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Monitoring and Evaluation for Crime Prevention: The 16 Days of No Violence against Women and Children Campaign

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University of Witwatersrand Johannesburg, Graduate School of Public & Development Management (P&DM)

Monitoring and Evaluation for Crime Prevention: The 16 Days of No Violence against Women and Children Campaign

Masters Reseach Report

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ABSTRACT

South Africa has the highest levels of violent crime in the world and is home to high levels of violence against women and children. In response to the challenge imposed by the high level of crime and violence, the South African Government initiated the development of the National Crime Prevention Strategy(NCPS). One of the goals of the NCPS is to identify and implement programmes to prevent crime and to support, protect and empower victims of crime and violence, with special focus on women and children. Responding to the international call to prevent and act against women and child abuse and within the ambit of the NCPS, the 16 Days of No Violence against Women and Children Campaign (referred to as the 16 Days Campaign in this research) was established in1999. The main aim of the 16 Days Campaign is to generate an increased awareness of the negative impact of crime and violence on women and children thus contributing to the prevention of crime and violence against women and children.

The first impact assessment of the 16 Days Campaign was undertaken by the Council for Scientific and Industrial Research (CSIR) in 2009. The CSIR report states that the 16 Days Campaign has not yet showed a positive impact due to the lack of proper planning, implementation and monitoring and evaluation (M&E) system tofacilitate the assessment of its impact.

The majority of Government departments and Non-Governmental Organisations (NGOs) that participated in this research (99%) do not know the tools used to monitor and evaluate the 16 Days Campaign. Each department or participating NGO works in silos and does not share good practice on M&E of the 16 Days Campaign, rendering planning, implementation inadequate and subsequently M&E inconsistent.

This research demonstrates that the GCIS Tracker Survey and Exit Reports are not effective M&E Tools for the 16 Days Campaign. It proposes a

comprehensive M&E Framework based on the insight from the literature review, good practice and inputs from participants. The M&E Framework facilitates the planning, implementation, monitoring and evaluation and impact assessment of the 16 Days Campaign.

DECLARATION

I, Kgomotso Pearl Bosilong, hereby declare that this research is my own original work and that all sources have been accurately reported and acknowledged. It is submitted in partial fulfilment of the requirements of the degree of Masters in Management the Field of Security at the University of the Witwatersrand, Johannesburg. This document has not been submitted at any university in order to obtain an academic qualification.

Kgomotso Pearl Bosilong

16 August 2013

DEDICATION

I dedicate this Masters research report to my mothers Tiroeng Bosilong and the late Keneilwe Matsobane for their unconditional love to me and their thirst for education of all their children.

I also dedicate this research report to my beloved sister Nthabiseng Matsobane for always having a solution. To my daughters, Didintle Bosilong and Oarabile Matsobane to learn from this and make it far in life.

To all the children from both the Bosilong and Matsobane families: Education is the key to success, keep on studying to have a successful future.

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LIST OF ABBREVIATIONS

NCPS – National Crime Prevention Strategy

M&E – Monitoring and Evaluation

CSIR – Council for Scientific and Industrial Research

NGOs – Non-Governmental Organisations

MRC – Medical Research Council

CPF – Community Police Forum

CSF – Community Safety Forum

DSD - Departments of Social Development

DOJ&CD - Department of Justice and Constitutional Development

COGTA - Department of Cooperative Governance and Traditional Affairs

DOWC&PD - Department of Women, Children and People with Disabilities

DPLG - Department of Provincial and Local Government

SAPS - South African Police Service

NCC - National Coordinating Committee

WGLI - Global Leadership Institute

UN - United Nations

CWGL- Centre for Women's Global Leadership

JCPS- Justice Crime Prevention and Security

GBV- Gender Based Violence

MECs - Members of Executive Committee

NDGs - National Development Goals

MDGs - Millennium Development Goals

CMP - Common Minimum Programme

PEVAC - Election Voters Awareness Campaign

WNT - Wada Na Todo

GL - Gender Links

SADC - Southern African Developing Countries

CHAPTER 1: INTRODUCTION AND RESEARCH OVERVIEW

1.1 INTRODUCTION AND BACKGROUND

Crime and violence present a constant threat to the well-being, development and prosperity of all people in the world. Victimisation to and perpetuation of crime and violence know no racial, gender or economic boundaries. For Holtmann (2011: 2), crime and violence cast fear in the hearts of South Africans from all walks of life and prevent them from taking their rightful place in the development and growth of the country. The author further states that crime and violence also inhibit citizens from communicating freely with one another, from engaging in economic activities and prevent entrepreneurs as well as investors from taking advantage of the opportunities which the country offers.

South Africa experiences high levels of violence against its women and children, despite a world-renowned Constitution and a legislative overhaul that safeguard women's and children's rights (South Africa.info, 2010: 1). A study conducted by the Medical Research Council (MRC) estimated that 500,000 rapes are committed annually in South Africa (Rape Survivor Journey, 2012: 1). A 2010 study led by the Government-funded Medical Research Foundation found that in the city of Johannesburg, more than 37% of men said they had raped a woman. Nearly 7% of the 487 men surveyed said they had participated in a gang rape. This as well as the other crime statistics shows the prevalence of crime and violence against women and children in South Africa. In 2009 to 2010 the number of attempted murder against children between the age of 15 and 17 increased from 782 to 1 113, while murders of children increased from 843 to 965 (South Africa.info, 2010: 1). In 2010, South Africans were victims of more than 16,834 murders, 68,332 sexual offences, 197,284 assaults, and 113,755 robberies with aggravating circumstances (South African Police Service, 2010: 1).

The National Crime Prevention Strategy (NCPS: 1996) acknowledges that the rights and freedoms which the Constitution entrenches are threatened every time a citizen becomes a victim of crime and that women and children are mostly victims (National Crime Prevention Strategy, 1996: 2).

Violence against women and children take many forms, and goes far beyond rape and physical intimidation. Every girl who is married off too young, every wife who is beaten by her husband or in-laws, every woman or girl who is trafficked into sexual exploitation is a victim of gender-based violence. Girls and women are subjected to female genital mutilation; dowry-related violence, trafficking; sexual violence in war zones; femicide, horror killings, forced sterilization, pornography and bride kidnapping; or psychological abuse such as harassment and intimidation and these are the many forms of violence against women and children (News.Com Policy, 2010: 1). Violence against women and children has far-reaching consequences globally and in South Africa. The critical consequence is the harm that violence against women and children causes to families, communities and the society at large. Violence against women and children does not only violate the victims' human rights, but also hampers their productivity, reducing human capital and undermining economic growth. A 2003 report from the US Centers for Disease Control and Prevention estimates that the costs of intimate partner violence in the United States alone exceed US$5.8 billion per year. An estimated amount of US$4.1 billion are for direct medical and health care services, while productivity losses account for nearly US$1.8 billion due to absenteeism (UN Women ([sa]: 1).

A recent study conducted by the MRC titled "Exploring childhood adversity in the shaping of masculinities among men who killed an intimated partner in South Africa" shows that between 43% and 56% of the women in South Africa have experienced intimate partner violence and 42% of the men are perpetrators (Mkhize, 2011:1). The study also revealed that in rural

communities there is lot of violence against women and children. In many cases women do not report crime and violence incidents because they fear that their partners will leave them as they depend on them. Violence against women and children is one of the most widespread violations of human rights.

In response to the national challenge imposed by the high level of crime and violence, the South African Government initiated the development of the National Crime Prevention Strategy (NCPS). The NCPS focuses on reducing the opportunities to commit crime in all levels through a comprehensive policy framework and integrated policy objectives. The second goal of the NCPS is to identify and implement programmes to prevent crime and to support, protect and empower victims of crime and violence, with special focus on women and children (National Crime Prevention Strategy, 1996: 2). The 16 Days Campaign raises awareness and contributes to the prevention of crime and violence against women and children. The primary focus of the 16 Days Campaign is to generate an increased awareness of the negative impact of crime and violence on women and children (16 Days of Activism Concept Document, 2008: 1).

Parliament has passed various laws to prioritise the rights of women and children and to protect them against violence. The most prominent of these laws are the Domestic Violence Act (1998), the Children's Act (2005) and the Criminal Law (Sexual Offences and Related Matters) Act (2007). The Government has also ratified two International Conventions, the Convention on the Rights of the Child (1990) and the Convention on the Elimination of all forms of Discrimination against Women (1979). By ratifying these two Conventions, the South African Government took upon it the obligation to protect women and children. This includes promoting the right of women to equality, promoting their social progress and; in respect of children, their

right to special care and assistance because of their physical and mental immaturity (South African Police Service,([sa]: 1).

The 16 Days Campaign calls women and children to speak out against crime and violence and for South Africans to stop violence against women and children. Internationally, the 16 Days Campaign highlights the prevalence of violence against women in the global society and calls for action to prevent and reduce such violence. Support for the 16 Days Campaign in South Africa is encouraged by:

- Wearing a white ribbon during the 16-day period.
- Joining the online discussions about issues relating to the abuse of women and children.
- Participating in various events and activities advertised in the calendar of each year.
- Supporting Non-Governmental Organisations (NGOs) and community groups which provide services to abused women and children.
- Donating to the Foundation of Human Rights.
- Speaking out against the abuse of women and children. This includes encouraging silent female victims to challenge abuse and reporting women and child abuse to the police.
- Joining Community Policing Forums (CPFs) or Community Safety Forums (CSFs).

The 16 Days Campaign has been running for more than ten years and its first impact assessment was undertaken by the Council for Scientific and Industrial Research (CSIR) in 2009. One of the key findings of the assessment was that the lack of a national monitoring and evaluation system impacts negatively on the implementation and evaluation of the 16 Days Campaign and on budgeting and accounting for spending on previous campaigns. Besides the annual narrative Exit Reports and the GCSI Tracker Surveys, the

16 Days Campaign does not have a central M&E system. The lack of national monitoring and evaluation impacts negatively on planning, implementation, evaluation and impact assessment of the 16 Days Campaign. The research conducted by the CSIR identified a need for a M&E system to improve the planning and to facilitate a successful implementation and assessment of the impact and sustainability of the 16 Days Campaign (Mbecke, Bosilong & Badenhorst, 2009: 75).

It is against this background that this research was undertaken. The 16 Days Campaign involves different role players such as the national and provincial Departments of Social Development (DSD), Department of Justice and Constitutional Development (DOJ&CD), Department of Cooperative Governance and Traditional Affairs (COGTA), Department of Women, Children and People with Disabilities (DOWC&PD), Local Governments, Government Communication and Information System (GCIS), communities, Non-Govermental Oganisations(NGOs) and the South African Police Service (SAPS). Monitoring and evaluation of the crime prevention initiatives becomes therefore very important to assess the impact these various role-players make in affecting change. Due to the vastness of activities and the number of role-players in crime prevention initiatives, monitoring and evaluation has proven to be a challenge in many cases as it is for the 16 Days Campaign. This research argued that a proper M&E would improve the planning and facilitate a successful implementation of the 16 Days Campaign activities and finally assist in the assessment of the impact and sustainability of the 16 Days Campaign as a crime prevention initiative.

1.2 PROBLEM STATEMENT

The 16 Days Campaign is a necessary initiative to raise awareness and contribute to the prevention of crime and violence against women and children in South Africa. However, for the past ten years, the 16 Days Campaign coordinators and the Secretariat do not have an official system

to assess and prove how the 16 Days Campaign addresses crime and violence against women and children.

The 16 Days Campaign Secretariat has relied mainly on market research as a main method to evaluate the success of the 16 Days Campaign for over a decade. Since 2004 the 16 Days Campaign Secretariat has been using the Government Communication Information System (GCIS) Tracker Surveys and the Annual Exit Reports as official tools for the monitoring and evaluation of the 16 Days Campaign. These tools provide a narrative account of activities implemented during the 16 Days Campaign without necessarily considering details of the complete result chain (process to be followed and results to be achieved). Therefore both tools do not give a satisfactory indication of the impact of the 16 Days Campaign. The main limitation of these tools is the absence of measureable indicators that can assist the monitoring and evaluation of planned activities of the 16 Days Campaign. Therefore in most cases, the media with its potential for sensationalised stories become a tool to measure the impact of the 16 Days Campaign.

The present research identified limitations in the planning, implementation and impact assessment of the 16 Days Campaign and proposes a framework to facilitate the design and implementation of plans (activities and programmes) that can be easily monitored and evaluated to prove the impact of the 16 Days Campaign as an important crime prevention initiative in South Africa.

A comprehensive M&E system is important in measuring the impact of the 16 Days Campaign throughout the year; focussing on programmes directed at women and children and how participating organisations or institutions make such an impact.

