authors have investigated factors that can increase response rate for electronic and web-based surveys. Deutskens, Ruyter, Wetzels and Oosterveld (2004:29) found that short questionnaires that

had an incentive of a voucher and were visual in nature had the best response rate of 31,4%. For this study, it was difficult to maintain a short questionnaire as this survey explored numerous issues. Moreover, the only incentive that was given involved feedback concerning the findings of the research study. In terms of presentation, the researcher ensured that the questionnaire was appealing, however no diagrams were used. Please visit the following link to see the survey in electronic format: <http://www.surveygizmo.com/s3/373535/An-assessment-of-the-sustainability-of-organisations-in-the-field-of-substance-abuse>.

3.5.3. Reminders

To increase the response rate the researcher made use of remainder emails. The first email containing the link to the survey was sent out in November 2010 and it requested the respondents to respond to the survey within a period of two weeks. This was based on the premise that internet based research has a faster response speed in comparison to other methods such as mailed questionnaires (Truell, Bartlett & Alexander, 2002). Unfortunately, after two weeks, the response rate was very low; therefore, the researcher sent a reminder email to all the respondents that had not completed the questionnaire. Reminder emails were sent consistently until February 2011 and the reasoning behind this was the fact that some organisations took a break during the festive period therefore they might have been unable to complete the questionnaire during that period. Reminder emails did increase the response rate and this concurs with Selm and Jankowski (2006) who suggest that reminders increase response rates particularly in on-line surveys.

To add on to the remainder emails follow up telephone calls were made. During this process, it was revealed that some of the organisations had not received the email with the link to the survey. In some cases this was attributed to changes in email addresses and in other cases the questionnaires were simply not passed on to the director. Some directors cited that they could not part-take in the survey due to time constraints as they had a caseload of their own. Overall, the follow up telephone calls increased the response rate from below 20% to 31%, which was the final response rate.

3.6. Data Analysis

As previously highlighted, most of the questions had predetermined answers. These answers were coded and this made it possible to analyse most of the data statistically. The researcher made use of the report generated by Survey Gizmo as well as Microsoft Excel to analyse the data. The researcher mainly used descriptive statistics hence most of the findings were depicted in the form of graphs and tables. When respondents selected the 'other' option or gave suggestions, the researcher identified common themes to analyse that information.

3.7. Limitations

Objectivity is paramount when conducting research. Babbie and Mouton (1998) emphasise that the researcher should be more familiar with the limitations of the study than anyone else and this plays a part in being objective. In this section of the research report, the limitations of the proposed study will be discussed.

3.7.1. Research Design

As highlighted earlier, this study is a quantitative study. According to Babbie and Mouton (1998), quantitative research enables people to generalise about the phenomena being investigated. This is because the information investigated is measurable and observable. Having said that, a limitation to consider is that the study does not allow the researcher to probe and explore the issues that would have been highlighted by the respondent. However, this was the best design given that the study was nationwide. It would have been costly and time consuming to undertake a qualitative study and the nature of information did not require in-depth interrogation.

3.7.2. Data Collection Approach

Surveying can be regarded as a limitation of the study in that the researcher cannot probe and illicit rich data from the respondents. Moreover, with surveying the respondents cannot ask for clarity if the questions are ambiguous or if the respondents have misinterpreted the question. Having mentioned the points above, it is also important to note that the data obtained from surveying is easier to analyze (Babbie & Mouton, 1998).

3.7.3. Data Collection Instrument

The online questionnaire is a cost-effective way of conducting the research. However, a limitation of this study is that unlike a mailed questionnaire that the respondent will have physically, people generally tend to read current e-mail as they rarely go back to previous emails. This may be problematic in that the respondents will not grapple with the questionnaire as much as they would have had they had a mailed questionnaire. This could have an impact in terms of a low response rate. According to Truell et al. (2002), a limitation of on line surveying is the fact that some organisations could be excluded because they do not have access to the internet. Moreover, organisations with inaccurate and inoperable emails will also be excluded (Truell et al., 2002). Research suggests that receiving emails may be concerning for some respondents because of issues pertaining to internet security as well as junk mail (Kaplowitz, et al., 2004). The points mentioned above may also cause a low response rate.

3.7.4. Data Collection Apparatus

In the methodology section, it was mentioned that the researcher used Survey Gizmo to capture the data. A limitation concerning this could have been that the researcher had no prior experience with Survey Gizmo and therefore, the researcher may not have used the apparatus to its full potential. However, the researcher thoroughly went through the Survey Gizmo tutorials before embarking on the research.

3.7.5. Sampling

As previously mentioned, making use of the whole population, as the sample is suitable for the quantitative paradigm because every respondent has the opportunity to part-take in the research. However, a limitation regarding the sampling method could be the fact that the criteria set, excluded organisations that were not listed as having an email address. The list of organisations in the directory is not current and therefore, new organisations were excluded from the sample. In addition, the organisations that have changed their details (email address to be specific) were also excluded. The points highlighted above are some of the factors that could have contributed to the low response rate.

3.7.6. Data Analysis

With the positivist paradigm emphasis is on numbers, thus a limitation of this research study could be the fact that the data analysis does not yield rich data as that of the qualitative methods.

3.7.7. Self

The researcher was a novice researcher, particularly in the quantitative paradigm. This may have caused the researcher to overlook certain aspects of the research study. However, to counter this limitation, the supervisor guided the researcher to ensure that it was rigorously conducted.

3.8. Conclusion

This chapter outlined the methodology that was used in this research study. The limitations of the research were also discussed. From this chapter it can be concluded that a quantitative, online survey was the most suitable approach for this research study.

The next chapter consists of the presentation and discussion of findings.

CHAPTER FOUR

DISCUSSION OF FINDINGS

4.1. Introduction

In this chapter, the findings of this research study will be discussed. The main findings will be discussed and in some instances visual supplementation will be provided through the aid of tables and graphs. To begin with, a profile of respondents will be provided thereafter the research findings will be presented and discussed according to the main themes indicated earlier.

4.2. Response Rate

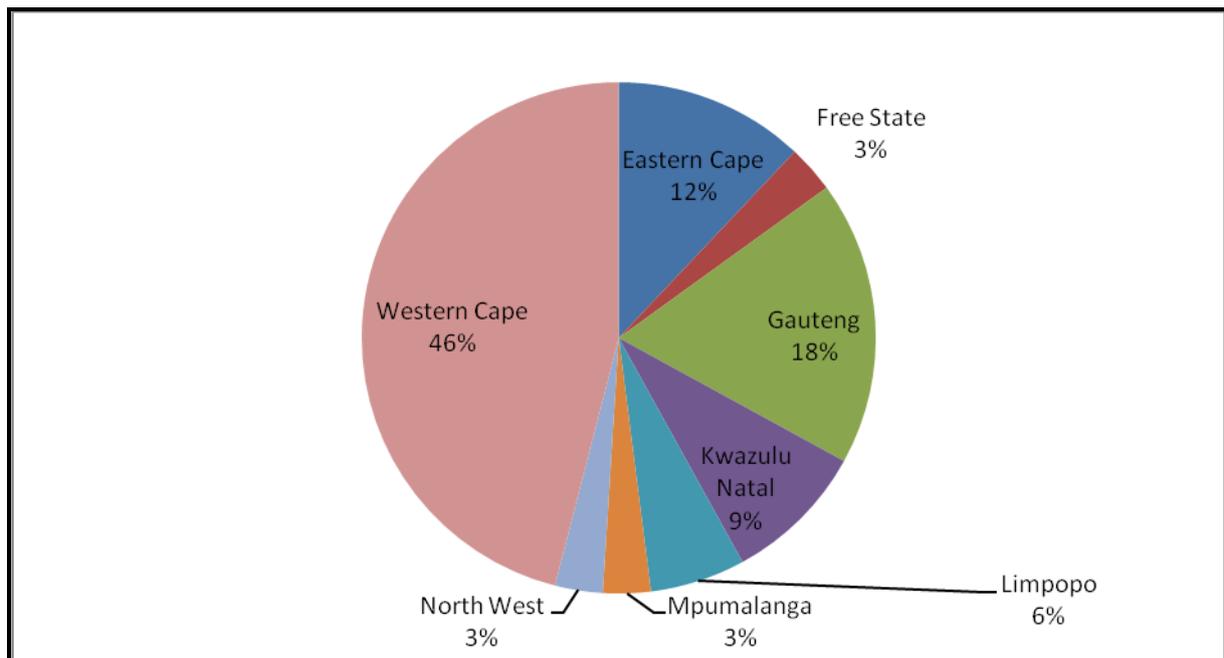
The survey was sent to 108 organisations and 33 responded, a response rate of 31%. This response rate was in line with the findings of Sheehan (2001) and Deutskens et al. (2004), as these authors indicated the factors that typically result in a low response rates for online and web-based surveys. For this survey some of the factors included, a relatively long questionnaire, the busy schedules of respondents and the lack of an incentive.

4.3. Population Profile

Section A of the questionnaire focused on the demographic details of the organisations and the tables and figures will describe the population.

As depicted in graph 1, most of the respondents were located in the Western Cape. Fifteen of the thirty three respondents (46%) indicated that their organisation operated in the Western Cape. Six respondents (18%) were located in Gauteng, four respondents (12%) were from the Eastern Cape, three respondents (9%) were from KwaZulu-Natal and two respondents (6%) were from Limpopo. The North West, Mpumalanga and Free State had one respondent (3%) each. It is important to highlight that there were no responses from the Northern Cape.

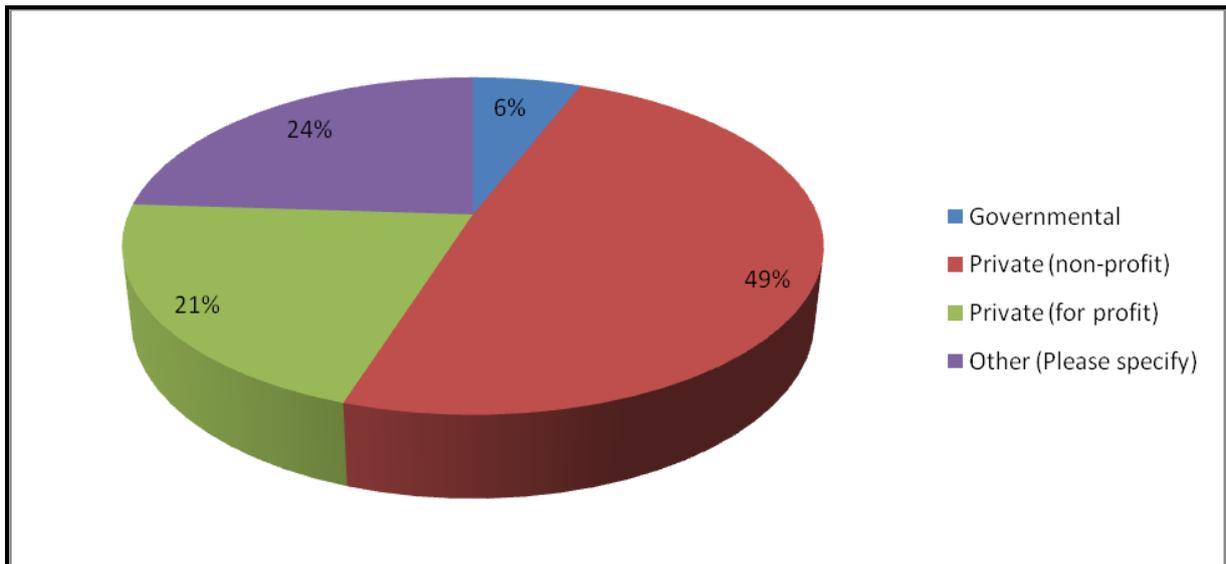
Graph 1: Provincial location of respondents



Respondent organisations were established between 1905 and 2008. The average age of the organisations was 29.3 years. As for the job titles of the people that responded to the survey forty eight percent (48%) were directors. The other respondents classified their job titles as deputy directors, chief executive officers, marketing managers, general managers and social workers.

