

**Investigating the effectiveness of the Victim Empowerment Programme  
(VEP) by the Department of Social Development (DSD) in Gauteng  
Province**

**By**

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

**Master of Commerce in Leadership in the Graduate School of Business  
School of Law and Management Studies**

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**NOVEMBER 2017**

## DECLARATION

I Lebogang Elizabeth Molai declare that

- (i) This research is my own work except where it is specifically acknowledged.
- (ii) This research has not been previously accepted for any degree and is not being currently considered for any other degree at any other university.
- (iii) I declare that this Dissertation contains my own work except where specifically acknowledged.



30 November 2017

Signed.....

Date: .....

## ACKNOWLEDGEMENTS

This intense project could not have been without the contribution of many people including research participants, my employer and my colleagues. However, there are individuals without whom this project would not have been completed, and I profusely thank and appreciate their contributions.

- Special thanks to my supervisor for the support she gave me during this research.
- To my daughter for encouraging me not to give up and to my husband for just being there for me.
- To my ageing Dad, Amandus Komane for being the greatest influence in my life in terms of pursuing knowledge and for encouraging me to work hard and succeed “It’s ‘DONEABLE’ NTATE!
- To God, my ultimate protector, for keeping me and my family safe

## **DEDICATION**

This study is dedicated to all the men and women who work tirelessly to make sure that the victims' dignity is restored. Your efforts, dedication and resilience is highly appreciated and noticed.

## **ABBREVIATIONS**

BPI	Building Partnerships for the Protection of Persons with Disabilities Initiative
CBO's	Community Based Organisations
CSO's	Civil Society Organisations
DCS	Department of Corrections
DHA	Department of Home Affairs
DMV	Defence and Military Veterans
DoJ	Department of Justice
DSD	Department of Social Development
DV	Domestic Violence
ESEID	Employment and Infrastructure Development
G&A	Governance and Administration
GBV	Gender Based Violence
HR	Human Resource
MTSF	Multi Year Strategic Framework
NCPS	National Crime Prevention Strategy
NPA	National Prosecution Authority
QDA	Qualitative Data Analysis
SAG	South African Government
SAPS	South African Police Services
SLA	Service Level Agreement
SPCHD	Community and Human Development
SSA	State Security Agency
StatsSA	Statistics South Africa
VEP	Victim Empowerment Programme
VOCS	Victims Of Crime Survey

## **ABSTRACT**

The increasing level of crime and violence in South Africa threatens the feeling of safety for citizens and threatens the democracy that was obtained in 1994. As a response to the scourge of crime and violence, the South African Government conceptualised and implemented the Victim Empowerment Programme. The Victim Empowerment Programme is one of the key responses to combat the effects of crime and violence. It seeks to address the effects of crime and violence on individuals; and ensures that victims have formal rights in the criminal justice proceedings. It is against this background that a study to investigate the effectiveness of the Victim Empowerment Programme by the Department of Social Development in Gauteng Province was conducted.

This is a qualitative research study. Descriptive data was collected through semi-structured focus group interviews which allowed Victim Empowerment Programme managers from the Civil Society Organisations and the Department of Social Development in Gauteng province to share real life experiences about the implementation of the programme.

Twenty-eight (28) participants were recruited for this study through non-probability purposive sampling. The findings of this study indicated that the Department of Social Development was effectively coordinating, managing, leading and implementing the programme. However, challenges such as communication, availability of adequate human and financial resources, partnerships with Civil Society Organisations and unavailability of accountability systems were cited.

The recommendations for this study include the development of a logic model for Victim Empowerment Programme to improve effectiveness; strengthening of partnership with Civil Society Organisations to compliment victim's services through placement of government paid professional, rigorous marketing of the programme to ensure public knowledge about the programme and revamping of the programme into work streams with vibrant accountability systems.

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# CHAPTER 1

## ORIENTATION OF THE STUDY

### 1.1 Background of the Victim Empowerment Programme

South Africa is characterised by high levels of crime and victimisation (Holtmann, 2008). The incidence and prevalence rates of physical, emotional and sexual abuse in South Africa are high (Jewkes, et al., 2001). The government of South Africa has recognized the challenge of crime and violence, and has responded by the introducing the NCPS which focuses on the Criminal Justice Process. The strategy has four pillars namely, the crime reduction through environmental design; public values and education, improving the cross border traffic related to crime and reducing the influx of refugees who are now the target of international criminal syndicates (Holtmann, 2008)

During the launch of the NCPS, the then acting President Honourable Thabo Mbeki explained the NCPS as one way of government's endeavour to rid the country of high levels of crime. The NCPS's focus was on improving the effectiveness of the criminal justice process through successful investigation, prosecution and punishment of offenders. (Meinck and Cluver, 2016). The major challenge which faced the NCPS was that its focus was more on reducing the levels of crime instead of dealing with the effects of crime.

In 1998, the NCPS was reviewed and renamed the Justice Crime Prevention Strategy (JCPS) with an intention to improve government planning, decision making and service delivery. Although the JCPS's objective was to implement strategies and programmes to ensure the fight against crime, pillar one aimed to deal with the effects of crime. This gave rise to the development of the Victim Empowerment Programme (VEP) in 1998 by the Criminal Justice Cluster's (CJS) 's crime prevention initiative. (Van Aswegen, 2000).

Victim Empowerment Programme aims to make sure that the criminal justice process is more victim-friendly so that the negative effects of crime is reduced. VEP, therefore,

plays a critical role in ensuring that the services offered to victims of crime and violence are integrated and that victims are supported, cared for and protected. Nel and Kruger (2009). The programme is based on the partnerships between government, civil society organisations, volunteers businesses and research institutions. VEP has clearly defined objectives that ensure that the programme is effective. Programme effectiveness can be explained as the extent to which the stated objectives are met. It is based on the agreed measures of access, appropriateness, and quality.

This study investigates the effectiveness of the Victim Empowerment Programme by the Department of Social Development in Gauteng Province. The researcher used four (4) VEP objectives to establish whether the Victim Empowerment Programme in Gauteng province was effective. The objectives were related to the description of the management role of social development, the challenges they are experiencing and whether they are implementing the programme as planned.

## **1.2 Motivation for the Study**

The researcher was prompted to conduct this study by a number of factors. The Victim Empowerment Programme is implemented by seven (7) partners; six (6) government departments within the Criminal Justice System (CJS) and the civil society organisations. The implementing partners departments are Justice and Constitutional Development (DoJ & CD); Health (DoH); Correctional Services( DCS); South African Police Services (SAPS); Department of Basic Education(DBE); the National Prosecution Authority (NPA); the Department of Social Development(DSD) and Civil Society Organisations (CSO's) that are used as service providers. VEP is therefore faced with challenges such as budgetary constraints. Government Departments are large in nature and due to lack of financial resources, programmes within each department scrape for finances to use towards programme implementation. Civil Society Organisations (CSO) `s are not structured and depend on funding from the government to implement projects. In search for more funding, the CSO implements many programmes and this limits their ability to specialize in one programme.

Although the National Policy guidelines on Victim Empowerment developed in 1998 detail with each department's distinct and specific role. The DSD has been given a role to manage the implementation of the Victim Empowerment Programme and to ensure smooth coordination between the partners. Its role is management and coordination of Victim Empowerment Programme, support all victims of crime and violence at all government levels, develop sector specific framework policies and strategies for the victim empowerment sector; identify and clarify sector specific roles and responsibilities at all government levels; guide the process of monitoring, evaluation and reporting by the implementing partners; training, market VEP and ensure that each department and other partners understands their roles including non-governmental organizations (NGO'S), Civil Society Organisations and community based organization (CBO's) and individual members of the community (Affolter, 2011)

Nel and Judge (2008) and (Frank, 2007) questioned the effectiveness of the Victim Empowerment Programme. The researcher is therefore interested to have evidence based information to establish whether the programme is effective specifically in Gauteng province where the number of crime victims is higher than in other provinces.

### **1.3 Focus of the study**

The Victim Empowerment Programme is an intervention that is implemented to minimise the impact of victimisation and mitigate the cycle of violence. According to Holtmann, (2008), lack of effective, restorative interventions contributes to the increasing cycle of violence in South Africa. DSD should ensure that the programme run as planned so as to mitigate the impact of crime and violence on South African citizens. This study intends to establish whether DSD manages and implements the programme effectively. Civil Society Organisations were also included in this study because they are the service providers for the Department of Social Development. The role of other stakeholders like the Depart of Justice, Department of Health, the South African Police Services, the

National Prosecution Authority and the Department of Corrections were not the focus of this research.

#### **1.4 Problem statement of the study**

One of the responsibilities of DSD is to submit integrated reports to the Integrated Justice System Development Committee (IJS DevComm). These management reports are expected to indicate how the Victim Empowerment Programme is implemented in terms of policies and strategies, victim's statistics; coordinated victim services, monitoring and evaluation; training of service providers, programme funding and detailed activities carried out by all stakeholders. These reports are often rejected as they only indicate the activities carried out by the Department of Social Development and not all stakeholders involved in the programme. It is for this reason that the researcher was motivated to investigate the effectiveness of VEP from the perspectives of the Department of Social Development.

The researcher's hypothesis is that the Department of Social Development (DSD) has the power and clout to manage multi-stakeholder programmes. Therefore, the DSD should be able to apply principles of programme management to ensure that the programme is implemented effectively which are; Planning (P), Organising (O), Leading (L) and Controlling as per the **P-O-L-C** framework suggested by Carpenter and Bauer (2010).

#### **1.5 Research objectives**

The research aims to investigate the effectiveness of the Victim Empowerment Programme by the Department of Social Development. The objectives included:

- To describe the management role played by DSD in the VE Programme.
- To identify and measure the challenges experienced by DSD in the VE Programme.
- To determine whether VEP services are implemented as intended.
- To provide recommendations to the DSD on how to deal with challenges.

## **1.6 Research questions**

The research questions are:

- What role does DSD play in the management of the VE programme?
- What are the challenges of managing VEP?
- Are the VEP services implemented as planned?
- How can the VEP be improved?

## **1.7 Methodology**

### **1.7.1 Research approach**

The researcher selected the qualitative method and followed the phenomenology philosophy in order to uncover trends in perceptions and opinions of VEP managers. (Blackstone, 2017). The study sought to establish the participant's perceptions on the implementation of the Victim Empowerment Programme and to answer the research questions based on their experiences of the programme. This was done through semi-structured and open-ended questions to focus groups of managers at different implementation levels of the VEP programme. This allowed the researcher to obtain descriptive data that was analysed to understand the effectiveness of the programme (Williams, 2007)

### **1.7.2 Sampling**

The researcher adopted a purposive sampling design in order to have a credible data from selected participants. The sample was judgmental in that it only accommodated managers and their deputy managers as primary sampling units (PSUs) and regional coordinators as secondary sampling units (SSUs) (Sekaran, 2003)

The sampling frame included Victim Services Sites Managers. These are the managers of front line workers that are involved with the implementation of the Gauteng victim services sites. The study included the regional coordinators whose function is to manage the victim services sites in the regions around the Gauteng Province. The regional

coordinators are part of members of the Regional Victim Empowerment management structures referred to as the VEP Forums. These structures coordinate the implementation of Victim Empowerment Programme at regional and level and they are members of the provincial forum.

The total population was 134 participants. The researcher interview 28 participants who were grouped into six (6) focus groups (see Chapter Three). The sample represented 21% of the total population.

### **1.7.3 Data collection**

Data was collected using semi-structured interview questions. The interviews were recorded and transcribed. The data was stored electronically. The interviews took around 90-120 minutes long (see Chapter Three).

### **1.7.4 Pilot study**

A pilot study was conducted with one focus group to test the reliability of the data collection tool. The research instrument was found to be simple and understood by participants.

### **1.7.5 Data Analysis**

Although there are many software packages to analyse qualitative data like ATLAS.ti, Maxda, and Dedoose, the researcher used NVivo software package. NVivo is a qualitative data analysis (QDA) computer software package that analyses descriptive data that is hard to analyse. NVivo codes the data, sorts it out and allows the researcher to retrieve textual data to construct theory. This analysing tool was used because the data that was collected from interviews was difficult to analyse using simple methods like affinity diagrams, mind maps and other forms of categorization of information. (Walsh, 2003).

## **1.8 Definition of Key Terms**

### **1.8.1 Crime**

According to Lanier and Henry (2001:31), crime is defined as “an intentional act of violation that is against the law”. This is confirmed by the dictionary meaning of crime that defines crime as an act that is forbidden by the law and that is punishable by a sentence or legal incarceration. (Webster’s New World College Dictionary, 2014)

### **1.8.2 Empowerment**

Empowerment has a number of definitions that are contextual. Empowerment can be defined as “a multidimensional social process that helps people to gain control of their lives”. Page and Czuba (1999:2) According to (Zimmerman, 1995) cited by (Yankasamy, 2011), empowerment refers to increasing the spiritual, political, social, or economic strength of individuals and communities. Dey and Thorpe (2001:29) believes that “the feeling of empowerment can be facilitated by subscribing to four principles of empowerment. These are: ‘Safety’, ‘Restored control’, ‘Respect’ and ‘On-going support’.”

### **1.8.3 Victim**

According to the United Nations Declaration on Basic Principles of Justice for Victims of Crime and Abuse of Power (1985: 1), a victim is “any person who, individually or collectively, have suffered harm, including physical and mental injury, emotional suffering, economic loss and substantial impairment of her rights, through acts or omissions that are violations of national criminal laws or of intentionally recognised norms relating to human rights.” Fossos, et al., (2011) (2011) seeks to expand the UN definition to include the people that may have witnessed the act and or the people related to the victims. Fossos, et al., (2011) further described different kinds of victims named depending on the response at the time of victimisation. The researchers paint a general picture of an ideal victim as innocent, defenceless and most probably young individual, a passive victim as the one that is blamed for the crime rather than blaming the perpetrator as in the case of rape, and finally, a resistant victim as one who insists on reporting the crime to the police and keeps the proof of the victimisation.

#### **1.8.4 Victim Empowerment**

The National Policy Guidelines for Victim Empowerment describes Victim Empowerment as an approach that ensures that victims get a range of services. Nel and Kruger (1999:97) unpacks Victim Empowerment as “a certain philosophy, method or technique of handling victims in which it is accepted that, rather than being dependent on the expertise and assistance of a professional or someone else, all people have certain skills and competencies which, when facilitated appropriately, can come to the fore to assist individuals to help themselves or to cope better with an incident of victimisation.”