1.3 PURPOSE AND OBJECTIVES

M&E plays a vital role in the development and implementation of crime prevention initiatives. In many instances a lack of M&E has been blamed for failure of crime prevention initiatives such as, the Adopt a Cop Programme in schools where the impact of the project on behavioural change of the school children could not be measured. Successful crime prevention projects have made monitoring and evaluation central to the life cycle of the project. Available international literature and toolkits recommend that a monitoring and evaluation system should commence before project inception and should be an integral component of the project cycle throughout all its processes (Local Crime prevention Toolkit, 2007: 70). Therefore, it is critical that at the inception of any project or programme the coordinators and all partners involved should agree and have a clear understanding about the need for a monitoring and evaluation system. This will assist in the collection of baseline data against which progress can later be measured.

The purpose of this research was to emphasise the importance of a comprehensive M&E system in the planning, implementation and assessment of the impact of the 16 Days Campaign. The research proposes a comprehensive M&E framework for the 16 Days Campaign based on the good practice.

The objectives of the research were:

- To assess the currently applied M&E system of the 16 Days Campaign by reviewing:
- To review good practice on M&E of Advocacy Campaigns.
- To evaluate how the current M&E tools for 16 Days Campaign perform compared to good practice on M&E of Advocacy Campaigns.

- To propose a comprehensive M&E framework for the 16 Days Campaign-based on good practice.

1.4 RESEARCH QUESTIONS

Research questions are not a re-statement of the research problem but they unpack the research problem (Badenhorst, 2007: 25). The following research questions guided the research towards its purpose:

- Are the GCIS Tracker Surveys Systems and Annual Exit Reports effective M&E Tools of the 16 Days Campaign?
- What are the challenges faced in the monitoring and the evaluation of the 16 Days Campaign?
- What are the components needed to make up a good M&E framework for the 16 Days Campaign?
- How can a comprehensive M&E framework based on good practice facilitate the success of the 16 Days Campaign?

1.5 BENEFITS OF THE RESEARCH

M&E is very critical in the planning, successful implementation and impact assessment of crime prevention initiatives in order to measure success.

The M&E framework developed by this research provided an in-depth understanding of M&E of crime prevention initiatives with specific focus on crime and violence against women and children (16 Days Campaign). The process used to design this M&E framework is an important benchmark in the development of M&E frameworks for other crime prevention initiatives by any other user. Most importantly the M&E framework developed by this research will be used by the Secretariat to complete their planning and assist in the implementation and assessment of the impact of the 16 Days Campaign.

1.6 LIMITATIONS OF THE RESEARCH

This research did not focus on women and children as the victims of crime and violence incidents. The research did not interview all role players involved in the 16 Days Campaign but focused on the National Coordinating Committee (NCC) which included representatives at national and provincial levels. The research also did not include people outside the NCC to talk about their experiences, which was the intention of the research to draw richness to the research.

1.7 RESEARCH STRATEGY

The research strategy reflected in Table 1 assisted to document the dates and activities undertaken to achieve the purpose of thisresearch.

Table 1: Research Activities and Dates

Dates	**Activity**
October 2011 to April 2012	Meetings with supervisor, preliminary literature review and preparation of research proposal
5 April 2012	Submission of research proposal to the University
8 May 2012	Presentation and defence of the research proposal
14 -18 May 2012	Effect corrections from the defence panel
01- 30 August 2012	Data collection: questionnaire and interviews
03-15 September 2012	Data analysis
20 September 2012	Meetings with supervisor
25 September - 6 October 2012	Writing of the research report
27 October 2012	Meeting with supervisor
31 November - 03 December 2012	Editing of the research report
05 December 2012	Meeting with supervisor
14 December 2012	Submission of the final research report

1.8 CHAPTER OUTLINE

This research is divided into the following six chapters:

Chapter One - Introduction and Background

This chapter includes the problem statement, research purpose and objectives, questions, benefits and limitations, research strategy of the research and the outline of the research report. The chapter presents an introduction to the research. It starts by giving a theoretical perspective on crime and violence in South Africa focussing on crime against women and children, the development of the National Crime Prevention Strategy to deal with high crime in South Africa and the laws passed by Parliament. It also explains how the 16 Days Campaign came into being and how its support is encouraged in South Africa.

Chapter Two - Literature Review

This chapter provides the account of literature on the 16 Days Campaign and its M&E tools. The chapter discusses key concepts such as Monitoring and Evaluation (M&E), M&E of Advocacy Campaigns and key challenges in M&E of Advocacy Campaigns and reflects how these challenges relate to the 16 Days Campaign.

Chapter Three - Methodology

This chapter provides the research methodology of the research which includes the research design, sampling, data collection and mode of analysis. Methodology is essential for social research and encompasses the review of theoretical and conceptual frameworks (for example discourse analysis, review of different models and perspectives, critique, support and dispute of arguments) and research methods and techniques are used. A

qualitative method was used in this research. Interviews, literature review and document review were used to collect information.

Chapter Four -Research Findings

This chapter provides the qualitative data analysis and present the research findings. The research findings are the most important part of this research and a narrative report is used to present the findings in different themes.

Chapter Five - M&E Framework

This chapter provides a summary of the lessons learned, literature review, good practice, primary research and uses the information to develop the M&E framework for the 16 Days Campaign to facilitate the improvement in planning, successful implementation, monitoring and evaluation and impact assessment of the Campaign.

Chapter Six – Conclusion and Recommendations to the Research

This chapter presents the recommendations and conclusions of the research and then makes recommendations for further research.

CHAPTER 2: METHODOLOGY

According to Petra Christian University Library ([sa]: 31), methodology is a system of methods followed by a particular disciple, thus it is a way how to conduct research. This chapter describes and justifies the methods and techniques used to collect and analyse information and responding to the research questions.

2.1 RESEARCH DESIGN

The research was qualitative; which is understood to generally attempt to conduct research in a relatively unstructured manner (Bryman, 1988: 102) and is also seen to offer an opportunity to probe deeply and to analyse intensively the multifarious phenomenon (Cohen & Manion, 2001: 221). Qualitative researchers are more concerned about issues of richness, texture and feeling of raw data because their inductive approach emphasises developing insights and generalisation out of the data collected (Neuman, 2011: 149). It is for this reason that a qualitative approach was chosen for this research.

This research is explorative in nature within the Critical Social Theoretical framework. Critical researchers recognise that the ability to change social and economic circumstances is controlled by various forms of social, cultural and political domination (Myers [sa]: 3). Critical Social Theory assisted the research to work towards a better understanding of the importance of a comprehensive M&E system in the success of the 16 Days Campaign.

Exploratory research is an investigation into a problem or situation which provides insight to the researcher. The research is meant to provide details where a small amount of information exists. It may use a variety of methods such as interviews, group discussions and experiments for the purpose of

gaining information (Business Dictionary. Com: 2012: 1). The exploratory research helped the researcher to understand how the lack of a comprehensive M&E system has impacted on the 16 Days Campaign. This research method also provided insight into the Tracker Survey System and the Exit Reports which the 16 Days Campaign uses as its M&E tools.

2.2 SAMPLING

A non-probability purposive sampling was used by this research. Non-probability sampling does not involve random selection. Purposive sampling is used in exploratory research; it uses the judgement of an expert in selecting cases or select cases with a specific purpose in mind (Neuman, 2011: 222). As a result, in this research an expert sampling was used. Expert sampling involves the assembling of a sample of persons with known or demonstrable experience and expertise in some area (Trochim, 2006: 1). Expert sampling is the best way to elicit the views of persons who have specific expertise about the 16 Days Campaign and who are knowledgeable on issues of Gender-Based Violence (GBV) and child abuse. Expert sampling provides evidence for the validity because a list with names and contact information of the people interviewed is provided. Again the advantage of doing expert sampling is that the researcher is not going out of his/her own trying to defend his/her decisions – the researcher will have some acknowledged experts to back him/her. The members of the National Coordinating Committee (NCC) have representatives from the South African Police Service (SAPS), the Department of Social Development (DSD), Non-Governmental Organisations (NGOs), the Department of Cooperative Governance and Traditional Affairs (COGTA), the Presidency, Government Communication and Information System (GCIS), Department of Justice and Constitutional Development (DoJ&CD), were interviewed in this research.

2.3 DATA COLLECTION

Data were collected in a textual format on the basis of interaction with the participants through in-depth interviews. The representatives mentioned in 2.2 above were interviewed.

The following techniques were used to collect data.

2.3.1 In-depth interviews

In-depth interviewing is a qualitative research technique that involves conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, programme, or situation (Maheshwari 2011: 1) According to May (2001) cited in Kurkowska-Budzan and Zamorski (2009: 51), in-depth interviews yield rich insights into people's experiences, opinions, aspirations, attitudes and feeling. The list of the participants with names and contact details was compiled. For this research the participants were contacted individually to schedule telephonic interview with them and to set the time and day for the interviews.

2.3.2 Literature review

According to Stead and Struwig (2001: 38), literature review involves tracing, identifying and analysing documents containing information relating to a research problem. The literature review reveals previous investigations relevant to the research and indicates how other researchers have dealt with similar problem situations. In this research focus was placed on the review of good practice, a comparison of the M&E frameworks and the information was used to develop the M&E framework for the research. Therefore the literature review reflects a summary and integration of the 16 Days Campaign, M&E in general and M&E of the Advocacy Campaigns from previous research which stimulated new ideas for the present research.

2.4 DOCUMENT REVIEW

According to Heffernan (2001: 1), document review is a social research method that involves reading a lot of written material. Therefore various documents relating to the 16 Days Campaign were reviewed for this research. Documents such as the GCSI Tracker Survey System and the Annual Exit Reports for the 16 Days Campaign were reviewed. The document review assisted the researcher to get a clear understanding of the GCSI Tracker Survey and the Exit Report for the 16 Days Campaign as the M&E tools. The review helped identify the gaps and assisted the researcher in the articulation of recommendations for a comprehensive M&E system.

2.5 DATA ANALYSIS

Modes of analysis are different approaches to gathering, analysing and interpreting qualitative data. They are concerned primarily with textual analysis, whether verbal or written (Avison and Pries-Heje, 2005: 241). Since a questionnaire was used to elicit information from the participants, a narrative analysis was used to analyse the data. Interviews were conducted and feedback was recorded from those interviewed.

The researcher's own personal expertise on crime prevention and violence against women and children issues was also taken into consideration as a resource person when analysing the information. The collected data was stored in a textual format consisting of a record of the responses provided to each question from the questionnaire. The analysis consisted of the review and classification of all responses by categories and themes of the research. The analysis kept the meaning of the feedback from the participants meaning the interpretation by the researcher did not change the meaning.

2.6 RESEARCH RELIABILITY AND VALIDITY

The questions of validity and reliability within research are just as important within qualitative research as they are quantitative research. Both ideas help to establish the truthfulness, credibility or believability of the findings (Neuwman, 2011: 188). Gibbs (2007) cited in Creswell (2009: 190) defines qualitative validity as meaning that the "researcher checks for the accuracy of the findings by employing certain procedures". According to the Norwegian educational researcher Kleven (1995) cited in Brock-Utne ([sa]: 8]), reliability is defined as "relative absence of haphazard errors of measurement". List with names and contact information of the people interviewed was provided from the NCC of the 16 Days Campaign. The representatives from the NCC gave the research the reliability and validity because they had been involved in the 16 days Campaign, therefore the information provided was of the experiences and involvement in the 16 Days Campaign.

2.7 ETHICAL CONSIDERATIONS

Struwig and Stead (2001: 66) argue that research is an ethical enterprise therefore formal process needs to be followed. Research ethics provide a researcher with a code of moral guideline on how to conduct research in a morally acceptable way. Such guidelines seek to prevent researchers from engaging in scientific misconduct such as failing to maintain the confidentiality and privacy of the participants, forcing people against their will to be involved in the research. In this research, the following ethical issues were considered:

- The objectives of the research and the importance of the involvement of participating individuals were explained prior to the start of their involvement.

- Participants were informed that their inputs would be treated in the highest confidence possible and their names or the names of their respective organisations would not be mentioned in the research notes and report.
- The researcher would not show any biasness because of previous involvement in the impact assessment research commissioned by COGTA.

2.8 CONCLUSION

Monitoring and evaluation play a very critical role in the life cycle of Advocacy Campaigns. The M&E helps track whether or not a project is achieving its defined outcomes and impact. Thus the 16 Days Campaign as a Crime Prevention Initiative needs a comprehensive M&E system to achieve its objectives, outcomes and impact. The discussions in the different chapters of this research are carefully constructed to reflect a comprehensive M&E framework for the 16 Days Campaign meant to assist the 16 Days Campaign to improve planning, to facilitate a successful implementation, impact assessment and sustainability of the Campaign. The following chapter presents the literature reviewed for the research.