As reflected in graph 2, the thirty-three organisations classified their organisations. Sixteen of the thirty-three respondents (49%) classified their organisations as private (non-profit), seven respondents (21%) classified their organisations as private (for profit), two respondents (6%) listed their organisations as governmental and eight respondents (24%) selected the 'other' option. Respondents that selected the 'other' option described their organisations as parastatals as well as community based organisations.

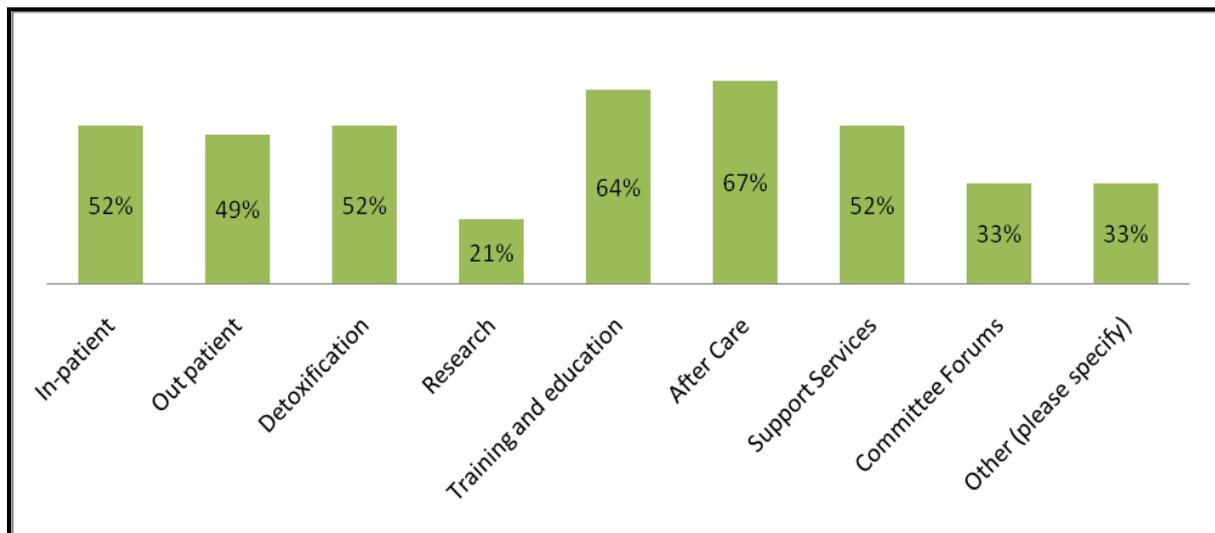
Graph 2: Classification of organisation



The respondents were asked to indicate the number of permanent employees. Responses ranged from one (1) employee to two hundred and ten employees (210). The average number of permanent employees was twenty-seven (27).

Graph 3 illustrated the services provided by the respondents. The most common service that was provided is the after care service as twenty two of the thirty-three respondents (67%) indicated that they provide the aforementioned service. Twenty-one respondents (64%) indicated that they provided training and education. Seventeen respondents (52%) highlighted that they provided in-patient services, detoxification and support services. Sixteen respondents (49%) indicated that they provide outpatient services. The less common services provided included committee forums, the 'other' option and research. For the 'other' option the most common services listed included group work and community outreach.

Graph 3: Services and facilities provided by the respondent organisations



In terms of financial year-end, seventeen respondents (57%) indicated that their financial year-end was in March. Twelve respondents (40%) indicated that their financial year-end was in February. Only one respondent (3%) selected April as their financial year-end.

The respondents were requested to give an estimate number of beneficiaries served for the financial year ending 2009 and financial year ending 2010. The average number of beneficiaries in the financial year ending 2009 was 9 119 and for the financial year ending 2010 the average was 18 635. The results showed that the average number of beneficiaries in 2010 more than doubled that of 2009. This illustrated the increase in demand for services in the field of substance abuse, thereby supporting the findings of Fakier and Myers (2008) as the authors highlighted an increase in demand for substance abuse services in South Africa.

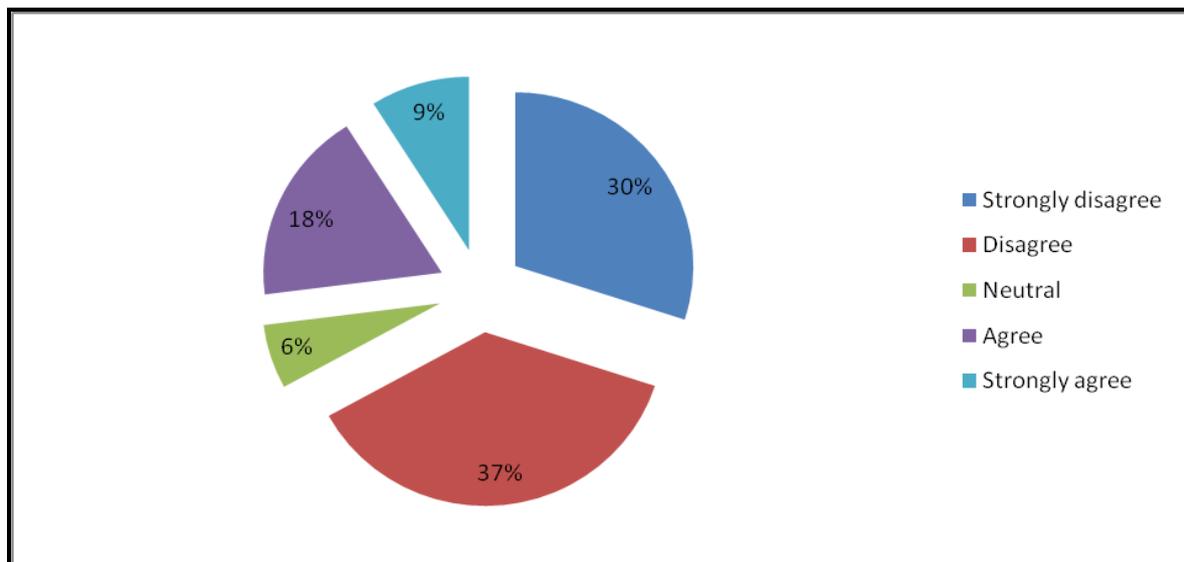
4.4. Policy and Legislation

As mentioned in the previous section, sixteen respondents classified their organisation as private non-profit. Of the sixteen respondents, fifteen of them (94%) indicated that they were registered in terms of the Non-profit Organisations Act (No 71 of 1997).

The respondents were asked if their organisation conformed to the principles of the NDMP (2006-2011). It is encouraging to note that twenty seven (82%) of the respondents conformed to the principles of the NDMP, while five respondents (15%) were not sure and one respondent (3%) indicated that they did not conform to the principles of the NDMP 2006-2011.

Likert scale statements were used to assess the respondents' attitudes pertaining to certain aspects of the NDMP. The researcher investigated whether the co-operation between various departments was adequate in order to fight substance abuse in the various provinces in South Africa. The findings are summarised in graph 4.

Graph 4: Co-operation of various departments



From the findings depicted above, it was evident that a larger proportion of the respondents felt that interdepartmental collaboration concerning substance abuse was inadequate. This goes against the NDMP 2006-2011, as co-operation between various departments plays an integral role in the whole plan.

In response to the statement, 'The current National Drug Master Plan is a feasible plan', most respondents indicated that they were neutral as fourteen of the thirty three respondents (43%) selected the neutral option. Twelve respondents (36%) agreed with the statement, six respondents (18%) indicated that they disagreed with the statement and one (3%) indicated that they strongly agreed with the statement. The perception regarding the feasibility of the NDMP 2006-2011 was generally viewed more positively than negatively.

Looking at the NDMP 2006-2011, participation of stakeholders played an integral role. Substance abuse services providers are part of those stakeholders. The respondents were asked if their organisation could make a significant contribution to the formulation of the new drug master plan. The findings regarding this were generally positive, as elucidated by the

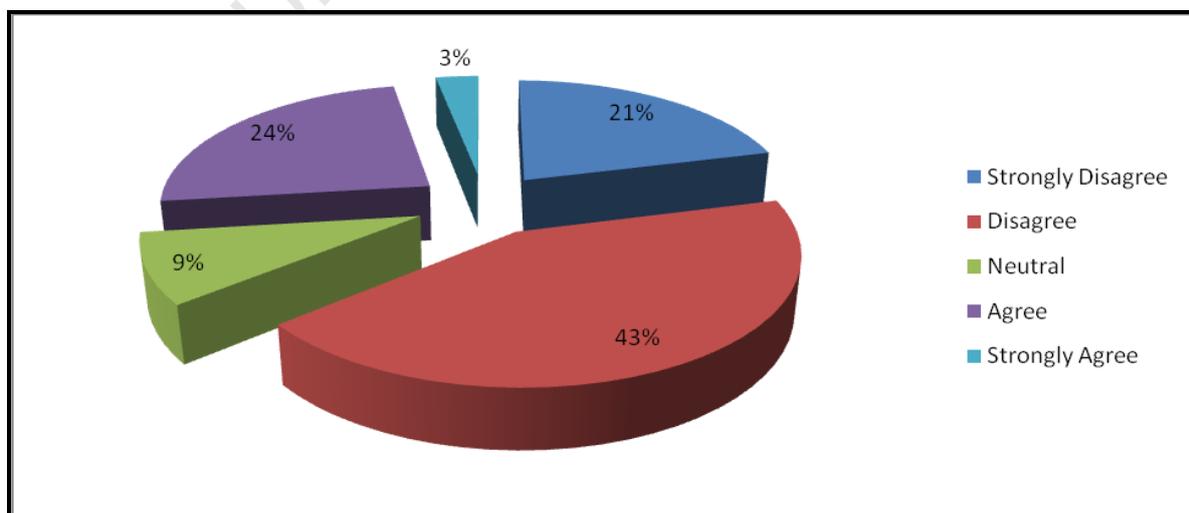
fact that nineteen respondents (58%) agreed that they could make a significant contribution, nine respondents (27%) strongly agreed with the statement and five respondents (15%) were neutral.

The researcher also investigated the number of organisations that had been involved in the formulation of the current NDMP (2006-2011). The findings showed that sixteen respondents (49%) were involved in the formulation, while thirteen respondents (39%) indicated that they had not been involved. Four respondents (12%) indicated that they did not know whether their organisation was involved or not. As for the formulation of the NDMP, seven respondents (21%) stated that they had been approached to help with the formulation of the new plan, nineteen respondents (58%) indicated that they had not been approached and seven respondents (21%) did not know whether their organisation had been approached or not.

