

PROJECT EVALUATION

Conducted on behalf of the OLD MUTUAL STAFF VOLUNTEERS FUND TRUST

Organisation: MATLA A BANA

Compiled by: ILIMALETHU TRUST

Date: 25 May 2019

1. Background:

1) Context:

Matla A Bana (which literally translated means 'the power of children') is a charity project initiated and managed by the Matla a Bana Trust (formerly known as the Callie and Monique Strydom Charity Trust), which was founded upon the return of Callie and Monique Strydom from a 4-month hostage ordeal in Asia. At the end of 2002 Monique Strydom was asked to chair a task team that investigated child rape in South Africa, in the course of which it emerged that a need existed for an organisation that could address weaknesses in the child protection system. The Trust duly responded to this call and adopted as its main goal to minimize the secondary abuse children suffer when reporting crimes against them. According to MAB's statistics, the Trust assists upwards of 30 000 children a year through a range of projects which traverse four levels of intervention, viz. Protection, Awareness, Reporting and Training.

Old Mutual, through both the Old Mutual Foundation and Old Mutual Staff Volunteers Fund Trust, began its relationship with Matla a Bana as long ago as 2009 and has provided funding support for a string of different projects ever since. In 2015 the Trustees of the OMSVFT commissioned a due diligence exercise to determine the suitability of adopting Matla a Bana as a flagship project within the Abused Children portfolio and in light of the findings, entered into a 3-year agreement (later extended to 4 years), through which tranches of funding were awarded as follows to Matla a Bana projects:

| | | |
|------|----------|---|
| 2015 | R430,000 | • to commission two containerised Child Friendly Facilities |
| 2016 | R578,218 | • for front-line training of FCS (Family Violence, Child Protection and Sexual Offences) SAPS officers and medical practitioners who deal directly with the |

| | | |
|------|-----------|---|
| 2016 | R741, 743 | <ul style="list-style-type: none"> • abused children reporting and investigations • 'A project to be determined following completion of the earlier projects'. In practice, funding was granted for a basket of projects including Negative Resilience and Soft Skills training at various centers, Child Friendly Facilities at Vryburg and Motherwell, and the "No to Bullying Schools programme in 5 provinces |
| 2017 | R515, 360 | <ul style="list-style-type: none"> • Towards a child friendly reporting facility and Soft Skills training in the N Cape, and the National Schools Programme in NW, FS, NC, EC, SC & WC |
| 2018 | R387, 960 | <ul style="list-style-type: none"> • for Negative Resilience training of SAPS officers in Upington and Kimberley, • to fund "Share your secret" educational sessions in 5 provinces as part of the National Schools Programme |

The funding agreement has since run its course and the Trustees have now requested an evaluation to be conducted to ascertain the value of the partnership and the benefits of the project to the communities that were supported.

2) The organisation/project evaluated:

The Callie and Monique Strydom Trust was established in August 2002. The Trust was renamed as the Matla a Bana Trust in 2011 following the separation of Monique and her then husband Callie. The objectives of the Trust are broadly defined as being: to create a fund in the Republic of South Africa to receive donations and other legal revenue income to be utilised in the Republic of South Africa for any educational and charitable purposes".

The Trust's **objectives** are more narrowly defined in Matla a Bana's constitution, which refers to:

"Mobilising a community response to address the high incidence of child abuse/rape on a national level by implementing appropriate reporting, support, interventions, and community-driven programmes. In furtherance exclusively of the foregoing main object, the body shall have the following subsidiary objectives:

- 3) To minimise the secondary abuse children suffer, when they report crimes against them.
- 4) To create a sympathetic reporting system for children.
- 5) To develop support systems for children when they report crimes.
- 6) To mobilise community groups to actively become involved in child protection.

In furtherance of these objects, the type of programmes MAB has implemented include –

- Creating child-friendly reporting facilities, containers and rooms at police stations or hospitals. Including audio-visual recording facilities and two-way mirror, waiting area, assessment & monitoring rooms.
- Training officers of the law in special skills and legal aspects needed to deal with rape and abuse victims.
- Training medical practitioners in a specially developed course: Forensic Medical examination of child abuse and rape victims and expert witnessing in court.

- Supplying comfort packs to SAPS FCS officers and rape clinics to give to children when the crime is first reported. The pack contains items that will assist with emotional, physical and emergency needs of the child.
- Awarding Police Child Protection Detectives who have gone beyond the call of duty in helping child victims.
- Assisting the forensic social workers based at the FCS units by hosting training courses to be better equipped in dealing with child abuse cases and mitigating the effects of trauma and stress.

The organisation's **Vision**, as expressed in the trust deed, is "to give a voice to abused children", but this has been adapted in the constitution to read: "to secure a safe environment for the children of South Africa".

The **Mission** is described as being:

"To minimise the secondary abuse children suffer when they report abuse against them by addressing the unsympathetic reporting system in South Africa with the main focus on victim support and training."

This too has been updated in the constitution and is articulated as follows:

"to implement projects that will assist child victims of abuse to report crimes and to successfully prosecute perpetrators and remove them from society until such time they are no longer a threat for our children and in doing so, creating safe environments for our children".

The constitution lists the **beneficiaries** as being:

- Child abuse victims by minimising the secondary abuse when reporting crimes and putting support services in place for these child victims.
- Officers of the legal justice systems working with child abuse through support and training programmes and equipping them with resources.
- Community groups by creating opportunities for these groups to join in prevention and support programmes.
- Faith-based groups by assisting with child protection policies and reporting structures.
- The public, by creating awareness on child abuse.

c) **Our brief:**

iLimaLethu Trust has been requested to conduct an evaluation to determine the value of the partnership with Matla a Bana and the benefits of the project to the communities that were supported through it.

Until 2015, support to Matla a Bana from Old Mutual came mainly through the Old Mutual Foundation in pursuance of its focus on Vulnerable Members of the Community and Nelson Mandela Day activations. The type of support and amounts granted included:

| Year | Grantor | Purpose of funding | Amount granted |
|------|------------------|---|----------------|
| 2009 | OMF VMC | Child friendly unit | R100, 000 |
| 2010 | OMF VMC | Forensic and Medical Expert training | R88, 560 |
| 2012 | OMSVFT | Child friendly facility and comfort packs | R30, 000 |
| 2012 | OMF VMC | Mandela Day activation and comfort packs | R50, 000 |
| 2012 | OMF Care & Share | Mandela Day activation and comfort packs | R150, 000 |
| 2013 | OMF VMC | Mandela Day activation and comfort packs | R50, 000 |
| 2013 | OMF Care & Share | Mandela Day activation and comfort packs | R100, 000 |
| 2015 | OMF Care & Share | Mandela Day activation and comfort packs | R150, 000 |

In 2015 a Flagship Proposal was presented to the trustees of the OMSVFT, the idea being to establish an anchor funding partner in each of the specific portfolios to which funding could be committed over a 3-year funding term and thereby increase the prospects for making a meaningful difference.

Matla a Bana was duly selected as the flagship funding partner in the Abused Children portfolio, which has as its objective: "the care or counselling of abandoned, abused, neglected, orphaned or homeless children".

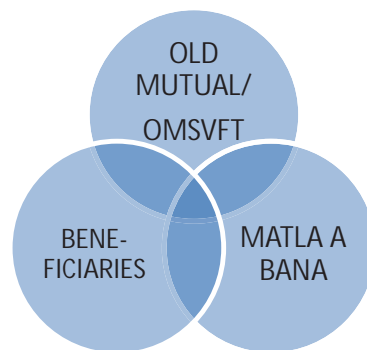
Since 2015 Matla a Bana has been the recipient of the following awards granted by the OMSVFT:

| Year | Purpose of funding | Amount allocated | Grant awarded |
|------|--|------------------|---------------|
| 2015 | Child friendly facilities (X 2) (Vredenburg & Bronkhorstspuit) | <u>R430, 000</u> | R430, 000 |
| 2016 | Specialised training for Medical Practitioners (30 doctors in Gauteng & WC) | R159, 248 | |
| | SAPS FCS units – soft skills training (30 members each in KZN & FS) | R224, 582 | |
| | Trauma Management training (50 members each in WC & Gauteng) | <u>R194, 388</u> | R578, 218 |
| 2017 | "No to bullying" schools project (NWP, FS, NC, EC, WC) | R93, 120 | |
| | Negative Resilience workshop (1 day North West) | R84, 350 | |
| | Soft Skills training workshop (3 days North West) | R109, 550 | |
| | Child Friendly facilities (Vryburg, North West) | R116, 340 | |
| | Negative Resilience workshop (1 day E Cape) | R89, 028 | |
| | Soft Skills training workshop (3 days E Cape) | R113, 605 | |
| | Child Friendly facilities (Motherwell, E Cape) | <u>R135, 750</u> | R741, 743 |
| 2018 | Child Friendly facility (Northern Cape, Kimberley) | R159, 720 | |
| | Soft Skills training workshop | R129, 000 | |

| | | | |
|------|--|----------------------------|------------------|
| | (3 days Upington, NC) | | |
| | Soft Skills training workshop | R123, 000 | |
| | (3 days Kimberley NC) | | |
| | National Schools programme | <u>R103, 640</u> | R515, 360 |
| | “Share your secret” (NW, FS, NC, EC, WC) | | |
| 2019 | Soft Skills training – 3 days | | |
| | Kimberley NC | R113, 200 | |
| | Upington NC | R101, 200 | |
| | National Schools programme | | |
| | “Share your secret” (NW, FS, NC, EC, WC) | <u>R173, 560</u> | <u>R387, 960</u> |
| | | <u>R2, 653, 281</u> | R2, 643, 261 |