#### **1.8.5 Violence**

According to the World Health Report of 2002, violence brings about powerlessness and apathy. The report categorised violence into three broad categories that are determined by responsible act of violence. It can be self-directed violence - which is self-inflicted; interpersonal violence, which is inflicted by another person or a small group of people and collective violence which is inflicted by a large group of people. The document also describes the nature of crime as physical, sexual, psychological and deprivation.

### **1.9 Chapter organisation**

This study is divided into five (5) chapters.

- Introduction and a brief background about Victim Empowerment Programme is done in Chapter One. It also defines the research problem, motivation of the study, research objectives and questions, research methodology and clarifies the key concepts relevant to this study.
- Chapter Two details the literature review relevant to this study and defines the theoretical framework that informs the study. This chapter details the Victim Empowerment Programme and investigates various models of programme effectiveness.

- Chapter Three discusses the research methodology. The various aspects covered include the sample techniques, methods of selection questionnaire, data collection and analysis; and ethical considerations. This chapter also discusses data collection through in-depth focus group interviews and through semi structured questionnaires.
- Chapter Four presents' data, its interpretation and analysis. It also reflects on the perceptions, experiences and views emerging from the interviews.
- The conclusions and recommendations are covered in Chapter Five. A list of recommendations is provided and future research areas also identified.

### **1.10 Conclusion**

This chapter provided a general background to the study and also outlined the problem statement; objectives of the study and research questions; the rationale of the study; the research methodology; study limitations the outline of this document. The chapters of the study follow the sequence shown in section 1.9 on the structure of the dissertation.

Chapter Two reviews the literature relevant to this study

## **CHAPTER 2**

### **LITERATURE REVEIW**

#### **2.1 Introduction**

Internationally, governments have established programmes dealing with victims and victim services. As early as 1957, the Great Britain pioneered victim support services. This initiative ushered in the birth of the concept of victim reparation and the home of the journal *International Review of Victimology*. In 1987, the Netherland's Ministry of Justice financed the International Crime Victim Surveys working group in 1987 and hosted the 9<sup>th</sup> World Society of Victimology International Symposium. They have the International Victimology Institute in Tilburg (INTERVICT). As a response to the United Nations Declaration for Victims, the United States of America (USA) established an Office of Victims of Crime that gives victims assistance in 1999 which led to the development of a Handbook on Justice for Victims and the Guide for Policy Makers.

(Dussich, 2012)

Canada hosted the 10<sup>th</sup> WSV International Symposium on Victimology. It also established the International Centre for the Prevention of Crime in Montreal which promotes victim-friendly programmes. Japan has a degree programme in Victimology and is internationally known for innovations in victim services, victim logical research, and has an International Victimology Institute and the Graduate School of Victimology. Japan has the Fundamental Law for Victims of Crime (Dussich, 2012).

The constitution of the Republic of South Africa Act No. 108 of 1996 speaks about the rights of every person to human dignity, equality, freedom and security. It imposes a duty on the South African Government (SAG) to take appropriate steps to ensure that the human rights of persons are respected. This is an indication that different countries have some form of victim programmes where the intention is to offer victims of crime and violence the much needed services.

## 2.2 Effectiveness

Skogan (1976: 281) describes effectiveness as task performance because organisations use task performance as a proxy to effectiveness. He further uses an example of the police force that is said to be effective when the efforts made (in terms of service that they give to the community like crime prevention) ends up in more arrests of the criminals. Effectiveness is said to happen when input is added (in terms of resources), so that they can yield outputs (or results: like arrests). This analysis indicates that for effectiveness to happen there is a need for resources to produce positive results. The researchers' understanding of effectiveness is that the more inputs made available, the higher the level of effectiveness. Skogan (1976:288) concluded by relating effectiveness to "a concept that denotes goal matching", which is "the ability of organisations to solve substantive problems" This means that when a programme achieves its goals and objectives, its effectiveness increases.

According to the Australian Auditor General (AG)'s February 2011 report on Effectiveness of Victims of Crime Programs, it is difficult to determine and measure the extent to which victims recover from the effects of crime. Performance monitoring is used as a proxy to effectiveness, so as to measure the quality of services offered to victims. This is done by collecting enough evidence to prove that the services offered are offered intended. Skogan (1976:288) further suggests that the measure of effectiveness is "output per input" "This suggests that there should be indicators that can be used to measure performance, and these inputs will be used to also measure effectiveness. In VEP, the reports on various indicators are used as outputs, and as a result, the contents of the same reports can be used to measure the effectiveness of the programme.

Sundqvist and Backlund (2014) refer to Programme effectiveness as improvements in managing projects with the intention to improve implementation on time and within the budget. In addition to this, a programme is said to be effective if it satisfies or exceeds the clients' requirements. The business dictionary also defines effectiveness as the degree

to which objectives are achieved and the extent to which targeted problems are solved. In the case of VEP, the five objectives that form the basis for effective implementation are:

- Objective 1 deals with policy and legislation which aims to develop policies that guides the integrated sectoral services to victim services, the development and implementation of those services, and how they will be monitored and evaluated.
- Objective 2 looks at management and its intention to establish and sustain effective governance and management systems at all levels of government
- Objective 3 is concerned with service delivery that hopes to enhance the scope and quality of service to victims of crime and violence especially in rural areas;
- Objective 4 is about training and capacity building that is expected to build capacity of VEP service providers within government departments and the civil society sector and,
- Objective 5 hopes to conduct research, monitoring and evaluation which focus on monitoring and evaluating the impact of VEP on victims. These objectives also identified the need to develop a database of victims and victim empowerment related research to evaluate the norms, standards and practice guidelines for the programme. (Frank, 2007) and (Nel, 2009).

(Heatherfield, 2017) shared seven (7) tips for effective management success. These are the ability to build effective and responsive interpersonal relationships, communicate effectively, team building, understanding the finances, ability to create good environments for working, leading by example, and building capacity. Although these tips are used in Human Resources, they are also applicable in effective VEP programme management. The researcher`s understanding of the seven tips is that DSD as a lead and manager of VEP needs to carry out the seven tips to enable the partners to perform at their best. DSD is placed in a position where the skills to coordinate is crucial to the success of the VEP programme. Good relationships with partner departments and Civil society organisations is needed to ensure that reports are submitted so that performance can be measured, which eventually will lead to effective implementation of VEP. Clear, crisp communication is not only crucial to implementation of VEP, but is necessary to

ensure that all parties understand their roles so as to implement the VEP programme as expected. Good relationships form fertile ground for networking and creating a healthy environment to implement the programme.

Program effectiveness can be evaluated in three (3) ways, namely,

- Development of the theory of change, which shows how to achieve long-term effects on the society.
- Developing a logic model, which is a process that guides how resources (including the efforts that individuals put on a programme) that can be used to check if specific goals or objectives are developed to guide the programme?
- Designing a program evaluation from the beginning of implementation of a programme assist the organisation to plan ahead.

### **2.3 Crime**

According to the Global Economic Crime Survey, (2016) more than two thirds in organisations reported being victims of economic crime. A third experienced cybercrime, and there is a perception by three quarters of the organisations that local law enforcement is inadequately resourced to fight economic crime. The 2013 report by the World Health Organization also highlights that intimate partner violence affects at least 30 percent of women worldwide, and it is the most prevalent form of violence against women. Leoschut and Kafaar (2017). Although crime in South Africa is reported to have decreased between 2015 and 2016, 2.1 million crimes are still reported and contact crimes have increased. Contact crimes include murder, attempted murder and sexual offences, as well as common assault and robbery. “Violence has become a characteristic feature of South African society” Holtmann and Swarts (2009:1). According to the Victims of Crime Survey (2015/6), Gauteng province has the highest crime rates in South Africa in all forms of contact and serious crimes.

According to the Victims of Crime Survey (2009/2010), crime has decreased for both women and children in 2009. Although crime may decrease, it is imperative that attention be given to them as vulnerable population. It is equally important that any victims support structure recognise the level of male victimization particularly with regard to violent crimes. According to a study by Faull and Mphuthing (2007), there is a need to explore and challenge the commonly held concepts of masculinity and bravado as well as the perception that men do not display emotions and seek support.

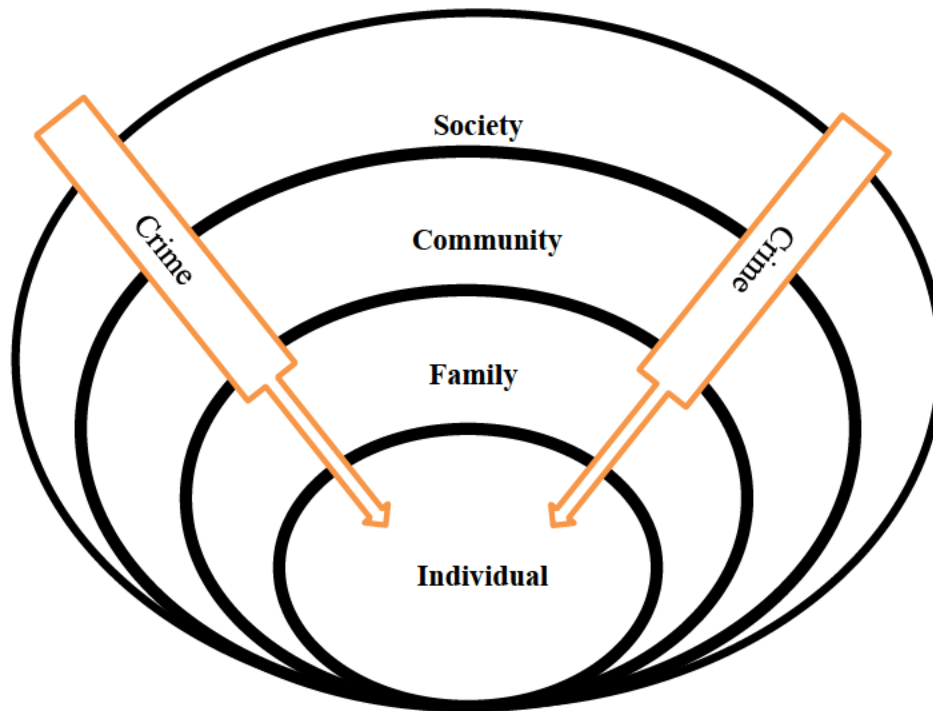
The South African crime statistics for 2017 (1 April 2016 to 31 March 2017) indicate that over two million crimes had been committed in the past year. Considering that all crimes will have a victim, and the fact that the crimes indicated are the ones that were reported to the police. One can assume that the number of victims is four times high.

## **2.4 Effects of Crime**

Crime and violence undermine possibilities for the improvement of living conditions for most South Africans. It impacts negatively on people's ability to participate in social and economic life realms Silbernagl and Kuehl (2013). Crime and violence are said to drive business away, lower the quality of life, destroy public trust, and undermines the 'rule of law'. According to (Nel, 2007), increased levels of violence in South Africa hampers the rights of citizens to independence and their rights to health, security and freedom. At a deeper individual level, crime creates anxiety and insecurity. Emotional stress affects social, care-taking and work relationship which impacts on the communities' efforts to make optimal use of their human resource base (Peacock, 2013).

Figure 2.1 below indicates that individuals influence their social environments, that is, families, communities and wider society. At the same time, the various contexts of the social environment influence each other as well as the individual. Therefore, the risk factors and protective factors found to be associated with crime and violence occur at these different levels.

**Figure 2:1 Effects of Crime on the Individual, Community and Society**



Adapted from Source: South African Programme of Action Addressing VAWC (2013-2018)

The figure 2.1 above shows that the effects of crime on the individual can translate to their families, their community and finally, to the society in which they live. Individuals react differently to crime and violence experiences. Some individuals may feel angry and upset while others feel 'normal' immediately after the experience and then suddenly start to fall apart. Some people feel very emotional, unsettled and confused while others can even show physical symptoms like sleeplessness due to stress. How individuals react to crime determines how the crime will affect them. The individuals' reaction to crime depends on the type of crime, whether the victims know the person who committed the crime against them, the support a victim gets from family, friends, officers of the law and service offers, whether the victim knows someone who experienced a similar crime and the crime seems to be repeating to them. The more violent the crime, the more it will affect the victim Wolke and Lereya (2014).

The physical, psychological and social consequences that occur after victimisation can be life disturbing. Physical effects can include loss of energy, muscle pain, headaches, menstruation disorders in women, cold sensations, shivering and hot flashes, digestive problems and high blood pressure. The immediate psychological effects may include distrust of others, sadness and loss of self-confidence. These can spiral into depression, anxiety disorder and depression. The social consequences relate to feeling of isolation, tense relationships with people, fear of being alone and feelings of insecurity. Victims were also reported to have more trouble making or keeping friends and to be less likely to live with a partner and have social support Salston and Figley (2003).

Other studies which investigated the cycle of violence with victims of crime and violence have concluded that victims suffer invisible scars of emotional, cognitive, physical or interpersonal scars from their traumatic experiences. These studies confirm that people who have been exposed to crime and violence may, as a result, be the perpetrators of crime and violence since they use that as a way to retaliate against those that have victimised them, as in the case of domestic violence Stansfield and Williams, (2014). According to Holder, Leary and Frost (2013), there are strong links between child abuse, trauma, and neglect with the child's mental and physical health. This was discovered in a research study on the children that were exposed to violence. The study also found that the children were 30 times more likely to have learning difficulties as well as behavioural problems than children who were not exposed to traumatic events.

In order to assist victims of crime and violence to confront their experiences, victims must be enabled to engage with their painful experiences so that they can acknowledge their suffering and pain. They require empathy and understanding so that corrective measures can be offered to enable them to better cope with their painful memories so as to re-engage with social support networks, and possibly devote themselves to helping others. Cluver and Orkin (2009) explain victim recovery as a resumption of the level of functionality after victimisation. They further explain that victims vary in their level of mental health and wellbeing prior to their victimisation and therefore victimisation will affect them differently, thus causing differing degrees of trauma. It is therefore necessary

for victims to first try to regain their previous level of functioning and to learn from their misfortune. This makes Victim Empowerment Programme a beneficial service to be offered to victims of crime and violence.

In general, many efforts have been directed to assisting and empowering women and children as the population mostly affected by crime.