Looking at the three findings concerning the involvement in the formulation of the NDMP, it was shown that, there is partial participation of substance abuse service providers in the formulation of the plan. However, more organisations than those approached felt they can make a significant contribution in the formulation of the NDMP.

Likert scale statements were also used to find out to what extent the respondents felt substance abuse was a priority on the agenda of both national and provincial governments. The findings were depicted graph 5.

Graph 5: Substance abuse is a priority on the national government agenda



The findings indicated that most of the respondents felt that substance abuse was not a priority on the national government's agenda. Fourteen respondents (43%) disagreed with the statement, eight respondents (24%) agreed, seven respondents (21%) strongly disagreed, three respondents (9%) were neutral and one respondent (3%) strongly agreed. Generally, more respondents disagreed with the statement that substance abuse is a priority on national government's agenda.

In terms of provincial government, the statement read 'substance abuse is a priority on the provincial government's agenda'. Ten respondents (31%) disagreed with the statement, seven respondents (21%) strongly disagreed and the same number agreed with the statement, six respondents (18%) agreed and three respondents (9%) were neutral. These results were better than those of the national government. These findings showed that provincial governments consider substance abuse as a higher priority in comparison to the national government. Although the findings showed that provincial governments consider substance abuse a higher priority than the national government, the perceptions regarding provincial governments are generally more negative than positive as most respondents disagreed with the statement. From the findings, it was concluded that both provincial and national government generally afford substance abuse a low priority and this concurred with the sentiments of Fakier and Myer (2007; 2008).

4.5 Finances

4.5.1 Income, Expenditure and Financial Reserves

The researcher investigated how organisations in the field of substance abuse were coping financially. The first aspect involved income and expenditure. Questions pertaining to income and expenditure were optional therefore, only twenty organisations stated their income and expenditure for the financial year ending 2009 whilst eighteen of the twenty organisations stated their income and expenditure for the year ending 2010. Table 1 summarised the findings.

Table 1: Income and Expenditure

	Classification of Organisation	Income Year Ending 2009	Expenditure Year Ending 2009	Income Year Ending 2010	Expenditure Year Ending 2010
1	NPO	R 56 523	R 146 750 *	R 43 994	R 73 528 *
2	NPO	R 3 304 695	R 3 791 282 *	R 4 251 977	R 4 271 592*
3	NPO	R 1 000 000	R 900 000	R 2 000 000	R 1 800 000
4	Governmental	R 123 000	R 75 000	R 495 000	R 81 300
5	Other	R 5 963 841	R 5 863 662	R 6 941 984	R 7 067 116 *
6	NPO	R 4 853 087	R 5 167 370 *	R 5 447 128	R 5 550 147 *
7	NPO	R 4 686 281	R 4 799 269 *	R 4 063 107	R 4 248 043 *
8	NPO	R 1 635 960	R 1 311 714	R 875 384	R 1 221 625 *
9	NPO	R 3 007 258	R 3 492 546 *	R 3 902 340	R 3 924 380 *
10	NPO	R 4 493 605	R 4 126 334	R 6 575 587	R 5 260 983
11	NPO	R 400 000	R 500 000 *	R 800 000	R 768 900
12	NPO	R 8 171 004	R 6 871 674	R 6 574 852	R 7 356 056 *
13	Other	R 5 000	R 5 000	R 20 000	R 14 000
14	NPO	R 3 008 873	R 2 994 410	R 2 786 881	R 3 368 530 *
15	NPO	R 2 527 961	R 3 351 164 *	R 5 751 019	R 3 553 130
16	NPO	R 1 932 194	R 1 649 700	R 2 765 312	R 1 740 451
17	Other	R 3 000 000	R 3 000 000		
18	NPO	R 1 278 550	R 1 276 534	R 1 374 278	R 1 342 088
19	Governmental	R 13 000 000	R 13 000 000	R 15 000 000	R 15 000 000
20	Other	R 23 338 521	R 30 135 725 *		
	Average	R 4 289 318	R 3 422 836	R 3 870 491	R 3 284 539

Scale * - operating at a deficit (expenditure exceeds income)

Looking at Table 1, it was revealed that during the financial year ending 2009 the income ranged from R 5 000 to R 23 338 521 and the expenditure ranged from R 5 000 to R 30 135 725. In the financial year ending 2010 the income ranged from roughly R 20 000 to R 15 000 000 and the expenditure ranged from R 14 000 to R 15 000 000. The average income for the financial year ending 2009 was R 4 289 318 and the average expenditure was R 3 422 836. For the financial year ending 2010, the average income was R3 870 491 and the average expenditure was 3 284 539. It is interesting to note that for both financial years the average

income exceeded the average expenditure. However, it should also be highlighted that both the average income and expenditure decreased in the financial year ending 2010. This suggested that during tough economic times the organisations in the field of substance abuse generally used their resources more efficiently.

In the financial year ending 2009, eight of the twenty (40%) respondents indicated that their organisations were operating at a deficit. For the financial year ending 2010 nine of the eighteen (50%) respondents indicated that their organisations were operating at a deficit. Five organisations indicated that their organisations operated at a deficit for both the financial years. Unsurprisingly, all of the five organisations that operated at a deficit for both years classified their organisations as non-profit making organisations. The mere fact that 40% of the respondents in the financial year ending 2009 and 50% of the respondents in the financial year ending 2010 are operating at a deficit, suggests that organisations in the field of substance abuse struggle financially. This was in line with the findings of Fakier and Myers (2007; 2008), who indicated that funding is a major issue for organisations in the field of substance abuse. Moreover, that fact that most of the organisations were NGOs further emphasises the financial constraints faced by South African NGOs as highlighted by Smit (2005).

In terms of financial reserves, seventeen respondents (52%) indicated that they had financial reserves. Shockingly, fourteen respondents (42%) indicated that they did not have financial reserves and two respondents (6%) were not sure. The fact that 42% of the respondents do not have financial reserves is concerning because if the organisations so happen to operate at a deficit they might be forced to close down due to financial constraints. This will inevitably lessen the service providers that are already in short supply. As for the number of months of operating expenditure that can be covered by the financial reserves, the respondents revealed that the number of months ranged from one month to twelve months, the average being 3.4 months. The most common was twelve months as five respondents of the seventeen indicated that their financial reserves could cover their operating expenditure for twelve months.

Another issue that was explored involved both external and internal sources of income. The most common source of external funding came from provincial government as nineteen of the thirty-three organisations (58%) indicated that their organisations received funding from provincial government. Sixteen respondents (48%) indicated that the National Lottery

Distribution Trust Fund (NLDTF) funded them. Fifteen respondents (45%) indicated that they received funds from individuals. Eight respondents (24%) received funding from funding agencies such as the Community Chest. The less common responses included corporate sector (six respondents, 18%), private foundation (six respondents, 18%), local government (five respondents, 15%), national government (three respondents, 9%), religious institution (three respondent, 9%) and international donors (two respondents, 6%).

As for internal income sources, the findings revealed that service fees were the most common source as seventeen of the thirty three respondents (52%) revealed that they obtained some income from charging service fees. Thirteen respondents (39%) indicated that they received some income from fundraising. Nine respondents (27%) indicated that they obtained income from business operations and the same number of respondents stated that they received some income from investments.

4.5.2. Charging of Fees

The research study sought to investigate whether the respondents felt it was important to charge service fees. The rationale behind this was the fact that service fees could contribute to the income of organisations in the field of substance abuse. Twenty-five respondents (78%) felt that it was important to charge fees while four respondents (13%) felt that it was not important to charge fees and three respondents (9%) were unsure. The respondents also indicated how they charged service fees. Six respondents (18%) highlighted that they had a fixed charge. Thirteen respondents (39%) indicated that they had charged according to a sliding scale based on the beneficiaries' income and eight respondents (24%) selected the 'other' option. For the 'other' option, the most common responses included varying medical aid rates as well as a charge per session (though those that could not afford it did not pay). Six respondents (18%) indicated that they do not charge service fees therefore, their services were for free.

The organisations that charge service fees indicated that charging fees had a dual purpose of enhancing the commitment of the beneficiary concerning the service rendered and contribution towards the financial sustainability of the organisations. This was supported by the fact that twenty respondents (74%) of the twenty-seven respondents supported the notion of commitment and twenty respondents (74%) also supported the idea of financial sustainability (respondents could choose more than one option). This finding regarding the

importance of service fee in terms of financial sustainability supported Conradie (1999) as the author strongly advocated for payment of services in order to reduce dependency on funders as well as contribution towards financial sustainability.

4.5.3. Factors that Influence Financial Sustainability

Regarding the statement that ‘organisations with more diverse sources of income are more financially stable’, the respondents generally agreed with the statement. Out of thirty-two respondents, twenty-four (75%) agreed, four (13%) strongly agreed, three were neutral (9%) and one (3%) disagreed. This finding supported the findings and suggestions of Conradie (1999), Hendrickse (2008), and Hanfstaengl (2010), who all indicated that organisations were more likely to be more sustainable if they had more diverse sources of income.

Another issue that was explored by was the link between organisations with a higher percentage of their income derived from government sources and being more financially sustainable. There were mixed responses concerning this question as nine out of thirty-two respondents (28%) disagreed, nine (28%) respondents were neutral, nine respondents (28%) agreed, four (13%) respondents strongly agreed and one (3%) strongly disagreed. The findings of this research study did not reflect that of Wells et al. (2004) as the authors found that during the early 1990’s organisations with more government revenue were more likely to survive.

The researcher also explored attitudes towards the sustainability of organisations with more clients on medical aid. Out of thirty-three respondents, sixteen (49%) agreed that organisations with more clients on medical aid were more financially sustainable. Nine (27%) respondents were neutral, six (18%) disagreed and two (6%) strongly agreed. Generally, the respondents seemed to agree that organisations with more clients on medical aid were more financially sustainable. The findings of this research study supported that of Wells et al. (2004). This is because the aforementioned authors found that organisations in the field of substance abuse that had a higher percentage of clients covered by medical aid had higher survival rates thereby alluding to more financial sustainability. Johnson and Roman (2002) also found that a higher proportion of clients on medical aid actually led to higher chances of closure. Perhaps the findings of this research study are in contrast to that of Johnson and Roman (2002) because majority of the South African population is not on medical aid as indicated by Fakier and Myers (2008).