By making Matla a Bana its anchor funding partner in the Abused Children portfolio, OMSVFT clearly identified the potential to satisfy mutual objectives through this social partnership [Applying the Wikipedia definition of social partners: ‘Social partners are groups that cooperate in working relationships to achieve a mutually agreed upon goal, typically to the benefit of all involved groups’].

What the trustees of OMSVFT would like to understand from this evaluation is what value has been created through this partnership: i.e., in what ways has Matla a Bana benefited through its relationship with Old Mutual/OMSVFT and what value has inured to the benefit of Old Mutual/OMSVFT and the communities in which projects have been delivered?



d) The evaluation methodology:

The OMSVFT trust deed includes amongst its objectives, and its Awards Policy enjoins, that its funding must always have a direct and measurable benefit to the end beneficiary and the Trust must always aim to fund projects that have long term and sustainable benefits.

For purposes of conducting the evaluation, we adopted the following approach:

- We have confined the focus of our evaluation to the projects funded since 2015

- Reference was made to documents and information iLimaLethu gathered as part of a comprehensive due diligence and site visit conducted during August 2015. Additional documents and information were also called for and analysed in the course of conducting the evaluation [See documents inspected at the end of this report]
- As there is no theory of change model in place, we constructed one (see Annexure) to understand better how the inputs provided respectively by Matla a Bana and the OMSVFT translate into Outputs, Outcomes and Impacts
- An in-depth interview was conducted with Monique Strydom and teleconferences were held with Leonore Louw of Maselow (previously Reach Africa), Colonel Scheepers (Provincial Commander N Cape of the SAP FCS Unit) and Lizel van Eeden of Matla a Bana
- A survey was conducted to establish how successful the child friendly facilities funded by the OMSVFT have been in reducing secondary abuse for child victims who report crimes there
- The information gathered during interviews and teleconferences was used to form conclusions about the effectiveness of the projects initiated by Matla a Bana.
- The research questions we set out to answer as part of our evaluation are:
 - 1) “What value has been created through the partnership with Matla a Bana?”
 - 2) “What benefits were created for beneficiaries of the projects initiated through this partnership?”

To answer these questions, we have broken down our analysis into a number of sub-questions:

- Q01 What was the funding provided by OMSVFT used for and who were the beneficiaries of these projects?
- Q02 What was delivered through the projects funded?
- Q03 What long term sustainable benefits were created for these beneficiaries?
- Q04 Are these benefits direct and measurable?
- Q05 Could the funding partnership have been more effective?

e) Limitations to the evaluation:

A really tight blanket of security exists around the protection of minors under our law, with several branches of government having constitutional mandates that direct the rights and responsibilities of various interest groups. Foremost among them are the departments of Police and Social Development, with other departments such as Justice also having a role to play. As such, there is real reticence about releasing any information which can invite criticism about how these mandates are being discharged.

Matla a Bana enjoys a privileged working relationship with the South African Police as the only organisation serving child abuse with which the SAPS has an MOU. Unfortunately, the MOU is subject to a confidentiality agreement which must be strictly observed. Because crime statistics are politically sensitive, no statistics on crime are available to members of the public unless and until these are officially released by the National Commissioner. Matla a Bana is therefore not at liberty

to track and share nor even request information about child victims. The figures provided to us by Matla a Bana in regard to the number of child victims assisted at certain facilities are therefore estimates based on some actual figures which Matla managed to obtain from some of the early projects in which it was involved. Because of the need to protect the identity of minors, it is also not possible to gain feedback from victims and their families about their experience in reporting crimes or to experience the court process first-hand.

Clearly, therefore, the projects dealing with the reporting of crime and victim support are not capable of baseline evaluation by us, due to the absence of baseline or end data from which to gauge their effectiveness [So, for example, it is not possible to verify to what extent reporting has increased following the installation of a child friendly facility funded by OMSVFT, or to do a qualitative analysis involving actual victims of how the experience of child victims is better than it might have been due to the establishment of such a facility]. Thus where information is solicited from the Department, as for example the survey we conducted on child friendly facilities, the information is generalised and there is no way of testing its veracity.

Where training is concerned, the training reports completed by Maselow/Reach Africa do provide some insight about how well the training was received by attendees; regrettably, no follow up surveys were conducted within a reasonable time of the training to establish to what extent the attendees have put into practice what they learnt from the training and how this has helped them to change their lives for the better.

A final point to note is that although we were provided with copious amounts of information and documents, we did have some difficulty in trying to reconcile certain details, such as how many people actually attended training, workshops and other events, and how much was actually spent on particular projects. The numbers we have reflected are our best understanding of the actual numbers, but there may well be some items which stand to be corrected. We do not believe the differences are material to our conclusions.

f) Principal findings:

The principal findings that emerged from the evaluation are that:

- As a direct result of the partnership between OMSVFT and Matla a Bana
 - 5 child friendly facilities have been established at various towns around the country that have materially contributed towards the drive to minimise the secondary abuse that child victims commonly suffer when reporting crimes against them
 - Around 480 detectives and medical practitioners have received much needed soft skills training and specialised training that would not otherwise have been available to them

- Over 15, 000 school children and parents have been exposed to education and awareness sessions as part of the National Schools project, that make them better prepared to counter the risks of possible abuse

The direct cost to the OMSVFT of providing these benefits was R2 653 281. Because crime statistics and information about child victims are not generally accessible, it becomes highly theoretical to attempt to compute the social impact value of these investments. However, from feedback obtained from officers of the FCS Unit and published research, it can be said conclusively that these projects have –

- Created a reporting environment at those police stations where the child friendly facilities now exist that is far more conducive to cases involving child victims
- Equipped those detectives and medical practitioners who benefited from the specialised training with soft skills and/or a more child-focused medico-legal foundation to cope better with the rigours of their jobs
- Created more awareness and/or educated children on what-to-do and not-to-do to avoid becoming victims of child abuse
- The value of choosing Matla a Bana as a funding partner is that
 - The funding is applied directly to the projects and not to organisational running costs
 - Matla a Bana has led the fight against the unsympathetic reporting system to which victims of child abuse are exposed, and has had an impact that far exceeds its human resource capacity
 - Matla a Bana is the only organisation that has succeeded in negotiating an MOU with the Department of Police, and is therefore best placed to work with SAPS in influencing change within the system.

2. The problem child victims face when reporting crimes against them and the role of the FCS:

Before looking at how effective Matla a Bana's initiatives have been, it is helpful to have some background on the problem of secondary abuse which children suffer when reporting crimes, and the role and challenges faced by the FCS unit, which SAPS set up to ensure the effective prevention and investigation of FCS-related crimes.

The problem of secondary abuse:

According to Matla a Bana's 2018 annual report presentation:

“Often the secondary abuse children suffer after reporting a crime against them is more traumatic than the primary abuse. This is due to the very unsympathetic reporting system currently in place. Although the welfare of children is a priority, the main focus of the legal justice system in South Africa is to investigate a crime, arrest the perpetrator and secure a conviction. The mandate of the legal justice system does not allow for taking care of the social welfare of the victim.

Due to the high incidence of the violent crimes in South Africa, specialised units dealing with the child abuse cases are understaffed with little resources and operate under extreme physiological stress and trauma, often resulting in poor service delivery. Because of all these factors the child victim suffers severe secondary trauma resulting in extreme emotional scars and low conviction rates.

During the last 16 years Matla a Bana, in partnership with South African Police Services (with whom it has a memorandum of understanding), has initiated various projects to minimise this secondary abuse. All of these projects have been implemented with great success and through these projects Matla a Bana assist more than 30 000 children every year who report crimes.”