## **2.5 Victim Support programmes**

### **2.5.1 International Perspectives on Victim Support Programmes**

#### **2.5.1.1 United States of America**

In the United States of America, the Victim of Crime (VOC) office has a Victim Of Crime Assistance (VOCA) programme. The services to victims includes prevention at three levels; primary, secondary and tertiary, domestic violence, sexual assault, and child maltreatment, hate crime victims, Human trafficking victims, victims of Mass Violence and Disasters; Crimes Against Americans Abroad; and Cybercrime victims. This programme addresses the Crime Victim's Rights Act of 2004. One of them is the Building Partnerships for the Protection of Persons with Disabilities Initiative (BPI). It is now used as a new model of formal collaboration. The partnership is between law enforcement agents, prosecution authorities, human service agencies, adult protective services, self-advocates, victim service agencies, and other state agencies. This model is said to have made a remarkable change in the service offering to victims with disabilities Holder, Leary and Frost (2013: 21).

#### **2.5.1.2 United Kingdom**

According to the 2016 West Point Crime and Social Research Consultancy Management Consulting Services Report, the United Kingdom (UK) has recently established a Safer Stronger Community (SSC) Victim Empowerment Model (VEM) which is a multi-stakeholder long term victim care programme that supports victims of crime and violence. The VEM is coordinated from a central point. A central VEM coordinator acts

as a first point of entry for victims where a victim is registered on a central database and thereafter referred to relevant implementation partner. If the implementation partner accepts the case, the victim is assessed and a specific service delivery plan is developed. The service delivery plan includes the plan of how the victim will be supported after the service has been offered. This is called the support plan for the crime victim. The costs of the service delivery are determined at a central location by the central coordinator.

### **2.5.1.3 Serbia**

According to Lindgren and Nikolić-Ristanović (2011), Serbia has a crime victim support programme that was developed by the International Association of Chiefs of Police (IACP). The programme has guidelines and procedures that facilitate the work of the police in terms of victim support. The focus of the programme is more on recording as much information as possible during the first point of contact with the crime victim. This is because the main role of the Serbian police is to investigate and prevent crime. They also believe that crime can never be investigated without the assistance of a victim. As a result, a victim is very crucial to the success to their work. Serbia has a wider definition of crime victims. A victim includes direct victims, their families, the community like eyewitnesses to a violent crime, individuals who work with crime and anyone who arrives at the scene of the crime. These are police, judges, prosecutors, nurses, jurors and all those who participate in high-profile trials. (IACP, 2000)

The police force is the most important service provider for victims. The victim contact police by telephone walk into the police offices or with the police visiting the scene of crime. The police then investigate and if they have enough evidence, the case will go through to a juror, if the evidence is not enough; the police are not able to investigate. The victim will then participate in the legal processes where the prosecutor takes over. The role of the prosecutor is to ensure that the evidence is enough to convict and to give the victim information on the status of the case. The victim service continues in courts. The duty of the court is to weigh all available evidence and determine guilty verdict for

the perpetrator. Measures not to traumatise the victim are conducted through educating judges and all other officials working in court Lindgren and Nikolić-Ristanović (2011).

Victims also get services from the health care system and the Non-Governmental Organisations that act as support for official government programmes in the form of victim support centres to offer women shelters where they can be safe. Additional services include counselling services, supportive discussions, emotional support, information and social fellowship. Workers in the non-governmental programmes are by shelters and dependent upon a functioning co-operation with the police. In 2003, the Victimology Society of Serbia established a special unit called the Victim Development Support Information and Victim Support Service. This unit is a member of the Victim Support Europe since 2004 and uses international standards to offer victim services. Assistance to victims of all crimes and their families are offered to people over the age of 14 and children accompanying by their parents, awareness raising and information sharing, assistance and emotional support to women offenders who were convicted due to killing their partners because they were physically abused, referrals to other services; legal and psychological services; witness support; and urgent material aid Lindgren and Nikolić-Ristanović (2011).

## **2.6 South African Victim Support Programme**

Chapter 2 of the South African Constitution gives all citizens the rights to freedom and security. This includes the rights to be free from all forms of violence whether public or private. The constitution ensures that all South Africans inherit the rights to dignity and protection. This translates in the citizen's right to live in peace and harmony and to be fearless. When a crime is committed, the basic human rights of the people are violated. This is the case in the context of crime and violence (Currie and deWaal, 2013).

In 1996, government and civil society organisations formed a partnership with civil society organisations to collectively address the root causes of crime. The partnership promoted victim centred approach that was intended to deal with the effects of crime to individuals in the form of a programme referred to as the Victim Empowerment

Programme. This programme was launched in 1998 and implemented in 1999 (Kotze, 2002). Management role of the Victim Empowerment Programme has been entrusted upon the Department of Social Development. The other implementing partners are the Criminal Justice and Security Cluster departments, the Department of Justice, Correctional Services, the National Prosecution Authority, the Department of Health and the South African Police Services. Civil Society Organisations act as service providers for the programme.

A study by the University of South Africa (UNISA) and Southern Hemisphere Consultants on Victim Empowerment Programme asserts that young men are both the highest offenders and victims of crime (Nel, 2009). Nel and Kruger (2009) add that males in South Africa are at greater risk of experiencing crime than females. However, they are less likely to utilize support services. This research shows that there is a relationship between vulnerability and alcohol as confirmed by Du Plessis and Holtmann (2004). Young men are likely to be the vulnerable group as is their tendency to engage in risky behaviour through substance and alcohol abuse. This shows that victim empowerment should be available to all levels, irrespective of set generalisations.

The centre for the study of violence and reconciliation's report on prevention and response strategies in South Africa (2016) identified the strength of VEP services for abused women in shelters as: offering victim-centred service; integration of victim services with those of other government departments not mandated to implement VEP under one roof, as in women shelters; streamlines integrated services, empowering women to gain other skills through income generation projects. However, the report also identified weaknesses as non-cooperation of stakeholders; lack of clarity on roles and responsibilities for departments in terms of which objectives each needs to achieve, absence of a proper monitoring and evaluation system impacting on the ability to measure the impact of VEP. In addition, some department were found to be lacking the budget to implement VEP, while inability to fund CSOs at local level to assist with VEP implementation was also acknowledged. Lack of debriefing for service providers, inadequate training and debriefing services for frontline workers, fragmented and

uncoordinated services for victims of GBV, and disparities in counselling services between rural and urban areas were some of the challenges that were identified.

### **2.6.1 Legislative framework for Victim Empowerment Programme**

Since 1994, South Africa developed a host of progressive legislation at various levels to promote and enable more holistic and systemic approaches to creating safer communities. Among them are the Constitution of the Republic of South Africa Act No. 108 of 1996, Domestic Violence Act 116 of 1998, the Older Persons Act No.13 of 2006, the Children's Act No. 38 of 2005, The Criminal Law (Sexual Offences and Related Matters) Amendment Act, No, 32 of 2007 and the Trafficking In Persons Act No.7 of 2013. (Department of Social Development, 1997). The National Development Plan, known as the Vision 2030 of the SAG has committed 14 priority outcomes. Outcome 3 talks to 'all people in South Africa are and feel safe'. This is one of its highest priorities which also strengthen the implementation of legislations and policies (Nation Planning Commission, 2013).

According to the National Policy Guidelines For Victim Empowerment, the Victim Empowerment Programme is also based on the following policies and international conventions:

- United Nations Conventions on the Rights of Children,
- United Nations Declaration of Basic Principle of Justice for Victims of Crime and Abuse of Power,
- Southern African Development Community Declaration on Gender and Development
- The Convention of the Elimination of All Forms of Discrimination Against Women( CEDAW)
- Victim Service Charter
- Minimum Standards for Victim of Crime and Violence
- National Policy guidelines on Victim Empowerment Programme

According to the UN Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power, victims and their associated support systems are unjustly subjected to loss, damage or injury and that they may, in addition, suffer hardship when assisting in the prosecution of offenders. The Declaration also points out that community efforts and public participation in crime prevention should be promoted. The Declaration also identifies victim's needs as; right to be treated with fairness and the ability to access justice, recognition as a participants in the criminal justice system, safety, assistance in the form of services, information presented in a way they can understand, continuity of services across all relevant service providers, to be acknowledged and where they agree to be given and apology of restitution. Faull and Mphuthing (2009)

The Children's Act stipulates that parents or guardians of a child are representatives of a child in all legal matters. It also outlined the conditions for children a witnesses in court in that the court hearing must be held in a private room designed for a child of that age so that the child can feel free. On addition to this Act, the UN Convention on the Rights of a child states that all measures to protect a child from any form of discrimination or punishment on the basis of the status, activities, expressed opinions, or beliefs of the child's parents, legal guardians, or family members, must be ensured.

The Criminal Law (Sexual Offences and Related Matters) Amendment Act prescribes that victim has been exposed to the risk of being infected with Human Immune Virus (HIV), because of any sexual offence should receive Post Exposure Prophylaxis (PEP) for HIV infection. The victim should also be given all the information including contact details of where they can receive services in a public health facility.

Domestic Violence Act defines domestic violence as emotional, verbal and psychological abuse that is directed towards an individual for the purpose of degrading or humiliation. Repeated insults, ridicule or name calling, repeated threats to cause emotional pain or the repeated exhibition of obsessive possessiveness or jealousy, which such as to constitute a

serious invasion of the complainant privacy liberty, integrity or security are forms of emotional, verbal, psychological abuse, intimidation, and threats that induce fear (section 1 of Domestic Violence Act 116 of 1998). Section 2 prescribes what is supposed to be done when Domestic Violence takes place. The Act stipulates that “when the incident of domestic violence is reported; render such assistance to the complainant as may be required in the circumstances, including assisting or making arrangements for the complainant to find suitable shelter and obtain medical treatment” (Domestic Violence Act 116 of 1998:4). The Act clearly outlines what needs to be done by service providers when Domestic Violence has happened.

Chapter 5 of the Older Persons Act No.13 of 2006 deals with the protection of the Older Persons. The Act defines an older person as any male or female who is 60 years or older. The guiding principle for provision of services are that any service must be provided in an environment that promotes the prevention of exploitation of older persons and promotes the respect and dignity of older persons. The Act establishes a framework for empowering and protecting older persons to promote and maintain their status, rights, well-being, safety and security. The Act provides for older persons to enjoy good-quality services while staying with their families in their communities for as long as possible and deals specifically with the development of community based care and support programmes. This Act forms the basis of which persons above the age of 60 can be protected against any form of victimization. Lombard and Kruger (2009)

The Victim’s Charter prescribes specific rights for victims. These are: Victim should be treated with respect and fair, given information, right to privacy, be offered information, and receive information, to have protection, access assistance, compensation, and restitution. The Trafficking In Persons Act 13 of 2013, gives effect to the Republic’s obligations concerning the trafficking of persons in terms of International agreements, to provide for an offence of trafficking in persons and other offences associated with trafficking in persons, to provide for penalties that may be imposed in respect of

offences; to provide for measures to protect and assist victims of trafficking; to provide for the coordinated implementation, application and administration of this Act; to prevent and combat the trafficking in persons within or across the borders of the Republic; and to provide for matters connected therewith.

Victim Empowerment Programme promotes a concept of Restorative Justice. Restorative Justice ensures that the criminal justice focuses in the needs of the victim Dey and Thorpe, (2011). The victim empowerment policy guidelines are a framework that guides how victim services are offered efficiently and effectively. It also clarifies roles and responsibilities of all VEP stakeholders (Frank, 2007:25)

## **2.6.2 Understanding Victim Empowerment Programme**

Victim Empowerment Programme is a programme that ensures that victims of crime and violence access a wide range of services. It is also a process that promotes resources to victims of crime and violence so that they can build their own capacity. VEP, unlike some criminal justice system programmes that have a focus on fighting crime, puts the victims of crime and violence at the centre of service delivery. VEP also ensures that policies relating the victim services are developed implemented and monitored and guides that those victims are protected empowered and supported.

The implementation of VEP has minimum standards for service delivery that ensures the quality of the service that should be delivered. These are in the form principles namely; empowering victim so have the tools to assist themselves, participation and self-determination, approaches that are family orientated, accountability of services, effective and efficient services, the restorative Justice and multi-disciplinary approach.

According to the minimum standards for service delivery in victim empowerment, empowerment is very important in that it is intended to equip victims with the knowledge

so that they are able to build their own capacity and to build their own support networks and sense of responsibility. In the service offering process, human rights of all victims should be protected as stated in the South African Constitution. The minimum standards are used together with the victims' rights. The participation and self-determination principle relates to the victim's participation in all the stages of the intervention process while accountability relates to all people that provide services to victims of crime and violence. This therefore implies that these people are held accountable for the services that they provide. The services must be appropriate and of an acceptable standard. The services provided to victims should be effective and efficient. Restorative justice refers to holding perpetrators accountable for their actions and where possible make amends to the victim Nel and Judge (2008).

The Victim Empowerment Programme (VEP) is a multi-faceted and inter-sectoral programme that seeks to ensure that the criminal justice system is responsive to the diverse needs of victims of violent crimes. The aim of the VEP is to provide a holistic and effective person-centred support service for victims of violence and crime. The Victim Empowerment (VE) sector is a large and complex sector consisting of a number of role players who play specific but interlinked roles. Implementation of VEP is done by a cluster of six government departments and the civil society organisations. These departments are Social development, Police, Health, National Prosecution Authority, Justice, and Correctional Services. Nel and Judge (2008)

**Figure 2.2. Representation of Victim Empowerment Programme**

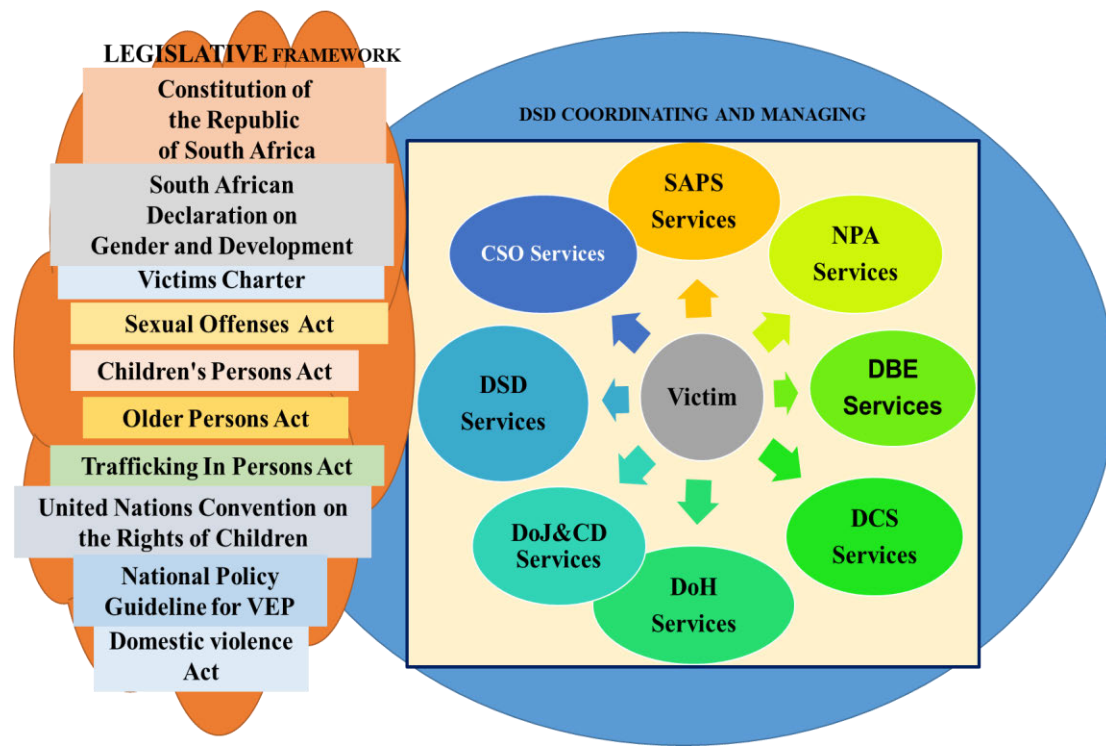


Figure 2.2 above illustrates victim empowerment programme in terms of victim services, stakeholders, legislative framework the victim approaching a number of service providers operating under different legislations to get coordinated services. This approach is the victim empowerment programme.