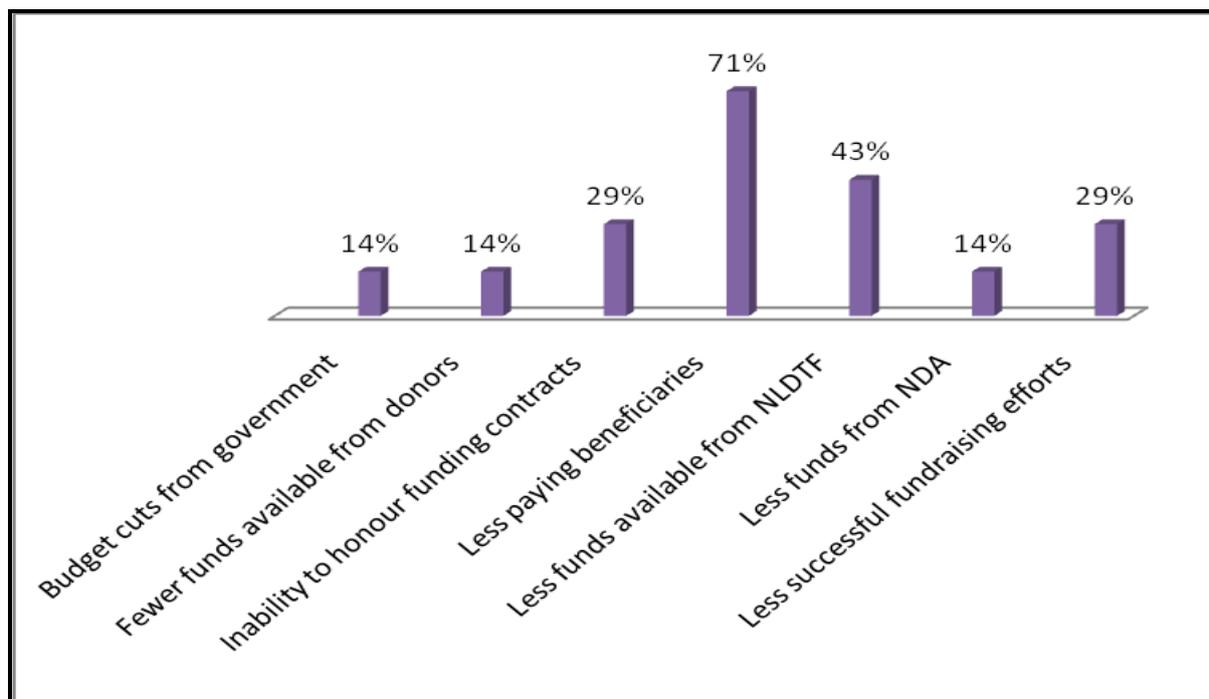
4.6. Recession

The respondents were asked if there had been an increase in the demand for services in the last audited financial year and the available options were 'yes', 'no' and 'unsure'. Twenty-five (76%) respondents selected yes, six (18%) indicated that there had not been an increase in demand for services and two (6%) were unsure. This finding supported that of Fakier and Myers (2008) who also indicated that the demand for substance abuse services (treatment in particular) was on the rise. It also supported the notion that during periods of the economic recession there is an increase in demand for substance abuse services, therefore it concurred with the findings of Dunning (2009) and Mc Curry (2005).

Dunning (2009) suggested that during the period of the economic recession organisations in the field of substance abuse have the double pressure of increased demand of services and decreased income due to budget cuts. However, this research study did not support the aspect of decreased income. This is because eighteen (56%) respondents indicated that their income had increased in the last audited financial year whereas eight (24%) indicated that the income had decreased, five (15%) indicated that the income had stayed the same and two (6%) were unsure.

The respondents who indicated that their income had decreased were asked to indicate their main reasons for the reduction in income. Graph 6 summarised the findings.

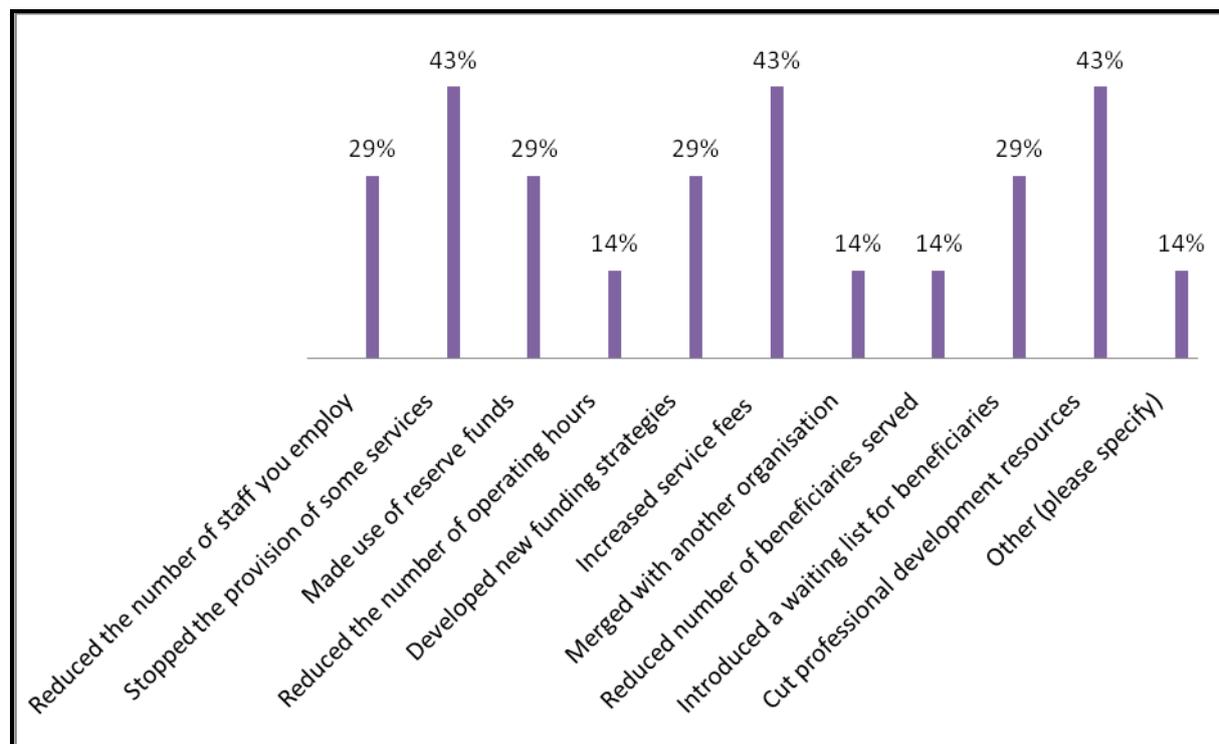
Graph 6: Main reasons for reduction in income



The respondents were asked to indicate as many responses as applicable to their organisations. The findings showed that the most common reason for reduction in income was the reduction in the number of paying beneficiaries. Five of the seven respondents (71%) selected this option. Three respondents (43%) indicated that their reduction income was attributed to less funds being available from the NLDTF. Two respondents (29%) attributed the reduction in income to less successful fundraising efforts and the same number of respondents also indicated that the inability of donors honouring their funding contracts was a main reason for reduction in income. Budget cuts from government, fewer funds available from donors and reduction of funds from National Development Agency were the least common as only one respondent (14%) selected each option. These findings generally confirmed the point highlighted by Ajam (2009) as the author indicated that, during periods of recession donors and funders limit their assistance because they will also be struggling to cope with the economic demands.

Although some organisations had a decrease in income in the last financial year, they still had to cope and provide services. This research also sought to find out the strategies adopted to curb the effects of the economic recession. The findings were summarised in graph 7.

Graph 7: Strategies to curb the effects of the recession



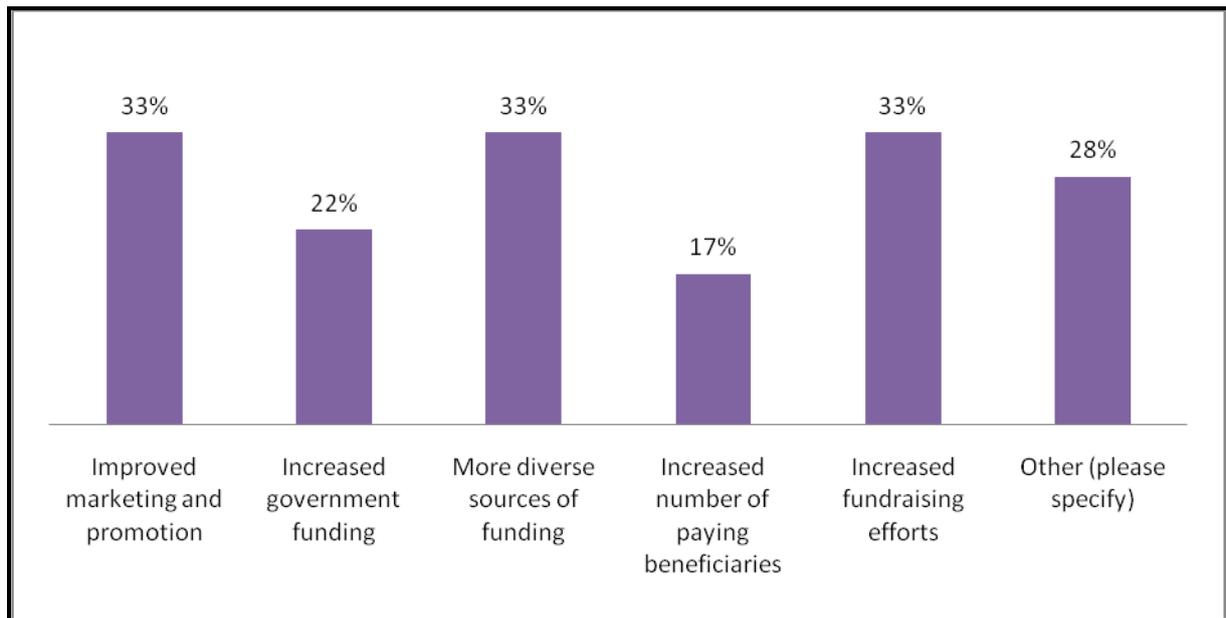
The most common strategies adopted to cope with the effects of the economic recession included the following, stopping the provision of some services, increased services fees and cutting professional development resources. Three of the seven respondents (43%) selected the options that have been listed above. Downsizing (reducing the number of staff you employ), development of new fundraising strategies, dipping into reserve funds and introducing a waiting list, were also common as two of the seven respondents (29%) indicated that they adopted the strategies highlighted above to cope with the economic recession. Reduction in operating hours as well as reduction in the number of beneficiaries served and the other option (started charging a fee in the year 2011) were less common as one respondent (14%) indicated that they used these strategies.

Looking at the findings of this research study, it was shown that some of the strategies adopted to curb the effects of the recession reflected those found in current literature. For example, reduction in professional development costs was a common coping strategy in the study of Earle and Wilson (2009) and Hanfstaengl (2010). In addition, the notion of intensifying fund raising efforts was also common in the studies of Earle and Wilson (2009) and Hanfstaengl (2010). Generally, the strategies adopted by the organisations involved in the

field of substance abuse in South Africa reflected those mentioned in current literature and research studies.

As indicated earlier, most of the organisations had an increase in income in their last audited financial year. The respondents attributed the increase in income to various reasons which were summarised in graph 8.

Graph 8: Reasons attributed to increase in income



From looking at graph 8 it is evident that improved marketing and promotion, more diverse sources of funding and increased fundraising efforts were the most common reasons for increased income. Six of the eighteen (33%) respondents selected the option indicated above. This finding further emphasised the importance of having diverse sources of income as this was one of the three strategies highlighted as the most common in terms of increased income. The 'other' option was the second most common and the most frequent responses included increased NLDTF funding and growth of reputation. Four of the eighteen respondents (22%) indicated that their increase in income could be attributed to increased government funding. Three respondents (17%) indicated that the income of their organisations increased because of an increased number of paying beneficiaries.