CHAPTER3: LITERATURE REVIEW

A literature review is an account of what has been published on a topic by accredited scholars and researchers (Taylor, [sa]:1). This chapter reflects the literature reviewed on the 16 Days Campaign as well as a description of the concept and process of monitoring and evaluation in general and of advocacy campaigns in particular. The chapter also presents good practice in the monitoring and evaluation of advocacy campaigns and similar projects to inform the development of an M&E framework for the 16 Days Campaign.

3.1 16 DAYS OF NO VIOLENCE AGAINST WOMEN AND CHILDREN CAMPAIGN

The 16 Days Campaign is an international Campaign that originated from the first Women's Global Leadership Institute (WGLI) in 1991. It was sponsored by the Center for Women's Global Leadership that called for a global Campaign in 1991. The 23 participants in the initiative came from several countries across the globe and were drawn from a variety of sectors - lawyers, policy-makers, teachers, health-care workers, researchers, journalists and activists. These women were local civil society leaders with at least two years of experience in mobilising and organising women interested in building a global women's human rights movement. During the WGLI, participants discussed different aspects of GBV and human rights issues, sharing experiences and best practices. Consequently the participants developed strategies to increase and/or raise awareness of the systemic nature of violence against women and to expose these acts as violations of human rights. One of the strategies developed was to facilitate networking among women leaders working in this sector as well as with the victims themselves. In this regard, the WGLI participants introduced the 16 Days Campaign(Mkhize, [sa: 1]).

The South African Government has, since 1998, harshly condemned the abuse of women and children and constantly encourages its national, provincial and local departments, civil society organisations and communities to work together in eliminating violence against women and children. One of the practical programmes on the prevention of violence against women and children in South Africa is the 16 Days Campaign. The 16 Days Campaign is an annual, United Nations (UN) endorsed, awareness-raising Campaign that begins on the 25th of November each year and runs through until the 10th of December. The key commemorative dates during the 16 Days Campaign serve as useful platforms to highlight the plight of women and children and vulnerable groups such as the elderly and the disabled (not the focus of this research) that suffer from crime and violence (Campaign Toolkit, 2007: 3). The primary focus of the 16 Days Campaign is to increase awareness of the negative impact of violence on women and children and to mobilise all sectors of society to act as a collective against the occurrence of such acts.

Every year, the Centre for Women's Global Leadership (CWGL) consults with women's human rights activists and organisations worldwide to develop a new theme for the 16 Days Campaign. Each country that adopted the 16 Days Campaign establishes its Campaign along the agreed international yearly theme. Women's Net (2009: 1) quotes the following as annual themes from 1998 to 2008

- 1999: Fulfilling the Promise of Freedom from Violence;
- 2000: Celebrating the Tenth Anniversary of the 16 Days Campaign;
- 2001: Racism and Sexism: No More Violence;
- 2002: Creating a Culture That Says 'No' to Violence Against Women;
- 2003: Violence Against Women Violates Human Rights: Maintaining the Momentum Ten Years after Vienna (1993-2003);

- 2004: For the Health of Women, For the Health of the World: NO MORE VIOLENCE;
- 2005: For the Health of Women, For the Health of the World: NO MORE VIOLENCE;
- 2006: Celebrate 16 years of 16 Days: Advance Human Rights ↔ End Violence Against Women;
- 2007: Demanding Implementation, Challenging Obstacles: End Violence Against Women; and
- 2008: Human Rights for Women ↔ Human Rights for All: Celebrating 60 Years of the Universal Declaration of Human Rights.

The 16 Days Campaign uses the following tools for publicity: The White Ribbon (as a symbol of support); the logo and strap line (Act Against Abuse); the theme for each year; the Website (www.womensnet.co.za/16days/); the calendar of events and activities; online discussions; SMS campaign; fundraising initiatives; postcard pledge campaigns and the Torch of Peace.

The current Minister for Women, Children and People with Disabilities in South Africa, Lulu Xingwana (2010: 1) reported that, in eleven years, the 16 Days Campaign has grown exponentially making it the second most known Government event in South Africa, after the State of the Nation Address (according to GCIS Tracker Survey System). The GCIS Tracker Surveys also indicate a significant rise from 9% (2003) to 33% (2009) in public awareness levels in rural areas. The standing of the 16 Days Campaign at the Public Sector Excellence Awards as voted by the public confirms the level of awareness of the Campaign. The Campaign received gold and bronze in sub-categories of increased awareness and effectiveness respectively and silver in the overall category for campaigns (CSIR, 2011: 29). Despite all the achievements mentioned above, there is no mention of the impact of activities implemented because a comprehensive M&E system is non-existent.

The Department of Cooperative Governance and Traditional Affairs (COGTA) formerly known as the Department of Provincial and Local Government (DPLG), was the lead department in the implementation of the Campaign since 2006. Currently, the newly established department of Women, Children and People with Disabilities is the lead department and convener of the Campaign since 2010. The department works closely with the Presidency, Deputy Ministers from the Justice Crime Prevention and Security (JCPS) and Social Cluster, Government Communications (GCIS) other Government Departments and civil society organisations in the planning and execution of activities and also to broaden the potential impact of the Campaign (16 Days of Activism Concept Document, 2008: 1).

The preceding discussion reveals that, the 16 Days Campaign is a UN endorsed programme involving many countries world-wide. Zimbabwe for instance adopted the 16 Days Campaign as a response to high levels of violence against women and children in thier country. The Zimbabwe Financial Gazette reported that 2 536 cases were reported in 2011, compared to 1100 cases in the first half of 2010. Some of the cases reported included: 'Dad rapes, children impregnated by their biological fathers, sexual abuse by fathers, man killing wife. It is evident that the challenge of GBV cannot be resolved in 16 days, but the Government of Zimbabwe sees the 16 Days Campaign as a platform for a heightened response during which all efforts to curb GBV will be consolidated (The Zimbabwe Centres of Excellence for Gender Mainstreaming in Local Government [sa]: 1). In addition, the Gender Ministry also attempted to transform the annual 16 Days Campaign into a continuous, all-year campaign in order to intensify efforts to eradicate GBV (Media Monitoring Project Zimbabwe [sa]: 1).

Although some important activities are implemented in Zimbabwe during the 16 Days Campaign, the Zimbabwean government also does not have a comprehensive monitoring and evaluation system for the 16 Days

Campaign, making it difficult to assess the impact of the 16 Days Campaign. The monitoring and evaluation system of the 16 Days Campaign is therefore a common problem for countries that participate in the Campaign.

Monitoring and Evaluation of the 16 Days Campaign is very important as it facilitates successful implementation and assessment of impact. It shows what works and what does not work, therefore informs corrective measure in making impact in the lives of women and children in the world. Thus, it is very important to understand the concept of Monitoring and Evaluation.

3.2 CONCEPT OF MONITORING AND EVALUATION (M&E)

The concept of M&E is very critical in the life cycle of a project to track if the project is implemented as planned and achieves its defined outcomes and impact. M&E are management tools that play a vital role in the development and implementation of a project or programme (Crawford and Bryce, 2003: 2). Both tools are particularly focused on assisting with understanding the progress that has been made in the project or programme and the impact that the projects/programme have had. They also enable the investigation of how particular changes were brought about. In other words, these tools enable a project team to look at what works, with whom and why; or what does not work, how and why (CSIR-Local Crime Prevention Toolkit, 2009: 3).

Monitoring and evaluation are so closely related that they are often spoken of as one activity. Although they are distinct, they support each other but have some key differences. The major difference is that monitoring involves continuous measurement of progress while evaluation involves measurement at a given point in time (Crime Reduction College, 2002: 28). Casley and Kumar (1986) as cited in Crawford and Bryce (2003: 366) disprove the use the acronym M&E (Monitoring and Evaluation) as it

suggests that we are looking at a single function without making a clear distinction between the two.

For the purpose of making a clear distinction between monitoring and evaluation, the following description is important and the two are described separately to illustrate the distinction.

Monitoring is arguably the most important responsibility of the strategic management to monitor the progress of the planned activities of an organisation towards the intended outcomes. Monitoring is based on adequate planning and serves as the basis for evaluation (Nghihangwa, 2007: 36). Monitoring is a continuous function that primarily seeks to provide managers, coordinators and stakeholders with regular feedback and early indications of progress or the lack thereof in the achievement of intended results (Local Crime Prevention Toolkit, 2007: 75). As the word suggests, monitoring relates to paying careful attention to projects, as they are being implemented, in order to understand the processes of change.

Monitoring efforts should continuously or at least regularly assess:

- The implementation of activities, to ensure that outputs are being produced as planned and that these are contributing to the expected outcomes.
- Progress towards the achievement of objectives: this should analyse to what extent the intended outcomes are being achieved.
- Factors contributing to or impeding progress and achievements (Local Crime Prevention Toolkit 2007: 75).

Evaluation on the other hand is a time-bound exercise that attempts to systematically and objectively assess the relevance, performance and success of ongoing and completed programmes and projects. It attempts to answer specific questions to guide decision-makers and to provide

information on whether underlying theories and assumptions used in programme development were valid. (Local Crime Prevention Toolkit 2007: 76). Uitto (2004: 9) argues that evaluations are systematic and independent. They are an assessment of an ongoing or completed project including its design, implementation and results. The author further states that evaluations asses the relevance, efficiency of implementation, effectiveness, impact and sustainability of the project. Evaluation is traditionally motivated by the objectives of increasing accountability and generating learning. Learning receives far more attention, possibly because accountability is largely political, whereas learning can be seen as a "safer" and more technical aspect of evaluation(Picciotto, 2011: 259).

Currently, the 16 Days Campaign does not have a proper monitoring and evaluation system in place therefore planning activities is a challenge. Early indications of progress or the lack thereof in the achievement of intended result is absent. Thus the relevance, implementation, effectiveness, impact and sustainability of the project are not achieved. Crawford and Bryce (2003: 23) state that M&E assist the 16 Days Campaign coordinators to know what works and what does not work. A comprehensive M&E system will help the 16 Days Campaign with the planning and facilitates a successful implementation and assessment of the impact of this Campaign.

3.3 MONITORING AND EVALUATION OF ADVOCACY CAMPAIGNS

Regular monitoring and evaluation can strengthen the impact of advocacy campaigns. A powerful evidence base can support the campaign to spur on supporters to take further action or demonstrate that certain policies are improving people's lives which will assist decision-makers. At the end of an advocacy campaigns it is extremely useful to monitor how any action, programme implemented or policy commitments translate into practice and whether the desired change makes a real difference to people's lives. (KnowHow No Profit [sa]: 1). M&E is also crucial for supporting wider

organisational learning and influence future campaigns and strategies. It can also be used to demonstrate accountability to stakeholders providing evidence for feedback on performance.

M&E of Advocacy Campaignsis critical because it addresses the following important priorities:

- Screening / monitoring what is done.
- Measuring what has been done.
- Finding out what was effective and what was not, and why?
- Learning from mistakes.
- Passing on the benefits of experiences to others.
- Accounting for the money and resources used((KnowHow No Profit [sa]: 1).

To achieve these priorities, the campaign conveners should identify what they want to know and why they want to know it from the outset by developing appropriate indicators. The involvement of people who are going to benefit from the campaign is important because they will be able to inform the M&E indicators of what success will look like and how they will know when the campaign has achieved its goal.

3.4 KEY CHALLENGES IN THE M&E OF ADVOCACY CAMPAIGNS

This section of the research reflects the main challenges in the M&E of advocacy campaigns and how these challenges relate to the 16 Days Campaign. This information serves as the input to the proposed M&E framework.

Kumar (2005: 7)argues that there are several challenges in M&E of advocacy campaigns which need to be studied at depth to design more appropriate systems of monitoring and evaluation. Some of these challenges cited by Kumar (2005: 7) have been identified in the M&E of the

16 Days Campaign as presented in the following discussion. The information provided on the 16 Days Campaign is as a result of an in-depth interview with a participant who was a member of the former Secretariat from COGTA. His inputs show how these key challenges relate to the 16 Days Campaign.

3.4.1 Unclear indicators of outcomes and impact

Defining indicators of success as outcomes and impacts is extremely difficult in Advocacy Campaigns and macro policy influencing projects. As a consequence, data collection becomes extremely difficult by the campaign staff or partners**.** It is also difficult to set a time frame for the outcomes due togreater uncertainties associated with advocacy efforts. The 16 Days Campaign in South Africa is a national campaign which was led by the Deputy Minister of Cooperative Governance and Traditional Affairs from 2006-2010. As the political champion of the 16 Days Campaign, the Deputy Minister's task was to set the campaign's agenda or focus for each specific year. The campaign's implementation agenda was drawn from key social trends around gender-based violence. Although the campaign's key focus was advocating for behavioural change through public education and calling for the reporting of cases by victims, especially women, no central group of M&E indicators were developed.

