

Safe House Economic Empowerment Project

FINAL EVALUATION REPORT

Serbia

March-April 2016

Commissioned by: Fund B92

Conducted by: Prof. dr Jelisaveta Blagojevic



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List of acronyms and abbreviations

CEDAW - Convention on the Elimination of All Forms of Discrimination Against Women

CSO - Civil Society Organization

CBGE - Coordinating Body for Gender Equality, Government of the Republic of Serbia

GBV - Gender Based Violence

MoLES - Ministry of Labor, Employment and Social Policy, Government of the Republic of Serbia

NCE - No Cost Extension

RMP - Results Monitoring Plan for Project Goal and Outcomes

SCSW – Sombor Center for Social Welfare

SE – Social Enterprise

SENS - Social Economy Network Serbia

SH – Safe House

SoSH – Sombor Safe House

SHEE - Safe House Economic Empowerment / SHE-Empowerment

SIPRT - Social Inclusion and Poverty Reduction Team, Government of the Republic of Serbia

ToR - Terms of Reference

UN - United Nations

UNTF - United Nations Trust Fund

VaW – Violence against women

Executive summary

Introduction

In the context of alarming increase of femicide (32 women in 2015) and continual reports on different forms of violence against women in Serbia, there is a need for conceptualization and implementation of new integrated responses and mechanisms that would prevent the violence from happening and protect the women who survived it or are in the risk of being exposed to violent situations. The 'Safe House Economic Empowerment' Project was funded by the United Nations Trust Fund (UNTF) and was implemented by Fund B92, in cooperation with SMART Kolektiv and the Sombor Center for Social Welfare, in Sombor, Serbia, between December 2013 and February 2016. The project represents an important contribution to the continual effort to fight the violence against women in Serbia, done mostly by different civil initiatives and organizations.

SHEE Project overview

Safe houses are specialized services for women survivors of violence, providing shelter for women and children exposed to violence and they represent an essential mechanism in the system of immediate protection in most of the world countries. Safe houses are not intended as a permanent solution, but as a necessary intervention for the temporary relocation of women from the situation of violence which threatens their life and safety. Serbia has opened, in recent decades, around 10 safe houses for women and children, victims of violence in Belgrade, Sombor, Zrenjanin, Pancevo, Vranje, Sremska Mitrovica, Smederevo, Kragujevac. The Sombor Safe house represents one of the most successful examples of the integrated response to violence against women in Serbia. It was built in 2011, and given to the Center for Social Welfare Sombor to be in charge of its functioning.

The main objective of the SHEE pilot project was to develop and implement the model of the new economic empowerment service for women who have survived or are in danger of being victims of violence, which, combined with already existing physical and psychological help in safe houses, should make the institutional support more efficient. This program was envisioned as an opportunity for women to increase their chances for economic independence, by building-up their knowledge, improving their skills and capacities to initiate the business of their choice and/or improve their position in the labor market. The Sombor Safe house (under the auspices of the Sombor Center for Social Welfare) was chosen as a pilot ground because of its existing efforts in the integrated response to VaW in Serbia, the demonstrated high level of motivation of the SCSW employees, as well as for its spatial potential for such endeavor - 800 m² of quality soil within the Safe house's backyard.

The project activities included educational trainings for women, establishing the social enterprise "Good Garden" that would engage some of these women and to network with some of the private sector representatives, in order to ensure the sustainability of the social enterprise. Finally, one of the main activity clusters on the project was the media campaign, aiming at promoting not just the particular enterprise, but the importance of economic empowerment of women, in general, as well.

The purpose and objectives of the Evaluation

This is a mandatory final project evaluation required by the UN Trust Fund to End Violence Against Women. The purpose of this evaluation is to assess the effectiveness, relevance, efficiency, sustainability, impact, and knowledge generation of the SHEE project. The evaluation reviews the level to which the project's objectives are achieved and presents an assessment of the effects, identifies gaps and lessons learned and offers recommendations for further advancement of the model in focus and its up-scaling. This evaluation also aims to contribute to the body of knowledge that will advance the wider response to VaW in Serbia.

The main objective of this evaluation is to determine whether the project has produced anticipated, measurable effects on specifically defined results and from the perspectives of different stakeholders and beneficiaries.

The evaluation should, ultimately, represent a useful insight into future activities related to the model of the new service, both to the lead organization (Fund B92) and implementing partners (SMART Kolektiv and Sombor Centre for Social Welfare) and the other Centers for Social Welfare as potential future implementers.