The negative effects of the economic recession were obvious. However, it is possible that the recession created opportunities as well. The findings of this research supported the idea that

the recession also created opportunities as thirty of the thirty three respondents (91%) indicated that the recession had created opportunities for their organisations. Seventeen of the thirty respondents (57%) indicated that an opportunity created by the economic recession involved efficient use of resources. This was the most common response. Sixteen respondents (53%) highlighted that the recession had enabled their organisation to have better management controls. Eleven respondents (37%) indicated that there was increased financial accountability within their organisations. Eleven respondents (37%) selected networking with other organisations as an opportunity created by the recession. Other opportunities were less common, for example ten respondents (33%) selected better goal setting, nine respondents (30%) chose increased financial transparency and six respondents (20%) indicated that they had more volunteers. The findings of this research study supported those of Earle and Wilson (2009) as they indicated some of the opportunities that could be created during the economic recession. Earle and Wilson (2009) particularly highlighted more volunteers and networking with other organisations, however, the findings of this research study suggested that the recession created a broader range of opportunities for organisation involved in the field of substance abuse.

4.7. Effects of Working in the Field of Substance Abuse

The researcher investigated the number of vacant posts within the organisations. The findings revealed that sixteen organisations (48%) had vacant posts. The number of posts vacant ranged from one to six posts. Four organisations had one post vacant, two organisations had two posts vacant, five organisations had three posts vacant, one organisation had four posts vacant and one organisation had six posts vacant.

Fifteen of the sixteen organisations indicated the reasons for the vacancies. Six respondents (40%) selected the lack of qualified staff as a reason why the posts were vacant. Six respondents (40%) selected the lack of financial resources as a reason. Five respondents (33%) indicated that they were still in the recruitment process. Four respondents (27%) selected the 'other' option - some of the responses included the fact that there was a lack of social workers in the non-profit sector as non-profit organisations could not compete with government salaries.

Johnson and Roman (2002) indicated that organisations in the field of substance abuse that struggle financially could cut their costs by retrenchment. This research study found that none (0%) of the thirty-three organisations had retrenched any of their staff members in the financial year ending 2010. Having seen that some of the organisations are struggling financially, yet none of them resorted to retrenchment, this did not support the finding of Johnson and Roman (2002).

Table 2 showed the number of permanent staff members that left the organisation in the past two financial years as well as the totals for both financial years. The table also showed the percentage of employees that left in both financial years. The average number of the staff members that left in the financial year ending 2009 was 2.2. As for the financial year ending 2010, the average was 1.6. The findings showed that the number of permanent employees that left their jobs in the financial year 2010 is less in comparison to the financial year ending 2009. Only four organisations indicated that no permanent staff members had left their organisation in both the financial year ending 2009 and the financial year ending 2010.

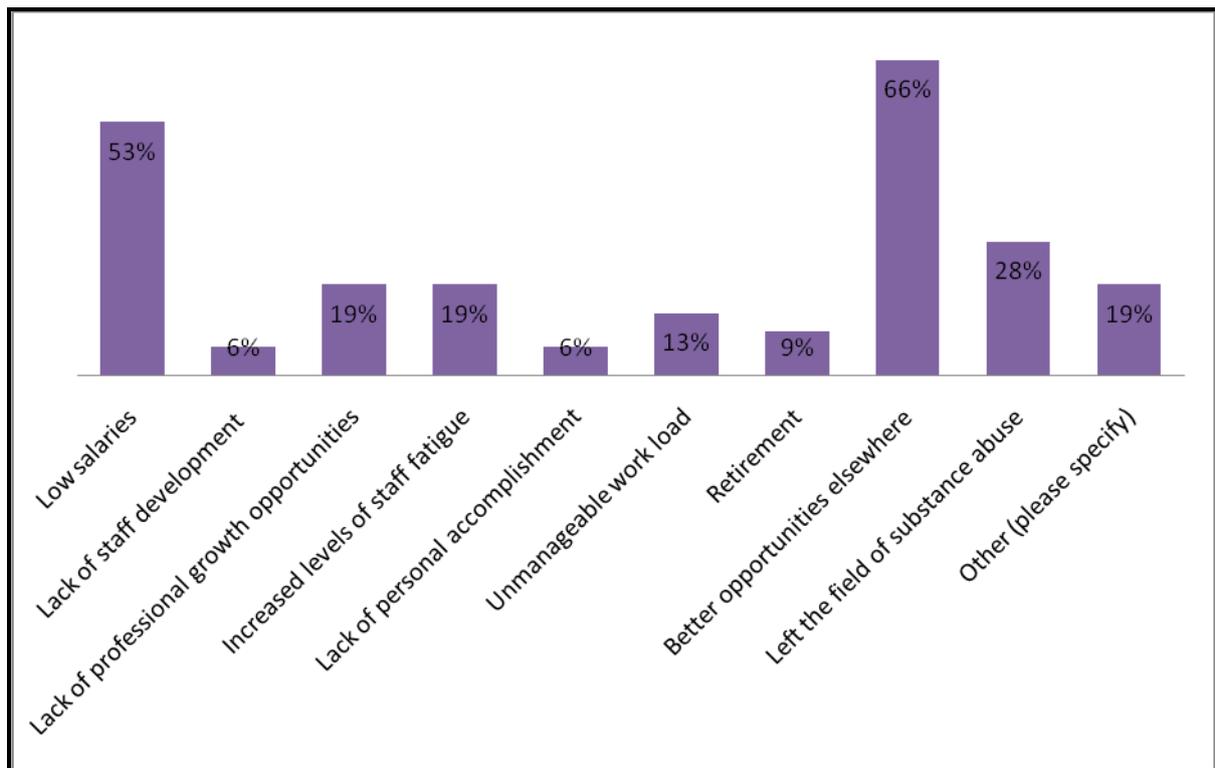
Table 2 was arranged from the largest to smallest in terms of permanent employees. The rationale behind this was to assess if there was a link between the size of the organisation and the percentage of employees that left in both financial years. Generally, the findings showed that larger organisations had a lower percentage of employees that left in both financial years in comparison to smaller organisations. This finding illustrated that smaller organisations are more prone to higher turnover rates, thus less sustainable. The findings supported Wells et al. (2004) as well as Johnson and Roman (2002), as they found that larger organisations were more sustainable.

Table 2: Number of permanent staff members that left the organisation

	Number of permanent employees	Left Financial Year Ending 2009	Left Financial Year Ending 2010	Total for both financial years	Percentage of employees that left in both financial years
1	210	10	0	10	4.8%
2	55	5	5	10	18.2%
3	50	0	2	2	4%
4	50	1	2	3	6%
5	43	4	5	9	21%
6	40	2	2	4	10%
7	39	1	1	2	5.1%
8	34	7	5	12	35.3%
9	34	5	3	8	23.5%
10	31	3	3	6	19.4%
11	30	1	1	2	6.7%
12	29	4	3	7	24.1%
13	27	2	2	4	14.9%
14	27	2	2	4	14.9%
15	25	6	0	6	24%
16	20	1	2	3	15%
17	20	4	4	8	40%
18	15	1	1	2	13.3%
19	14	2	1	3	21.4%
20	12	0	0	0	0%
21	12	0	3	3	25%
22	12	1	0	1	8.3%
23	12	1	0	1	8.3%
24	8	1	1	2	25%
25	7	0	0	0	0%
26	7	0	1	1	14.2%
27	7	2	1	3	42.9%
28	6	0	1	1	16.6%
29	6	2	3	5	83.3%
30	6	0	0	0	0%
31	5	2	0	2	40%
32	3	1	0	1	33.4%
33	1	0	0	0	0%
Average	27.1	2.2	1.6	3.8	18.8%

The respondents indicated that their permanent staff members left their organisations for various reasons. The results are summarised in graph 9.

Graph 9: Reasons for leaving the organisation



As depicted in graph 9, the most common reason for people leaving organisations in the field of substance abuse was better opportunities elsewhere, as twenty one of the thirty two respondents (66%) selected this option. This was linked to the finding mentioned earlier that non-profit organisations felt they could not compete with government salaries. The notion of low salaries was further accentuated by the fact that seventeen of the thirty two respondents (53%) indicated that low salaries was a common reason for staff members leaving their organisations. Nine respondents (28%) highlighted that leaving the field of substance abuse was also a reason for staff members leaving their organisations. The less common response included lack of professional growth opportunities (19%), increased level of staff fatigue (19%), 'other' (19%), unmanageable work load (13%), lack of staff development opportunities such as promotion (6%) and lack of personal accomplishment (6%).

Looking at Herzberg's Two Factor theory mentioned under theories of motivation in Chapter 2, it is evident that the hygiene factors (particularly the salary), were the main contributing factors for permanent employees to leave their jobs. Motivating factors such as recognition and responsibility were less likely to cause permanent employees to leave their jobs. The finding that low salaries influence workers in the field of substance abuse to leave their jobs

concurred with the findings of Powell (2006), as the author found that low salaries were the main contributing factor for high staff turnover rates in the field.

As previously indicated in the literature review, workers in the field of substance abuse are prone to high levels of stress and burnout. The researcher investigated the measures that organisations had in place to curb burnout and stress. Twenty seven of the thirty two respondents (84%) indicated that they had a clear job description. Twenty six respondents (81%) indicated that they had clear goals and mission and this curbed burnout and stress. Supportive supervision was the next common response as twenty five respondents (78%) selected this option. Nineteen respondents (59%) indicated that they had flexible scheduling of working hours as one of the measures to reduce burnout and stress. The less common responses included provision of stress management workshops (21%), job rotation (16%) and the 'other' opinion (6%).

The findings of this research study concurred with those of Garner et al. (2007), who found that organisational factors such as clarity of mission statement could curb burnout and stress because of the resultant reduced role ambiguity. The most common responses namely, clear job description and clear goals and mission, were all associated with reducing role ambiguity which supported the findings of Garner et al. (2007).

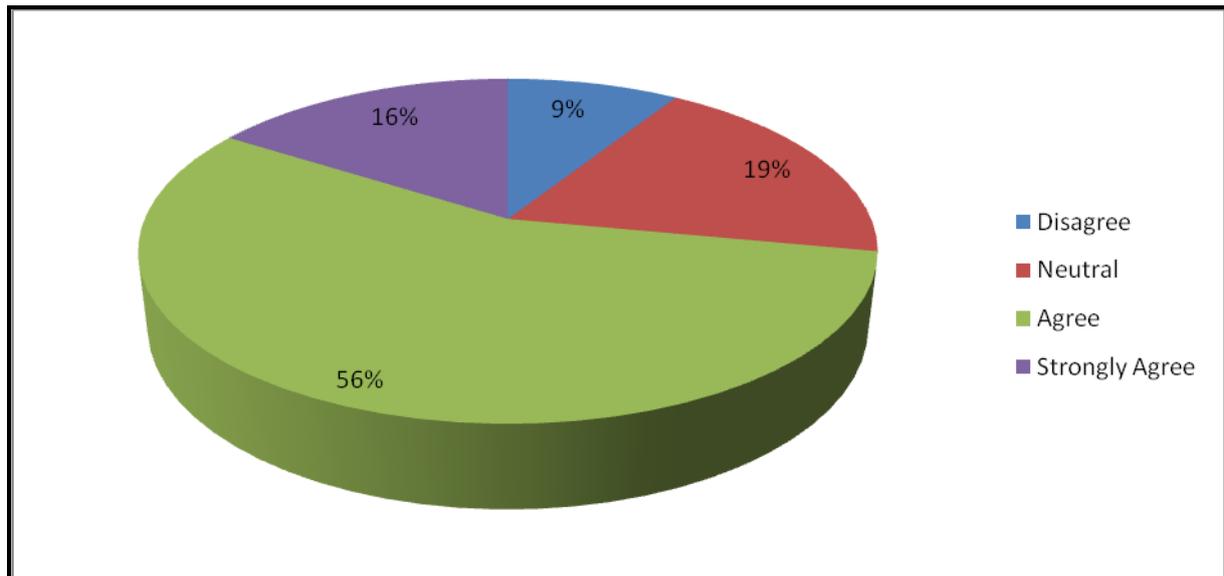
4.8. Sustainability

4.8.1. Factors that Influence Sustainability

The researcher used likert scale statements to investigate the factors that influenced sustainability. The factors assessed were obtained from the studies of Johnson and Roman (2002) as well as Wells et al. (2004), these included centre age, size of organisations and qualifications of the directors.