The difficulties in relying on behavioural change as an indicator for success was that changing behaviour is a long term process and quasi-impossible to quantify. There was no single trend (statistically) that could be isolated as an indicator of behavioural change. Although reporting of cases seemed to swell police stations around the campaign's main activity period in November to December, this was not an indicator of behavioural change but periodic motivation provided by the 16 Days Campaign. In most instances, cases that were reported within this period were withdrawn by

victims who later suffer the perpetuation of violence against them by the perpetrators they protected.

The political champion of the 16 Days Campaign set the campaign's agenda sometimes influenced by key social trends around violence against women and children. Gender violence and child abuse took various forms such as domestic violence, child molestation, murder, kidnapping and rape. The multifaceted nature of this problem made it difficult to isolate one set of impact indicators and coupled with this was that the 16 Days Campaign's agenda was not uniform and changed with social trends.

The 16 Days Campaign is a social and political campaign that advocated for behavioural change as a key component in reducing acts of violence against women and children. Behavioural change was however an unreliable indicator as it could not be easily quantified. The trend dependent nature of the campaign also made it difficult to isolate specific indicators as the agenda was determined by what emerged as priority during each specific campaign. This lack of uniformity around specific and targeted outcomes constrained the development of a uniform M&E system.

3.4.2 Collective accountability and multiple actors

Most of the campaigns have multiple partnerships and a large-scale membership to make it a success. Similarly most members wear multiple hats and it becomes extremely difficult for them to systematically report on the responsibilities undertaken by them. As a result it becomes quite difficult to assign either responsibility of monitoring with any specific individual or organisation. This primarily results in weak monitoring of campaigns, as the staff appointed in the Campaign Secretariat also does not have legitimate authority to ask the members for providing information on the ssuccess/ failures of the campaigns on structured formats according to Kumar (2005: 7).

The 16 Day's Campaign is a national campaign which was led by a national Deputy Minister at a national level and Members of Executive Committee (MECs) or Premiers at the provincial level. The lead political champion (Deputy Minister) monitored provincial implementation of the campaign through the National Coordinating Committee (NCC). Provincial officials responsible for implementation reported to the national Deputy Minister but were accountable to their provincial leadership in the Premier or MEC. While the national Deputy Minister set the national campaign focus, provinces were not expected to follow the national focus specifically, but take lead on the areas of focus. This fluid accountability arrangement meant that all actors of the National Coordinating Committee (provinces, NGOs, CBOs, business) were responsible for their own campaigns. Although provinces were expected to report to the national Deputy Minister, they were reporting against their own campaigns and not the national campaign focus per se. Reporting by NGOs, CBO, business and other interest groups was not legislated and therefore accountability was voluntary.

3.4.3 Ambitious targets and broad policy influencing agenda

Kumar (2005: 7) believes that many of the policy advocacy efforts have highly ambitious targets of bringing about structural changes, which are macro level transformational in nature. In reality over a short and medium time frame, it becomes extremely difficult to measure the success or extent of the achievement of goals. Therefore, M&E get reduced to reporting activities and outputs rather than outcomes and impacts. It also becomes extremely difficult to measure the cost effectiveness of such initiatives in relation to the attainment of their larger goals or attainment of impact indicators.

The 16 Days Campaign intended to achieve social behavioural change through advocacy. This was an ambitious approach to reducing gender violence and child abuse. Behavioural change is a major social change and

cannot to be measured within a short timeframe. Instead, the campaign was not reporting on how social behavioural change was beginning to unfold, let alone the indicators of social behavioural change, but events or activities. The campaign was monitoring the number of activities aimed at encouraging behavioural change and not their impact in encouraging behavioural change.

3.4.4 Unstructured log-frames and flexible action plans

Many a times, advocacy, initiatives and campaigns do not have specified timeframe and concrete plan of actions which result in poor monitoring of the advocacy outcomes and impacts. On the other hand, donors of the partners engaged in policy influencing and advocacy want proposals in tight log-frames. Developing very straight-jacketed plans becomes a nightmare for the campaign planners according to Kumar (2005: 7).

The 16 Days Campaign was issue driven and responded to priority trends around gender violence. The political nature of the campaign implied that the political champion had the authority to set the agenda for the campaign. Planning would commence when the political champion has given direction. This made mainstream planning, in terms of log-frames M&E methodology impossible since the planning horizon or timeframes could not be set for a minimum of five years. The 16 Days Campaign was not necessarily programme driven and thus planning, monitoring and evaluation was responsive rather than predictable. The lack of a programme approach to the campaign constrained the level of financial support since most donor agencies began emphasising programme funding rather than funding for campaigns. The expressed concern from these donors was exactly the difficulties associated with monitoring and evaluating campaigns and accounting for their spending thereof.

The 16 Days Campaign with its commemorative dates from 25th November-10th of December is not sufficient time to measure impact. Participants from the Impact Assessment done by the CSIR suggested that the programme should be 350 days to be able to measure impact. The 16 Days Campaign needed to move from a purely public education campaign which runs for a period of ten days and be sustained through various programmes that could be monitored. This implementation mix would attract more funding for pre-determined outcomes with clear M&E indicators.

3.5 GOOD PRACTICE FOR MONITORING AND EVALUATION OF ADVOCACY CAMPAIGNS

Monitoring and Evaluation are plans that adhere to a set of accepted good practice that are easy to implement and yield data that can be used to continually improve program performance (Mathis, Senlet, Topcuoglu, Kose and Tsui, 2001: 1). M&E systems are essentially about performance, the aim is to track service delivery and assess whether programmes or policies are achieving their defined outcomes and impact (Imsimbi Training, 2011: 3). The important step in the M&E to make a decision on what needs to be measured and how. M&E tasks should be seen as a shared responsibility and this will give the campaign coordinators an indication of whom should be involved in the M&E process.

The M&E plan is a managerial tool that specifies the schedule, resources, and responsibilities, for the M&E activities (data collection, data quality control, reporting, dissemination and use of data). Project plans need to be developed to set clear objectives, timeframes, performance indicators and reporting requirements, and allocate the financial and human resources needed to meet programme objectives (NGO Code of Good Practice, 2010: 1). Therefore it is important that M&E should be an essential component of project management cycle including project design and planning. The design stage will thus assist project stakeholders to think in

terms of performance measurement even before implementation starts with a clear picture of expectations of what a successful project would look like.

According to NGO Code of Good Practice, (2010: 3). Generally, good practice on M&E are about programme plans that incorporate monitoring and evaluation into the project planning cycle by:

- Setting project/programme objective at the outset that are appropriate for monitoring and evaluation of the project/programme.
- Developing indicators and using them to guide systematic collection of information, including qualitative data over time, to assess whether the project/programme is proceeding according to plan and whether there is obstacle that need to be addressed.
- Gathering relevant baseline data as a basis for assessing the progress and impact.
- Evaluate project/programme to assess its quality, efficiency and effectiveness.
- Regularly utilising data gathered and adjusting project/programme over time to ensure flexibility and responsiveness of project/ programme.
- Utilising project evaluation finding to inform future project (NGO Code of Good Practice, 2012: 6).

Having discussed the good practices, the discussion of the two case studies below illustrates how the good practices were applied in a real Advocacy Campaigns in New Delhi, India. These good practices demonstrate the opportunities and challenges of Advocacy Campaigns as discussed below.

3.5.1 Case I- Pre-Election Voters Awareness Campaign (PEVAC) in Madhya Pradesh

During the third round of elections of Local Self Governance bodies i.e. Panchayats held in December 2005 in Madhya Pradesh, India and Civil Society decided to intervene in the elections with the following objectives:

- To improve the quality of elections by creating awareness among citizens, supporting potential women and also candidates from disadvantaged sections.
- To identify bottlenecks in election process and influence the State Election Commission (SEC) for positive changes in favour of effective democratic elections of the PRIs in the state of Madhya Pradesh (Kumar, 2005: 2).

A wide range of learning materials, print and audio-visual were produced and widely disseminated. In order to scale up reach, interactive radio programmes were also launched inviting the SEC to answer the queries raised by the local citizens.

3.5.2 Case-II - Wada Na TodoAbhiyaan – "Keep your Promise" Campaign

Wada Na Todo (WNT) Campaign emerged to the global commitments of 189 heads of the nations to fulfilthe eight Millennium Development Goals (MDGs) as a joint responsibility of the developed and developing nations in the UN with the beginning of the new millennium.

The campaign was launched with thefollowing objectives:

- To build awareness among the citizens around the MDGs, National Development Goals (NDGs) and commitments of the current Government around Common Minimum Programme (CMP).

- To initiate micro and macro level monitoring on the commitments and level of performance of the Government in terms of the reach, quality and resource allocations.
- To build solidarity with the global process of the Civil Society for influencing global governance in favour of fulfilment of the MDGs.

In the two cases of M&E good practice and its relation to the 16 Days Campaign, the following was undertaken:

3.5.2.1 Developing clear action plan and follow-up

The larger challenges in Advocacy Campaigns oriented towards large-scale mobilisation and advocacy are generally about concretely identifying tasks and fixing responsibilities. A clearly defined plan of action in both the campaigns was quite helpful in monitoring the progress. In the case of the Pre-Election Voters Awareness Campaign (PEVAC), a state level core group was formed to review the progress onfortnightly basis. The plans were revised based on the feedback received, similarly, regional level committees were formed to review the progress of activities planned by the district level nodal NGOs. These nodal organisations regularly updated the State level secretariats with the progress of the campaign over the phone and reported the problems encountered.

The campaign of Wada Na Todo (WNT)had also set up monitoring mechanisms by establishing a secretariat to provide executive and operational functions for completing the plan as per schedule as well as keeping in touch regularly with the WNT members. Different committees were also constituted for the campaign such as the Mass Mobilization Committee, the Research and Advocacy Committee and Programme Management Committee. These committees not only provided leadership in their specific areas of concern, but also regularly monitored the progress

and discussed it in core group for the revision of the plans as well as to report on the programs of various tasks to revise plans(Kumar, 2005: 4).

In South Africa, action Plans for the 16 Days Campaign were developed on an average of six months into the new financial year or six months before implementation of the next campaign. This was mainly because the 16 Days Campaign was not a programme and relied on political agenda setting for action plans to be developed. More importantly, the 16 Days Campaign was a media based advocacy exercise. Action plans were crafted on media and social events rather than particular indicators. A national action plan was an amalgamation of all provincial plans (with activities). This national action plan was in the form of a calendar of events.

A schedule of meetings of the National Coordinating Committee (NCC) would begin between September to end October where provincial representatives and all members would discuss their individual plans and receive inputs from the NCC. These NCC meetings and the structure served as a monitoring tool to ensure some uniform standard of implementation. The first NCC of the following year served as an evaluation meeting where the discussion would be around the success of the events rather than the extent to which pre-determined outcomes would be measured.

3.5.2.2 Creating a regular feedback mechanism

In the case of WNT, the D-group created a website where all relevant information was shared and members could respond on the information posted. The D-group also contained information on the forth-coming events and strategies. There were many mails received with relevant feedback to improve the plans and strategies. The website also provided an opportunity for a large number of individuals to reach out to the campaign with a request of joining or providing feedback on the contents of the campaign.

The PEVAC also considered it important to create a feedback mechanisms emerging from the grassroots to identify bottlenecks faced by the citizens either in filing nominations or during the time of voting either as a candidate or as a voter. The campaign secretariat worked on 24 hours basis to receive complaints, which were later taken up with the State Election Commission or with the district administration to address the difficulties faced by the State Election Commission and the district administration.

With regard the 16 Days Campaign, regular meetings were scheduled between the pre-implementation and post implementation phase. A total of six to ten meetings were scheduled as feedback mechanism. This continued into the first evaluation meeting post the campaign. However, some of the key decisions taken were not followed up evenly amongst members since there was a break between the implementation phase and the next plenary meetings. Most NCC members treated the campaign as a seasonal activity and thus reverted back to their programmes and business objectives immediately after the implementation.

A uniform reporting tool was developed during the 2010 campaign but this tool was largely reporting on the character or nature of the events undertaken and required some demographic information. Reporting on this tool was uneven and exposed some of the project management challenges of provincial gender offices. This affected the quality of reporting and the reliability of information produced to indicate the success of the campaign. Since the reporting tool was not based on a single uniform indicator, the reporting was uneven.

3.5.2.3 Using structured formats/ Questionnaires

It was also decided that a questionnaire with closed ended and semi-open ended questions would be administered at the voter level as well as at the CSO level to provide feedback on the effectiveness of the campaign. The

data collected was analysed to identify possible impacts of the campaign as well as the areas of weakness.

The 16 Days Campaign used a structure market research questionnaire to test the familiarity of the Campaign and also assessed which media platforms were communicating the message effectively. Later from 2009 the 16 Days Campaign went from purely assessing media impact, impact of the campaign and the impact of the Campaign on individuals. The 16 Days Campaign expanded its scope from media to a much more qualitative assessment using open or semi ended questions.