Evaluation Methodology

The evaluation was carried out in four phases (inception and preparation, data collection and fieldwork, analysis and draft report and final reporting) between March and May 2016. The main evaluator is prof. dr Jelisaveta Blagojevic.

The evaluation matrix was guided by the UNTF to End Violence against Women Guidelines for End-line Data Collection and Final External Project Evaluations.

Data collection methods

Data was collected through desk review and data collection during field visits to Sombor, Stanisici and Belgrade (Serbia).

- Desk review: legal and policy documents on both violence against women and social entrepreneurship were reviewed, project document analysis was carried out, it included annual project reports as well as baseline and endline data documents (within the Results Monitoring Plan for Project Goal and Outcomes).
- Field visits: when visiting Belgrade, Sombor and Stanisici, in depth interviews were carried out: in Belgrade – lead organization staff, implementing partners, experts, consultants; in Sombor – Safe house staff, Sombor Centre for Social Welfare representative, beneficiaries; in Stanisici – beneficiaries and project associates.
- Further document review: documents collected from field visits were reviewed and assessed.

- Analysis, draft report and final report: The quantitative (mainly from project ending report and baseline report) and qualitative data (interviews) was analysed, content analysis of project documentation was carried out and incorporated into the draft report.

Key findings

- Outputs set in the project proposal were achieved, including setting up a social enterprise in the SoSH, integrating new service in the SCSW program, conceptualizing and organizing 10 various trainings (consisting from 2 to 10 modules) for the project beneficiaries, offering them skills and knowledge that should enable their pursue of economic independence;
- Even though it was not part of the initial project plan, the much needed financial support from the private sector that would enhance the chances of women to initiate their own startup businesses or find an employment, lacked. This gap in the project implementation was partially compensated by the strong solidarity that emerged among women and has produced new opportunities of economic independence and sustainability of the social enterprise “Good Garden”;
- The change that project has made, was generated primarily in the attitudes, but also in the capacities of women who participated in the project – they felt more strong and supported, as well as equipped and motivated to start developing and pursuing their own business ideas;
- The Project was also fairly successful in advocating for further replication of this mechanism through relevant institutional support, public events and media campaign;
- Although the timing of the evaluation unables the fully certain assessment of the self-sustainability of the established social enterprise (being one of the main outputs of the project), widening the scope of production has been initiated, thus increasing the chances for achieving self-sustainability in the following years;
- The project generated knowledge and key lessons learned in important areas for future development and replication of the economic empowerment mechanism. Further engagement of different stakeholders (institutions and local civil society organisations) demonstrated the willingness to take over the model and implement it with modifications according to the lessons learned in this project cycle.

Key recommendations

- **Advocate for replicating the new model of economic empowerment mechanism further** to other Centers for Social Welfare and civil society organisations working on the protection of women survivors of VaW, by modifying the model to suit the local context;
- **Include the women’s organisations in the project as lead organization or implementing partners** (not merely as assoicates), because of their commitment, knowledge, sensibility and insight into the local women’s situations;
- Ensure the **continuity of communication and insight into the lives of women who participated** in the project after its official ending, in order to track the project impact and to support the women beyond the project achievement –oriented activities.

- **Avoid putting the leading responsibilities in the public institution** because of its specific decision-making procedures and their susceptibility to the political influences;
- **Dedicate effort and budgetary resources for a media involvement**, because of the impact that this project could have for the general raising-awareness related to the gender equality and combating VaW;
- At the project inception, pay attention to the harmonization of the beneficiaries' affinities and capacities and the topics and structure of **trainings so they could be more specifically tailored for their individual needs**;
- **Ensure all the necessary legal documentation regarding the social enterprise** (ownership papers, registration, etc.), so that there are no obstacle later in receiving donations, grants and certificates.

Context of the project

As is the case with numerous societies today, Serbia's fight against VaW stands significantly better nominally, when one turns to the regulatory and institutional framework, than factually, referring to practicing these regulations.

The current government has, in 2014, shut down the long lasting Directorate for Gender Equality (*Uprava za rodnu ravnopravnost*), when the new Coordinating Body for Gender Equality (CBGE) was established. This body is led by Serbia's Deputy Prime minister, Ms Zorana Mihajlovic and it coordinates the work of government bodies related to gender equality issues in Serbia. Unfortunately, the issue of gender discrimination and violence in Serbia is often subject of political campaigns and less so of the political decisions and results. In addition, in a rather turbulent political context, such as Serbian, most of the institutional mechanisms lack continuity in human resources and thus the effect of its policies and efforts, due to the changes in political elite.