For the centre age the statement read 'New organisations are vulnerable to closure'. For this statement the results are shown in the graph 10. The results showed that most of the respondents felt that new organisations were much more vulnerable to closure. Eighteen respondents (56%) agreed, six respondents (19%) were neutral, five respondents strongly agreed (16%) and three respondents (9%) disagreed with the statement. The findings of this research study supported those of Wells et al. (2004), particularly the findings in the early 1990's which showed that older centres were more likely to survive in comparison to new ones.

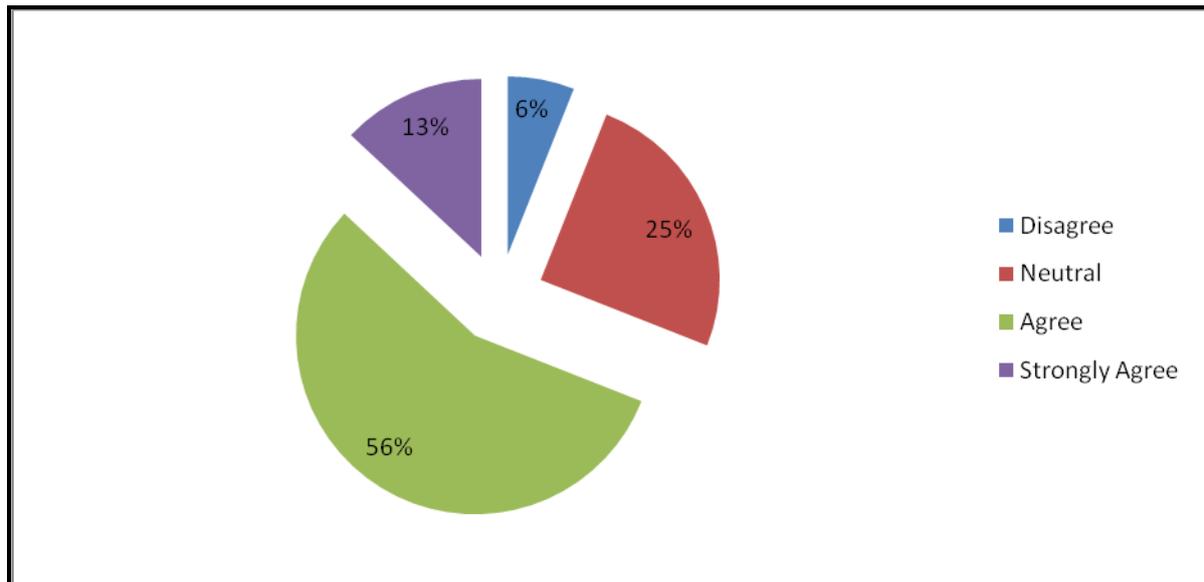
Graph 10: 'New organisations are more vulnerable to closure'



In terms of the size of the organisations the statement read, 'larger organisations are more sustainable'. Of the thirty-two respondents that answered the question, thirteen respondents (41%) agreed with the statement, eleven respondents (34%) were neutral, six respondents (19%) disagreed, one respondent (3%) strongly disagreed and one respondent (3%) strongly agreed. From these findings, it was evident that more respondents agreed rather than disagreed with the statement. Therefore, the general perception of the respondents was that larger organisations were more sustainable. Johnson and Roman (2002) as well as Wells et al. (2004) found that larger organisations were more likely to survive and this linked with the general perceptions revealed in this study.

The perceptions pertaining to whether organisations with directors involved in policymaking were more sustainable were also investigated. Graph 11 gave an illustration of the findings. Eighteen respondents (56%) agreed with the statement, eight respondents (25%) were neutral, four respondents (13%) strongly agreed and two respondents (6%) disagreed. From these findings, it was evident that the respondents generally agreed with the perception that organisations with directors involved in policymaking were more sustainable. The general perceptions supported the literature as Wells et al. (2004) demonstrated that involvement with policymaking was associated with significant survival advantage.

Graph 11: 'Organisations with directors involved in policy making are more sustainable'



This research also explored the issue concerning the qualifications and skills of directors, one statement read, 'organisations with more skilled/qualified directors are more sustainable'. Eighteen respondents (56%) agreed with the statement, seven respondents (22%) were neutral, six respondents (19%) strongly agreed and one respondent (3%) disagreed. Most of the respondents agreed with the statement suggesting that respondents have the perception that the more qualified/skilled a director is - the greater the chances of survival. This perception was also supported by research as Wells et al. (2004) found that during the late 1990's the director's qualifications were associated with being more sustainable, measured by the survival of the organisation.

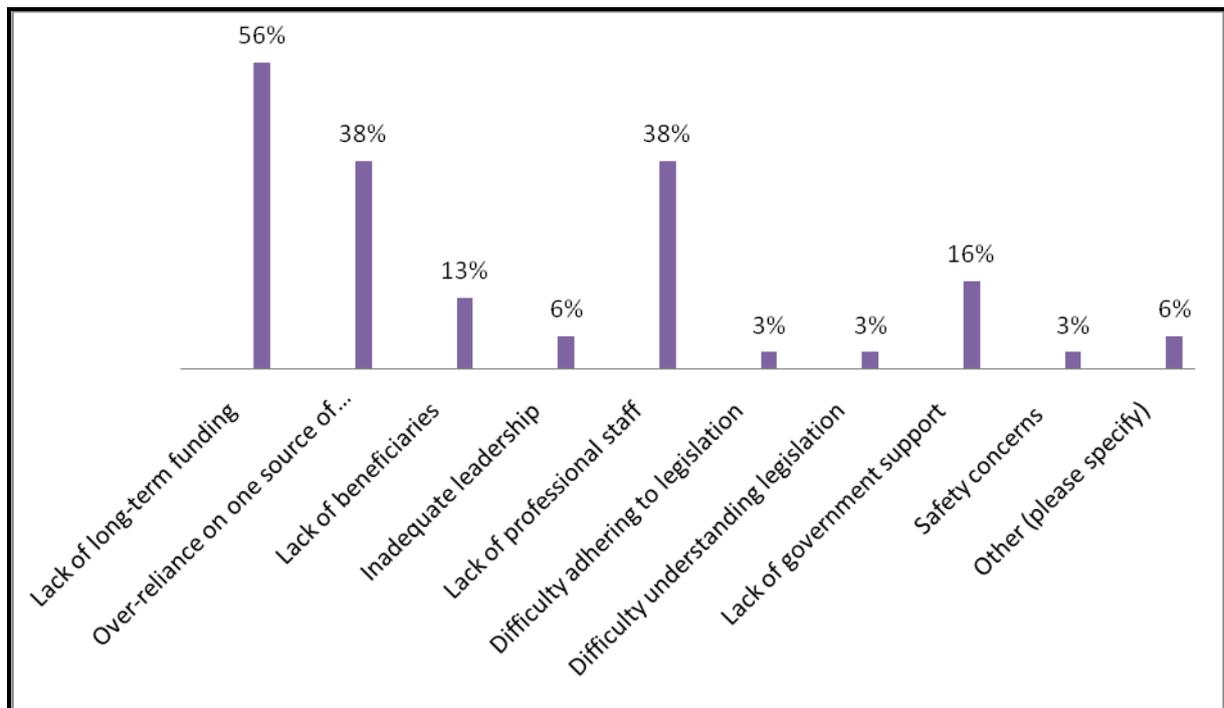
Another factor that was investigated by the researcher was the perception regarding the statement 'Organisations affiliated to hospitals or mental institutions are more sustainable'. Fifteen respondents (47%) agreed with the statement, twelve respondents (38%) were neutral, three respondents (9%) disagreed and two respondents (6%) strongly agreed. From the findings described above it was evident that most of the respondents perceived that organisations affiliated to hospitals or mental institutions were more sustainable. This was in contrast to the findings of Johnson and Roman (2002) who found that there was no significant difference between freestanding institutions or centres and institutions and centres affiliated to hospitals or mental institutions. Wells et al. (2004) found that organisations affiliated to hospitals and mental institutions were actually more vulnerable to closure in the 1990's, again this contradicted the findings of this research study. Perhaps the findings

differed because this research study investigated the perceptions of the directors, whereas in the research conducted by Wells et al. (2004) as well as Johnson and Roman (2002), the research was based on empirical evidence from longitudinal studies.

4.8.2. Sustainability Threats

The respondents were asked to indicate two of their biggest threats and the findings were shown in graph 12.

Graph 12: Sustainability Threats



From the findings depicted, it was evident that the most common sustainability threat was the lack of long term funding. This was because eighteen of the thirty-three respondents (56%) selected this option. Twelve respondents (38%) indicated over-reliance on one funder and the same number of respondents selected lack of professional staff as a major threat. Five respondents (16%) selected lack of government support as one of their two threats to sustainability. Four respondents (13%) selected lack of beneficiaries seeking services as a threat. Two respondents (6%) selected the ‘other’ option and one threat that was specified was the retention of trained staff. Two respondents (6%) also selected inadequate leadership as a threat. The less common responses included safety concerns (operating in an unsafe environment), difficulty understanding legislation and difficulty adhering to legislation. The options mentioned above were each selected by one respondent (3%).

Two of the three most common sustainability threats are associated with finances (lack of long term funding and over-reliance on one funder). The notion that the most common threats or problems are associated with finances supported the findings of Swilling and Russell (2002) who revealed that NGOs afforded funding problems priority in comparison to organisational and managerial problems. Perhaps the similarity can be attributed to the fact that most of the respondents classified their organisations as NGOs and these organisations are normally financially constrained as demonstrated by Smit (2005) as well as Swilling and Russell (2002).

4.8.3. Suggestions to Enhance Sustainability

For this section of the questionnaire, there were no predetermined choices and the respondents had the option to list three suggestions that would enhance the sustainability of organisations in the field of substance abuse. The findings consist of the common themes that were evident.

Most of the suggestions that were given by the respondents had to do with financial sustainability. The most common suggestion involved the charging of service fees. Another common suggestion involved the notion of fundraising. Responses ranged from having a fundraising plan to appointing a fundraiser as well as increased fundraising efforts. The idea of having diverse sources of funding was also common. Some respondents suggested that organisation in the field of substance abuse should have knowledge and should make use of financial management and controls in their organisations. Respondents also highlighted the importance of the government making more funds available.

Apart from suggestions that will aid financial sustainability, the respondents also mentioned ideas pertaining to staff issues. Some of the suggestions included the training of people involved in the field, as well as the appointment of more social workers in order to reduce caseloads. Another suggestion that was made, mentioned the disparity between NGO salaries and government salaries. This response was further explained by stating that non-governmental organisations cannot compete with the salaries offered by governmental organisations. Therefore, another common suggestion was more competitive salaries for people employed in the field, particularly the NGO sector.