How sexual offences involving women and children have been dealt with by SAPS:

In 1996 the first police station-based trauma facility addressing rape and domestic violence was set up in Sunnyside, Pretoria, but closed within a year with its only two female detectives overwhelmed by repeated 24 hour shifts.¹ Another facility dealing with rape, domestic violence and missing children was opened at Pretoria West police station, and the number of cases was reported to have doubled following its opening. Over the years these early attempts at creating specialised police facilities for women and children transformed into victim empowerment centres; however, these VEC's have focused on victims of crime generally, rather than specifically women and children.

The SAPS primary response to sexual offences has been specialised CPU and then FCS units. Until 2006 FCS units were not based at individual police stations, but were typically located in separate victim-friendly offices that served a number of police stations within a particular area. Victims first reported the crimes to their local police station, after which a specialised detective was called out. However, especially in areas where distances were great, many police stations had no access to FCS detectives resulting in rape cases being investigated by general detectives. Because of the uneven availability of FCS detectives, in 2006 the detectives at the FCS units were redeployed to local police stations. This resulted in a decline in the overall quality of the service and the conviction rate for rape. A study² done at the time comparing the performance of general detectives compared with FCS detectives showed that the latter outperformed general detectives in every one of the 5 dimensions measured, with FCS detectives making more arrests, having fewer cases withdrawn by either the courts or the police; having more cases referred to trial, and a higher percentage of guilty findings. Subsequent studies, including international research, show that any police officer will not do when it comes to the reporting and investigation of sexual offences. Due to constant public and

¹ Tschwaranang Legal Advocacy Centre Policy brief 4, June 2012 Lisa Vetten: “Will any police officer do?” @ p.4

² <https://shukumisa.org.za/wp-content/uploads/2017/09/Will-any-officer-do>

political pressure the units were reintroduced across the country in 2010. By 2012, 2,155 FCS detectives had been placed at all 176 policing clusters in the country.

The SAPS has subsequently issued guidelines on the reporting of sexual offences, which are prefaced by the following remarks³: “When a sexual offence is committed, the victim suffers severe trauma. It is difficult to conceive of any other offence of which the bodily and psychological integrity, privacy and dignity of a victim is simultaneously violated more severely than when a sexual offence is committed. Furthermore, a sexual offence not only affects the victim alone, but also his or her family and personal life. Therefore, police members will assist victims in any way possible to lessen the trauma. The South African Police Service renders a professional service to victims in the investigation of offences of this nature, and will assist victims in this regard.”

The role of the FCS units:

The SAPS Family Violence, Child Protection and Sexual Offences (FCS) unit, which was re-launched in 2010 after being absorbed into the greater police service in 2006, has since doubled its resources and now has 176 units and close on 2,500 members nationwide. The FCS employs a network of highly skilled Forensic Social Workers to assist with assessment of abused children and the compilation of court reports, as well as for providing expert testimony in court.

The FCS is involved in the policing of sexual offences against children, person-directed crimes (where the family is involved), illegal removal of children under 12 and electronic media facilitated crime.

According to official statistics released in 2015, crime against children decreased year on year from 48,718 reported cases for the 2012/2013 fiscal year to 45,230 for the 2013/2014 fiscal. The conviction rate was up to 75%, and since the re-establishment of the FCS in 2010, the unit had secured over 1,832 life sentences for heinous crimes against women and children⁴.

Recent statistics released on the SAPS media website show that the FCS unit continues to play a leading role in protecting the vulnerable. A report released by the Government News Agency on 30 July 2018 states that: “Between, 1 January and 30 June 2018, the unit has nationally recorded a sizable number of convictions and lengthy sentences with regards to crimes against women and children, including murder, rape and child pornography. A total of 217 life and over 11,800 years’ imprisonment sentences was achieved from 1,385 cases with 1,357 accused.”⁵

Not all reports about the FCS are positive, with the biggest problem being that it is under-resourced. As an example, a report in the Witness⁶ during 2018 spoke about the sorry state of the Plessislaer police station FCS unit which had a shortage of 1, 000 rape kits and 2, 000 buccal swabs (used for

³ https://www.saps.gov.za/services/report_sexual_offence.php

⁴ SAPS media statement 2015/06/04 : <https://www.sanews.gov.za/south-africa/fcs-unit-makes-inroads-protecting-vulnerable>.

⁵ <https://www.sanews.gov.za/south-africa/fcs-unit-makes-inroads-protecting-vulnerable>.

⁶ Kerushun Pillay, The Witness 2018/05/28: <https://www.news24.com/SouthAfrica/News/sorry-state-of-local-fcs-unit-20180527>

collecting DNA samples at crime scenes), and of the collective shortage of 77 FSC unit police cars in KZN. According to Prof. Elrena van der Spuy of UCT's Centre for Criminology:

".....while all policing units were under-resourced, the problem was accentuated with FCS officers who are exposed to the "dark side of human beings."

"There is also considerable burnout and fatigue among members of the unit, and when they have greater demands — because of a lack of resources — it becomes worse."

She said this can lead to an exodus of officers who "can't take it anymore", and sometimes those posts are not filled.

"The demands on FCS officers are considerable. They have to be on standby 24/7 when on duty, travel alone to risky locations, and there is a lot of psychological stress to deal with."

The passages quoted above do provide ample confirmation of:

- The scale and severity of the problem facing child victims of sexual abuse
- The need for specially trained personnel when reporting and investigating these crimes
- The challenges faced by the FCS unit due it being under-resourced
- The burn-out and trauma detectives suffer as the result of the horrendous crimes they are called on to investigate. [During our telecon with Colonel Scheepers she made the point that despite all her long years of dealing with these crimes, she herself was battling to cope with the horror it evoked].

3. Research questions

To answer the central question we posed for evaluation, we have also posed a number of sub-questions, which are addressed below:

- Q01 What was the funding provided by OMSVFT used for, and who were the beneficiaries of these projects?
- Q02 What was delivered through the projects funded?
- Q03 What long term benefits were created for beneficiaries?
- Q04 Are these benefits direct, measurable and sustainable?
- Q05 Could the funding partnership have been more effective?

Q01: What was the funding awarded by OMSVFT used for, and who were the beneficiaries of these projects?

Matla a Bana lists its beneficiaries as:

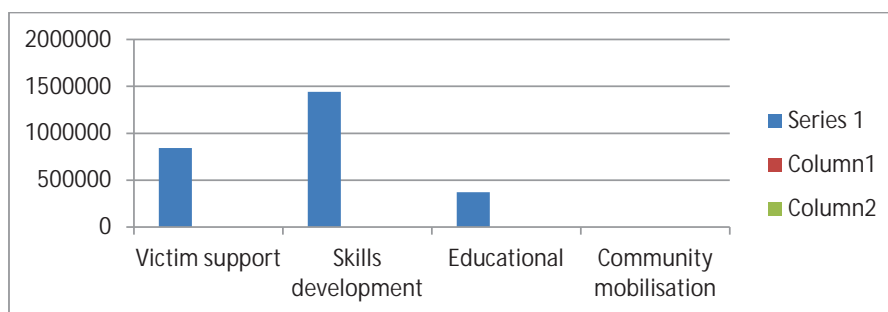
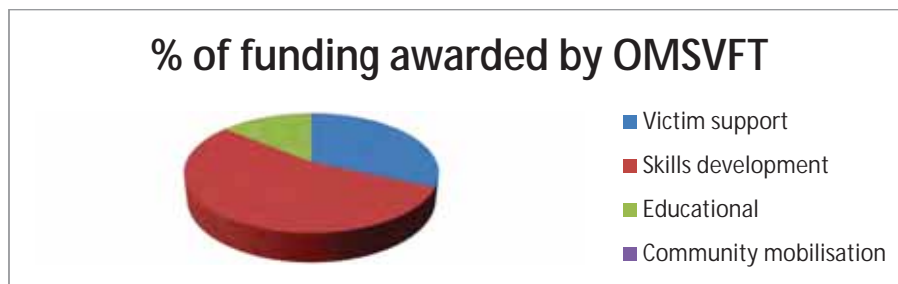
- Child abuse victims by minimising the secondary abuse when reporting crimes and putting support services in place for these child victims

- Officers of the legal justice systems working with child abuse through support and training programmes and equipping them with resources
- Community groups by creating opportunities for these groups to join in prevention and support programmes
- Faith-based groups by assisting with child protection policies and reporting structures
- Public, by creating awareness on child abuse.