As for the regulatory framework, besides the anti-discrimination laws – the *Law against discrimination* (2009) and the *Law on gender equality* (2009), Serbia has ratified the *Istanbul Convention on Preventing and Combating Violence Against Women* in 2013. In addition, after the *National Strategy for preventing and combating violence against women in the family and in partner relations* from 2011, the CBGE has proposed in October 2015 the new *Serbian National Strategy on Gender Equality for the 2016-2020* that was adopted in January 2016. The adoption of this important strategic document, however, was not done in a participative manner, and has thus created a significant resistance among the women's civil society organisations. Its content has been publicly contested over, but no effect was unfortunately achieved. Similarly, in February 2016 CBGE intended to place the new gender equality law into urgent parliamentary procedure but since the proposed law was not the one that was commented during the drafting process (the name of the Law was changed, 11 articles from the first draft were erased, etc), Ms. Mihajlovic withdraw the Law from the parliamentary procedure for additional consultations with women organizations representatives.

At the beginning of February 2016, Serbia published the results of its *Gender Equality Index*¹, making it the first non-EU country to produce an assessment of how equal women and men are in the various fields of society, by applying a broad scale of indicators. The Index was initiated by both CBGE, The Social Inclusion and Poverty Reduction Unit of the Government of the Republic of Serbia and Statistical Office of the Republic of Serbia. The Index shows that, compared with the EU Member States, Serbia's overall score places it in 22nd position with a score of 40.6 points out of 100 (the EU average is 52.9). The Gender Equality Index measures gender gaps in six domains in key policy areas across each of the EU Member States over time - work, money, knowledge, time, power and health – and two additional domains: violence against women and intersecting inequalities. According to Serbian Gender Equality Index, the biggest setback in achieving gender equality in relation to the EU was recorded in the domain of work and money, which implicates the importance of projects and programs like SHE-Empowerment.

¹ See: http://socijalnoukljucivanje.gov.rs/wp-content/uploads/2016/02/Izvestaj_Indeks_rodne_ravnopravnosti_2016_SRP.pdf

Particularly the statistics regarding the femicide in Serbia, according to the latest analysis of the network "Women Against Violence" (*Žene protiv nasilja*), show that only in 2015, 32 women were killed by their partners or family members in Serbia.² The statistics, further more, shows an increase of 5 women for a period of one year (in 2014, 27 women were victims of murder).

Moreover, the last comprehensive statistics on the territory of Autonomous Province of Vojvodina³, research conducted by the Provincial Secretariat for Labor, Employment and Gender Equality in 2010, show that the Province is not spared from the high rates of violence against women - 56.2% of female respondents survived some form of domestic violence during their lives. The most common perpetrators, regardless of the territory, are current and former partners, although the report also points to other family members (father, brother, mother and other relatives) as well as frequent violators.⁴

Safe houses as a mechanism for immediate protection of women survivors of VaW

Safe houses are specialized services that provide shelter for women and children exposed to violence and they represent an essential mechanism in the system of immediate protection from violence in most of the world countries. Safe houses are not intended as a permanent solution, but as a necessary intervention for the temporary relocation of women from the situation of violence which threatens their life and safety. Serbia has opened around ten safe houses for women and children⁵, victims of violence in Belgrade, Sombor, Zrenjanin, Pancevo, Vranje, Sremska Mitrovica, Smederevo, Kragujevac.

Sombor Safe house, in particular, represents one of the most successful examples of the integrated response to violence against women in Serbia. It was built in 2011 as the shelter for women and children from the West District which includes the City of Sombor and municipalities Apatin, Odzaci and Kula with about 215,000 inhabitants. This shelter accommodates up to 26 women and children, survivors of domestic violence or victims of human trafficking, and offers psycho-social support, education, work-occupational and recreational activities, with the aim of overcoming the consequences of violence and prepare the beneficiaries for reintegration into the social environment. While the owner of this safe house is the City of Sombor, the Sombor Center for Social Welfare is in charge of its functioning. Length of stay in a safe house depends on the risk assessment and the recovery period and can last from a week to six months. After the expiration of this period, the responsible Center for Social Welfare team re-analyzes the situation and decides on the extension of residence or leaving the house.