Other suggestions focused on various issues. For instance, some respondents suggested that organisations should make use of strategic planning. Closely linked to this, some respondents suggested that organisations should have clear organisational goals and values.

The less common responses included, the reduction of overheads, inter-sectoral collaboration, free drug test kits, ensuring that all organisations are registered, sharing of existing resources, up to date research and medical aid contributions.

The findings from this research study generally concurred with the literature and past studies concerning suggestions to enhance sustainability. For instance, Low and Davenport (2002) emphasise the importance of fee earning strategies and Conradie (1999) advocates for the charging of fees. This links with the most common suggestion of charging a fee for the service rendered. The notion of having diverse sources of funding was supported by Conradie (1999), Hendrickse (2008) and Hanfstaengl (2010) as previously stated. As for financial management and controls, the idea was alluded to when describing the functions of management particularly that of control. Moreover, Conradie (1999) indicates that financial management and financial control are pivotal in obtaining funding. The suggestion that government should make more funds available was echoed by Fakier and Myers (2007) as the authors suggested that government should make more funds available, especially to NGOs.

Another similar suggestion to enhance sustainability found in this research study and in literature was the training of people involved in the field. Broome et al. (2009), advocated for the training and mentorship of directors in the field of substance abuse, however, the findings of this research study suggested that training should be provided for all employees and not just the directors. The notion of competitive salaries linked well with the point highlighted by Bradach et al. (2008), as they indicated that low payment rates were a significant barrier to filling positions in the NGO sector. Therefore, the suggestion of offering competitive salaries is relevant to curb the aforementioned barrier. Research conducted by Broome et al. (2009), supported the suggestion of reducing the caseload of workers in the field of substance abuse as it was found that counsellors with more cases had a poorer job attitude in comparison to those with fewer cases.

A likert scale statement was used to investigate the respondent's attitudes pertaining to medical aid schemes contributing to substance abuse treatment. The statement read 'medical aid schemes should contribute to substance abuse treatment'. Nineteen of the thirty-two respondents (59%) strongly agreed with the statement, seven respondents (22%) agreed, five respondents (16%) were neutral and one respondent (3%) strongly disagreed. From these results it was evident that most of the respondents agreed with the idea of medical aids contributing to substance abuse treatment.

4.9. Views of the Future

This research also sought to investigate the perceptions of the respondents regarding the future. Likert scale statements were used to ascertain the respondents' views about the number of substance abusers in the future, government contributions in the substance abuse sector and the organisations' financial position.

One of the statements read, 'There will be an increase in the number of substance abusers in South Africa in the future'. Fifteen of the thirty-two respondents (47%) strongly agreed with the statement, thirteen respondents (41%) agreed, two respondents were neutral (6%) one respondent (3%) disagreed and one respondent (3%) strongly disagreed. From the findings, it was evident that most of the respondents predicted that there will be an increase in the number of substance abusers in South Africa. The prediction was in line with the trend shown by Fakier and Myers (2008) as they demonstrated that the number of substance abusers is increasing in South Africa. This prediction, which was also supported by research, accentuates the need to have organisations that are effective and sustainable to deal with the increase in the number of substance abusers.

Another issue that was explored was whether government would make more funds available in the substance abuse sector. The statement read, 'The government will make more funds available for the substance abuse sector in the future'. Twelve respondents of the thirty-two respondents (38%) disagreed with the statement, nine respondents (28%) were neutral, six respondents (18%) strongly disagreed, four respondents (13%) agreed and one respondent (3%) strongly agreed. The findings suggested that the respondents were generally pessimistic regarding future government funding in the substance abuse sector.

Lastly, the researcher looked at the organisations' financial position. The statement read, 'The financial position of this organisation will improve in the next financial year'. Seventeen of the thirty-two respondents (53%) were neutral about the statement, ten respondents (31%) agreed, four respondents (13%) disagreed and one respondent (3%) strongly disagreed. Most of the respondents were neutral and perhaps this can be attributed to the lack of long term funding which was highlighted as the most common threat to sustainability. The lack of long term funding is likely to cause uncertainty regarding future funding and this could be the reason why most respondents selected the neutral option.

4.10. Conclusion

In this chapter, the findings were presented and discussed according to the research objectives. The findings were also compared to past studies and theories presented in the literature review.

The next chapter will consist of the main conclusions and recommendations.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter concentrates on the conclusions and recommendations of this research study. The main themes will be listed as subheadings to aid the process of outlining the main conclusions. Thereafter, recommendations will be presented. This will be done by listing recommendations according to the following categories, central drug authority, organisations that operate in the field and government and the need for more research.

5.2. Conclusions

The following were the main conclusions based on the main themes that were dealt with in the research study.

5.2.1. Policy and Legislation

From the findings of this research study it was concluded that most of the respondents abide by the legislative requirements. This was elucidated by the fact that 97% of the organisations that listed themselves as non – profits were registered in terms of the Non-profit Act (Act No. 71 of 1997). Moreover, most of the organisations conformed to the principles of the NDMP. Although the respondents generally thought that the NDMP was a feasible plan, most respondents felt that the co-operation between various departments was inadequate. In terms of participation in the formulation of the NDMP, it was highlighted that some organisations did participate. However, more organisations than those approached to participate felt they could make a useful contribution to the formulation process. This research study also revealed that the respondents felt that substance abuse was afforded a low priority on the government's agenda. However, the respondents felt substance abuse was more of a priority at provincial level rather than at a national level.

5.2.2. Financial Matters

Based on the organisations that indicated their income and expenditure, it was evident that organisations in the field struggle financially, as a considerable number experienced a deficit. As for financial reserves, more than half of the respondents had reserves though these reserves could cover twelve months or less of the expenditure. In terms of sources of income,

the most common source of external funding was provincial government and service fees was the most common source of internal funding. Most of the respondents indicated that the charging of service fee was important both for financial sustainability as well as to enhance the clients' commitment regarding the service rendered. According to the perceptions of the respondents, having diverse sources of income and having more clients on medical aid were the factors associated with greater financial sustainability.

5.2.3. The Impact of the Economic Recession on Organisations in the Field of Substance Abuse

According to the findings of this research, it was evident that during the economic recession there was an increase in demand for services in the field of substance abuse. However, during the recession most organisations recorded an increase in income. For the organisations that recorded a decrease in income, the main reason involved the reduction in the number of paying beneficiaries. To deal with the effects of the recession most of the organisations curtailed some services, increased service fees and cut professional development costs. For the organisations that recorded an increase in income they attributed this to, increased marketing and promotion, having diverse sources of income as well as increased fund raising efforts. The recession created opportunities for most of the organisations, the most common being the more efficient use of resources.

5.2.4. Staff Related Effects of Working in the Field of Substance Abuse

Based on the findings of this research study it was concluded that a considerable number of organisations operating in the field of substance abuse have vacant posts. Moreover, the main reasons for these vacancies can be attributed to the lack of qualified professionals in the field as well as the fact that some organisations may have financial constraints. This study also revealed that organisations in the substance abuse field did not resort to retrenchment as a means of coping with financial problems. It was also concluded that, for most organisations at least one permanent staff member left that particular organisation during a financial year. The common reasons for staff members leaving their organisations included better opportunities elsewhere and low salaries. The most common strategies used to curb the effects of stress and burnout included, having clear job descriptions as well as having clear goals and clear mission statements.

5.2.5. Factors that Influence Sustainability and Suggestions to Enhance Sustainability

From the findings, it was concluded that new, small and freestanding organisations were more vulnerable to closure. In addition, having a director involved in policy making as well as one that was more qualified and skilled were factors associated with greater sustainability. The most common sustainability threats included lack of long term funding, over reliance on one funder and lack of professional staff. As for the suggestions to enhance sustainability the respondents highlighted the charging of service fees, increased efforts in fundraising, the government making more funds available. The respondents also suggested the appointment of more social workers to reduce caseloads and ensuring that there is no disparity between government salaries and salaries in the NGO sector.

5.3. Recommendations

This part will focus on the recommendations which have been based on the conclusions and the findings of the research study. This will be done according to the following subheadings: organisations involved in the field, central drug authority, government and the need for more research.

5.3.1. Organisations involved in the field of substance abuse

Organisations involved in the field of substance abuse are encouraged to ensure that they have a clear mission statement as well as clear organisational goals. In addition, it is imperative to ensure that all the employees have clear job descriptions. This is based on the rationale that the findings of this research revealed that these were ways to reduce stress and burnout as they prevented role ambiguity.

In terms of finances, this research study advocates for organisations in the field to have diverse sources of income. This automatically eliminates one of the major threats namely, over-reliance on one funder. To ensure financial sustainability, it is paramount for organisations to generate their own income and this could be done by charging service fees. Other income generating strategies such as fundraising should also be taken seriously, as increased fundraising efforts was one of the main reasons why some organisations had an increase in income during the economic recession.

Leaders in the various organisations are recommended to conduct strategic planning, as this will better equip organisations to deal with threats such as the economic recession. It is also recommended that there is more networking between organisations to facilitate the exchange of resources and ideas.

5.3.2. Central Drug Authority

Given that the Central Drug Authority is comprised of representatives from various government departments as well as other significant stakeholders, it is important to ensure that there is adequate interdepartmental collaboration in dealing with substance abuse. Better co-operation between different departments will inevitably result in a more holistic approach in dealing with substance abuse.

The findings revealed that some organisations that were not approached to partake in the formulation process of the NDMP felt that they could make a useful contribution. Therefore, it is essential to extend the invitation to more organisations such that the useful contributions are also taken into account.

Based on the fact that there were complaints regarding unregistered centers practicing, it is recommended that the Central Drug Authority implements stringent controls that ensure that only registered organisations are allowed to practice.

5.3.3. Government

Given that one of the major threats in the field of substance abuse involves the lack of qualified staff, it is recommended that the government comes up with ways of dealing with this problem. One such way could include making more bursaries available specifically meant for students specializing in the field of substance abuse.

It is also recommended that the government makes more funds available to organisations in the field of substance abuse, particularly the NGOs. If more funds are made available, it is likely to result in less disparity between government and NGOs salaries.

Given the fact that this research indicated some of the factors that make organisations vulnerable to closure, it is important for the government to provide support to the organisations regarded as vulnerable. These organisations will include new, small and

freestanding organisations. Perhaps the government could assist with training regarding ways of becoming financially sustainable.

5.3.4. More Research

There is a need to further explore the issue of sustainability in the field of substance abuse. Some of the findings from this research study were based on the perceptions of the respondents. However, these perceptions have to be thoroughly investigated. It will be helpful to conduct longitudinal studies so as to assess the factors that impact on sustainability over a period of time. Moreover, in depth interviews can also be conducted to ascertain the challenges (pertaining to sustainability) that organisations in the field of substance abuse grapple with. Using both quantitative and qualitative methods will ensure that there is a combination of rich data as well as findings that can be generalized. For future research to be successful, it is important for the organisations in the field to take a keen interest in the subject matter as research findings may influence their future operations.

5.4. Conclusion

This research report has assessed the sustainability of organisations involved in the field of substance abuse. In the first chapter the rationale and background to the research were outlined. Moreover, the research objectives were also outlined. Chapter two paid attention to relevant literature related to the subject area. In chapter three, the methodology was outlined and the limitations were presented. Chapter four discussed the findings and in chapter five the main conclusions were given and recommendations were made.