### 2.6.3 Management structures of Victim Empowerment Programme

Chapter 3 of the constitution introduced the cluster system in Government. The system intended to establish a framework for the national government, provincial governments and local governments to promote and facilitate intergovernmental relations. In August 2015, the Intergovernmental Relations Framework Act, Act 13 of 2005 was approved by Cabinet. The Act was intended to guide the cluster system process. This gave rise to Five Clusters responsible for coordinating the delivery of different government functions through delivery agreements. The clusters established Cabinet Committees made up of Ministers to lead the functions and the Committees of Director Generals to manage the implementation of various functions within each government department. The five

government clusters are the Economic Sectors, Employment and Infrastructure Development (ESEID); Social Protection, Community and Human Development (SPCHD); Governance and Administration (G&A); International Cooperation, Trade and Security (ICTS) and the Justice Crime Prevention and Security (JCPS) cluster.

The Intergovernmental Relations Framework Act, Act 13 of 2005 details the composition of the JCPS cluster as;

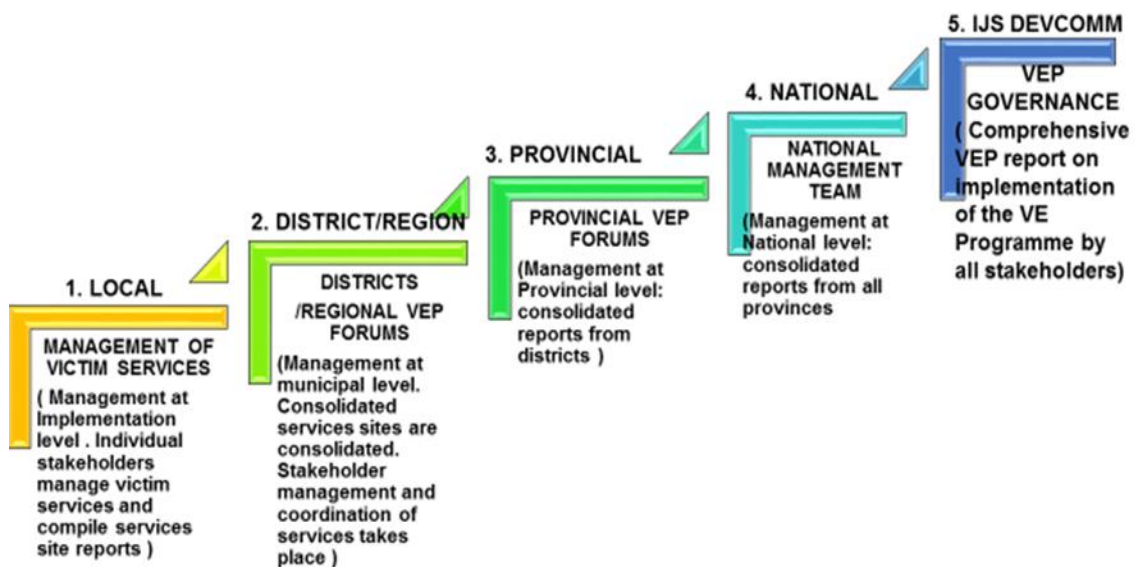
- the Defence and Military Veterans (DMV);
- the South African Police Services (SAPS);
- the Departments of Justice (DoJ) and Correctional Services (DCS);
- the department of Home Affairs (DHA);
- the State Security Agency (SSA), and
- Department of Social Development (DSD) and Department of National Treasury.

The Act also lists the functions of the JCPS as fighting crime and corruption, providing strategic guidance and ensuring monitoring and evaluation of the implementation of policy decisions, strategic support to Cabinet Committee and Ministerial Committee, monitor implementation of Multi Year Strategic Framework (MTSF), hold departments accountable for none performance and set corrective measures for poor implementation; ensuring adequate resourcing of cluster priorities and maintaining communication strategy. These functions are implemented by seven strategic teams. These are the National Joint Operational & Intelligence Structure (NATJOINTS); National Intelligence Co-coordinating Committee (NICOC); National Development Committee; The Integrated Justice System (IJS) Board; the Border Control Co-ordinating Committee (BCOCC), The Anti-Corruption Task Team (ACTT) and The Strategy Task Team (STT). VEP gets its strategic guidance from the JCPS cluster (KPMG, 2014).

The National Development Committee (DevComm) is one of the committees that assist the JCPS cluster to achieve its mandate. DevComm promotes cluster objectives through

coordination and enabling integrated planning by identifying blockages within the Criminal Justice System, act as a screening house for all Cabinet Memos, Bills, and Strategic documents before they are presented to the JCPS DGs Cluster, coordinate research aimed at informing policy decision making and legislation, oversee task teams to deal with Cluster priorities identified for the attention of DevComm, Monitor progress reports, enable the mainstreaming of initiatives and establishment of similar Provincial Development Committee Structures (Department of Social Development, 2014). The National Development Committee is chaired by the Director General (DG) in the Department of Justice.

The VEP has coordinating structures at National, provincial and local levels. The structures are called VEP Forums and are inter-sectoral and led by the DSD. They are capacitated by the full representation of the JCPS Cluster departments as well as the NGO's and CSO's. These structures coordinate and assist the DSD to manage the implementation of the programme. Figure 1.3 represents the functions of the VEP Fora.



**Figure 2.3 Levels of management of the Victim Empowerment Programme**

Figure 2.3 above illustrates the DSD local offices working in collaboration with the Civil Society Organisations (CSO's) and managing the actual implementation of VEP at local community level. The local community levels reports on VEP implementation to the district or regional level (District VEP Forum), which in turn reports to the Provincial structures (Provincial VEP Forum). The provincial structures reports to the national structure (National VEP Forum) which has the overall VEP programme management responsibility. The national structures get its strategic mandate from the Integrated Justice System (IJS) Development Committee (DevComm).

According to Carpenter, Bauer and Erdogan (2012) and confirmed by Schraeder et al (2015), the basic principles of management are Planning, Organising, Leading and Controlling. Planning (P) involves defining goals, determining the vision, missions and strategies and resource allocation to achieve targets. Organising (O) involves developing an organisational structure and allocating human resources to ensure the accomplishment of objectives. Leading (L) by example, making decisions, developing teams and motivating, inspiring, and encouraging a higher level of productivity. Finally, Controlling systems and processes; strategies and human Resources and evaluating the results against the goals set. The responsibility for planning awards DSD the responsibility to give make decisions on behalf of the VEP sector.

#### **2.6.4 The role of Department of Social Development in VEP**

DSD has a dual role in VEP. Firstly, DSD's role includes co-ordination and management, and facilitation of successful implementation of the Victim Empowerment Programme. This responsibility includes the development of the developing policy packages, identification of roles across the relevant government departments, provision of strategic leadership, facilitation of integration among stakeholders, building partnerships among stakeholders and improving communication between the implementing partners; and ensure accountability across departments through accountability structures so that the needs of victims of crime and violence are met, and finally, to ensure effective reporting

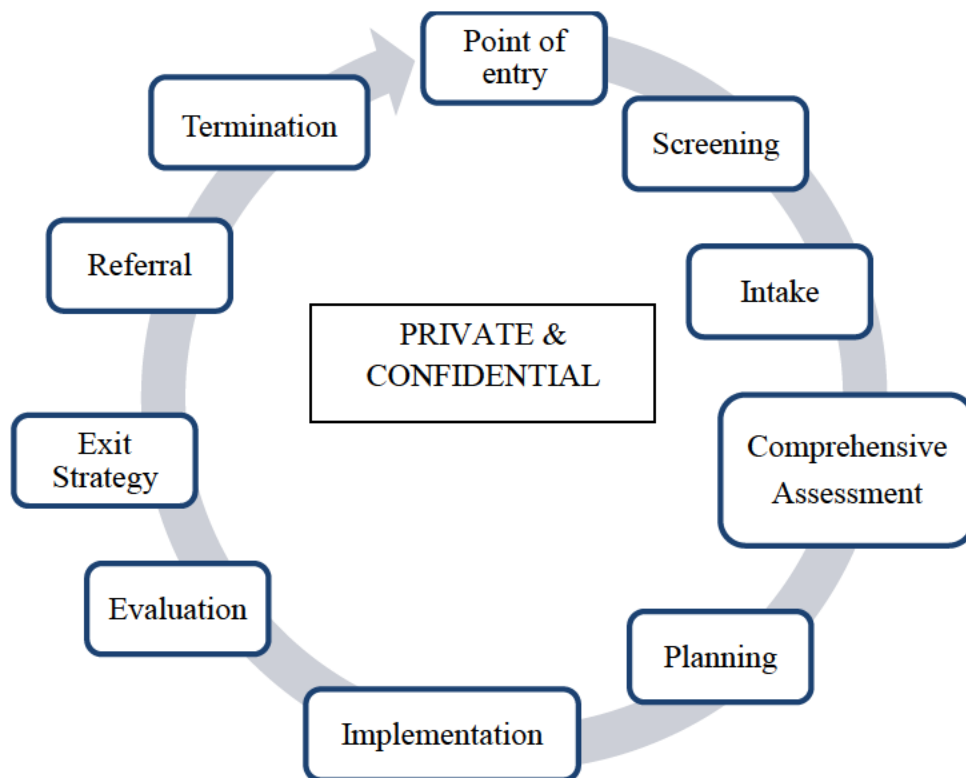
monitoring and evaluating the impact of the programme. DSD has to consolidate integrated reports to its Governance structure; the Integrated Justice System Development Committee. Nel and Kruger (2009). DSD uses a standardised template for reporting. This template is structured according to the 5 VEP objectives mentioned in section 1.1. Stakeholders are expected to report on a quarterly basis and present their reports to the quarterly Management Team meetings that are chaired by the DSD. This management team exists across all levels of government in the form of, provincial VEP forums and District VEP forums. DSD as the lead department in VEP also holds a secretariat position and facilitates all the logistical arrangement for the VEP forums at all levels (Kulwane, 2012:10).

The other role of the DSD is related to implementation. Some of the implementations include but is not limited to giving victim services in partnership with Civil Society Organisations, set up protection sheltering for victims of domestic abuse, establish crisis intervention centres where victims are able to access integrated services under one roof, offer coordinated and comprehensive services and prevent secondary victimisation, train service providers on awareness and prevention programmes, trauma counselling; conduct awareness and prevention programmes on victimization-related issues programmes, publish the national directory of services as a marketing tool for victim services Nel and Kruger (2009).

The core mandate of social development in terms of VEP service offering is psychosocial support. This service is carried out by social workers, social auxiliary workers and trauma counsellors. The Practice environment for Social Service Professionals (Social Workers, Social Auxiliary Worker, Child and Youth Care Workers, etc.) is in terms of the Bill of Rights, and the Social Service Professions Act 110 of 1978 (as amended) and the Policy Guidelines for Code of Conduct, Code of Ethics and Rules for Social Workers (2006). These describe the standard of conduct within which Social Workers should work and the environment under which social work must be practiced. Social workers and employers are required by law to uphold and protect the fundamental human rights of clients.

Social Worker’s Ethical Responsibility towards Client System and in Practice: the right to confidentiality must be understood in the context of the right to privacy – protecting the right to privacy of clients must be held in the highest regard. Clients are expected to share necessary information during interview sessions, and therefore have a right to privacy. The Professional Code of Conduct further prescribes the conduct which requires for compliance to creation of practice space and environment that protects the prestige and integrity of the profession of social work, to implement supervision ratios, effective management of client’s confidential records and registries.

**Figure 2.4 Summary of the intervention processes**



**Adapted from the Department of Social Development Training manual of the Code of Ethics ad Rules for Social Workers**

### **2.6.5 Complexity of VEP**

Within VEP, there are a number of smaller projects like Domestic violence, Human Trafficking, Sexual Offences, Gender Based Violence, Older person Abuse, Awareness

campaigns like 16 Days of Activism for No violence Against Women and Children, Trafficking week, Orange day Campaigns and Men and Boys campaigns, Everyday Heroes campaign brand and so on. This qualifies VEP to be called a programme as per the (Pramanik, 2014: 2) definition stating programme as “a portfolio of projects and activities that together achieve outcomes and realised benefits that are of strategic importance”. The definition was later confirmed by Too and Weave (2014).

(Spacey, 2013) clarifies the differences between projects and programmes. He believes that programmes have a longer duration than projects because they focus on continuous improvement. Their delivery is linked to the organisation’s financial calendar, are controlled and overseen by senior management due to their complex nature and that they are driven by the strategy of the organisation. VEP fits the profile of a complex project and therefore it requires specialized management for successful implementation. Although VEP has a budget, stakeholders use different costing and funding models for the programme. The other challenge is that the national objectives are not necessarily the same as provincial objectives. Although the National Policy Guidelines on Victim Empowerment details roles for all stakeholders, the absence of a VEP legislation results in DSD not able to enforce management decision made. In terms of beneficiaries and results, DSD is able to assess what is being delivered through the Monitoring and Evaluation tool that has been developed for the programme which is still not fully implemented by all stakeholders.