The current MAB project portfolio is clustered into five categories, which traverse four broad focus areas of support. These are:

- Child Friendly Reporting Facilities (Victim support)
- Comfort packs (Victim support)
- Specialised training (Skills development)
- Child Protection School Programme (Educational)
- National Incentive Awards (Community mobilisation)

Closer analysis of the funding awards made by OMSVFT since 2015 shows that the Trust has spread its funding across at least three of these five categories, with the bulk going to the provision of training programmes (training and skills development) and the establishment of child friendly facilities/containers/rooms and provision of comfort packs (victim support).



In summary:

- A total of **R2 653 281** was awarded by the OMSVFT during the 4 year funding term. A breakdown of the funding is provided in the next section.
- The lion's share (54.3%) of the funding was used for **training/skills development**, through specialised trauma management and soft skills training of detectives and social workers.
- 31.7% went to **victim support**, through the establishment of child-friendly facilities.
- A relatively lesser portion of the funding (14.0%) was applied to **education**, through schools programmes offered as part of the National Schools programme.

Q02 *What was delivered through the funding provided (i.e. the Outputs?)*

The tangible outputs of the funding provided by the OMSVFT consisted of the following:

Child Friendly Facilities:

The blueprint for a child friendly facility envisages:

- A private waiting area
- Child friendly assessment room for interview and assessment of the child
- Murals in the assessment room, designed for use in the assessment process
- Audio-visual recording facility in the assessment room
- Monitoring room linked with real live feed from the assessment room (giving the social worker or detective the opportunity to observe the child)

Where there is no office accommodation at the SAPS FCS unit, and if the site allows it, a container facility will be implemented. Where the site does not allow it, a child friendly room is established.

According to the stats compiled by MAB, since inception MAB has been instrumental in establishing child friendly facilities in the form of full facilities, containers or child friendly rooms in the following provinces, in keeping with the blueprint for a reporting facility which Matla a Bana co-developed with SAPS:

| Province | Full facilities | Child friendly rooms | Containers |
|---------------|-----------------|----------------------|------------|
| Gauteng | 4 | 19 | 6 |
| Mpumalanga | - | - | 1 |
| North West | 1 | - | - |
| Western Cape | 10 | 9 | 2 |
| Eastern Cape | 1 | - | - |
| Northern Cape | - | 1 | - |

In total this represents 54 facilities out of the +- 176 FCS units that we know to exist.

Included among these are the five child friendly facilities that were established with the funding provided by the OMSVFT at the SAPS Child Protection Units below:

| Year | Cost | Location | Type of facility |
|------|-----------|--------------------------|------------------------------|
| 2015 | R430, 000 | Vredenburg, W Cape | Container |
| 2015 | | Bronkhorstspuit, Gauteng | Container |
| 2017 | R116, 340 | Vryburg, North West | Upgrade of existing facility |
| 2017 | R135, 750 | Motherwell, E Cape | Upgrade of existing facility |
| 2018 | R159, 720 | Kimberley, N Cape | Upgrade of existing facility |

The project reports confirm that these facilities were all successfully delivered, as per the project plans.

Specialised training courses and workshops:

The priority of police officers is to investigate and solve crimes and for this they receive training. They do not, however, receive training in the life skills needed to deal with child victims of crime and the trauma related to the investigation of such cases, even though the public expects them to exhibit these skills when working with children and rape/abuse victims. As a result, Matla a Bana has developed specialised training courses for SAPS detectives covering Soft Skills (3-days) and Negative Resilience, Stress & Trauma management (2 days).

The following specialised training courses and workshops were conducted by or under the auspices of Matla a Bana through funding provided by the OMSVFT:

| SPECIALISED TRAINING FUNDED BY OMSVFT | | | | | |
|--|--|------|------------------|--------------|------------|
| Type of training | | Year | Who was trained? | Location | No trained |
| Specialised training for Medical Practitioners | | 2016 | Doctors | Gauteng | 30 |
| | | 2016 | | W Cape | 30 |
| Soft skills training | | 2016 | SAPS FCS | KZN | 30 |
| | | 2016 | | Free State | 30 |
| | | 2017 | | NW | 27 |
| | | 2017 | | E Cape | 30 |
| | | 2018 | | Kimberley | 30 |
| | | 2018 | | Upington | 28 |
| Trauma management | | 2016 | SAPS FCS | Gauteng | 50 |
| | | 2016 | | W Cape | 50 |
| | | 2017 | | NW | 27 |
| | | 2018 | | Upington NC | 28 |
| | | 2018 | | Kimberley NC | 30 |
| Negative Resilience workshop | | 2017 | SAPS FCS | E Cape | 30 |
| | | 2017 | | NW | 30 |
| | | | | | 480 |

National Schools Education Programme:

In addition to training courses, Matla a Bana has targeted the need to educate primary school children on child abuse in the interests of their protection. This follows research that showed that children were not reporting rape because they are brought up in a society that does not regard it as right to speak up about sexual abuse. They also did not trust the reporting system and did not know where and how to report the crimes.

The programmes developed by Matla a Bana to educate school children include “Share your Secret” and “Don’t bully”, which overall reach more than 20, 000 children annually. In addition, the Awe School Education Show was developed in 2018 to educate school children on child protection and to give children and schools the opportunity to report. The Xtreme for Kids annual cycle tour is used to take the programmes out to schools in 6 provinces during February and March each year. The following programmes were supported with funding provided by the OMSVFT:

| SCHOOLS PROJECTS FUNDED BY OMSVFT | | | | |
|-----------------------------------|------|-----------------|-----------------------------|---------|
| “No to bullying” | 2017 | School children | NW and EC | 5, 000? |
| Xtreme for Kids cycle tour | 2018 | School children | NW, FS, NC EC, SC | 4, 340 |
| Xtreme for Kids cycle tour | 2018 | School children | Gauteng, FS, NC EC, WC & SC | 6, 286 |

In summary the Outputs delivered as the result of OMSVFT funding included:

- Child friendly reporting facilities established at 5 centres in 5 provinces
- Specialised training offered to 60 medical practitioners in 2 provinces
- Soft skills training workshops (covering trauma and stress management and negative resilience) offered to roughly 480 SAPS officers in 7 provinces
- “No to bullying” and “Share your Secret” education programs conducted in 6 provinces in total as part of the child protection National Schools Programme, reaching a total of over 15, 000 schoolchildren.

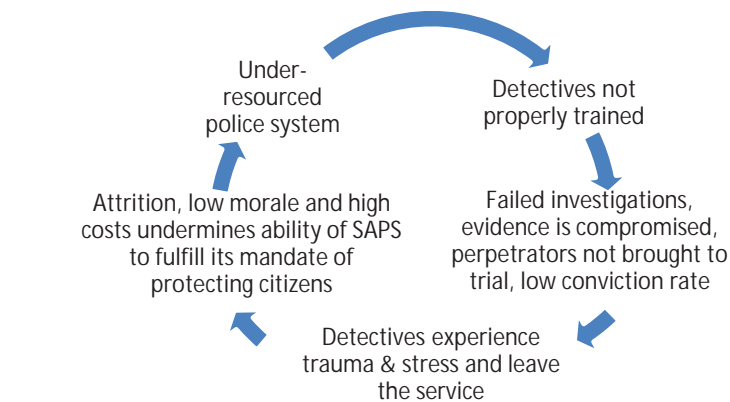
Q03 What long term sustainable benefits were created for beneficiaries of these projects?

Whilst measurement for purposes of evaluation is not strictly possible in light of the restrictions on crime reporting, especially where this relates to child victims of abuse, the fact that the reporting system is unsympathetic to child victims cannot be disputed. There is abundant literature and research studies that point to the existence of –

- An under-resourced police system
- Police officials who are not trained to handle cases involving child victims of sexual offences and abuse, resulting in failed investigations

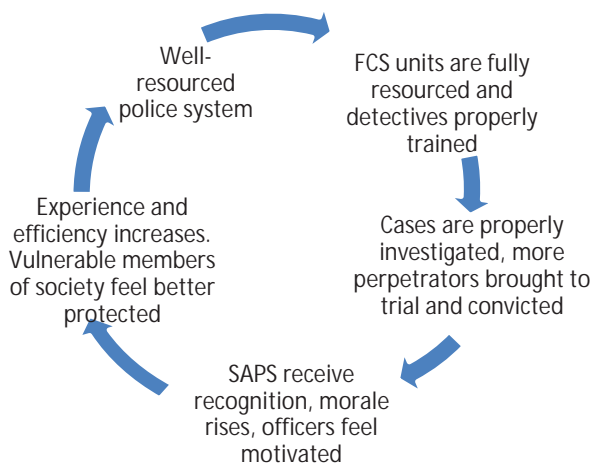
- Police stations which do not have child victim reporting rooms that are separated from the police station itself
- Insufficient or no trained social workers to supervise and ensure the welfare of child victims while waiting to report crimes or for examination or court proceedings
- Lack of knowledge about where and how to report crimes
- Medical practitioners who are reluctant to examine child victims, due to their not being trained on the correct procedures to follow or how to give evidence in court
- A high attrition and absentee rate for police detectives who investigate cases of child abuse, due to the trauma and stress they experience

The systemic nature of these kinds of problems can be illustrated through vicious and virtuous circles as shown below:



VICIOUS CIRCLE

VIRTUOUS CIRCLE:



Obviously, a model such as this is not strictly linear, as there are positive and negatively reinforcing loops that can intervene at various points and, in so doing, change the outcomes. The projects and initiatives Matla a Bana engage in are intended to do precisely that: by putting in place child friendly facilities and specialised training for SAPS detectives and medical practitioners, the inevitable consequences of a vicious circle can be influenced positively so as to yield more of the virtuous outcomes as reflected below.