² See: <http://www.zeneprotivnasilja.net/vesti/532-izvestaj-o-femicidu-kampanja-16-dana-aktivizma-2015-godine>

³ Sombor (the city where the pilot project is implemented) belongs to the territory of AP Vojvodina.

⁴ More on these reports on:
http://www.sigurnakuca.net/nasilje_nad_zenama/nasilje_nad_zenama_u_srbiji/rasprostranjenost_nasilja_nad_zenama_u_srbiji.169.html

⁵ According to the 2016 research conducted within the project „Vreme protiv nasilja“ on the public perception of the VaW, shows that 56,9% of people believe that Serbia need more Safe Houses. Source:
<http://www.vreme.com/download.php/system/storage/pdf/1317nas.pdf>

Most shelters, once they are build and equipped, are placed under the jurisdiction of the local Centers for Social Welfare and are planned to act as an integral part of the wider protection system, which includes cooperation with the police, health institutions and other institutions and organizations active in the field of protection from violence against women. The obligations of the central institutions responsible for the protection of violence victims and procedures related to the maintenance and accommodation in safe houses – Centers for Social Protection, are regulated through the *Law on Social Protection* (2011), since there are no more specific regulation that focus solely on Safe Houses.

The Sombor Center for Social Welfare has been one of the partners in UNDP Project “Integrated Response to Violence Against Women in Serbia”⁶ and presently serves as a model for the development of the *Strategy for Combating Domestic Violence of Autonomous Province of Vojvodina*. The Center developed the so called “Sombor model” – a direct data exchange between the Center for Social Welfare and Sombor Police. The SCSW moniotors three groups of women - ones who were proteges of SoSH; ones who are in risk of leaving their homes and coming to SoSH; and ones who are in the social protection system. Since 2003, the SCSW has a record of 7500 reports of domestic violence.

Economic empowerment of women as a mechanism for combating and preventing VaW

When asked why do women remain in a relationship with the violence perpetrator, most of the public in Serbia (25.2%) believes that the reason is the insufficient income of women.⁷ The economic dependence of women often conditions them to remain in the situations of violence. In line with this, economic empowerment for women survivors of violence appears as one of the most effective approaches that can provide necessary services to women survivors. Personal safety and economic security are inextricably linked for victims of domestic violence. For many victims, concerns over their ability to provide financially for themselves and their children are a significant reason for staying in or returning to an abusive relationship.

Aside from the recommendation from UN Women to invest in women’s economic empowerment which sets a direct path towards gender equality, poverty eradication and inclusive economic growth⁸, the *Second National Report on Social Inclusion and Poverty Reduction in the Republic of Serbia 2011-2014*⁹, done by the Social Inclusion and Poverty Reduction Unit states, among other statistics, that the gender gap is high, compared to other EU countries (employment rate for men is 52.4%, while for women 38.1%). Further more, the unemployment rate for women has significantly raised as a result of the worl financial crisis. These statistics clearly show the increasing vulnerability of women and their subjection to violence. Among other recommendations, mentioned in the report, one

⁶ See: http://www.rs.undp.org/content/serbia/en/home/operations/projects/poverty_reduction/integrated-response-to-violence-against-women-in-serbia.html

⁷ See: <http://www.vreme.com/download.php/system/storage/pdf/1317nas.pdf>

⁸ See more at: <http://www.unwomen.org/en/what-we-do/economic-empowerment#sthash.8LDs5Zkz.dpuf>

⁹ See: <http://socijalnoukljucivanje.gov.rs/wp-content/uploads/2014/11/Second-National-Report-on-Social-Inclusion-and-Poverty-Reduction-final.pdf>

is related explicitly to the issue of social entrepreneurship as a mechanism to improve the capacities of vulnerable social groups to achieve their economic independence.¹⁰

In addition, economic empowerment measures were also integrated into the *Program for protection from violence in the family and partner relations in the Province of Vojvodina 2014-2020*, initiated by the Provincial Secretariat for economy, employment and gender equality. The program relies on the premises that the economic dependence from the partner represents one of the most frequent reasons why women stay in the violent relationship, that the economic violence is itself an issue to combat, and that the decision of the woman and a mother to get out of the violent relationship risks poverty and is therefore greatly depending on her ability to reach financial independency for herself and children. The program also includes subsidized employment and self-employment support and measures.