(Sowden, 2011) distinguished the three types of programmes as vision-led - which begins as a top-down programme. The other type is regarded as emergent - which normally starts from uncoordinated initiatives due to joined value and results while the last type relates to compliance which is more mandatory due to external forces. VEP started as an emergent programme because it resulted from the need to offer crime victims’ services. It is no more of a compliant programme after the South African Government developed legislative frameworks on how to deal with victim services. These legislations are enforcement through the JCPS.

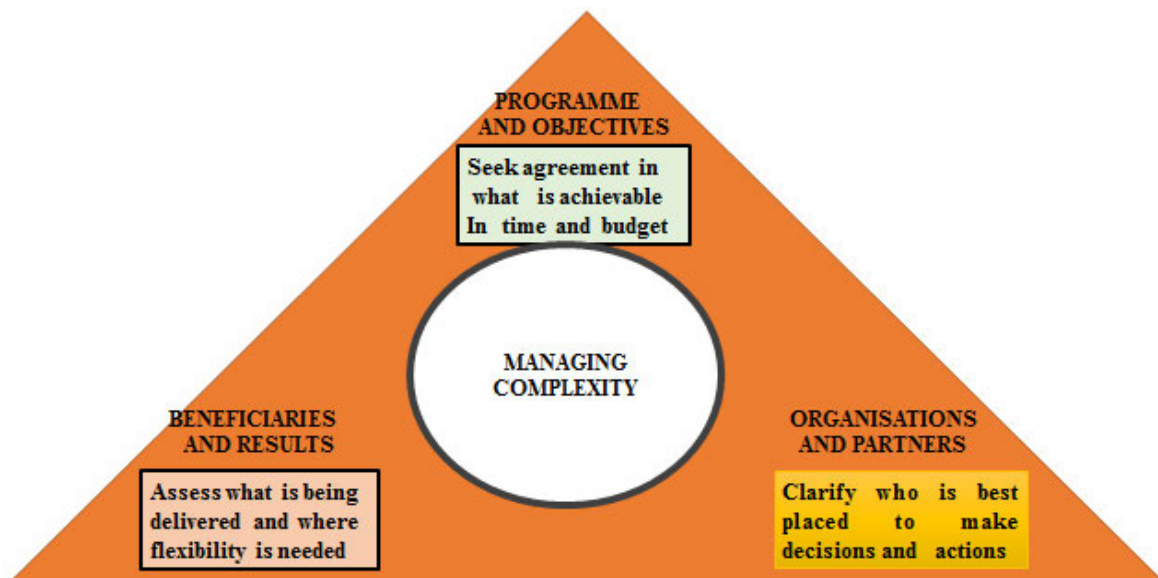
Another complexity of VEP emanates from the fact that victimization cannot be predicted and as a result, the exact numbers of victims cannot be known until after victimization

has happened. This makes it difficult to plan for service delivery. VEP relies on Crime statistics to forecast for planning. This is a dynamic environment where projects increase the level of complexity when approaching aspects of projects' success. VEP has more external factors than other programmes and PESTEL tool can be applied to properly analyse its management. PESTLE is “a strategic planning tool used to evaluate the impact of Political, Economic, Social, Technological, Environmental and Legal factors might have on a project” Rastogi and Trivedi (2016:385).

## 2.7 Models to manage complex programmes

Although VEP has management and coordinating structures referred to as the VEP Forums, the levels of complexity of this programme have to be established so as to employ appropriate management. The Shaxson's model cited by Hummelbrunner and Jones (2014) as seen below can assist to establish the level of complexity of VEP and therefore assist in its management.

**Figure 2.5 Shaxson Model of Complexity**




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Adapted from the Source Shaxson model cited by Hummelbrunner and Jones (2013)

The model above indicates three areas of importance when managing complex programmes. These are programme and objectives; organisations and partners and beneficiaries and results. In addition to the Shaxson`s components, the Global Alliance for Project Performance Standards (GAPPS) included stakeholder relations, programme definition, benefits delivery, resource complexity and governance.

From the researcher`s experience, VEP have programmes and objectives that are broad and therefore open to different interpretations by the stakeholders. Therefore, there is a need for a model which can define VEP to all stakeholders so that a common understanding can be established.

Hummelbrunner and Jones (2014) states that complexity increases the importance of effective management, if the relevant management tools and approaches used are appropriate. They identified decentralization, collaboration and adaptive management as three guiding principles that can be applied for effective management of complex programmes.

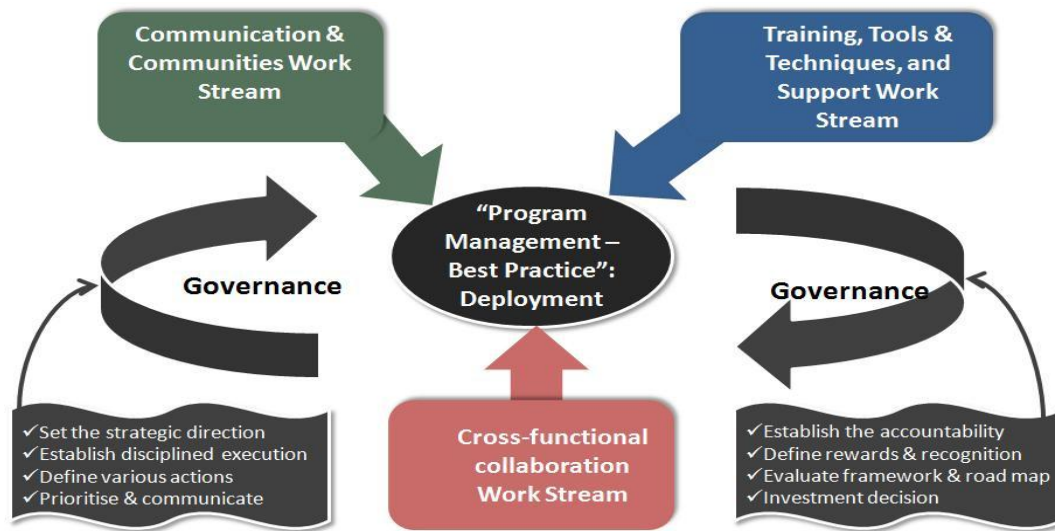
Currently the management of VEP management is focused at national level and therefore decentralization of this task may have to be looked at to improve its effectiveness. Although there is collaboration among various stakeholders, evaluation of how collaboration is effective is unknown. Adaptive management is a concept which is unfamiliar to both government and therefore the VEP. Government structures are not yet flexible to allow adaptive management processes, and this can therefore be a possible future action research possibility.

## **2.8 Models for Programme Management**

Pramanik (2014) believes that the framework for best practice management is important to ensure the implementation of programme objectives, to achieve results and to achieve clients` satisfaction. His deployment model considers that increased quality, efficiency, awareness creation, collaboration and coordination can improve the management of any

programme Hummelbrunner and Jones (2014). The Deployment Model, however, maintains that a best practice model for programme management should have three work streams, communication and communities, cross functional collaboration and training, tools and technique support as seen in figure 2.6 below.

Figure 2.6 Deployment Model for Best Practice.



Source: Hummelbrunner and Jones, 2014.p13

Bryde`s Project Management Performance Assessment (PMPA) Model as cited by Mir & Pennington (2014) lists five enablers of project success as; Project Manager Leadership, Staff, Policy and strategy, Partnerships and resources; Project life cycle management process and Key Performance Indicators. Too and Weaver (2014) on the other hand suggests that Portfolio management; Project sponsorship: Project Management Office (PMO): and Projects and programme support can improve project management.

Currently VEP models suggested in South Africa are: the retributive justice model - which focuses on the prosecution and punishment of criminals. The disadvantage of this model is that it does not consider victims’ feelings of anger, hurt and grief. The care model focuses on compensation schemes for victims. The challenge with the model is the

applicability of standards to determine compensation. The last one is the prevention model which focuses on crime reduction through addressing economic challenges for people at risk of becoming perpetrators of crime as well as to the prevention of crime by improving their self-protection. South African Law Reform Commission Report (2004).

The challenges and opportunities presented by the many role-players engaged the integrated approaches used to implement VEP should eventually determine whether VEP addresses the needs for all South Africans to feel safe. High level of collaboration between all three spheres of government remains critical.

## **2.9 Victim Empowerment in Gauteng Province**

According to Statistics South Africa Census of 2011, the Gauteng Province is 18 178 squares kilometres (km<sup>2</sup>) and occupies 1.4% of South Africa. Gauteng is the smallest province in the country after Mpumalanga and the North West provinces. It has an estimated population of just over 12 million people, out of the 52 million and making it the most populated province in the country followed by KwaZulu Natal province with over 10 million and the Eastern Cape Province with around 7 million people. (Statistics South Africa, 2012)

According to the DSD Annual report of 2015/16 financial year, 2317 victims were offered victim services at women abuse shelters that were funded by the Department and managed by the Civil Society Organisations (CSO). Awareness campaigns reached around 44 483 also reached through the funding from the DSD by the CSO`s. (Department of Social Development, 2016)

## **2.10 Conclusion**

The Victim Empowerment Programme is a complex programme and due to the number of stakeholders involved, its management is equally complex. All these dynamics bring about various challenges that need attention. Although complexity of a programme heightens the importance of effective management, it also poses challenges in terms of the selection of appropriate management tools and approaches to be applied. South Africa

has pieces of legislation and policies that guide the Victim Empowerment Programme. With lessons learnt from best practice models from other similar victim support programmes outside the country, the Department of Social development can use those to improve the programme. In the Gauteng Province, the programme is implemented as in all other provinces in South Africa but an additional partner - the Department of Community Safety - adds value in terms of implementation of some of the victim services on addition to playing an oversight role to victim support services.

The next chapter presents the research methodology that was used in the study.

## CHAPTER 3

### RESEARCH METHODOLOGY

#### 3.1 Introduction

The most simplified meaning of research is the search for knowledge using a systematic scientific approach. (Kothari, 2004) further explains that research is made up of defining problems and suggesting solutions through collecting, Organising and evaluating information. Sekeran (2003:5) defines research as an “investigation into a specific problem”. He further outlines possible reasons why research is conducted as- to solve an existing problem (applied research) or to come up with new information (basic research) that will explain how some problems exist. Research methodology is essential for social research and encompasses the review of theoretical and conceptual frameworks. Kothari (2004:7) defines research methodology as “a way to systematically solve the research problem”.

This chapter provides an explanation of how this study was conducted. This includes methods used, the research design of the study, how the sample was selected and how data was collected, stored and analysed, the reliability and validity issues of the study, limitations of the study as well as ethical considerations applied to this study.

The aim of this study was to investigate the effectiveness of Victim Empowerment Programme by the Department of Social Development in Gauteng Province. Since this kind of study was never done before, the intention was to introduce a new body of knowledge which can be the baseline for further evaluation research in the Victim Empowerment Programme. It is for this reason that the researcher classifies this study as basic research.

## 3.2 Type of Research

In addition to the basic and applied researches mentioned in Chapter One, there are other types of researches that can be used to discover new information, understand existing information (descriptive), develop new theories (fundamental) and new concepts (conceptual), and find solutions to existing problems (applied), measure quantity (quantitative), used to understand underlying issues to determine the quality (qualitative) or researches that are scientific that gets information through observation (empirical) (Sekeran, 2003), (Kothari, 2004) and (Babbie, 2014)

The researcher selected the qualitative research approach as it is appropriate to get in-depth information about the effectiveness of the Victim Empowerment Programme. The motivation for using qualitative research was that the researcher needed to note perceptions and perspectives of those who implement programme from their experiences (Alkin, 2012). According to (Moore, 2016), qualitative research is identified by the questions containing 'what', 'why' and 'how' which produces unprompted responses. As confirmed by (Ritchie, 2013), qualitative research design is flexible in nature because it focuses on processes. This type of research is used mostly for human behavioural sciences in order to understand people's desires and what motivates them (Kothari, 2004). This is because qualitative research aims to produce quality or to discover underlying perspectives, while quantitative research deals with measuring the quantity of a subject.

(Ritchie, 2013) outlines the characteristics of qualitative research as enabling the participants to provide in-depth understanding of the subject being researched. The methods used are not standardized and can be adapted to generate data which is rich and complex, and therefore making its analysis complex but unique due to the uniqueness of what participants are sharing. Qualitative research methods are also said to encourage openness by participants, which leads them to sharing detailed description of the subject researched. This type of research allowed the researcher to create a friendly environment for participants to relax and they therefore shared the information freely.

### **3.3 Research Approach**

Leedy and Ormond (2010) identified five methods for conducting a qualitative research namely; case studies, grounded theory, ethnography, content analysis, and phenomenological. The case study method explains exploration of processes, activities, and events. The grounded theory method examines people's actions and interactions, while ethnography is more observational because the researcher observes participants behaviour for interpretation with the intention to analyse cultural behaviours of individuals or groups. The phenomenology method is used to understand experiences of the subjects' point of view; and finally; content analysis method is used to examine contents to identify patterns, themes, or biases (Williams, 2007).

### **3.4 Research Design**

Research design is defined as the "arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance of the research purpose with economy in procedure" (Kothari 2004:31). It enables the efficient running of a research and deals with sampling design which determines how the subjects of the research are going to be selected. Observational design determines the environment under which the research will take place, statistical design relating to the questions to be asked and the number of participants that will be observed. Operational design relates to the procedures employed in the duration of the research (Kothari, 2004).

Qualitative research design can be descriptive or explorative. Descriptive qualitative research can be used when the researcher wants to study the subjects under their natural settings in order to describe the details of the topic studied. This will assist the researcher to study the participants' experiences which are specific to the topic being studied. Explorative qualitative research design assists the researcher to discover new information on the topic of interest (Babbie, 2004) and (Creswell, 2007).

For this study, the researcher chose the descriptive research design in order to gain more insights into their experiences in managing and implementation for the Victim

Empowerment Programme. The participants described how they implemented the programme and what their work entails. The information shared assisted the researcher to develop new information on the programme and

### **3.4.1 Research population and Sampling**

According to Babbie (1998:109) “the study population and the sampling process can affect the validity of the research”. The Gauteng Department of Social Development has five regions that are managed by five regional offices. The regions are Tshwane, Ekurhuleni, Westrand, Sedibeng, and the Johannesburg Metro. Each region has Civil Society Organisations that are used as service providers implementing the Victim Empowerment Programme. Each region has victim services sites that are managed by Site Managers. These sites are managed by regional coordinators based at the regional offices. The regional coordinators are also members of the regional Victim Empowerment Programme Forums - a management structure for the programme at regional level. The regional coordinators are members of the Provincial Victim Empowerment Programme Forum - a management structure of the programme at provincial level. The total population of the managers of the Victim Empowerment Programme in Gauteng province is around 134.