The examples of Good Practice mentioned in the preceding discussion are very important because they show the importance of M&E and how it helps Advocacy Campaign to achieve their objectives, outcomes and impact. Good Search Software Quality (2006-2012: 1) argues that Good Practice is a technique or methodology that, through experience and research, has proven to reliably lead to a desired result. A commitment to using the best practice in any field is a commitment to using all the knowledge and technology at one's disposal to ensure success. Therefore, the Good Practice cited in this discussion was used to inform the development of the M&E framework for the 16 Days Campaign in South Africa. The insight from the Good Practice will ensure the successful planning, implementation and impact assessment of the Campaign.

3.5.4 Gender Links (GL) Case Study

Another case study on good practice demonstrates the opportunities, challenges and lessons learned of Advocacy Campaigns as discussed in the following presentation. This case study shows how Gender Links (GL) is dealing with violence against women and children, what has been learned and how the learning were practically applied in their programme to deal with violence against women and children.

The Centres for Excellence for Gender Mainstreaming at Local Government concept is a follow up on the gender and local Government research, strategies and Gender and GBV action plans roll-out that had taken place from 2007 - 2010 across municipalities in the Southern African Developing Countries (SADC) region that Gender Links has been working with. This follow up concept seeks to ensure that key councils are identified across the region and worked with very closely in their process of getting gender on their councils agenda. This took place through sustained interventions that brought together policy, implementation, capacity building through-on-the-job training, monitoring and evaluation and the annual sharing of good practices at the annual Gender Justice and Local Government Summit (Zimbabwe Centres of Excellence for Gender Mainstreaming in Local Government ([sa]: 8).

3.5.4.1 What Gender Links (GL) has learned and how this is being applied

The first phase of the project involved a broad brush approach in which among others GL wanted to ensure that the issues of gender and local Government are placed firmly on the agenda. During that period GL also worked on developing a model with the City of Johannesburg for sustained support to the Council on developing and implementing a policy through on-the-job support. In December 2009, Gender Links held an evaluative workshop with Hivos, one of its donor agencies, and Akina Mama waAfrika, an East African partner. This explored different models of support that have been tried including short courses onsite and offsite, in-country and in regional venues (Zimbabwe Centres of Excellence for Gender Mainstreaming in Local Government ([sa]: 8).

The next phase of the programme was to:

- Selecting 100 councils to become Centres of Excellence in Gender Mainstreaming and devising a comprehensive back stopping

programme that includes on-the-job-training linked to the action plan and a comprehensive M&E system to track progress.

- Strengthening capacity for replicating the process.
- Develop a comprehensive M&E plan that begins with administering a Gender and Local Government score card devised by GL, to be periodically administered throughout the process (Zimbabwe Centres of Excellence for Gender Mainstreaming in Local Government ([sa]: 10).

The following illustration shows the stages on how GL dealt with Violence against Women and Children; What has been learned and how the insight was practically applied:

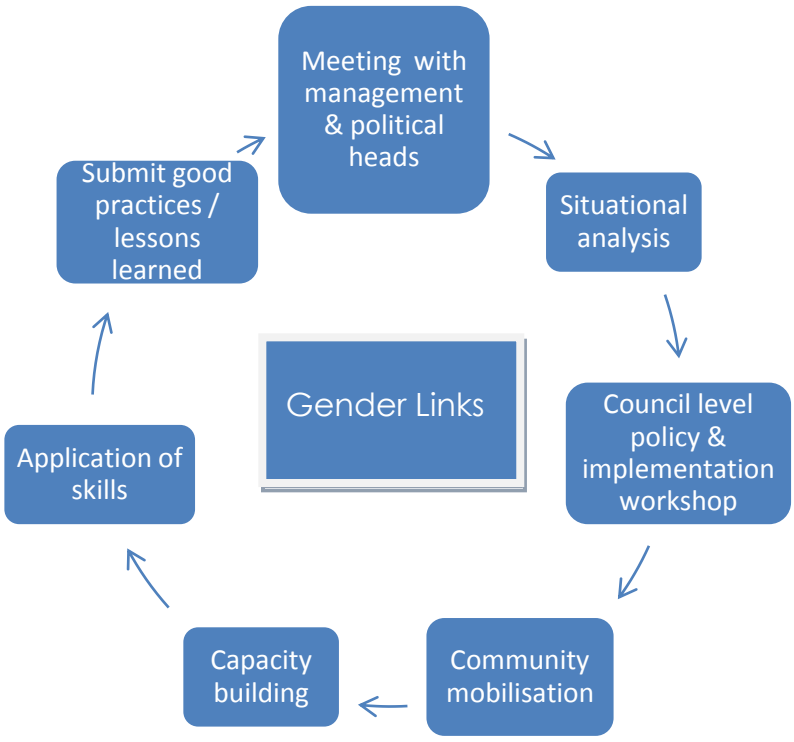


Figure 1: Stages to Deal with Violence against Women and Children

Source: Adopted from (Zimbabwe Centres of Excellence for Gender Mainstreaming in Local Government [sa]: 12)

The stages are explained below:

Stage I: Meetings with Management Teams and Political Heads of Councils- During this stage key municipal councils were identified that have gender and GBV action plans who would like to work with Gender Links around council level policies and action plans around gender. Gender Links country facilitators engaged councilsand held meetings with management teams of these councils to get buy in and support for the policy and action plan process (Zimbabwe Centres of Excellence for Gender Mainstreaming in Local Government[sa]: 12)

Stage II: Situational Analysis - During these stage country facilitators conducted situational analyses of the identified councils. The facilitators defined and interpreted the state of the council with regard to gender issues (Zimbabwe Centres of Excellence for Gender Mainstreaming in Local Government [sa]: 12).

Stage III: Council Level Action Plan and Implementation Workshops- At this stage Gender Links hosted policy and implementation workshops with identified councils based on the courses or module needs identified by the councils (Zimbabwe Centres of Excellence for Gender Mainstreaming in Local Government [sa]:12).

Stage IV: Community Mobilisation Village Level Meetings on the SADC Protocol on Gender and Development- During this stage Gender Links, in conjunction with the elected steering committee hosted follow up meetings with councils to ensure that these councils get the necessary support and capacity building through on the job training (Zimbabwe Centres of Excellence for Gender Mainstreaming in Local Government [sa]:13).

Stage V: Capacity Building through on the Job Training: Gender Analysis and Budgeting; Media Literacy; Transformative Leadership - The on the job

training focussed on key areas like gender analysis, transformative leadership and strategic communication. Workshops and community engagements were continued to ensure that a positive cycle continues (Zimbabwe Centres of Excellence for Gender Mainstreaming in Local Government [sa]:13).

Stage VI: Application of Skills in the Running of Major Campaigns, e.g. 365 Days of Action to End Gender Based Violence - During this final stage, GL in partnership with the councils and the communities worked together towards the 16 Days initiative as it was often found that communities were brought on board too late when 16 Days activities were planned for (Zimbabwe Centres of Excellence for Gender Mainstreaming in Local Government [sa]: 13).

To share best practice, case studies, lessons learned, the GL continuously scout and market the annual local Government and gender justice summit and awards. The best practices, case studies, lessons learnedare entered into the summit in the category 'specific GBV campaigns (Zimbabwe Centres of Excellence for Gender Mainstreaming in Local Government [sa]: 13).

These case studies of the good practice are very important for South Africa because the 16 Days Campaign can learn from what has been done and know what challenges, opportunities and the lessons learned which could be implemented for facilitating successful planning and implementation of the 16 Days Campaign in South Africa and the world.

3.6 MADIBENG MONITORING AND EVALUATION

Another case study on good practice which was relevant for this research is the development of the Madibeng M&E framework developed by the CSIR

in 2009, which demonstrateshow the 16 Days Campaign can monitor and evaluate its activities. The crucial step in the development of a M&E framework that any operational level manager takes after conducting the organisational readiness assessment is to take a decision on what needs to be measured and how. To be able to do that a problem tree analysis has to be conducted. The problem tree analysis is a tool used to get to the root of the problem; it helps with distinguishing between the causes and effects or symptoms of the problem by analysing them in a logical cause effect. It is also important to identify various actions that could be taken to address the problem. Once the problem has been analysed, it is important to identify actions, formulate the area of action into a goal and its related objective(s).

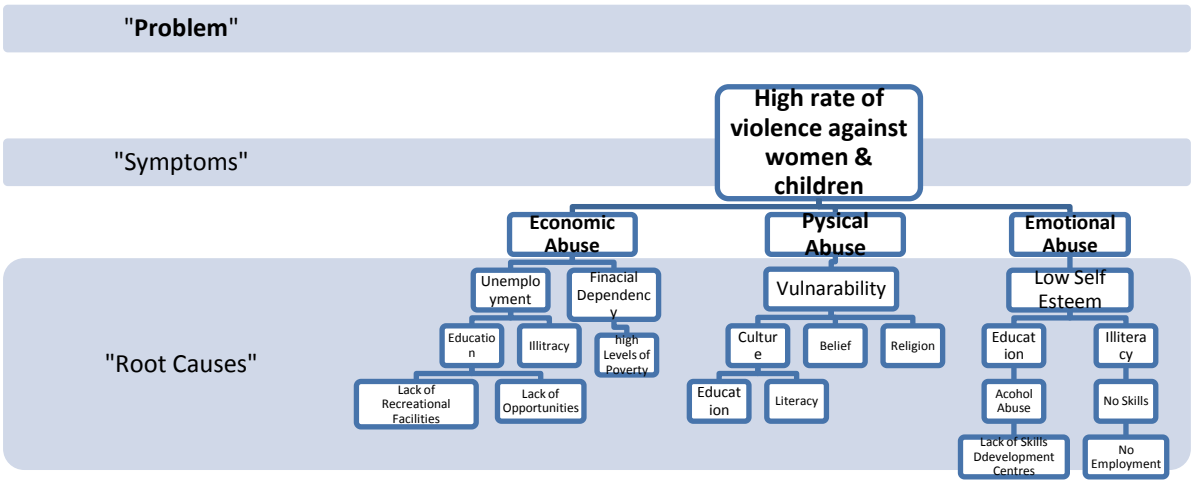


Figure 2: Example of Problem Three Analysis

Source: Adopted from the Madibeng Local Crime Prevention Strategy, 2008: 20 & Imsimbi Training Manual, 2011: 40

Table 2: Example of Strategic Goal, Objectives and Activities

Strategic goal	Objectives	Activities
Develop Caring/loving/close/ functional families	Make parenting programmes available and accessible	Conduct an assessment of the demand for parenting programmes
	Support to parents and guardians	Establish a data base of existing parenting programmes
	Support measures are developed and implemented to address domestic violence	Determine the number of parents or guardians who are in need of parenting programmes
	Provide sustained support for pregnant women/girls	Encourage parents, guardians and teenage pregnant girls to attend parenting programmes
Keep children safe and busy	Promote availability and utilisation of sporting facilities	Conduct an audit of available sporting facilities
		Identify the areas that have a need for sporting facilities
		Assess the accessibility to existing sporting activities/facilities in the area
		Establish sporting programmes catering for after-school children and out-of-school youth

Source: Western Cape Local Safety Plan, 2010

3.6 Review of the Annual Exit Reports and the GCIS Tracker Survey System

The Annual Exit Reports refers to the report which documents the events that took place during the 16 Days Campaign while the GCIS Tracker Survey System is statistical report of the 16 Days Campaign.

As mentioned in the problem statement the 16 Days Campaign Secretariat has previously relied mainly on market research as a main method to

evaluate the success of the 16 Days Campaign. Since 2004 the 16 Days Campaign Secretariat used the Government Communication Information System (GCIS) Tracker Surveys system and the Annual Exit Reports as M&E Tools for the 16 Days Campaign. These tools provide a narrative account of activities implemented during the 16 Days Campaign without necessarily considering details of the complete result chain or logical approach (process to be followed and results to be achieved).

Annual Exit Reports captures all the events that took place during the 16 Days Campaign. The report is a list of events by the national and provincial Government. It covers amongst others the minister's speech, campaign elements which include media launches, postcard pledges, cyber dialogues, national Government programmes or initiatives and provincial programmes. The GCIS Tracker Survey System is more statistical report of the 16 Days Campaign. Speaking at a pre-launch of the 16 Days Campaign, Minister Xingwana reported that, according to the GCIS Tracker System,the 16 Days Campaign is the second most well known Government event after the State of the Nation Address (SouthAfrica.info, 2010: 2). The survey also revealed that the awareness of the 16 Days Campaign in the rural areas has increased by 9% from 2009. The report should show what activities were taken, resources, indicators for success, which rural areas where involved to be able to measure impact. The GCIS Tracker Survey System only reports on the success without following a detailed result chain or the logical approach (SouthAfrica.info, 2010: 2).