The challenge in developing the social entrepreneurship in Serbia is its lack of existing regulation on this matter. Namely, the *Law on Social Entrepreneurship* has been continuously announced for several years by the different political options in power, but the Serbian government has still not adopted it. This Law, prepared by the Ministry of labor, employment and social protection should, should propose the definition, objectives and principles of social entrepreneurship, formulate the procedures of employment and functioning of social enterprises, suggest development of policies on national and local level to support the social entrepreneurship, as well as other various related issues. It is expected that this law will be adopted in 2016, hopefully as a result of process of consultations with civil society and wider public in Serbia. This would make the procedures related to the establishing and maintainance of the social enterprise much more accessible to wider social groups. Until then, the existing legislation that indirectly addresses social enterprises is the *Law on Associations* (2009) and newer ones - *Law on (Commercial) Enterprises* (2015) and *Law on Cooperatives* (2015).

The most dedicated instance when it comes to the social entrepreneurship in Serbia is the *Coalition for Social Entrepreneurship Development*, established in 2010, within the *Social Economy Network Serbia (SENS)*¹¹, as an informal network of organizations - Balkan Community Initiatives Fund (BCIF), the Trace Foundation, European Movement in Serbia (IPA) program, the Group 484, Development and Cooperation Initiative and SMART Kolektiv. The Coalition was founded with the aim of actively engaging in creating a functional framework of social entrepreneurship in Serbia. One of the priorities of the Coalition is to establish partnerships with relevant social actors - government and private sector, in order to speed up the work on the fulfillment of the main objective.

¹⁰ „Define the Framework for the Development of Social Entrepreneurship, as well as coordination at inter-ministerial level. Link priorities and incentives to the objectives and legal forms of social enterprises (cooperatives, associations and foundations, enterprises for the professional rehabilitation and employment of persons with disabilities, Ltds.)“

¹¹ See: <http://www.sens.rs/en/social-entrepreneurship>

Description of the project

Safe House Economic Empowerment project (SHE-Empowerment) was focused on empowerment of women survivors of violence toward employment and self-employment through the provision of new service of educational and mentoring program in Safe Houses. It was conceptualized with the aim to fill the gap in current institutional response to protecting and supporting women in Serbia that survived violence, by providing them with economic empowerment along with currently provided physical and psychological help that exists in safe houses, thus making that support more effective.

SHEE Project addressed the problem of economic intimate partner violence and women's economic dependence that disables them to start their own independent lives after leaving the Safe House. The project was to assist women survivors of violence to regain self-confidence, gain knowledge/skills, get (self) employed, and provide for themselves and their children. This way, the project was focused on preventing further physical, psychological/emotional and economic intimate partner violence women endure once they go back to the perpetrators, after an economically unsuccessful attempt of independent and violence free life.

As a pilot attempt, SHE-Empowerment project was particularly implemented in one of the Serbia safe houses in Sombor, and it was envisioned to affect primarily women, survivors of violence, from West Backa District (AP Vojvodina), and contribute to building their capacities to initiate new, economically independent lives for themselves.

The Project lasted for two years and 3 months (from December 1st 2013 to February 29th 2016), with one three-month no-cost extension period. The overall budget for the project was \$186.000. Total UNTF grant amount is \$174.500 (total project expenditure \$180.940).

The main **Project objective** was to empower women, survivors of violence from West Backa district, and build their capacities to initiate economically independent lives. In order to achieve this objective, the following strategies were envisaged:

- 1) Establishing new self-sustainable service for economic empowerment of women survivors of violence
- 2) Changing individual knowledge and attitudes
- 3) Creating opportunities for women to exercise social, economic and political rights

Project outcomes were anticipated in two main focuses – establishing new service and generating substantial change for the final beneficiaries:

Outcome 1: New, self-sustainable service to help women survivors of violence achieve their economic independence is established in Sombor Safe House

Output 1.1: Trainings and courses for economic empowerment of women survivors of violence have become an integral part of Sombor Safe House service

Output 1.2: Sustainable financing of education within Sombor Safe House is fully established

Outcome 2: Women from Sombor Safe House and women users of Sombor Center for Social Welfare

services are applying gained knowledge and using Sombor Safe House network to start businesses, find new, or advance in existing jobs

Output 2.1: Women violence survivors gained new knowledge on business startup and small business management

Output 2.2: Women violence survivors gained technical and social skills and motivation for employment of their choice

Output 2.3: Women established a network with private sector organizations relevant to their future (self) employment.

Primary beneficiaries of the project were 48 women – former and at the time current beneficiaries of SoSH, as well as the women who have survived or are in the risk of violence, who were not direct beneficiaries of Sombor Center for Social Welfare and SoSH, but were identified through local women’s organizations that work closely with the SCSW. The project directly addressed and involved 25 economically dependent women that experienced some kind of violence, and another 23 women in risk of being in a violent situation and beneficiaries of the SCSW.