The research sample is the targeted participants that the researcher intends to get the data from. Research sample can be conducted in many ways. The researcher followed the following sample design steps as described by Kothari (2004:56).

- Type of population. A purposive sample was selected out of the infinite population of implementers of the Victim Empowerment Programme in the Gauteng Province. Only managers were targeted as the participants for this study.
- The sampling unit selected by the researcher was geographical. Only the Gauteng Province was selected to become part of the study

- **Source List.** The researcher looked at a contact list of all the Victim Services sites in Gauteng province and contacted the managers by email to request for their participation. The list is segregated into regions and services sites
- **Sample size.** To make the sample representative, for the entire Gauteng Province, the researcher set the parameters of the study to one focus group per region. One additional group was added to the sample to pilot the research tool.
- **Budgetary Constraints.** The researcher self-funded the research, but since the researcher lives in Gauteng which is a very small province, the budget was not a challenge. The researcher could visit all the selected sites.
- **Sampling procedure.** The researcher only considered managers of the Victim empowerment Programme. This sample was judgmental and purposive in that the researcher deliberately selected them since they are best placed to assist with data that will assist to describe the research problem. To avoid bias, the researcher wrote a group email and waited for the potential participants to respond. Depending on their acceptance to participate in the study, the researcher formed groups that became the sample for the study.

### **3.4.2 Data Collection**

According to (Alshenqeeti, 2014), the advantage of data collection through interviews is that the participants are able to give a detailed report of their views, and allows them to express own thoughts and feelings. (Alshenqeeti, 2014) also detailed the various types of interviews. The structured interview is characterized by organized and planned step by step approach where pre-determined questions are asked while the open ended interview is characterized by questions that are unstructured and flexible and therefore allows both the interviewer and interviewee to ask follow up or clarification questions.

In the current study, interviews were conducted in English. In cases where the interviewee wanted to express in their own language, the researcher allowed it and later the response was translated in English on the transcript. The permission to allow the use

of participant's own language was based on creating a less threatening environment for participants and getting the rich data to be shared freely.

The study was conducted with the six (6) focus groups responsible for the implementation of the Victim Empowerment Programme in Gauteng Province. The managers work for both the department of social development and the service providers of the department, the civil society organisations implementing the VE Programme.

### **3.4.3 Data Analysis**

As confirmed by (Alshenqeeti, 2014), qualitative interviews can produce a large amount of data. The participants were arranged into 6 focus groups. All the groups went through in-depth focus group interviews using semi structured questions. The interviews were recorded and later transcribed into text by the researcher. The qualitative research method was used for this study to get in-depth accounts of participant's perspectives and understanding of how the Victim Empowerment Programme was implemented in Gauteng Province. The researcher also cleaned the interviews from errors. The interviews took between 60 to 90 minutes.

(Barnes, 2012) details the methods of qualitative data analysis process and the step by step process of qualitative data analysis as follows:

- Data collection and management
- Data organisation and preparation
- Data coding and description,
- Categorisation ; identification, classification and themes identification
- Connecting and interrelation
- Interpretation, creation of meaning and providing explanation

The researcher followed the process mentioned above by; used semi structured focus group research instruments to collect data from six focus groups. The data was then recorded and saved in the recording machine. The researcher then transcribed the data to

text, cleaned the data by fixing the grammatical errors. The data was then arranged into different coded from the responses relating to each corresponding questions. The researcher then identified similar responses to corresponding questions into themes and allocated then meaningful concepts. The related themes were then clustered into related topics and the data interpreted. The researcher intended to use the qualitative software, but due to failure in the system, the analysis took place manually. The responses were contextualised and then categorised into concepts. The most elaborated category, described the general understanding of the groups

The researcher `s main aim was to establish whether the Victim Empowerment programme was effectively implemented by the Department of Social Development in Gauteng province. Four main questions were asked to determine the participant`s views the topic.

According to Creswell (2009:185), “the organization and preparation of collected data for analysis involves transcribing the interviews verbatim, optically scanning material, typing and theming field notes and sorting and arranging the data into different types depending on the sources of information” According to Corbin & Strauss (2008) data coding is one of the best methods of qualitative data analysis where similar categories of data are arranged in themes and categorised into codes. The researcher transcribed the data before analysis in order to “build theoretical sensitivity” Corbin and Strauss (2008: 65). The data was first coded by breaking it down and categorised into similar themes.

The researcher was guided by the 8 step procedure to conduct qualitative content analysis suggested by (Ary et al., 1996) and cited by (Datt, 2016) as indicated below:

- **Step 1:** data was prepared by grouping the rsponses of question 1 from all six(6)groups under the corresponding question. The text was then translated to English where a different language was used.
- **Step 2:** The codes were then defined by highlighting similar concets from the answers of the same question.

- **Step 3:** Using the answers and words that are similar from the questions, categories of the researcher categorised similar concepts and gave them headings. Those that did not fit the categories were left.
- **Step 4:** The codes were then developed using Nvivo and QDA Miner software packages to check word frequency and compared it with the concepts already selected in step 3 above.
- **Step 5:** The researcher checked the categorisation was refined.
- **Step 6:** The researcher checked against the transcribed text for validity.
- **Step 7:** The researcher checked the relationships between the concepts and themes.
- **Step 8:** The researcher presented the research results.

The data analysis was done with assistance of a software package and as a result, the researcher did not influence the themes in the research results. The themes were translated into the findings. The researcher ensured that the subjects were free to share information under a less threatening environment. Then sample selection were based on the colleagues that are used to working together in the sector and already share reports and therefore making it easier for them to respond to questions honestly.

### **3.5 Reliability and Validity**

According to Brink (1993: 35), reliability is “the investigators’ ability to collect and record information accurately” using consistent methods and procedures to analyse the collected data. This is supported by Noble and Smith (2015). Brink (1993) further believes that lack of research skills and the social context under which the research is conducted may affect reliability of the research. Equally, reliability will be affected if the participants give inaccurate information or if the researcher uses improper methods of data collection and analysis. This means that for the research to be reliable, the researcher needs to be consistent when using analytic procedures and should also ensure that the human subjects involved in the research are accounted for and managed properly.

The extent to which the data collected explains the problem being investigated. This includes the precision of the data and its accuracy. For data to be valid, it has to be relevant to the concept being investigated. (Babbie, 2011). (Babbie, 2011) further looks at three types of validity. Criteria related validity which depends of external factors, construct validity which depend on the relationship between the variables and content validity that depends of the extent to which the meaning is covered by the data.

### **3.6 Ethical consideration**

The Journal of Developmental Effectiveness describes ethics as denoting the values that describe whether a researcher`s behaviour is right or wrong. This is because research ethics guides the relationship between the researcher and the participants. The relationship should include requesting for permissions, protection of participants and keeping the shared information confidential at all costs. (Mhango, 2012) mentions the reasons for researchers to adhere to ethical practices as being honest, sticking to the truth, avoiding mistakes, ensuring that misinterpreting research data does not happen and falsifying the information received.

The researcher went through a rigorous process of approval to conduct this study and the following research requirements were done:

- Permission to conduct the research was done, the National Department of Social Development and the Gauteng Department of Social Development as it is where the research was intend. The initial approval was awarded by the National Department of Social Development and the Gauteng Department of Social Development research committee. This resulted in a gate keeper`s letters awarded by my employer, the Deputy Director General: Welfare Services and the Head of Department of the Department of Social Development.
- The next approval was secured from the University of KwaZulu Natal Humanities and Social Sciences Research Ethics Committee.
- The researcher sent informed consent letters to potential participants via email requesting for their participation in the study. The letters included all the details

about the research as well as the promise to keep the information anonymous and confidential. The potential participants were made aware that participation in the study was voluntary.

- Interview dates were then negotiated with the sampled participants, and before the interviews, the researcher reminded participants of anonymity and confidentiality, and reminded the participants that participation was voluntary.
- Before the interviews started, the researcher read instructions to the interviews questionnaire and participants were requested for permission to record the interviews and a reason was explained. The researcher confirmed the permission to participate.
- During the interviews, the participants were protected and allowed to respond to questions honestly without the influence of other members in the groups and the researcher did not intervene during their responses. All responses were unprompted.
- Consent forms were signed by participants at the request of the researcher.
- The researcher promised to come back to give feedback of the findings of the study.
- Data was transcribed word and after that spelling errors were changed without changing the context of the responses.
- All the raw data was stored electronically in the form of voice and text. Analysis was coded on the original responses of the participants and no changes were effected into their original responses.

### **3.7 Limitations of the study**

The study aimed to interview managers of the Victim Empowerment Programme in Gauteng Province. The sample was drawn from the managers working for government and those that are working for the Civil Society Organisations because they are the service providers for DSD in VEP. It was difficult to recruit government officials as most of them were busy with a departmental annual project called “taking DSD to Communities” that takes place in October every year. This resulted in 58 % achievement

of the planned sample which is only 20% of the total Gauteng DSD VEP population. Although the sample size was small, the findings of this study can be used to generalize the experiences of VE implementers in DSD Gauteng province. The researcher recorded three (3) types of limitation

### **3.7.1 Study design limitation**

The sample was based on the availability of managers and their deputies. This meant that some of the information was not collected. Only managers and their deputies were selected for this research. The research excluded managers from other stakeholder departments. The information that could have been collected from other possible participants was not included in this study.

### **3.7.2 Impact limitation**

Another limitation was as a result of the narrow population selected. Only the Department of Social Development and the Civil Society Organisation were part of this study and the other partners were not included. Although this study produced sound findings, the inclusion of all stakeholders could have resulted in rich data and more impact in relation to the information on the effectiveness of the programme.

### **3.7.3 Data limitations**

The researcher planned to interview 48 participants but due to the unavailability of participants, only 28 participants were part of the study. The data collected excluded the 20 participants.

## **3.8 Conclusion**

This chapter details the research methodology and related data collection techniques that were used in the study. A detailed justification for the methodology, data collection and analysis has been outlined. A step by step account of how issues of research ethics are mentioned and limitations of this study discussed.

The next chapter presents and analyses the data that was collected during the study.

## CHAPTER 4

### DATA PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

This chapter details the data collected from participants and how the researcher interpreted it. The interpretation has quotes from the transcripts that were collected. The findings from the data were classified into themes and linked to some similar findings from other related researched where relevant. The chapter ends with the researcher's account of how validity and reliability of the data was ensured.

#### 4.2 Sample representation

The research is based on the six (6) focus group. The researcher intended to interview 48 participants grouped in six(6) groups of eight (8) to ten (10) members, but only achieved six (6) groups with twenty eight (28) participants. The member representation a group were as seen in the **Table 4.1** below

**Table 4.1: Sample size representation**

	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6	Totals
Total number of participants	4	7	3	6	6	2	28
<b>Gender representation</b>							
Male	2	0	0	2	1	0	5
Females	2	7	3	4	5	2	23
<b>VEP experience</b>							
0-3 years	0	5	2	3	3	1	14
4-6 years	0	2	1	3	3	1	10
7-10 years	2	0	0	0	0	0	2
Above 10 years	2	0	0	0	0	0	2

<b>VEP Management experience</b>							
Junior manager	1	5	2	4	4	1	17
Middle manager	2	1	1	2	1	1	8
Senior manager	1	1	0	0	1	0	3
<b>Additional programmes participants are implementing on addition to the VEP</b>							
Programmes	Substance Abuse	Care for the Homeless	GBV	Skills development training	Families programme	Child protection	Totals
No of participants	7	1	1	2	1	1	13

Table 4.1 indicates that the focus groups were made up of 23 female’s participants and only 5 male participants 14 participants have been implementing the Victim Empowerment Programme for 0 to 3 years, while 10 for 4 to 6 years; 1 for 7 to 10 years and two had been in the file for over 10 years. The sample also had 17 junior managers, who have a responsibility to manage victim healing process, while 8 were middle managers who have a responsibility of managing other officials and 3 senior managers that had a responsibility to manage the Victim services sites. 13 participants were involved in other programmes on addition to VEP.

### **4.3 Data Presentation and Interpretation**

#### **4.3.1 Themes for objective 1: To describe the management role played by DSD in the VE Programme.**

##### **4.3.1.1 Services**

A majority of participants understood the role of DSD as; firstly; the implementers of the VEP programme. This is evident in their responses where the uses of the words like “address victim’s empowerment;” “shelter victims”, “creates awareness”, “give support to victims”, “creates awareness on VEP” and “ensures that victims are satisfied”. Some

of the VEP services that are implemented by the Department of Social Development listed were, counselling intervention; sheltering for abused women and their children, perpetrator programmes, skills development programmes for victims in shelters.

#### **4.3.1.2 Coordination**

Secondly, DSD is seen as playing a coordination role. The reasons for participants' view are that DSD create a platform for networking by involving all stakeholders.

*“I like the coordination of the staff and the networking, especially with the provincial office, the district are so effective the way they communicate and update you, even the staff development you come here you learn a lot”.*

Participant's responses are in line with the DSDs roles and responsibilities as outlined in the National Policy guidelines for Victim Empowerment. However, participants' views on DSD being the manager of VEP were insignificant. Although, some participants mentioned that DSD was the custodians or project owner and the funder of the programme, this was explained more as a monitoring role rather than a management function. Other management roles like planning and leading as seen in the POLC framework cited by Carpenter and Bauer (2010) were not shared.

#### **4.3.1.3 Monitoring and Evaluation**

In the same light; DSD is also said to be monitoring the programme through ensuring data submitted is good, as well as playing an evaluation role;

*“The provincial's office support is positive for me they support us by coming to attend to problematic NGO's, looking at beneficiaries statistics and equipping them with skills, relooking at their needs to check if they are quipped”*

#### **4.3.1.4 Leading and Management**

DSD is seen as leading the implementation of the VEP by giving strategic direction. This is evident in that participants shared that the Department of Social Development is responsible for strategic planning of the Victim Empowerment programme. When participants were asked who manages the VEP programme, the majority of the

participants confirmed that the DSD was the manager of the programme as indicated in the statement below:

*“It’s managed by DSD because when a person wants to open a VEP NGO they come to register at the department because they monitor that the programme is enrolled as it should be”*

However, their explanation of management is not well understood. This is evident in some of the participants attaching a role of VEP management on the Civil Society Organisation and the Department of Community Safety, both of which are implementing partners

#### **4.3.1.6 Funding**

Department of Social Development is seen as the main funder of Victim Empowerment.