The Survey reported notable success over the ten year period which includes:

- Growth in public awareness and its messages by 16% in 2003, 26% in 2005, 33% in 2006 and by 30% in 2007.

- Extension to reach vulnerable and marginalised communities such as farm workers and the programme has been implemented in KwaZulu Natal, the Western Cape and the North West provinces.
- Growth in the campaign activities at provincial and local Government (participation in the million Men March).

All of the successes cited above will only make sense when a detailed result chain or logical approach is followed. In the 2006 Annual Exit Report, it is reported that "despite the well planned and well executed communication campaign, some communications challenges were experienced and will be addressed in future campaigns". If this tool was a proper M&E tool, the coordinators would have been able to track if the project was achieving its defined outcomes and impact.

It is difficult for the Annual Exit Reports and the GCIS Tracker Survey System to measure impact because they do not consider details of a complete result chain or logical approach, which will help inidentifying the goals, objectives activities, indicators and impact of the 16 Days Campaign. At the planning process no indicators are set, which will provide the framework for the M&E system to know if the Campaign has reached its desired goals and objectives. In M&E of the 16 Days Campaign it is important to make a decision as collective stakeholders what need to be measured and how. The M&E plan for the 16 days Campaign should specify the schedules, resources and responsibilities for M&E activities.

Both the Annual Exit Reports and the GCIS Tracker Survey System do not have the crucial elements of the good practice on monitoring and evaluation of advocacy campaign. Due to the many activities and the number of role-players in the 16 Days Campaign, monitoring and evaluation has proven to be a challenge. If the campaign followed a logical approach it would be easy to know how far ahead or behind are the activities, the

resources needed,who is doing what and when and if they are reaching goals and objectives.

The following chapter focuses on the research findings.

CHAPTER 4: RESEARCH FINDINGS

This chapter of the research presents the data collection and analysis of the participant's responses. Six officials from the Departments of Social Development (DSD), Corporative Governance and Traditional Affairs (Cogta), Justice (DoJ), South African Police Service (SAPS), Presidency, the Government Communication and Information System (GCIS) and one from the Masimanyane Women's Support Centre (NGO), participated in the Interviews. I started by giving a short introduction to the research and a brief explanation about the objectives for the research. Information was collected using a structured questionnaire for individual interviews.

The findings were subdivided in three (3) parts, the understanding and role of the participants in the 16 Days Campaign, monitoring and evaluation of the 16 Days Campaign and the monitoring and evaluation framework of the 16 Days Campaign.

4.1. ROLE AND PARTICIPATION IN THE 16 DAYS CAMPAIGN

The objective of this research was to establish the participants' role and how long they had been part of the 16 Days Campaign. To assess the level of understanding of the 16 Days Campaign, the following questions were asked:

(1) Since when were you part of the 16 Days Campaign (NCC or secretariat)?

One out of the seven participants started with the Campaign when it came to South Africa. She reported that, their organisation had its first march in East London in 1997 with the Theme "Take the Night Back". The other three participants were part of the Campaign from 1999 as part of the crime prevention cluster. One participant worked with the Campaign from 2006 - 2010 responsible for the management and administrative support to the

office of the Deputy Minister who served as the political champion and national convener of the 16 Days Campaign. The other two participants had been part of the 16 Days Campaign from 2006 and 2011 respectively.

(2) What is your role in the 16 Days Campaign?

The role of the seven participants in the 16 Days Campaign varied and included amongst others:

- Creating awareness of the 16 Days campaign to the employees and engaging other NGOs working with women abuse to share information and assist women in the work places.
- Supporting national activities – assist in preparing for the opening and closing ceremony of the Campaign.
- Promoting regional and international oversight.
- Providing political commitment.
- Developing communication plan.
- Putting information on the Government websites.
- Monitoring what provinces are doing.
- Raising public awareness.
- Building support for victims and survivors of abuse.
- Participating in the conceptualisation of the Campaign and monitor their organisation's input into it.
- Developing of the Campaign over the past decades.

(3) What is your understanding of the 16 Days Campaign?

All representatives of Government Departments and participating NGOs had a clear understanding of the 16 Days Campaign. They all mentioned that the 16 Days Campaign was: a Government initiative that sought to eradicate violence against women. Of the seven, three participants gave elaborate explanations reporting that the 16 Days Campaign was started by the Centre for the Women's global Leadership who were training women in

women's rights. The other four participants reported that the 16 Days campaign served as a coordinating platform for all sectors of society to come together with variety of programmes to eradicate gender based violence and child abuse, to run programmes to raise awareness and to effect behavioural change among the perpetrators.

The participants also reported that there was a decrease in the hype of planning the 16 Days Campaign and it was due to late planning and the fact that not all the relevant stakeholders were involved. In addition, according to the participants the Campaign was criticised for its short period and they believed the Campaign should be a 365 days programme.

4.2 MONITORING AND EVALUATION TOOLS FOR THE 16 DAYS CAMPAIGN

The objective of this research was to establish the participant's experience, monitoring and evaluation tools and the challenges in Monitoring and evaluation of the 16 Days Campaign. The following questions were asked:

(1) What is your experience of the M&E of the 16 Days Campaign?

Of the seven participants interviewed, one of the participants reported that she was part of the team that developed the stakeholder reporting guidelines and the template that informed the content and structure which were subsequently used for the Exit Reports. The participant was also involved in drafting the Terms of Reference for the impact assessment study commissioned by the CSIR.

One of the participants reported that there was a monitoring and evaluation plan at an organisational level for the activities they were engaged in and they also noted the developments around the country by reading the print media and listening to reports on both television and radio.

Another participant reported that through her experience, there had been success for her department because through statistics it showed a decrease in the number of abuse cases and that it showed that people's lives had changed because they were more informed than before. The other four participants reported that they did not know what was done on the monitoring and evaluation of the 16 Days Campaign. They reported that departments were working in silos and the coordinating structure if it exited was not properly functional. They also reported that each department wanted to show that they were working better than the other department which was a sign of competitiveness among the departments. They highlighted that the departments found it difficult to come together and share information about what each department was doing and learn from the experiences.

(2) What are the M&E tools used to assess the 16 Days Campaign?

Out of the seven participants interviewed only one participant knew what M&E tools were used to assess the 16 Days Campaign. According to the participant the following were used as tools for the M&E of the 16 Days Campaign:

- The planning and reporting template used by the stakeholder participating in the Campaign.
- Exit Reports which highlighted the objectives of the Campaign each year and outlined the extent to which these objectives had or not been achieved.
- The GCIS Tracker Survey System which focused on determining levels of awareness about the Campaign among the community members.
- The impact assessment study, the ten year review by the CSIR in 2008.

The other six participants reported that they had no idea what tools were used to monitor and evaluate the 16 Days Campaign. They also reported

that if the tools existed they should have been engaged so that they could make inputs and recommendations. From the six participants, one of the participants reported that there was a monitoring and evaluation directorate which should be given a mandate to monitor and evaluate Government programmes.

(3) Are the GCIS Tracker Survey System and the Exit Reports effective M&E tools for the 16 Days Campaign?

Five of the participants out of the seven interviewed reported that they have not heard of the tools and did not know if they were effective M&E tools for the 16 Days Campaign. They reported that they will be very interested to know about these tools and they recommended that information should be made available to all the relevant departments.

Of the two participants who knew about the M&E tools, the one participant reported that the tools were effective; however they might not be adequate. The other participant felt that the tools were not effective; they tend not to be informative for decision making.

(4) What are the challenges faced in the M&E of the 16 Days Campaign?

During the implementation of the 16 Days Campaign, Government Departments and NGOs came across various challenges. The following are challenges reported by all the participants in the monitoring and evaluation of the 16 Days Campaign.

- Absence of a comprehensive and integrated M&E system.
- Lack of proper planning.
- Lack of coordination.
- Not knowing the expected outcome.
- The Campaign is too big and it is not centralised.

- No data capturing system of all the events by provinces - to quantify the events and know what happened where.
- Lack of leadership and direction.
- No standardised M&E framework known to all gender focal points members.
- Resources - human and financial resources.
- Lack of capacity.
- Lack of institutional support.

4.3 MONITORING AND EVALUATION FRAMEWORK FOR THE 16 DAYS CAMPAIGN.

The key outcome of this research was to establish the importance o f M&E, M&E tools to be used, M&E based on good practice, components for M&E framework and recommendations. The following questions were posed:

(1) Do you see M&E as an important component for the 16 Days Campaign? If yes why/ if no why?

All the seven participants believed that M&E was an important component of the 16 Days Campaign. One of the participant reported that the M&E was quite critical because it would help determine the extent to which the Campaign was achieving its objectives. The M&E would help identify the obstacles to achieve those objectives so that they can be addressed in good time and also to identify the successes that could be replicated or shared amongst other gender based violence practitioners.

Five participants reported that the M&E would allow the coordinators to know what was working and why or what was not working and why. The information would help the coordinators to know if they were making progress. The participants also emphasised that M&E would help measure impact and use information to plan for the following year Campaign, go

back to the drawing board and see what still needed to be done and identify direct intervention where it was mostly needed.

One of the participant also reported that M&E was an important component of the 16 Days Campaign because it could determine the effectiveness of the Campaign, while she was pleased that the Campaign had become a huge national Campaign it appeared to lack depth. The participant believed that she had not seen the Campaign change any attitudes or behaviour and it has not done enough to reduce the levels of violence against women and children in South Africa.

(2) In your opinion, what M&E tools should be used by the Campaign?

Out of the seven participants only one of the participants was not sure which M&E tools should be used by the 16 Days Campaign.

One of the six participants reported that there should be an integrated framework which could be used by all participating departments and NGOs to determine the extent of the implementation of M&E plan, and what was still outstanding. According to the participant this would allow Government departments and NGOs to make follow up.

Another participant reported that there should be a centralised clearing house with a substantial database that gathered information on all events and activities. She suggested that all organisations must report to this central point on the event or activity undertaken, its outcome and where possible its impact.

According to yet another participant there should be a standardised tool that can be used by all Government departments and organisations, to have uniformity. This will also help to know what to implement and what to monitor.

The other participant reported that a readiness assessment tool should be used by the 16 Days Campaign as an M&E tool because it would look at the state of the readiness of the departments and participating organisations (NGOs), for example looking at the skills, capacity and resources.

Two other participants mentioned reports, templates, meetings and national Imbizo's ivolving communities as M&E tools that should be used in the 16 Days Campaign.

(3) How M&E based on good practice help in the planning and successful implementation of the 16 days Campaign?

All the participants reported that M&E based on good practice could help in the planning and successful implementation of the 16 Days Campaign. According to one of the participants, interventions could be informed by plans that were developed on the basis of scientifically derived and credible information. Another participant reported that there were a lot of examples of good practice, they should be documented and information shared with other provinces and most importantly there should be lessons learned from such good practice.

According to one of the participant M&E based on good practices would help not to duplicate efforts but to maximise resources, not do things for the sake of doing them but allow for better impact and value for money. This would also allow better coordination and stakeholder involvement. The other participant reported that it would be useful to adapt the good practice, improve them and make them specific to the South African 16 Days Campaign. According to three participants M&E based on good practice would also help to make the 16 Days Campaign more effective.

(4) What are the components needed to make up a good M&E framework for the 16 Days Campaign?

One of the participants stated that firstly what needed to be done was to adopt a common 16 Days Campaign theme each year to keep uniformity of events. According to the participant the theme would help clarify targets and expected outcomes. Planning and clear distribution of roles and responsibilities through a clear implementation plan and clear outcomes were some of the components that could make up a good M&E framework for the 16 Days Campaign.

The other six participants mentioned the following components:

- Clear set of objectives.
- Clear understanding of the various categories of actions that have to be undertaken if the objectives of the Campaign are to be met.
- Well defined purpose of the framework in relation to the objectives of the Campaign.
- Clear understanding of roles and responsibilities for the key role-players in the Campaign.
- Clear indicators of success.
- Clear implementation plan.
- Clear timelines.
- Clear measurement or impact.
- Clear outcomes.
- Funding/ budged.

(5) How will a comprehensive M&E framework benefit the 16 Days Campaign?

According to all the participants a comprehensive M&E framework would benefit the 16 Days Campaign. One of the participant reported that the comprehensive M&E framework would help in developing plans or strategies, establishing partnerships that works and improve accountability

of the funds. Other two participants said that the framework would help Government departments and organisations to know what worked and what did not work and give clear direction. One participant reported that it would help by improving amongst others planning, coordination and communication of the 16 Days Campaign. She reported that a comprehensive M&E would assist in institutionalising of gender based violence.