Overall, the research study has shown that organisations in the field of substance abuse play a pivotal role in combating the social ill, yet the sustainability of these organisations are threatened by numerous factors. It is the opinion of the researcher that the substance abuse situation in South Africa is worsening - therefore urgent measures need to be taken to ensure the survival of organisations in the field. Apart from the urgent measures required to remedy the situation, the researcher also advocates for more South African oriented research in the field.

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APPENDIX 1: COVER LETTER

28 Rosendale Court

Rondebosch

7700

Cape Town

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Cell Phone Number-0724270076

Dear Director

My name is Tatenda Mawoyo and I am registered for a Master's Degree in Social Policy and management at the University of Cape Town. The curriculum includes a research study. The study I have decided to undertake is titled "An assessment of the sustainability of organisations in the field of substance abuse." Substance abuse is a huge problem in South Africa therefore, the themes dealt with in the study include how organisations in the field of substance abuse cope financially (especially the after effects of the economic recession) policy and legislation, challenges of working in the field of substance abuse and sustainability.

I am kindly asking you to participate in this study. Ideally, the questionnaire is meant for the directors of the organisation. However, I do understand that directors are extremely busy and therefore if the director is unable to answer the questionnaire, anyone who is knowledgeable about the organisation's operations and finances can respond to the questionnaire. Some organisations have more than one centre; please note that for this research, each centre will be treated as a separate organisation.

Information gathered from this study will remain anonymous. The information obtained from the research will be used to document a research report. Organisations that participate in the study will also receive a summary of the findings and recommendations. The questionnaire will take approximately 25 -35minutes.

Finally, as I require a significant response rate in order to complete this research, I will sincerely appreciate you participating in this study. If you have any questions please do not hesitate to contact me.

Regards

Tatenda Mawoyo

APPENDIX 2: QUESTIONNAIRE

Section A: Organisational Details

This section provides information on demographics as well as your organisation's service provision.

1.) **In what year was your organisation established?**

2.) **In which province is your organisation located?**

- Eastern Cape
- Free State
- Gauteng
- Kwa Zulu Natal
- Limpopo
- Mpumalanga
- Northern Cape
- North West
- Western Cape

3.) **What is your job title?**

4.) **How long have you been employed in your current position?**

5.) **How would you classify your organisation? (Please select one from the options below)**

- Governmental
- Private (non-profit)
- Private (for profit)
- Other (Please specify)

6.) **Please indicate the size of your organisation (Please give details as of 1 October 2010)**

	Number of people
Permanent Staff	—

7.) **Please indicate the services and facilities your organisation provides (you can indicate as many as possible)**

- In-patient
- Out patient
- Detoxification
- Research
- Training and education
- After Care
- Support Services
- Committee Forums
- Other (please specify)

8.) Please indicate your organisation's financial year end

- January
- February
- March
- April
- May
- June
- July
- August
- September
- October
- November
- December

9.) Please give an estimate number of the beneficiaries served by your organisation.

	Financial Year ending 2009	Financial Year ending 2010
Number of beneficiaries	—	—

Section B: Policy and legislation.

This section will ask questions pertaining to the Non-profit Organisations Act, [No.71 of 1997] and the National Drug Master Plan 2006-2011.

10.) Is your organisation registered in terms of the Non-profit Organisations Act, [No. 71 of 1997]?

- Yes
- No
- Not sure

11.) Does your organisation conform to the principles of the National Drug Master Plan 2006-2011?

- Yes
- No
- Not Sure

Please indicate to what extent you agree with the following statements.

12.) The National Drug Master Plan (2006-2011) emphasises the cooperation of various departments (e.g. education, health, criminal justice) to fight substance abuse. The co-operation of various departments to fight substance abuse is adequate in our province.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

13.) The current National Drug Master Plan is a feasible plan.

- Strongly disagree
- Disagree

- Neutral
- Agree
- Strongly agree

14.) **This organisation can make a significant contribution in the formulation of the new National Drug Master Plan.**

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

15.) **Substance abuse is a priority on the national government's agenda.**

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

16.) **In our province, substance abuse is a priority on the provincial government's agenda.**

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

17.) **This organisation was involved in the formulation of the current National Drug Master Plan 2006-2011.**

- Yes
- No
- I do not know

18.) **This organisation has been approached to help with the formulation of the new National Drug Master Plan.**

- Yes
- No
- I do not know

Section C: How organisations cope financially?

This section seeks to investigate how organisations in the field of substance abuse are coping in terms of their finances.

19.) **Please indicate your INCOME for the following financial years**

	Financial Year Ending 2009	Financial Year ending 2010
Amount	_____	_____

20.) **Please indicate your EXPENDITURE for following financial years**

	Financial Year Ending	Financial Year Ending

	2009	2010
Amount	_____	_____

21.) If your organisation charges fees, how do you charge fees?

- () Fixed Charge
- () Sliding Scale (based on beneficiaries' income)
- () Other (Please Specify)

22.) Please indicate the external sources of funding for your organisation (Please indicate the sources that are applicable to your organisation).

	External Source of Funding
Government (National)	<input type="checkbox"/>
Government (Provincial)	<input type="checkbox"/>
Government (Local)	<input type="checkbox"/>
National Development Agency (NDA)	<input type="checkbox"/>
National Lottery	<input type="checkbox"/>
Corporate Sector	<input type="checkbox"/>
Private Foundations	<input type="checkbox"/>
Individuals	<input type="checkbox"/>
Religious institutions	<input type="checkbox"/>
International donors	<input type="checkbox"/>
Funding agencies (e.g. Community Chest)	<input type="checkbox"/>
Other Sources	<input type="checkbox"/>

23.) Please indicate the internal sources of funding for your organisation.

	Internal Source of funding
Service Fee	<input type="checkbox"/>
Income from Investment	<input type="checkbox"/>
Fundraising	<input type="checkbox"/>
Business	<input type="checkbox"/>

Operations	
Other Sources	[]

24.) **Do you feel it is important to charge fees?**

- Yes
- No
- Unsure

25.) **If your organisation charges fees, please respond to the following. The charging of fees is important because**

- It enhances the commitment of the beneficiary concerning the service rendered
- It is important for the financial sustainability of the organisation
- Other (please specify)

26.) **This organisation has financial reserves.**

- Yes
- No
- Not sure

) **How many months of operating expenditure can you fund from your reserves?**

Could you indicate to what extent you agree with the following statements.

27.) **Organisations with more diverse sources of income are more financially sustainable**

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

28.) **Organisations with a higher percentage of their income derived from government sources are more financially sustainable**

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

29.) **Organisations with more clients on medical aid schemes are more financially sustainable.**

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Section D: An assessment of the economic recession.

This section seeks to investigate the impact of the recession on organisations in the field of substance abuse.

30.) **During the last audited financial year there was a greater demand for services.**

- Yes
- No
- Unsure

31.) **In the last audited financial year the income of the organisation**

- Increased
- Decreased
- Stayed the same
- I do not know

) **If your income DECREASED, what would you attribute this to? (you can indicate as many as possible)**

- Budget cuts from government
- Fewer funds available from donors
- Inability of donors to honour their funding contracts
- Reduction in the number of paying beneficiaries
- Less funds available from Lotto
- Reduction of funds from the National Development Agency
- Less successful fundraising efforts
- Other (please specify)

) **If your income DECREASED, please indicate the strategies that you adopted to curb the effects of decreased income (you can indicate as many as possible)**

- Reduced the number of staff you employ (downsizing)
- Stopped the provision of some services
- Increased service fees (amount paid by beneficiaries)
- Reduced the number of operating hours
- Developed new funding strategies
- Dipped into the reserve funds
- Merged with another organisation
- Reduced the number of beneficiaries you serve
- Introduced a waiting list for beneficiaries
- Cut professional development resources
- Other (please specify)

) **If your income INCREASED what would you attribute this to? (you can indicate as many as possible)**

- Improved marketing and promotion
- Increased government funding
- More diverse sources of funding
- Increased number of paying beneficiaries
- Increased fundraising efforts
- Other (please specify)

32.) **Please indicate if the recession created any of the following opportunities for your organisation**

- More volunteers
- Increased financial accountability
- Increased financial transparency
- Networking with other organisations
- Merging with other organisations
- More efficient use of resources
- Better goal setting
- Better management controls
- Other (please specify)

Section E: Effects of working in the field of substance abuse

This section seeks to gather your perceptions of the effects of working in the field of substance abuse

33.) **How many vacant posts do you have?**

34.) **If you have posts vacant, why are they vacant?**

- Still in the recruitment process
- Lack of qualified staff (no suitable candidates)
- Lack of financial resources
- Other (please specify)

35.) **During the financial year ending 2010, did your organisation retrench any of your staff members?**

- Yes
- No
- Not sure

36.) **How many members of your permanent staff have left your organisation in the past two financial years?**

	Financial Year Ending 2009	Financial Year Ending 2010
Number of people	—	—

37.) **Please indicate some of the common reasons for your staff leaving your organisation. Please indicate as many as possible.**

- Low salaries
- Lack of staff development (e.g. training)
- Lack of professional growth opportunities (e.g. promotion)
- Increased levels of staff fatigue
- Lack of personal accomplishment
- Unmanageable work load
- Retirement
- Better opportunities elsewhere
- Left the field of substance abuse
- Other (please specify)

38.) **Please indicate the measures that you have in place to curb burnout and stress. Please indicate as many as applicable to your organisation.**

- Supportive Supervision
- Sharing of information with colleagues
- Job rotation
- Clear job description
- Clear organisation goals and mission
- Provision of stress management workshops
- Flexible scheduling of work hours
- Other (please specify)

Section F: Sustainability

This section looks at the threats to organisation's sustainability as well as the suggestions that could be implemented to enhance their sustainability.

Please indicate to what extent you agree with the following statements

39.) **New organisations are more vulnerable to closure.**

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

40.) **Larger organisations are more sustainable.**

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

41.) **Organisations with directors involved in policy-making are more sustainable.**

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

42.) **Organisations with more qualified/skilled directors are more sustainable.**

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

43.) **Organisations affiliated to hospitals or mental institutions are more sustainable.**

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

44.) **Please indicate TWO of your biggest threats to the sustainability of your organisation.**

- Lack of long-term funding
- Over-reliance on one source of funding
- Lack of beneficiaries seeking your services
- Inadequate leadership
- Lack of professional staff
- Difficulty adhering to legislation
- Difficulty understanding legislation
- Lack of government support
- Safety concerns (operating in an unsafe environment)
- Other (please specify)

45.) **Medical aid schemes should contribute to substance abuse treatment.**

- Strongly disagree
- Disagree
- Neutral

- Agree
- Strongly agree

46.) **Please list three suggestions that could help organisations in the field of substance abuse to be more sustainable.**

- 1: _____
- 2: _____
- 3: _____

Section H: Views of the future

This section pays attention to how respondents perceive the future.

Please indicate to what extent you agree with the following statements

47.) **There will be an increase in the number of substance abusers in South Africa in the future.**

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

48.) **The government will make more funds available for the substance abuse sector in the future.**

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

49.) **The financial position of the organisation will improve in the next financial year.**

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

50.) **Do you have any concluding comments regarding the research topic?**

51.) **Please provide your organisation's email address.**

Thank You!

Thank you for the time and effort you have taken to complete this survey.