### **4.3.2 Themes for objective 2: To identify and measure the challenges experienced DSD in the VE Programme.**

#### **4.3.2.1 Communication**

The participants identified the biggest challenge as communication, both internal and external. Internal communication in that the VEP programme is not known because of weak advocacy programme and that the programme is not well advertised. One participant cited that Department of Social Development is best known of its role of distributing social grants, and less on the other programmes that it is running programmes like the Victim Empowerment Programme. Within the Victim Empowerment Programme, communication issues are in the form of lack of information sharing by Social Development managers, especially when working with Civil Society Organisations. Participant’s lack of communication or unclear communication resulted in different levels of understanding of the Victim Empowerment Programme. Due to DSD being the manager of the Victim Empowerment Programme, stakeholders resulting in challenges in role clarification, as seen in the views below:

*“Communication on reporting templates, the staff was complaining when they were told they have to add a column.” “The other challenge is that the police*

*don't understand our role.” “Role clarifications is an issues the guidelines although are there in black and white they are not implemented”*

#### **4.3.2.2 Human Resources**

Human resource challenges are mentions in the form of high staff turnover, where participants identified that most staff are on contracts and as a results they leave their positions for greener pastures and this results in high staff turnover, as contracts expired or as they move to other jobs, as in the text below:

*“The biggest challenge is that most staff members are contract staff and when they leave they leave with the information. There is no continuity because new employees who come they come with their own rules”*

Participants also mentioned that Victim Empowerment Coordinator from the regional Department of Social Development officials are changed too often and this results in lack of continuity in the programme. This challenge also ties in with lack of communication in that when these changes occur, local offices are not always communicated in advance.

#### **4.3.2.3 Funding**

Although participants appreciated that one of the role of Department of Social Development as to fund the Civil Society Organisation, funding is also cited as one of the challenges in terms of the Department of Social Development not having a standardised funding model; this results in the following as in the insert below:

*“Our funding model also needs to be uniform, it should be structured the same in Gauteng.” “DSD would fund one social worker and two house mothers whereas we still need four or five house mothers. Salaries for personnel, the NGO social workers works more that the social workers in the department but there is a big gap with salaries. It's a challenge because when we have social worker or auxiliary social workers they all want to run to government then you have to start training again. So the salaries are not keeping them.” “VEP programme is not implemented the same in different regions around Gauteng”*

The above indicates funding challenges related to, different salary scales between employees of government and those from civil society organisations; some posts being funded in one region while in another they are not; DSD funding only programmes and inability of not funding positions even when they are attached to the Victim Empowerment Programme and differences in funding models for VEP implementation.

The challenges highlighted above are not new to the VEP sector. Nel and Kruger (2009) also identified the main challenges as lack of information and awareness, lack of human resources, lack of funding and resources and lack of understanding of the programme. Watson and Lopes (2017) reiterated the issue of funding, in particular the disparities between salaries of Social Worker and House Mothers in shelters for abused women and their children that are managed by Civil Society Organisation versus those that are managed by the Government. On addition to the salaries, the issue of funding non standardised funding model for victim services at the shelters are also indicated as the one of the biggest challenges in the DSD`s management of VEP.

#### **4.3.2.4 Other programme Issues**

- **Stakeholders working in silos.** The National DSD; Gauteng DSD and the CSO`s seem not to know what each is doing and participants sees that as a sign of working in silos.
- **Poor reporting at Victim Empowerment Forums.** Participants from the Civil Society Organisations felt that reporting at VEP forums is very poor with the Department of Social Development, both national and provincial dominating the reporting rather than allowing all stakeholders to share reports equally.
- **Lack of accountability systems** was one of the concerns of participants. They shared that if they reported noncompliance of stakeholders in relation to failure to offer Victim Empowerment Programme, nothing was done about it.
- **Differences in Victim Empowerment Programme implementation**

### **4.3.3 Themes for objective 3: To determine whether VEP services are implemented as intended**

Generally, participants said that the VEP services are implemented as planned despite the many challenges that they highlighted above. Some of the successes in services are related to the effects that the programme has on the victims. Participants gave examples of Victim Empowerment services that have achieved their intended outcomes.

Participants felt that the perpetrators that were part of the Victim Offender Mediation services change behaviour as a result of the VEP programme; the programme empowers victims and enables them to control their lives resulting in victims becoming survivors. Some of the quotes on services implementation shared are below.

The other successes are highlighted on domestic violence and restoration services which participants felt that they have become experts in the field. Although they felt that the programme is working, once again the issues of funding challenges are said to limit the success as in the text below:

*“The healing process works with an individual and the funding is limiting.”*

*“There are positives and negative in terms of the way they are managing” “VEP is working because people come to our office and they will even indicate how they appreciate our service.”*

Confirmations of the victim’s appreciation of the services are expressed by messages of appreciation to the managers as:

*“Yes because we have open letters from survivors who will indicate that they were here and they share their success stories with us”*

The National Department of Social Development commissioned a First Victim Satisfaction Survey (2011) that assessed the victim’s level of satisfaction with the services offered by VEP stakeholders. The findings of the study confirm the ability of DSD to implement victim services. In the study, victims who suffered various victimisations rated DSDs service at 4.13 for satisfactions rating and 4.31 for service attributes according to the Likert Service Rating scale. Gauteng victim satisfaction ratings rated at 3.61. This confirms that objective 3 of this study has been achieved.

#### **4.3.4 Themes for objective 4: To provide recommendation to the DSD on how to deal with challenges**

Participants were requested to suggest areas of improvements in the Victim Empowerment Programme. The following is a list of suggested improvements for participants categorised into themes.

##### **4.3.4.1 Accountability**

- Participants suggested that some form of accountability needs to be effected. This accountability should be implemented to all officials working in the Victim empowerment Programme including those that are partners to the Department of Social Development.
- Ensure social workers and other stakeholders stick to what has been agreed.
- Department of Community Safety, the Police and the department of Justice must be held accountable

##### **4.3.4.2 Funding**

- Funding of Non-Governmental Organisation must include salaries, positions, skills development for victims and fund to conduct Victim Empowerment Programme researches.

##### **4.3.4.3 Partnerships**

- DSD and SAPS should work together making sure VEP is a success.
- DSD can share VEP information with other department so that they can also recognise the NGO's.
- DSD can share VEP information with other department so that they can also recognise the NGO's.
- Involve academics in VEP
- Bring everybody to deal with VEP e.g. Local Government, Military veterans, involve academics,

##### **4.3.4.4 Human Resources**

- Standardise salaries
- Employ Psychologists in all VEP services sites
- Officials to work in one area for at least for 5 years before they are moved to another programme.

#### **4.3.4.5 Programme change**

- Relook at the focus for VEP to include other
- Report in sub-groups( programme reporting) rather than sector reporting( reporting by departments - CSO`s regions, province and national)
- Government take over the management of CSO`s

The improvements suggested by participants have been echoed in several VEP researches by Watson and Lopes (2017); First Victim Satisfaction Survey (2011) and Nel and Kruger (2009) and (Groenewald, 2009). This was with exception of programme change that is evident in this study. Partnerships between Department of Social Development and the Civil Society Organisations are also questioned by participants and it seen as unfair. Participants from the Civil Society Organisations feel that they are expected to offer services with less funding low numbers of qualified social workers as they leaving for greener pastures. The report also recommends strengthening of the partnerships as in the findings of this study.

Highlighted are the challenges experienced in victim services as communication barriers; attitudes of service providers that regard victims as less than and deserving victims whose behaviour may have contributed to their victimization. Another challenge is listed as insufficient resources like staffing stifles the progress. The report also mentions that victim assistance programmes need to be researched so that they can impact policy changes and also use the information for requesting for more resources. Holder, Leary and Frost (2013).

In relation to insufficient resources, these findings are similar to the case of Serbia where a decrease in international funding was not sustained by government. This resulted in some civil society organisations closing down as they struggled to survive and that

resulted in reduced service to crime victims. Similarly the Department of Social Development inflexible and unstandardized funding is echoed by the participants. Lindgren and Nikolić-Ristanović (2011)

#### **4.4 Is VEP management effective in DSD Gauteng Province?**

Effectiveness can be explained as the extent to which the stated objectives are met. This means that programme effectiveness is based on the agreed measures of access, appropriateness, and quality. Effectiveness of programs is therefore focussed on measuring the positive changes that has occurred which also depends on the outcomes; the outputs and the inputs. The business dictionary defines effectiveness as the degree to which objectives are achieved and the extent to which targeted problems are solved. This is confirmed by Sundqvist and Backlunda (2014) who refers Programme effectiveness as improvements in managing projects with the intention to improve implementation on time and within the budget.

The findings of this study highlight that DSD `s strengths are service offering, coordination and monitoring and evaluation. Due to its coordination ability, DSD in Gauteng seems to be able to bring together stakeholder and thus confirming its ability to manage stakeholder engagement. The monitoring and evaluation strength indicates that DSD in Gauteng is able to support the implementers of the programme as well as ensure that the programmes objectives are met. This is an indication that the programme is effective because there is positive change that is measures as per Sundqvist and Backlunda (2014) and literature.

Literature details that the critical factors of effective programmes includes planning at an initial stages of the programme implementation. The planning should be followed by an establishment of quick wins directed towards the beneficiaries and communication with stakeholders is seen as a crucial factor. Throughout all the stages, subsequent monitoring is essential and the overacting success factor is the strategic review which is important to determine direction of the programme. Shehu and Akintoy (2009) and Nel and Kruger (2009) also identified seven critical success factors of VEP. This study confirms three,

namely, good implemented services, proper monitoring and evaluation, coordination and networking ability. The findings indicates that DSD is seen too excel in officering services to its beneficiaries and through its coordinating role, ensures that stakeholders meet to interact with each other so as to share information and ideas on the VEP programme. Both monitoring and evaluation as well as giving strategic direction to VEP, is clearly visible, however, the researcher could not establish whether participants has information about how VEP was initially planned. On addition to this, a programme is said to be effective if it satisfies or exceeds the clients 'requirements. Nel and Kruger (2009). However, according to the Australian Auditor General`s report on Effectiveness of Victims of Crime Programs of February 2011, it is difficult to determine and measure the extent to which victims recover from the effects of crime.

Performance monitoring is therefore used as a proxy to effectiveness, so as to measure the quality of services offered to victims as long as there is enough evidence to prove that the services offered are as per the intended plan. The DSD Gauteng`s strength is seen as monitoring the programme. This also indicated effectiveness to an extent. (Nelson, 2005) mentions the four basic principles of managing for effectiveness as; identifying what is important, making what is important manageable and do-able, making choices that are consistent with what is important and inventing and adopting practices that support effectiveness. However, (Kozlowski, 2011) believes that effective programmes must have a strategy that meets objectives. To ensure management for effectiveness, the following has to be in place, stakeholder engagement; consultative goal setting, cost consideration, enforcing (manage and monitor) the goals set, monitoring strategies and implement comprehensive and adaptive approaches. This study reveals that stakeholder engagement through involvement of stakeholders though VEP forums, and to a limited extent consultative goal setting is taking place, the programme is constantly monitored and managed, however evaluation is limited, comprehensive approaches that are implemented even though the adaptability of those approaches are not discussed.

The South African Police Services White Paper on Safety and Security (1998) lists what determines effective and integrated service delivery violence and crime prevention services as access to essential crime and violence services and professional and responsive service provision. The White paper also identifies principles of effective victim services as access to protection services, commitment of service providers to provide quality services, integrated planning and implementation and evidence based planning and implementation. The results of this study confirms the effectiveness of the Victim Empowerment Programme by the Department of Social Development in Gauteng province but highlighted some challenges that needs attention.

#### **4.5 Reliability and Validity**

The researcher considered all aspects of reliability by ensuring that the group interviews were conducted without any interference. Validity within the study was achieved by adhering to the guidelines prescribed by (Creswell, 2014) and Smith and Noble (2014). For quantitative research, validity and reliability depends on the statistical analysis of data collected while for qualitative research the following practises should take into consideration to ensure validity and reliability. The researcher followed the author's guidance as follows:

- In terms of accounting for personal biasness, the researchers selected only managers of the programme rather that lower levels of implementation. That on its own brought about some preference which influences the findings of the study. Is any level of participants were involved, the research results may have been different.
- For acknowledging biases in sampling, the researcher selected a purposive sample which in its nature has some biasness as it is judgemental.
- In terms of data recorded, the researcher use three electronic data recording devices, the laptop, a mobile telephone and a mobile tablet. The interviews were recorded and transcribed word for word in order to capture the correct information shared by the subjects. To ensure comparison of data, the researcher asked the same questions in the same ways and asked clarity questions to ensure that the responses could be compares with each other and that different views can be

captures accurately and the tree recordings were kept safe and given to the transcribe to capture word for word and after that the contents were checked against each other. Smith and Noble (2014).

#### **4.6 Conclusions**

This chapter details the responses of 28 participants and the sample representation. The questions asked by the researcher as well as transcripts of the responses are included. The method of how the data was analysed and a step by step data interpretation are highlighted. Confirmations of the findings are detailed in the form of themes that were shared by participants is also included. The researcher's interpretation of the data is that participants are saying that they understand the role of Department of Social Development as a victim service provider, a VEP programme coordinator and playing the role of a monitoring and evaluator of the programme. Participants also identified communication challenges, inadequate human resource and suggested that DSD has to improve on partnerships with Civil Society Organisations, increase human resources, and improve systems including accountability.

## **CHAPTER 5**

### **RECCOMENDATIONS AND CONCLUSIONS**

#### **5.1 Introduction**

This chapter concludes the entire study. It gives an overview of the study as a whole and makes recommendations in order to address the challenges and issues raised in the study. The chapter also revisits the research objectives as set out in Chapter One and also summarizes the major findings as detailed in Chapter Four. In addition, the chapter presents areas for future research.

#### **5.2. Summary of the Study**

This study aimed to investigate the effectiveness of the Victim Empowerment Programme by the Department of Social Development in Gauteng province. The study is outlined in five chapters. The First chapter introduced the Victim Empowerment Programme, the problem areas in the programme and the researcher intended to research whether the programme was effective or not. The second chapter detailed some of the literature in relation to victim support programme internationally and in South Africa. This chapter investigated literature on effective programmes and what characterized them. Chapter Three detailed why this study selected a qualitative research methods, how the purposive sample was selected and how semi structured questionnaires was used to collect data from six (6) focus group interviews. Chapter Four gave an account of the data analysis through thematic approach and the interpretation of the data while it was linked to similar researches

This study intended to achieve the following objectives

- To describe the management role played by Department of Social Development in the Victim Empowerment Programme.
- To identify and measure the challenges experienced Department of Social Development in the Victim Empowerment Programme.