In light of this theoretical framework, it is appropriate to consider in what way the initiatives funded by the OMSVFT have provided direct and tangible benefits for the beneficiaries and communities affected.

- **Establishment of child-friendly facilities:**

Prior to Matla a Bana coming on to the scene, there were very few reporting areas in South Africa geared towards the needs of the child victim. Matla a Bana projects have resulted in 54 child friendly facilities being established representing almost a third of the FC units spread around the country. For its part, the OMSVFT has been instrumental in funding the child friendly facilities at Vredenburg, Bronkhorstspuit, Motherwell, Vryburg and Kimberley. In doing so, Matla a Bana’s experience has shown that the following outcomes could reasonably be expected to result from these investments:

| <i>Before</i> | <i>After</i> |
|--|---|
| <ul style="list-style-type: none"> • No dedicated reporting and assessment facility for child victims and women • Risk of child victims coming face to face with the perpetrators or being exposed to officers that are not appropriately skilled • High risk of secondary abuse • No refreshments or other essentials for children waiting to report or be examined • Failed investigations are commonplace due to inadequate reporting facilities • Townsfolk unsure of where or how to report crimes affecting children | <ul style="list-style-type: none"> • Dedicated reporting and assessment centre in place that is separate from the police station • Reduced risk of secondary effects due to more secure, specially adapted reporting facilities and detectives trained to handle cases involving child victims • Evidence properly recorded, resulting in greater likelihood of successful prosecutions • Publicity around the establishment of the CFF’s has raised awareness and instilled greater public confidence in the child protection system |

To evaluate the actual impact of the child friendly facilities established at these towns, we enlisted the assistance of Monique Strydom to request permission from the National Commissioner of SAPS for us to conduct a brief 3 question survey for each of the facilities. The questions we posed were:

1. Have you found that children are more willing to open up and share their experiences in a ‘safe’ environment like this? If so, in what ways?

2. How has this child friendly facility assisted detectives and forensic investigators in the assessment of a victim and in taking statements?
3. What impact has the child friendly room and recording facilities had on the way the cases are investigated?

[Note: Our original questions regarding the current state of the facilities were modified on the advice of the Monique Strydom, who felt that they may create some resistance from SAPS. The responses from the various offices were also sent via Monique. As a result, while we have no reason to believe that the integrity of the process has been undermined, we do not believe we can learn much from the findings beyond the broad observations that were forthcoming].

Responses to question 1:

| Respondent: | Feedback provided: |
|---|--|
| FCS Kimberley Col. Scheepers Prov. Commander N Cape | <i>"When interviewing children, external aspects and the environment plays an integral part in enabling a child to feel safe and secure when they have to recall and verbalize traumatic incidents that they were subjected to. The sexual abuse of children is a phenomenon that occurs under the blanket of secrecy and the perpetrators are mostly people that were supposed to provide safety and security to the child. The assessor or interviewer has to in a short time establish safety and security to this child to enable them to verbalize the incidents and children are more relaxed in a child friendly environment that is provided by the child friendly room. They feel safe and secure in the more homely environment and this enhances the disclosure process. It also minimizes the fact that they feel they are in the wrong when they have to speak to a police officer and prevents the victim being re-traumatized by speaking to a police officer in a police environment. The child friendly room enables the forensic social worker and investigator to interview the child in an environment that is child friendly and enables the social worker to establish a trusting relationship with the child. The room also provides in the child's need to feel safe and provides a warm and comforting environment. The homely atmosphere of the child friendly room plays an active role in preventing secondary traumatization of child victim of rape and sexual abuse. The room enables the social worker or investigator to focus on the child victim without any distractions".</i> |
| FCS Provincial Office (Tshwane Region) in respect of Ekangala and Mamelodi FCS: LT Col Malatji Forensic Social Worker, Provincial Coordinator: TFSW | <i>"Yes, children become more open, free and willing to express their experiences in a safer and enabling environment, which is out of sight of the accused, many unfamiliar people and people similar to the accused/ the child can identify with the accused. Children become more relaxed in environments that are child friendly, environments they can relate to. Children become physically safe, emotionally secure as well as psychologically enabled. Children tend to forget that they are in offices or formal structures due to assessment tools provided in child friendly</i> |

| | |
|---|--|
| | <i>facilities. It reduces disruptions of ins and outs movements. It provides atmosphere that eliminates secondary trauma and undue mental stress, small children are afforded the opportunity to communicate through play"</i> |
| FCS Vredenburg JW Horn Captain | <i>"Yes – the facility is more child-friendly. It puts the child more in a comfort zone and they disclose very easy. We also inform the child that the victim friendly is a safe place and nobody can harm them there. The victim friendly facility provides a safe place for the victims-away from uniform personnel that makes victims uncomfortable".</i> |
| FCS VRYBURG W/O H VAN WYK Investigation Officer and 2 nd in command of the Unit | <i>"Yes. The decoration of the rooms are putting victims on ease. They are more willing to open up and talk about their experiences".</i> |

Responses to question 2:

| Respondent: | Feedback provided: |
|---|--|
| FCS Kimberley Col. Scheepers Prov. Commander N Cape | <i>"The child friendly facility is usually in a quiet corner of the Police station and therefore the child is not subjected to Police in uniform that may lead to the child feeling vulnerable and may further unnecessarily victimise the child victim. The detectives work in private clothes and the facility enhances the processes to make the child comfortable and to minimize the stress and anxiety the child may experience. The child friendly environment enables the child to be relaxed and feel safe and secure during a process of questioning and assessment The facility is a valuable investigative tool and can also be used in identity parades and by the forensic social worker to conduct interactional analysis".</i> |
| FCS Provincial Office (Tshwane Region) in respect of Ekangala and Mamelodi FCS: LT Col Malatji Forensic Social Worker, Provincial Coordinator: TFSW | <i>"Section 28(2) Of the RSA Constitution, 108/1996 demands that in all matters concerning a child, the child's best interest must be of paramount importance. It further demands that a child should be exposed to as little stress and mental anguish as possible. That children should be treated with dignity and compassion. The child friendly facilities has assisted the Detectives and Forensic Social Workers in adhering to the Children's Bill of rights and ensuring that our children are handled in a sensitive and a dignified manner. The more our children/victims are interviewed and assessed in an enabling atmosphere the more our victims are enabled to give detailed, clearer statements without any fear or interruptions. It has assisted the FCS unit as a whole to increase its detection and conviction rates, as well as helping dockets to be trial ready and assisting in smooth prosecution process. Child Friendly Facility is in itself our assessment tool, it stimulates a good working relationship between the FSW and the children (victims). Disclosure becomes easier when a child is assessed in a</i> |

| | |
|---|--|
| | <i>child friendly facility than in an office/formal structure".</i> |
| FCS Vredenburg JW Horn Captain | <i>"Most of the victims are uncomfortable. To reduce secondary trauma and to put them at ease, it is good for them to be away from the uniform personnel and station building. There are no interruptions. Victims feel safe and disclose freely to obtain their statements. The equipment assist in a way that the victim's interview can be recorded to provide the court also with the emotional state of the victim while he/she was interviewed".</i> |
| FCS VRYBURG W/O H VAN WYK Investigation Officer and 2 nd in command of the Unit | <i>"The police environment frighten the children and the child friendly facility assist investigation officers and forensic social workers to take statements and assessments in a more comfortable, homely and playful atmosphere. The facility in Vryburg assists three clusters namely Pudimoe, Morokweng and Vryburg and is an integral part of dealing with cases where children are involved."</i> |