The other two participants reported that the comprehensive M& framework would provide the right information at the right time for use in implementing effective 16 Days Campaign interventions. One of the participants believed that if all relevant Government departments and organisations were brought together and work on developing a comprehensive M&E framework, there would better cohesion and this was likely to have more positive impact on the success of the 16 Days Campaign.

(6) What are your recommendations regarding a comprehensive M&E for better planning, successful implementation and assessment of the impact of the 16 Days Campaign?

For better planning, successful implementation and assessment of the impact of the 16 Days Campaign, using a comprehensive M&E framework, participants suggested the following recommendations (not range in order of priority or importance):

- Clear set of objectives.
- Clear understanding of the various categories of actions that have to be undertaken if the objectives of the Campaign are to be met.
- Well defined purpose of the framework in relation to the objectives of the Campaign.
- Clear understanding of roles and responsibilities for the key role-players in the Campaign.

- Clear indicators.
- Clear implementation plan.
- Have provincial meeting - bring all role-player on board and map out a collective process with clear themes and implementation plans.
- Provision of funding with strict rules for reporting.
- Develop a standardised tool that departments and organisations can use.

4.4 CONCLUSION

A number of key challenges were identified by Government representatives and organisations (NGOs) interviewed for this research. The participating Government representatives and organisations provided appropriate recommendations to address these challenges as stated in this report. The lack of uniformity and working in silos was a challenge. The participating organisations and Government departments should work together to achieve a shared vision to reduce violence against women and children in the country. The participants acknowledged the merits within the 16 Days Campaign; however these occurred in pockets and could not be measured. Therefore there should be integration of activities and resources, clear roles and responsibilities as well as a committed budget. This would result in successful planning, implementation and impact assessment of the 16 Days Campaign.

The key technical recommendation from this research is the use of a proper planning, implementation, monitoring and evaluation system to enhance the success of the 16 Days Campaign. A thorough development of such system needs to start from an implementation plan and to end with a corresponding M&E framework. The 16 Days Campaign should be implemented as a 365 Days Campaign to be able to do a proper monitoring and evaluation of the Campaign.

The following chapter reflects a proposed monitoring and evaluation framework for the 16 Days Campaigns.

CHAPTER 5: MONITORING AND EVALUATION FRAMEWORK FOR THE 16DAYS CAMPAIGN

This chapter is a conclusion to the research which reviewed all the chapters of the research and used the information to develop a M&E framework for the 16 Days Campaign.

The lessons learned from the literature reviewed for this research, the examples of good practices in India, Gender Links and the Madibeng M&E tool, is that M&E system is an important element in the life cycle of the 16 Days Campaign. Monitoring and evaluation of the 16 Days Campaign will provide the Secretariat and the coordinators with regular feedback and early indication of progress or lack thereof. Monitoring and Evaluation requires resources such as skills, time, access to stakeholders and communication channels that if not planned and budgeted for will weaken the 16 Days Campaign's management, accountability and sustainability. Careful planning for these elements needs to be in place from the beginning.

Literature shows that at the end of an advocacy campaign it is very helpful to monitor how any action, programme implemented or policy commitment translates into practice and if the desired goal makes a difference in people's lives. It is important for all the stakeholders to agree on what needs to be measured and how it is going to be measured. Developing a clear action plan and setting indicators which are clear, specific and measurable will help the 16 Days Campaign to measure the Campaign's performance and achievements.

The participants reported that they did not know of the M&E tools used for the 16 Days Campaign and this is as a result of the Government departments working in silos and not sharing information. All of what is

mentioned above will help in the planning, successful implementation, impact assessment and sustainability of the 16 Days Campaign.

Monitoring and evaluation should be part of the planning processes. It is very difficult to go back and set up monitoring and evaluation systems once activities have begun to take place (Imsimbi Training Manual, 2011: 36). An M&E Framework can be based on M&E principles reflected in the goals, objectivities, activities which will provide the framework for the M&E system. The use of such results-based M&E systems can help bring about major cultural changes in the ways that Government department and NGOs operate in delivering the 16 Days Campaign. When built and sustained properly, such systems can lead to greater accountability and transparency, improved performance, and generation of knowledge (Kusek & Rist, 2004: 24). The information above assisted in the development of the M&E framework for the 16 Days Campaign.

5.1 LOGICAL APPRAOCH TO THE M&E FRAMEWORK OF THE 16 DAYS CAMPAIGN

The M&E Framework for the 16 days of activism will adopt a result chain of input, process, output, outcome and impact to ensure ongoing monitoring and evaluation of the goals and objectives of the 16 Days Campaign plan. A result chain is an iterative process, the planning starts with a clear view of the project purpose and outcomes, planning backwards to the inputs and then implementing the project from the inputs to the outcomes. When monitoring and evaluating the whole plan is kept in focus, the details of implementation existing within the context of the chain (Spreckley, 2009: 3).

Figure 3 shows each logical approach process component and illustrates the connectedness of this process. It reflects the terms as they are most commonly used by evaluation experts in different fields.

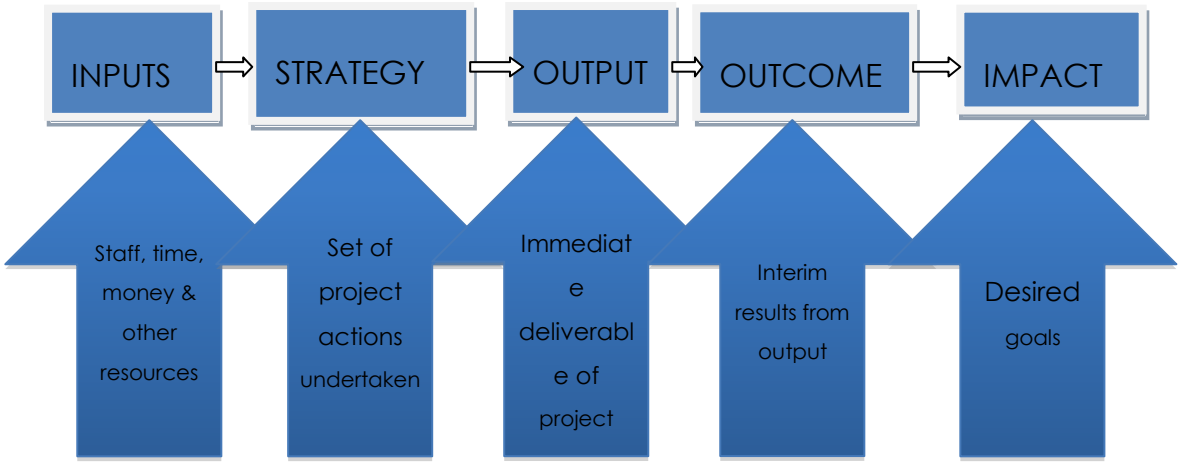


Figure 3: Logical Approach/ Result Chain

Source: Imsimbi Training Manual, 2011: 42

The logical approach or the result chain is beneficial for the M&E of the 16 Days Campaign because it links resources utilisation, actions to be undertaken to expected immediate deliverables from activities, resultant interim results and the achievement of desired project goal. The existing M&E tools for the 16 Days Campaign namely, the GCIS Tracker Survey System and the Annual Exit Reports do not show this logical process. Both the tools list and describe activities of the 16 Days Campaign without necessarily measuring outcome and impact.

5.2 THE RESULT-BASED M&E SYSTEM

Result-Based M&E is a powerful public management tool that the Government can use to measure and evaluate outcomes and then feed this information back into the ongoing process of the Government and decision making (Kusek & Rist, 2004: 12).

Result-Based monitoringis a continuous process of collecting and analysing information to compare how well a project, programme, or policy is being implemented against expected results. In addition, Results-Based evaluation is an assessment of a planned, ongoing, or completed intervention to

determine its relevance, efficiency, effectiveness, impact, and sustainability. It's systems are designed to address the "so what" questions such as:

- So what about the fact that outputs have been generated?
- So what that activities have taken place?
- So what that the outputs from these activities have been counted?

A Result-Based system provides feedback on the actual outcomes and goals of Government actions.

The Result-Based M&E is important for the 16 Days Campaign because it will assist the Secretariat and the coordinators to achieve the following in accordance with Spreckley's, (2009: 3), assertion that the term Results-Based Monitoring and Evaluation is used to mean:

- Clearly identifying programme/project beneficiaries', and other stakeholders'problems and opportunities.
- Setting clear and agreed objectives, monitoring targets and milestones ensuring adequate resources to achieve the objectives.
- Monitoring progress towards results, and resources consumed, with the use of appropriate indicators identifying and managing assumptions/risks, while bearing in mind expected results and the necessary resources.
- Using quantifiable indicators and qualitative narratives to measure progress.
- Increasing knowledge by learning lessons and integrating them into decisions.
- Changing objectives as a consequence of learned lessons.
- Reporting on results achieved and the resources involved.

The first crucial step in the development of the M&E framework is to decide on what needs to be measured, evaluation focus and how this can be done. The decision will take into account resources that are available. The

16 Days Campaign has yearly themes, the Secretariat and the coordinators should agree on what needs to be measured regarding the theme and how is it going to be measured. This will enable the Secretariat and the coordinators of the 16 Days Campaign, to show impact at the end of the project.

Secondly, the lesson learned from the example of good practice in India and the Madibeng M&E tool, is that as part of developing the comprehensive M&E system for the 16 Days Campaign, the Secretariat, coordinators and the NCC members should assess the readiness and capacity for monitoring and evaluation. This will determine whether this function should be conducted internally or outsourced especially if it is discovered that the organisation does not have sufficient capacity to carry it out.

Thirdly, a detailed logical approach for the purpose of M&E should be developed that clearly describes the connectedness between input, activities, outputs, outcomes and impact. The original project plan will constitute an important foundation document. It is important that this process needs to be consultative and involve many role players so that the process benefits from collective wisdom.

Figure 4 and Table 3 provide an illustration of the end product of the detailed logical approach process.

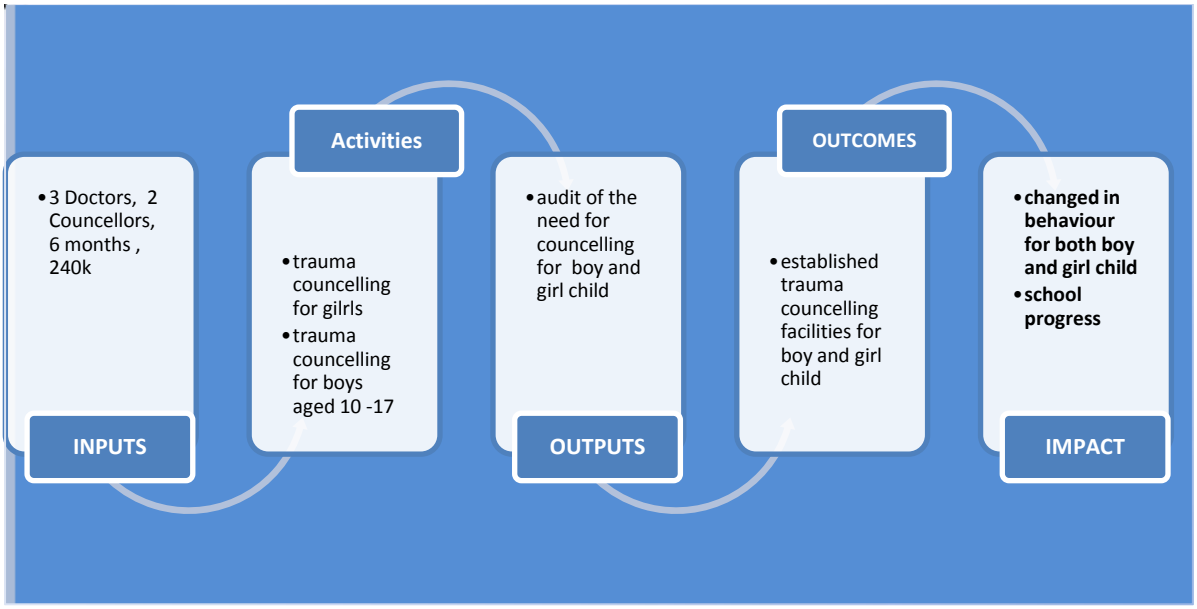


Figure 4: Logical Process for providing counselling for trauma victims

Source: Adapted from Imsimbi Training Manual, 2011: 48

Fourthly, internal and external stakeholders must be consulted in order to set the indicators for output, expected outcomes and impact. The consultation needs to be wide and involve NGO's and target communities. This is important because various researches have found that communities are often brought on board too late when 16 Days activities are planned. The following table presents criteria for selecting indicators:

Table 3: Criteria for selecting Indicators

Criteria	Description	Example
Relevant	Indicators must be representative of the most important aspects of implementation and of the outcomes and impacts intended.	10 boy and 10 girls counselled Behaviour of the 10 boys and girls change 10 boys and 10 girls improve their school results
Clear	Indicators must be clearly defined in the project's context, understood and agreed by all stakeholders.	Men from Soweto assist in taking care of their children

Specific	Indicators should measure specific changes, and be specific to a timeframe, location and target or other stakeholder group.	Violence against women and children in Soweto will be reduced by 20%
Measurable	Outcome of an objective should be capable of being measured	8 out of 10 boys improve their school results

Source: Adapted from: Chimwendo ([sa]: 7)

Fifth, the 16 Days Campaign the Secretariat, coordinators and the NCC members must determine the methodology and develop tools to gather data on the agreed upon indicators. Sources of the data can also be determined at this stage. The methodology and tools needs to be tested prior to deployment so as to determine whether the right information will be collected.