- To determine whether Victim Empowerment services are implemented as intended.
- To provide recommendation to the Department of Social Development on how to deal with challenges.

This study managed to address all the objectives they were intended. The management role of the Department of Social Development is well understood. This is evident in the participant's ability to identify challenges within the programme. It shows that they understand the role and can therefore critique what works and what does not work. The study identified a numbers of challenges that has been experienced by other studies in the sector and the participants are able to express the blockages of the programme well. The study shows evidence of success despite the challenges experienced. This indicates that the challenges experienced do not stifle the implementation of the programme. As a result the study suggested improvements in implementation of the Victim Empowerment programme in Gauteng province so that the programme effectiveness can also improve.

### **5.3. Research conclusions**

The researcher's perspective is that despite communication challenges, challenges with high staff turnover of social workers and auxiliary social workers, the Department of Social Development in Gauteng province is able to implement the Victim Empowerment. Due to the fact that DSD is able to coordinate stakeholders through networking, facilitating the Victim Empowerment Program forums, monitors and supports the victim services sites in the province and fund the Civil Society Organisations, the programme is implemented effectively. To improve effectiveness of VEP, the DSD in Gauteng needs to improve their communication, revisit their funding model, consider paying salaries of professionals like social workers and ensure that the enforce accountability among stakeholders.

### **5.4 Recommendations**

VEP was implemented 19 years ago as one of the responses to the National Development Plan Vision 2030. The intention of this programme was to addressing the effects of crime

and violence to affected individuals. Since then, strategies, policies and even pieces of legislation have been used to guide the implementation of the programme. Based on the results of this study, challenges such as communication, resource allocation, lack of standardized reporting and lack of accountability have been identified as factors that undermines the effectiveness of VEP. In this view, the researchers recommended the following:

- Development of the logical model for victim empowerment programme. This will resulted in some of the challenges experienced by Department of Social development in managing the programme. The logic model will depict a number of activities (linked to specific objectives) and how they are interlinked to one another as well as how they should progress. It will also assist to identify implementation gaps earlier in implementation of the Programme which will induce response form the responsible stakeholders. Alkin, Vo and Hansen (2013) The researcher recommends that the logic model can act as a baseline for future evaluations. Another important reason as to why a logic model is needed for the Victim Empowerment Programme is that it will assist stakeholders to have a shared understanding on how the programme should be implemented and this will deal with the issues identified in this study where participants expressed that the levels of understanding about the programme seemed to be different. Since effectiveness depend on whether the objectives are met or not, monitoring of the logic model activities will translate into improved effectives. Sundqvista and Backlunda(2014)

In terms of planning; the DSD needs to claim their power to manage by arranging joint planning sessions at the beginning of financial year. This can be done by using policies available in the security cluster as the White Paper on Safety and Security above. These sessions should include discussions on

- Resource availability so as to focus on the service delivery that the DSD excels in.
- Develop a rigorous marketing and communication strategy and share success VEP implementation stories with the communities

- Rekindle the partnerships with the CSO`s and as an aid to their lack of human resources by placing qualified social workers and other relevant professionals in each CSO who can help them manage the VEP programme and give 100% support to the organisations. This will facilitate relations between government and civil society relations and increase government funding in the form of technical assistance to civil society organisation.
- Investigate the placement of psychologist in VEP sites that will only focus on victim services offering.
- Develop a model to empower Social Auxiliary workers to fast track their career path so that they can be admitted to carry the role of social workers; and finally, consider revamping the whole programme and implement a Hummelbrunner and Jones` Deployment Model so as get the programme-reorganized into work streams.

## **5.5 Areas of future research**

Based on the findings if this study, the researcher suggests the following future research studies

- The relationship between leadership and the effectiveness of the Victim Empowerment Programme.
- Programme evaluation of the Victim Empowerment programme: A historical analysis.
- Identify variables and develop a dashboard for the Victim Empowerment Programme to enhance effectiveness.

## **5.6 Conclusion**

This study investigated the effectiveness of the Victim Empowerment Programme by the Department of Social Development in Gauteng Province. The study unravelled the various factors that serve as opportunities for and constraints of the VEP in the case study province. These challenges included lack of resources, expertise and even political will at

the provincial level. The chapter has also presented recommendations and areas of future research.

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## APPENDIX A: QUESTIONNAIRE

### 1.0 Demographics

Focus group No \_\_\_\_\_ Numbers in group \_\_\_\_\_

		Persons in a group	P1	P2	P3	P4	P5	P6	P7	P8
Are you giving permission to participate in this study?( answer Y or N)										
Years of VEP Management experience	0-3 years' experience									
	4-6 years' experience									
	7 – 10 years' experience									
	More than 10 years' experience									
What level of management	Junior Management									
	Middle Management									
	Senior Management									
What is your gender	Male									
	Female									

What other programmes are you involved in	P1								
	P2								
	P3								
	P4								
	P5								
	P6								
	P7								
	P8								

**Please Note: P1-10 means Person 1 to person 10**

## 2.0 INSTRUCTIONS

Please note that:

- There are no right or wrong answers.
- Answer the questions according to your knowledge and experience.
- All answers will be treated with the highest confidentiality.
- The results of this research will be shared with participants.
- Should you wish not to participate in this research anymore, please indicate?
- The individuals in the group will be protected.
- This session will take between 1h30 to 2h00

## 3.0 QUESTIONS

### 3.1 RESEARCH TOPIC

Investigating the effectiveness of the Victim Empowerment Programme (VEP) by the Department of Social Development (DSD) in Gauteng Province.

### 3.2 BROAD RESEARCH QUESTIONS

- 3.2.1 What role does DSD play in the management of the VE programme?
- 3.2.2 What are the challenges of managing VEP?
- 3.2.3 Are the VEP services implemented as planned?
- 3.2.4 How can the VEP be improved?

#### **4.0 LIST OF GUIDING QUESTIONS**

##### **4.1 What role does DSD play in the management of the VE programme?**

- 4.1.1 What is your understanding of Victim Empowerment Programme?
- 4.1.2 How do you manage VEP?
- 4.1.3 What works for you in managing VEP?
- 4.1.4 What are the main challenges in the management of VEP?
- 4.1.5 In your opinion, do you think DSD manages the VEP well?
  - 4.1.5.1 If yes, please support the answer with examples
  - 4.1.5.2 If no, please support your answer with examples
- 4.1.6 What is your understanding of the management structures of VEP?
- 4.1.7 In your personal opinion, does the management structures of VEP effective or not( please support with examples)
- What are the challenges of managing VEP?
  - Discuss the demand for the program from your perspective.
  - What do you find the most difficult in implementation of the VEP?
- **Are the VEP services implemented as planned?**
  - 4.3.1 How do you plan for VEP implementation? Explain your answers with examples
    - To what extent has the VEP program meet its annual goals and objectives?
    - Does the Justice Crime Prevention and Security (JCPS) cluster departments and civil society affects the way VEP is implemented?
    - In your personal opinion, are there adequate partnerships to assist with victim services delivery?
    - Do you think that VEP is implemented properly? Explain.

- **How can VE programme be improved?**
  - Are you aware of any best practice models used in Government that can be applied to improve the VEP?
  - In your personal opinion, what personal skills are required to ensure the effective management of the VEP?
  - If you were given the responsibility to change how VEP is managed, what would be the changes that you would make?
  - Identify and describe any strategies that have been employed over the past three years to improve VEP?
  - How can the following be improved in terms of VEP?
    - Policies
    - Coordination
    - Planning
    - Organising
    - Controlling
- Is there any additional information that the program would like to provide; or any other thoughts it would like to share regarding the program?

**THANK YOU FOR PARTICIPATING IN THIS RESEARCH**

## APPENDIX B: GATE KEEPERS LETTER 1



Enquiries: Judith Demeshane  
Tel: (011) 2270130  
File no.: 2/9/55

Dear Ms Lebogang Elizabeth Molai

**RE: APPLICATION TO CONDUCT RESEARCH IN THE GAUTENG DEPARTMENT OF SOCIAL DEVELOPMENT**

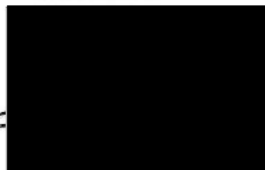
Thank you for your application to conduct research within the Gauteng Department of Social Development.

Your application on the research on **“Investigating the Effectiveness of the Victim Empowerment Programme [VEP] at the Department of Social Development [DSD] in Gauteng Province”** has been considered and approved for support by the Department as it was found to be beneficial to the Department's vision and mission. The approval is subject to the Department's terms and conditions as endorsed on the 16<sup>th</sup> of May 2017.

May I take this opportunity to wish you well on the journey you are about to embark on.

We look forward to a value adding research and a fruitful co-operation.

With thanks



Department

Date: 2017/05/22

## APPENDIX C: GATE KEEPERS LETTER 2



### Social Development

Department:  
Social Development  
REPUBLIC OF SOUTH AFRICA

Enquiries: Ms. Matshidiso Dlamini, Private Bag X 901, Pretoria 0001,  
Tel : ( 012) 312- 7545 Email1: MatsidisoD@dsd.gov.za Email2:Connyn@dsd.gov.za

May 4, 2017

**Humanities and Social Sciences Research Ethics Committee**  
**UKZN**  
**Westville campus**  
**Durban**  
**4000**

Dear Members of the UKZN Research Ethics Committee

#### **RE: PERMISSION TO CONDUCT RESEARCH**

I am writing to formally indicate that the Department of Social Development (DSD) is aware of the research proposed by Ms. L E Molai, a Master of Commerce in Leadership Studies( MCLS)'s student at your institution.

Ms. Molai's topic is "Investigating the effectiveness of the Victim Empowerment Programme by the Department of Social Development (DSD) in Gauteng Province". As the Deputy Director General Welfare Services; I grant Ms. Molai permission, on behalf of the DSD, to access the necessary information for the research.

Should you have any questions or concerns, please feel free to contact my office at the abovementioned contact details.

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23/05/2017

## APPENDIX D: INFORMED CONSENT



Date: 10 October 2017

Dear Colleague;

**RE: Invitation to participate in a Victim Empowerment Programme (VEP) Research Study titled: “Investigating the effectiveness of the Victim Empowerment Programme (VEP) by the Department of Social Development (DSD) in Gauteng Province”**

My name is Lebogang Elizabeth Molai from the National Department of Social Development (DSD). I am responsible for the Monitoring and Evaluation of the Victim Empowerment Programme. My office address is Office 415 South, 134 Pretorius Street, Pretoria, 0001. My email address is [lebom@dsd.gov.za](mailto:lebom@dsd.gov.za) and contact details 072 336 8867.

You are being invited to participating in a VEP research study. The aim of this research is to investigate the effectiveness of VEP by DSD in Gauteng province. The study is intended to generate evidence based information on the management role played by DSD in the VEP; the challenges experienced by DSD in the VE Programme; to determine whether VEP services are implemented as intended and to recommend to the DSD on how to deal with challenges.

The study will include **6 focus groups of 6 to 8 participants** across all the DSD Regions in Gauteng province. These will be managers and their deputies from Civil Society Organisations, DSD Offices and Regional coordinators responsible for managing the Victim Empowerment Programme. The participants will be expected to share their experiences of managing VEP. Confidentiality of the participant’s contributions will be assured.

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee (**approval number HSS/0999/017M**).The duration of your participation, if you choose to participate and remain in the study, is expected to be at between 1 to 3 **hours**. The study is self-funded by the researcher.


In the event of any problems or concerns/questions you may contact the researcher at [lebom@dsd.gov.za](mailto:lebom@dsd.gov.za) or 072 336 8867 or the UKZN Humanities & Social Sciences Research Ethics Committee, Mrs. Mariette Snyman at telephone number 031 260 8350 and email address [snymanm@ukzn.ac.za](mailto:snymamm@ukzn.ac.za) or the researchers supervisor Dr Bibi Zaheenah Chummun at telephone number 031 260 8943 and email [ChummunB@ukzn.ac.za](mailto:ChummunB@ukzn.ac.za).

Your participation in the study is voluntary and by participating, you are granting the researcher permission to use your responses. You may refuse to participate or withdraw from the study at any time with no negative consequence. There will be no monetary gain from participating in the study. Your anonymity will be maintained by the researcher and the School of Management, I.T. & Governance and your responses will not be used for any purposes outside of this study.

All the data collected, both electronic and hard copy, will be securely stored during the study and archived for 5 years. After this time, all data will be destroyed.

If you have any questions or concerns about participating in the study, please contact me or my research supervisor at the numbers listed above.

Sincerely

A handwritten signature in blue ink, which is partially obscured by a large black rectangular redaction box.

Ms. Lebogang E Molai

## APPENDIX E: ETHICAL CLEARANCE LETTER



05 September 2017

**Mrs Lebogang Elizabeth Molai (216073245)**  
Graduate School of Business & Leadership  
Westville Campus

Dear Mrs Molai,

**Protocol reference number: HSS/0999/017M**

**Project title:** Investigating the effectiveness of the Victim Empowerment Programme (VEP) by the Department of Social Development (DSD) in Gauteng Province

### **Approval Notification – Expedited Application**

In response to your application received on 29 June 2017, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

**Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.**

**PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.**

**The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.**

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

  
.....  
**Dr Shenuka Singh (Deputy Chair)**

/ms

Cc Supervisor: Dr Bibi Chummun  
Cc Academic Leader Research: Dr Muhammad Hoque  
Cc School Administrator: Ms Zarina Bullyraj

---

Humanities & Social Sciences Research Ethics Committee

Dr Shenuka Singh (Chair)

Westville Campus, Govan Mbeki Building

Postal Address: Private Bag X64001, Durban 4000

Telephone: +27 (0) 31 260 3587/8350/4557 Facsimile: +27 (0) 31 260 4809 Email: [ximbap@ukzn.ac.za](mailto:ximbap@ukzn.ac.za) / [enymann@ukzn.ac.za](mailto:enymann@ukzn.ac.za) / [mohunp@ukzn.ac.za](mailto:mohunp@ukzn.ac.za)

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Investigating the effectiveness of the Victim Empowerment Programme (VEP) by the Department of Social Development (DSD) in Gauteng Province

By

Lebogang Elizabeth Molai  
216073245

A dissertation submitted in partial fulfillment of the requirements for the degree of  
Master of Commerce in Leadership in the Graduate School of Business  
School of Law and Management Studies

Supervisor: Dr Bibi Zahreena Chumman

NOVEMBER 2017

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