Responses to question 3:

| Respondent: | Feedback provided: |
|--|--|
| FCS Kimberley Col. Scheepers Prov. Commander N Cape | <i>"Due to the lack of available offices the facility could not be equipped with recording facilities. If a recording facility however is available it enhances the investigative process and ensures more thorough recordkeeping. Emotional reactions and the severity thereof is then recorded for purposes of opposing bail or as motivation of harsher sentences".</i> |
| FCS Provincial Office (Tshwane Region) in respect of Ekgangala and Mamelodi FCS Respondent: LT Col Malatji Forensic Social Worker, Provincial Coordinator: TFSW | <i>It has helped in reducing undue-mental stress and secondary trauma which our children (victims) may be subjected to. Child friendly facility works more similar to intermediary rooms that are utilised by our courts and as a result children as victims or witnesses become accustomed/familiar to the environment. The fear and anxiety becomes lessened, resulting in giving best testimonies and making things smoother for our courts in prosecuting cases. The Forensic Social workers are able to utilize the recording equipment to refresh their memory when compiling reports to courts or preparing for giving expert testimony in our courts. Forensic Social worker can also utilize the recording equipment to seek clarification on issues that were unclear. The victims' memory is also refreshed when victims have to appear in court since it well known that court process may be prolonged"</i> |
| FCS Vredenburg JW Horn Captain | <i>"It assists the Forensic Social Worker to compile a more in depth report by watching the recording over and over again. The recordings also assist in consultations with prosecutors to see the emotional state of victims and to clarify uncertainties".</i> |
| FCS VRYBURG W/O H VAN WYK Investigation Officer and 2 nd in command of the Unit | <i>"More information can be obtained by playing back the recording and this information can strengthen the case. The recording can also be used to update investigating officers and forensic social workers before a trial."</i> |

Provision of specialised training and education:

The priority of the police officer and prosecutor is to solve the crime, arrest the perpetrator and secure a conviction. Police members and prosecutors receive training in this regard. They do not, however, receive any training in the life skills and other soft skills needed when dealing with child victims and the trauma related to the investigation of such cases. Despite the lack of soft-skills training in their training, police officers, prosecutors and medical practitioners are nevertheless expected by the public to exhibit these skills when working with children and rape/abuse victims.

Since 2015 the OMSVFT has channelled the major part of its funding support for Matla a Bana into projects devoted to the delivery of specialised training and educational programmes calculated to prevent child abuse. The direct Outputs of this support are as follows:

| SPECIALISED TRAINING FUNDED BY OMSVFT | | | | | |
|--|------|------------------|--------------|------------|--|
| Type of training | Year | Who was trained? | Location | No trained | |
| Specialised training for Medical Practitioners | 2016 | Doctors | Gauteng | 30 | |
| | 2016 | | W Cape | 30 | |
| Soft skills training | 2016 | SAPS FCS | KZN | 30 | |
| | 2016 | | Free State | 30 | |
| | 2017 | | NW | 27 | |
| | 2017 | | E Cape | 30 | |
| | 2018 | | Kimberley | 30 | |
| | 2018 | | Upington | 28 | |
| Trauma management | 2016 | SAPS FCS | Gauteng | 50 | |
| | 2016 | | W Cape | 50 | |
| | 2017 | | NW | 27 | |
| | 2018 | | Upington NC | 28 | |
| | 2018 | | Kimberley NC | 30 | |
| Negative Resilience workshop | 2017 | SAPS FCS | E Cape | 30 | |
| | 2017 | | NW | 30 | |

| SCHOOLS PROJECTS FUNDED BY OMSVFT | | | | | |
|-----------------------------------|------|------------------|-----------------------------|------------|--|
| Type of training | Year | Who was trained? | Location | No trained | |
| "No to bullying" | 2017 | School children | NW, FS, NC, SC, WC & EC | 5,000? | |
| Xtreme for Kids cycle tour | 2018 | School children | Gauteng, FS, EC, WC | 4,340 | |
| Xtreme for Kids cycle tour | 2019 | School children | Gauteng, FS, NC EC, WC & SC | 6,286 | |

Through the funding granted for specialised training, the following might reasonably be expected to be the Outcomes for the SAPS detectives and medical practitioners trained

| <i>Before</i> | <i>After</i> |
|--|--|
| <ul style="list-style-type: none"> ▪ Due to inadequate funding, no training on how to cope with stress and trauma was provided to the respective SAP detectives ▪ Without soft skills training, detectives are ill-equipped to handle the stress & trauma involved in investigating child abuse cases ▪ Fatigue and trauma result in higher absenteeism and attrition and a consequent drop in the level of experience ▪ Because medical practitioners do not receive training on how to examine child victims of rape/abuse, they are reluctant to examine child victims ▪ Having inadequately trained detectives and medical practitioners is prejudicial to the victims and the community at large | <ul style="list-style-type: none"> ▪ Because external funding was provided by OMSVFT, almost 500 officers were able to receive specialised training of this nature ▪ Officers that attended the training report that they feel better equipped to handle cases of child abuse ▪ Detectives that are trained in trauma and stress management are less susceptible to illness and absenteeism and the attrition rate is lower ▪ The training has equipped the medical practitioners who attended the training with the skills necessary to examine child victims and give evidence in criminal cases, thereby improving the prospects for less secondary abuse of the child victims and more successful investigations ▪ The existence of well-trained detectives and medical practitioners instils confidence in victims and the community |

The positive feedback provided by attendees in the feedback questionnaires they completed immediately following the training do provide substantiation of the value of this training. Unfortunately, no follow up surveys were ever conducted (within a reasonable time period) to determine what changed and whether the benefits of this training were sustainable. It is strongly recommended that a survey of this nature should be a condition of any future funding for training.

Where medical practitioners are concerned, Matla a Bana has experienced difficulty in bringing medical practitioners together for this training in one region as hospitals are short-staffed. It has thus proposed that this should instead be introduced into the training offered at medical schools, but would require funding in order to do so.

Q04 *Are the benefits direct and measurable, and are they sustainable?*

As mentioned in section 2 of this report, a study⁷ done in 2006 comparing the performance of general detectives compared with FCS detectives showed that the latter outperformed general detectives in every one of the 5 dimensions measured, with FCS detectives making more arrests,

⁷ <https://shukumisa.org.za/wp-content/uploads/2017/09/Will-any-officer-do>

having fewer cases withdrawn by either the courts or the police; having more cases referred to trial, and a higher percentage of guilty findings.

It would seem that no similar studies have been done to find out whether training in soft skills has a measurable impact in lowering fatigue and stress, reducing absenteeism, and improving retention rates of these officers, nor unfortunately were any follow up surveys ever conducted among the attendees of the Matla a Bana training to find out how many of them are still applying the skills they learned on the training and whether this has improved the performance or attrition rate of these individuals. The feedback questionnaires completed immediately following the training do nevertheless show a high level of appreciation at being extended the opportunity to attend training of this sort and what impact the training had on them personally. Typical comments⁸ included:

- "This session was an eye opener. Wish to have another follow-up session any time soon"
- "Can this programme be part of SAPS programme throughout the year"?
- "I would really love to have a follow-up"
- "The workshop is very needed to keep us on track and give us strength to work."
- "I am a new person after this workshop"

Since children that experience child abuse run a very high risk of being scarred for life, both as a result of the experience itself and any secondary effects that follow, society owes a duty to children not only to protect them from abuse, but also the possibility of secondary abuse. To the extent that child friendly facilities are effective in reducing this risk, the benefits are clearly sustainable.

Again, because of the embargo on quoting crime statistics and the need to protect the identities of child victims, no hard statistics are available to demonstrate how the introduction of child-friendly facilities have in reality improved child crime reporting in these communities. Matla a Bana claims that 30,000 child victims benefited through the use of child friendly facilities/rooms/containers that it has been instrumental in establishing around the country during 2018 alone. Although this number cannot be verified for total accuracy, what it does provide is some indication of the abominably high volume of child victims that are faced with having to report the crimes against them. Clearly, child victims who report crimes to FC units that do not have access to child friendly facilities at which to conduct their investigations, remain highly exposed to the risk of secondary abuse and effects.