Sixth, baseline data can be collected from the data source using the methodology and tools developed during the fifth state. The baseline findings can be used as the basis to track whether there are changes or no changes in behaviour. The findings of the baseline can be shared with all the 16 Days Campaign stakeholders.

Seventh, readiness assessment must be conducted to determine whether the project is ready for full scale assessment and whether the institution is ready for assessment. This can save costs and/or frustration in that the full scale assessment, which could be costly, can be undertaken while the project is not mature enough to measure outcome and impact.

Lastly, a full scale assessment can then be conducted once it is determined that the project is mature enough to determine outputs, outcome and impact. The Secretariat and the coordinators are required to collect information to set key indicators that they can use to determine what exists, what has changed or not changed.

The coordinators will therefore report on the findings to help the decision makers which will include the political heads to make the necessary improvement regarding the programmes and policies and sustainability of the 16 Days Campaign.

This will also help the 16 Days Campaign coordinators to share the lessons learned amongst their departments and participating NGOs on the M&E and good practices. The elements cited in these discussions will help in the planning, successful implementation and sustainability of the 16 Days Campaign.

5.3 THE MONITORING AND EVALUATION FRAMEWORK FOT THE 16 DAYS CAMPAIGN

The following M&E Framework template is the combination of M&E Process (tool 1) and the Indicator Selection (tool 2). These two tools must be completed by each department or organisation participating in the 16 Days Campaign and agreed upon by the coordinators and stakeholders of the 16 Days Campaign. All material supporting the achievement or non-achievement of the planned activities should be submitted to the 16 Days Campaign Coordination Committee. The M&E template must therefore be signed by both the implementing organisation and the 16 Days Coordinators for the approval of the M&E and Impact Assessment results.

Table 4 shows an example of planning and implementation, M&E and Impact Assessment of the trauma counselling activities by the CSVR for year 2011. The completed Framework (Table 4) will assist participating departments and organisations to complete the framework.

The following template comprise of the components of a M&E framework and shows how the template should be completed.

5.3.1 Components of M&E Framework

The following will help the coordinators undertand what the concepts mean in order for them gather appropriate information.

Goal - what is intended to be achieved through implemented activities

Activities - practical actions implemented during the defined time of the programme

Objective - specific activities that can be measured

Baseline - the situation at the start of the project before any work has been carried out

Target - people who will participate or benefit from the project

Time - period during set for the objective to be achieved

Budget - the amount of money to be spent for each activity

HR - human resources or the people needed to achieve the objective

Monitoring indicators - measure impact during the project

Evaluation indicators - measure impact at the end of the project

Impact - measuring impact after the project has long been implemented i.e after 6 months

Table 4: Example of M&E Impact Assessment Framework for CSVR Trauma Counselling

Coordination of 16 Days of Non Violence against Women and Children Monitoring ad Evaluation Framework for Year 2011	
Name of Organisation: CSVR **Address:** 124 Braamfontein, Johannesburg **Telephone:** 011 342 1789	**Person in Charge:** Dr Thabo **Position:** Head Trauma Clinic **Telephone:** 011 342 1791
Programme: Counselling of trauma victims.	**Type of Programme:** Trauma counselling.
Goal of Programme: To provide trauma counselling to 300 children victim of domestic violence in Alexandra (Alex).	

Planning and Implementation

Activities	Objectives	Baseline	Target	Time	Budget	Human Resources	Monitoring Indicators	Evaluation Indicators	Impact Indicators
Trauma counselling of boys aged 10-17	To provide professional counselling to 60 boys aged 10-17 victims of DV in Alex	60 boys aged 10-17 identified, assessed as traumatised by DV	60 boys aged 10-17 plus their parents	25 Nov to 15 Dec	R 60 000	Dr Buchi	(1)6 completed session per child	(A)Completed and signed forms by parents	(i)Change of child behaviour (ii)School progress (iii)Parents behaviour change
Trauma counselling of girls aged 10 - 17	To provide professional counselling to 140 girls aged 10-17victims of DV in Alex	140 girls aged 10-17 traumatised by DV in Alex	140 girls aged 10-17 plus their parents	25 Nov to 15 Dec	R 140 000	Dr Muzi	(2)6 completed session per child	(B)Completed and signed forms by parents	(iv)Change of child behaviour (v)School progress (vi)Parents behaviour change
Trauma counselling of boys and girls aged 0 - 9	To provide professional counselling to 100 boys and girls aged 0-9 victims of DV in Alex	100 boys and girls aged 0-9 traumatised by DV in and around Alex	100 boys and girls aged 0-9 plus their parents	25 Nov to 15 Dec	R 100 000	Mrs Labuschagne	(3)6 completed session per child	(C)Completed and signed forms by parents	(vii)Change of child behaviour (viii)School progress (ix)Parents behaviour change

M&E and Impact Assessment

Date	Monitoring: 26/11-12/12/2011		Evaluation: 07/01/2012		Impact: 30/06/2012	
	Achieved	Not Achieved*	Achieved	Not Achieved*	Achieved	Not Achieved*
Indicators	(1)		(A)		(i), (ii), (iii)	
		(2)		(B)		(iv), (v), (vi)
	(3)		(C)		(vii), (viii), (ix)	
* If not achieved separate planning and implementation should take place and M&E and Impact Assessment undertaken						

Completion Signatures

Implementing Organisation	16 Days Campaign Coordinator:
Date: 30/06/2012	Date: 30/06/2012

Table 5: Example of M&E Framework Template for the 16 Days Campaign

Coordination of 16 Days of Non Violence against Women and Children Monitoring ad Evaluation Framework for Year _____	
Name of Organisation: Address: Telephone:	Person in Charge: Position: Telephone:
Programme:	Type of Programme:
Goal of Programme:	

Planning and Implementation

Activities	Objectives	Baseline	Target	Time	Budget	Human Resources	Monitoring Indicators	Evaluation Indicators	Impact Indicators

M&E and Impact Assessment

Date	Monitoring:__/__/20__		Evaluation: __/__/20__		Impact: __/__/20__	
Indicators	Achieved	Not Achieved*	Achieved	Not Achieved*	Achieved	Not Achieved*

* If not achieved separate planning and implementation should take place and M&E and Impact Assessment undertaken

Completion Signatures

Implementing Organisation	16 Days Campaign Coordinator
Date:	Date:

6. CHAPTER 6: CONCLUSION AND RECOMENDATIONS

This chapter presents the recommendations and conclusions of the research and then makes recommendations for further research. In view of the findings presented in chapter 4 and M&E framework in chapter 5, I wish to put forward some recommendations in this chapter, which I feel are necessary to facilitate improvement in the planning, successful implenetation, impact assessment and sustainability of the 16 Days Campaign.

Monitoring and evaluation of the 16 Days Campaign has been a challenge yet a very important component for planning, successful implementation and the impact assessment of the 16 Days Campaign.

The research found that the GSCIS Trucker Survey System and the Annual Exit Reports are not effective M&E tools for the 16 Days Campaign. A clear M&E system is needed to guide monitoring and evaluation for the 16 Days Campaign and explain how the Campaign is supposed to work by laying out the components and the steps needed to achieve its desired results.

The research also found out that the participating Government departments and NGOs did not know the M&E tool used for the 16 Days Campaign. The stakeholders were working in silos and that is a problem.

Therefore challenges such as the lack of planning, coordination, leadership and capacity should be addressed to be able to achieve desired goal for the 16 Days Campaign and also sustain the Campaign for the future. The M&E system for the 16 Days Campaign will increase the understanding of the Campaign's goals and objectives, define the relationships between factors key to implementation, and articulate the internal and external elements that could affect the programme's success. M&E based on good

practices will also help in the planning, successful implementation and impact assessment of the 16 Days Campaign.

6.1 RECOMMENDATIONS

The researcher makes the following recommendations to address some of the key findings of the research:

- The use of a proper planning, implementation, monitoring and evaluation system to improve the success of the 16 Days Campaign.
- A logical approach should be adopted to ensure ongoing M&E of the goals and objectives of the 16 Days Campaign.
- A proper coordination of the planning process and implementation should be developed to allow the 16 Days Campaign to achieve its goals.
- Working together of all the stakeholder and share good practice on M&E
- Proper communication strategy and consultation is necessary to get full participation and commitment from all the relevant stakeholders (i.e Secretariate, NCC, Government department & NGOs).

6.2 QUESTIONS FOR FUTURE RESEARCH

The review of the previous 16 Days Campaign as monitored by the GCIS Tracker Survey indicates that there is a positive growth in the awareness of the Campaign. Therefore further research could be conducted to determine the actual impact of the 16 Days Campaign on the change behaviour of the people in the reduction of violence against women and children after the implementation of the Monitoring and Evaluation and Impact Assessment Framework proposed by this research.

It could also be interesting to conduct research on how the Monitoring and Evalaution and Impact Assessment Framework presented by this research

can be used in the planning, implementation, monitoring and evalulation and impact assessment of other advocacy campaigns.

6.3 CONCLUSION

This research is a response to the alarming finding of the impact assessment study of the 16 Days Camapign done by the CSIR. The key contribution of this research is the development of a comprehensive monitoring and evaluation system for the 16 Days Campaign to improve the planning, successful implementation and impact assessment of the 16 Days Campaign. The Secretariat and the NCC and all relevant stakeholder need to plan the activies, set the indicators together and agree on what needs to be measure and how. The Monitoring and Evaluation and Impact Assessment Framework presented in this research will help the Sectretariat and the NCC to track who is responsible for what, when should each activity be completed, how much will it cost and what is its final result (indicator). The frameworks will help improve accountability and transparency of the 16 Days Campaign. The framework will help identify the obstacles so that they can be addressed in good time and also identify the successes that could be replicated amongst the stakeholder and other GBV practitioners.

The 16 Days Campaign is a good initiative to raise awareness and contribute to the prevention of violence against women and children in South Africa, with a proper M&E system the Secretariat and the coordinators of the 16 Days Campaign will be able to meaure impact of the Campaign in terms of changed behaviour.

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8 ANNEXTURE

8.1 LETTER TO THE PARTICIPANTS

My name is ---------- a Masters student in Management in the Field of Security at the University of Witwatersrand, working at the Council for Scientific and Industrial Research (CSIR) Crime Prevention Research Group (CPG) in Pretoria as researcher.

The purpose of my research is to emphasise the importance of a comprehensive M&E system in the planning, implementation and assessment of the impact of the 16 Days Campaign. Therefore the research will proposes a comprehensive M&E framework for the 16 Days Campaign based on the good practices.

The M&E framework developed by this research will be used by the secretariat and the National Coordinating Committee (NCC) to complete their planning and assist in the implementation and assessment of the impact of the 16 Days Campaign.

I would be grateful if you could participate in this process as your experience and expertise is very important to this process and the 16 Days Campaign in general. Please note that your identity will not be disclosed and your right to confidential treatment will be protected. The information provided by you will be part of the research report.

Thank you very much for taking the time to participate in this research.

8.2 QUESTIONNAIRE

8.2.1 Do you see M&E as an important component for the 16 Days Campaign? If yes/no why?
8.2.2 What are the Monitoring and Evaluation tools used to 16 Days Campaign?
8.2.3 Are the GCIS Tracker Survey and Exit Reports effective M&E Tools of the 16 Days Campaign?
8.2.4 What are the challenges faced in the monitoring and the evaluation of the 16 Days Campaign?

8.2.5 In your opinion, what M&E tools should be used for by the Campaign?
8.2.6 In your opinion, how can M&E based on good practices help in the planning and successful implementation of the 16 Days campaign
8.2.7 What are the components needed to make up a good M&E framework for the 16 Days Campaign?
8.2.8 How will a comprehensive M&E framework benefit the 16 Days Campaign? How will things change?

8.2.9 What are your recommendations regarding a comprehensive M&E for better planning, successful implementation and assessment of the impact of the 16 Days Campaign?
8.2.10 Any additional information to provide on what was not covered in this interview session

Thank You!