Q05 *Could the funding partnership have been more efficient or effective?*

In the course of our interview with Monique Strydom, we asked for her top-of-mind reflections on what the relative strengths, weaknesses, opportunities and threats facing the organisation are, and we present these below in the form of a SWOT analysis:

⁸ Extracted from feedback on SAPS Free State Trauma Training 2016

SWOT analysis:

| Strength | Weakness |
|--|---|
| <ul style="list-style-type: none"> - Uniquely focused on addressing secondary abuse of child victims of rape & abuse - Solid relationship with SAPS - Track record in tackling an unsympathetic reporting system - Annual review of the strategy - Exclusivity of the MOU enables MAB to work within the sector - Stable board of trustees since inception | <ul style="list-style-type: none"> - Lack of a solid, sustainable fundraising plan - Lack of IT capacity to establish a proper data base - Lack of succession plan poses a significant risk to sustainability - No external evaluations conducted on the programmes/project to date |
| Opportunities | Threats |
| <ul style="list-style-type: none"> - Increase the level of reporting of child-related sexual offences - Scale the programmes into other provinces - Use fundraising initiatives to drive awareness of the value of comfort packs - Integrate the programmes/training programmes into tertiary level for medical practitioners and include in training for SAPS graduates - Should advocate more strongly that these initiatives serve to reduce the financial burden on the State | <ul style="list-style-type: none"> - Unwillingness of SAPS to release information on the number of child-related sexual offences - Constant changes in leadership within SAPS frustrates collaboration - Unable to claim BBBEE points due to the confidentiality of information - The perception that MAB is doing what SAPS should already be doing discourages potential funders - MOU limits MAB to only work in the public sector - Safety and security of individuals involved in bringing pedophiles to justice |

Looking at what Matla a Bana has achieved over the years, and continues to do, with limited funding a skeleton staff and in a highly emotive and forbidding environment, there is every reason to be impressed. The Impact of the organisation is demonstrated by:

- Raising funding for projects that have resulted in more than 50 child friendly facilities being established where none existed previously
- The fact that Matla is the only organisation that has an MOU with SAPS , indicating the willingness of the SAPS to cooperate with and to implement projects and ideas introduced by Matla
- The letters of commendation from a wide number of SAPS provincial commissioners
- The sheer number of beneficiaries reached and benefitted, whether via exposure to the child friendly facilities, the volume of comfort packs supplied, the number of delegates

benefitting from the training workshops conducted, or the number of children and parents who were participants in the Schools Programme.

- Recent successes achieved in tracking down and securing the evidence and samples necessary to arrest, prosecute and convict notorious child molesters, which would not have been possible without the equipment and facilities supplied through Matla's projects.

Could the organisation be more effective or efficient in what it is doing or the way it is doing it? The answer is probably yes, taking account of areas identified as weaknesses in the above SWOT. It is important to remember here that Matla a Bana is run as a project out of the Matla a Bana Trust, rather than as an organisation in its own right with its own infrastructure, systems and processes. The lack of a proper data base or a sustainable fundraising capability or permanent resources has in all likelihood constrained growth of Matla a Bana and limited its ability to follow up and monitor completed projects, and to provide more advocacy via public platforms on the work of the Trust.

Insofar as the partnership with OMSVFT is concerned, it is clear that every effort has been made to include Old Mutual CSI Consultant, Renee Palmer, in events, launches and training and also to ensure that Old Mutual has preference when it comes to selecting the projects for which Matla a Bana is seeking funding. As a strategic partner, we would also expect a representative of OMSVFT to be part of the annual strategic planning conducted on behalf of the organisation.

4. Findings of the evaluation (regarding the value of the social partnership and the benefits that have accrued to the affected communities):

- As a direct result of the partnership between OMSVFT and Matla a Bana
 - 5 child friendly facilities have been established around the country that have materially contributed towards the drive to minimise the secondary abuse that child victims commonly suffer when reporting crimes against them
 - Around 480 detectives and medical practitioners have received much needed soft skills training and specialised training that would not otherwise have been available to them
 - Over 15, 000 school children and parents have been exposed to education and awareness sessions that make them better prepared to counter the risk of abuse

The direct cost to the OMSVFT of providing these benefits was R2 653 281. Because crime statistics and information about child victims are not generally accessible, it becomes highly theoretical to attempt to compute the social impact value of these investments. However, from feedback obtained from officers of the FCS Unit and independent research, it can be said conclusively that these projects have –

- Created a reporting environment at those police stations where the child friendly facilities now exist that is far more conducive to cases involving child victims

- Equipped those detectives and medical practitioners who benefited from the specialised training with soft skills and/or a more child-focused medico-legal foundation to cope better with the rigours of their jobs
 - Created more awareness and educated children on what-to-do and not-to-do to avoid becoming victims of child abuse
- The value of choosing Matla a Bana as a funding partner is that
- The funding is applied directly to the projects and not to organisational running costs
 - Matla a Bana has led the fight against the unsympathetic reporting system to which victims of child abuse are exposed, and has had an impact that far exceeds its human resource capacity
 - Matla a Bana is the only organisation that has succeeded in negotiating an MOU with the Department of Police, and is therefore best placed to work with SAPS in influencing change within the system.

5. Conclusions:

Matla a Bana can be commended for the efficiency with which it has delivered the agreed project deliverables with the moneys allocated to them. The projects appear to have been well-coordinated and the training feedback indicates a high level of satisfaction with the quality of the presenters and value of the training. For an organisation which does not employ permanent staff and is reliant solely on contracted resources to deliver its projects and initiatives, the organisation is clearly making a very significant impact in addressing the challenges presented by child victims of abuse in South Africa.

According to Matla a Bana's estimates, its direct impact during 2018 alone includes:

- Child friendly report facilities (victim support): +- 30 000 children benefit annually
- Comfort packs (victim support): 1 000 children
- Specialised soft skills training - detectives and social workers (skills development) – 100 detectives
- Medical practitioners training (skills development): ?
- School programmes (education): 20 000
- Incentive awards (community mobilisation): 45 detectives awarded

Whilst these numbers cannot be accurately verified, either because of the embargo on crime statistics or because of limitations in the internal record system of Matla a Bana, we are satisfied that the assumptions on which they are based are reasonable and that the numbers are broadly accurate.

The question which remains to be considered is whether, beyond the direct impacts created by the particular projects and initiatives it has funded, the OMSVFT has derived any advantages as a social partner and as one of the two main funders of Matla a Bana during the past 4 years? Although the

strength of the relationship with Matla a Bana is clearly very strong, it does not appear to us that Old Mutual has been able to extract much added leverage by making Matla a flagship partner. In considering this issue we have tried to come up some **examples of where and how Old Mutual might utilise this flagship funding relationship to achieve strategic CSI objectives**. Some examples that spring to mind are the following:

- ***Making the Old Mutual brand synonymous with the struggle against abuse of children.*** Although there has been good press coverage of events which it has sponsored, for the most part it is Matla a Bana that is featured (deservedly so!), with the occasional reference to Old Mutual or OMSVFT's name in media articles probably insufficient to create any lasting linkage in the minds of the public of how Old Mutual is supporting this cause. If Old Mutual wants to raise its image as an organisation that is championing the struggle against abuse of children, it would probably need to conduct a focused campaign to position itself in this role, rather than simply relying on the funding of some projects to elevate the role it is playing.
- ***Creating opportunities for Old Mutual to sponsor SAPS events (such as award evenings), where Old Mutual is seen to be one of the sponsors of the event.*** There is probably a lot more advantage that can be obtained through this form of sponsorship if one considers that a substantial amount of Old Mutual's individual and group business is conducted with SAPS and its members. Clearly this should not be done in a way that interferes with Matla a Bana's efforts to promote the work it is doing with SAPS, but with proper consultation there ought to be opportunities to promote the involvement of both Old Mutual and Matla a Bana.
- ***Ensuring that Old Mutual is able to leverage the business opportunities that are presented.*** Thank you letters from SAPS and some of the media pictures following sponsored initiatives do indicate that the local Old Mutual Area Manager is copied and/or invited to launches, etcetera. However, there ought to be a proper target market plan with actions and deadlines for profiling the initiative), setting up relationships with local SAPS detectives and commanders, offering personal finance workshops for SAPS officers or medical personnel, creating advertorial for local newspapers, arranging team building events (such as packing of comfort packs), etcetera. When a child friendly facility is established in a small town like Vredenburg or Bronkhorstspuit, it carries immense interest and value in the eyes of the local folk, who will be gratified to see Old Mutual sponsoring such a worthy facility in their town. Matla a Bana does not have any permanent presence in these towns, but Old Mutual typically does, so this is a strong opportunity to maintain the high ground through community involvement and public sector engagement.
- *Ensuring Old Mutual or OMSVFT participate in Matla a Bana's annual strategic planning exercise.*

No doubt there are other ways that Old Mutual could increase its visibility and leverage should it wish to do so. For present purposes, questions which the Trustees of OMSVFT have to consider are whether:

- a) More benefit can be obtained by funding one flagship project/organisation, such as Matla a Bana, or by spreading the funding among a number of charities serving a similar cause?
- b) If the Trust retains Matla a Bana as one of its flagship projects, which types of projects should it fund in future to derive the most benefit?

As far as the first question is concerned, the pros and cons of funding one charity rather than multiples charities can be positioned as follows:

| Single charity | Multiple charities |
|--|--|
| <i>Pros</i> | <i>Pros</i> |
| <ul style="list-style-type: none"> • Simpler to administer and monitor • Supports building a closer relationship that can possibly be leveraged to encompass other strategic objectives • Is particularly appropriate where the funder is wanting to champion a particular cause | <ul style="list-style-type: none"> • Wider footprint • Expands the opportunities for satisfying different donor preferences • Ensures that a larger number of worthy charities are supported • Less likelihood of funding dependency |
| <i>Cons</i> | <i>Cons</i> |
| <ul style="list-style-type: none"> • Footprint / focus may not necessarily satisfy all donors • Grows dependency / harder to exit from • Limits the perceived or actual reach /impact/ influence of the funding organisation due to the narrower focus • Invites challenges about whether there are no other worthy charities supporting the cause | <ul style="list-style-type: none"> • Logistically more intensive to administer and monitor • Opportunity to build deeper relationships with the charities is probably not as good due to smaller grants or less time spent with each charity |

Note: No inference is intended that the pros necessarily outweigh the cons, or vice-versa, due to the number of arguments presented. There may well be several other possible pros or cons that have been overlooked in this analysis.

On the second question, the issue is whether funders such as OMSVFT should leave it to the selected organisation to decide how best to apply the allocated funding, or make a conscious decision about the type of projects it wishes to fund. In the case of Matla a Bana, it would be difficult to say that funding the establishment of a child friendly facility is any more or less important to the cause of minimising abuse and secondary abuse of child victims of crime; however, we would argue that in the context of CSI it is important for corporate funders to ensure that they do in fact use their funding to derive strategic CSI benefits. So, for example, if child friendly facilities are to be funded, then we would advocate that it is essential that the funding be tied to some form of action plan to leverage the benefits for the corporate, as suggested earlier. Clearly, with all of its projects Matla a Bana is filling a gap that would not otherwise be addressed by the State were it not for the funding. As such, arguments can be made in favour of each one of the projects Matla is proposing, but if squeezed for our view, we would say that

- greatest value for **staff volunteers** can be achieved through active participation in events such as the funding and packing of comfort packs
- greatest **reach** can be obtained through the funding of child education interventions, e.g. Xtreme for Kids cycle tour, AWE/“Share your Secret” and “No to Bullying”
- greatest value for **Old Mutual** can be derived through funding projects that allow it to build business relationships, e.g. the sponsorship of SAPS events
- greatest **measurable value for beneficiaries** can be obtained through the provision of soft skills training for FCS detectives and specialised training for medical practitioners

6. Recommendations:

We positively recommend the continuation of funding support for Matla a Bana from the Abused Children portfolio, whether as a flagship project or as one of a number of organisations/projects supported. We base this view on the following:

- The ROI is high because 100% of the funding is channelled into project funding
- Matla is serving a deeply felt need that is not being addressed adequately, either by the State or other NPO's
- Matla's reach and impact has continued to grow as more child friendly facilities are established and as projects are being offered in at least 7 of the provinces
- Matla has established a strong track record of delivery
- As the only NPO with an MOU with SAPS, Matla is well-placed to influence change in the system, and has done so in several ways. Examples include negotiating the blueprint for child friendly facilities with SAPS, assisting in the tracking, arrest and conviction of notorious paedophiles and other sexual predators, and driving SAPS to take steps to ensure that every police station has the requisite number of rape kits available.

If Matla is to remain a flagship project, we would recommend that more consideration needs to be given to how this can translate into other strategic CSI benefits for Old Mutual.

Because of the difficulties in getting information about how child friendly facilities are being used and maintained, we would be more inclined as a rule to explore other funding opportunities. We particularly lean towards the packing and supply of comfort pack, which provide staff with an opportunity to contribute not only financially, but emotionally and practically; the School projects, which have considerable reach and touch children at a key time in their formative years; and specialised training, which the State shies away from, but on the understanding that more needs to be done to evaluate whether the benefits are sustainable.

DOCUMENTS INSPECTED:

1. Flagship partnership proposal 2015
2. MAB Trust Deed
3. MAB Trustees
4. MAB Trust confirmation
5. OMSVFT funding to organisations 2002-2018
6. OMSVFT board minutes 2015
7. OMSVFT Board proposal 7 December 2018
8. MAB budget 2018
9. MAB Partnership proposal 2015
10. MAB Funding proposal to Old Mutual
11. MAB application and supporting documents 2015
12. Confirmation of funding letter 2015
13. Confirmation of funding letter 2016
14. Proof of payment 2016
15. Incoming requests 2016
16. Incoming requests 2017
17. Trustee round robin approvals 2016
18. MAB project presentation 2016
19. Budget 2019
20. MAB s.18A certificate 2018
21. MAB s.18A certificate 2019
22. Summary of proposed projects 2017
23. MAB 2018 project planning
24. MAB anti bullying project budget spreadsheet 2016
25. Grant agreement 2016
26. Grant agreement 2017
27. Grant agreement 2018
28. Grant agreement 2019
29. Confirmation of funding 01.03.2019
30. Payment confirmation 27.02.2019
31. Released payment record 17.02.2017
32. Project training feedback: Gauteng & KZN 2016
33. Project training feedback: FS & KZN 2016
34. Project report: CFF Motherwell
35. Project report: CFF Vryburg
36. Financial feedback report, Vryburg
37. Feedback report SAPS NW Trauma Training
38. Feedback report SAPS NC training
39. Feedback report Limpopo July 2019
40. Vredenburg FCS
41. Bronkhorstspuit final report
42. Medical training WC
43. National Schools Project feedback
44. Financial report Kimberley
45. Financial report Upington
46. AWE National Schools Tour feedback report
47. Express newspaper report 9/5/2018
48. Letter of appreciation SAPS NC 15/5/2018
49. Noord Kaap newspaper article
50. OMSVFT board minutes

51. MAB Annual report 2016, 2017, 2018
52. MAB impact studies: Kimberley, Vredendal, Bronkhorstspuit, Vredenburg
53. MAB Constitution
54. MAB funding information
55. Motivation 2009
56. Motivation 2010
57. Motivation 2012
58. Motivation 2013
59. Motivation 2015
60. Motivation 2016
61. Motivation 2018
62. Motivation 2019
63. MAB due diligence report
64. MAB annual financial statements 2015, 2016, 2017, 2018
65. MOU between MAB & OMF 2012
66. MOU between MAB & OMF 2013
67. MOU between MAB & OMF 2015
68. The Callie and Monique Trust Deed dd. 14 August 2002
69. The Old Mutual Staff Volunteers Fund Trust Deed dd.
70. The Old Mutual Staff Volunteers Fund Trust Awards Policy
71. Master's Letter of Authority dd. 17 January 2011
72. Updated Letter of Authority dd. 15 August 2016
73. NPO certificate 036-339-NPO dd. 24 November 2004
74. PBO certificate 930 005 335 dd. 14 December 2006
75. Matla a Bana contribution certificate
76. Example of certificate issued in terms of Section 18A
77. Matla a Bana Annual Reports 2012/2013 and 2013/2014
78. The Callie & Monique Trust Annual Financial Statements 2014
79. Trustee approval of Financial Statements 2014
80. Victim letter dd. 21 July 2007
81. Letter from ABSA Trust dd. 24 August 2015
82. Letter of Authority from the Master dd. 25/5/2015
83. SAPS MAB project feedback report, 1st draft (August 2015)
84. Letters of reference from the SAP:
85. Vereeniging FCS Unit (Capt. Z B Msibi)
86. Provincial Head Detective Services (Brig. R M Palko)
87. Alexandra FCS (Capt. W L Chauke)
88. Pretoria Central FCS (Lt. Col. W L Molala)
89. Family Violence, Child Protection and Sexual Offences Unit, Krugersdorp (Capt. Paula Terblanche)
90. Family Violence, Child Protection and Sexual Offences Unit, Mamelodi (Major M M Visagie)
91. Sunnyside FCS Unit (Capt. T J Sekgala)
92. Provincial Commissioner, Family Violence, Child Protection and Sexual Offences Unit (Lt. Col. Scheepers)
93. Letters of reference from other stakeholders:
94. Rays of Hope – 1 September 2015
95. Clearwater Mall – 28 August 2015
96. Email chain ex Intercape re Donation of Soccer balls.
97. Decision on Request for Access to a Record relating to a Third Party dd. 23/7/2015
98. Draft Independent Contractor contract – 2010
99. Tax clearance certificate – Certificate of Good Standing 27 October 2014 - 2015