Secondary beneficiaries and stakeholders of the project were social welfare workers from both SCSW and from other potential center that would replicate this model in the future, various government instances that are dealing with the issue of VaW, educational professionals, private sector employers, community based groups/members:

- **Center for Social Welfare Sombor** included in their program of services a new service for economic empowerment of women survivors of violence;
- **The City of Sombor, Provincial Secretariat for Economy, Employment and Gender Equality and Provincial Secretariat for Agriculture, Water Management and Forestry** successfully supported the new innovative service in the Province of Vojvodina, that could be replicated to other provincial institutions;
- **Representatives of Serbian government (Serbian Government's Coordination Body for Gender Equality, Ministry of Labor, Employment and Social Policy, Serbian Government's Social Inclusion and Poverty Reduction Team** gained insight (during the final sharing conference) into the results and the potential follow up of the project;
- **Representatives of Centers for Social Welfare and Safe Houses** gained knowledge of the new model for service, along with the lessons learned and recommendations for further replication;
- **Education professionals** gained experience and knowledge of replicable practices and/or initiatives which can help local CSOs in their own gender-sensitive education;
- **Private sector representatives** received opportunities to put their CSR principles into practice within an innovative pilot program;
- **Community based groups/individuals** created connections and ground for further cooperation that would enable them to join their individual efforts aiming at economic empowerment of women.

The project was **funded** by the UN Trust Fund to End Violence Against Women, while the Provincial Secretariat for Economy, Employment and Gender Equality and Provincial Secretariat for Agriculture, Water Management and Forestry have provided institutional support for the development of new social service in Vojvodina.

In addition to the Fund B92, the **lead organisation** on the project, other two **implementing partners** were the SMART Kolektiv and the Sombor Center for Social Welfare. While SMART Kolektiv possesses valuable experience in the development of social entrepreneurship and established network of contacts in the private sector, the Sombor Center for Social Welfare is a pioneer in the application of integrated institutional response to violence against women and managed the Sombor safe house. The services that are available to the beneficiaries of the SoSH include various kinds of social services in accordance with the *Law on Social Protection*, but, however, has no activities related to economic empowerment of women.

Beside these three partners, important **associates on the project** were also women's associations and groups: "Breathe Life" (*Udahni zivot*) from Stanisic, and the association "Sombor initiative" (*Somborska inicijativa*) from Sombor, which established in April 2015 the social enterprise "Good Garden" (*Dobra basta*), together with the Fund B92.

In addition to institutional support and cooperation with organizations, initiatives and companies in the project, valuable **contributions** were made by the independent experts from the private and public sector, who have invested their knowledge not only in structuring the business plan for the social enterprise, but also in numerous trainings that were held as part of the project.

Project activities were conceptualized to fully implement the new model of the service for economic empowerment in the SoSH, that included training for women survivors of violence and/or members of vulnerable groups of the population, and networking with the private sector representatives who are able to invest resources into this project. Through training, these women acquired knowledge, skills and confidence to deal with the challenges of and independent and sustainable economic existence. The new model also included the establishment of a social enterprise, whose profits would ensure that the program eventually becomes self-sustainable. The enterprise was to be managed by the training participants, after successful completion of educational modules, and its purpose was to invest in continuing education and empowerment of women survivors of violence or the ones at risk.

Prior to the series of trainings held within the SHEE Project, collection of data on potential participants and their preferences for employment was made. Different types of trainings were held:

- General trainings that enhanced skills of verbal expression, teamwork, conflict resolution, developing negotiating capacity, which are focused more on empowerment of women, in private and in working environment;
- Another group of training was addressing the issues of financial literacy, finding potential financial resources and researching the market conditions and initiating self-entrepreneurship;

- Finally, practical trainings offered the knowledge of specific skills, such as organic production of fruits and vegetables, drying fruits and vegetables or making soap from natural ingredients (workshop was held with the support of small enterprise *Bio-Idea*), etc.

In total, 48 women (age 22 to 68) have passed the 8 training sessions.

After the initial business plan, made with the support of external expert, a social enterprise „Good Garden“ was established within the SoSH, as a result of the project. Main activity of the social enterprise was the organic production of vegetables. Greenhouse production (2 greenhouses on the surface of around 200 square meters) was established on land that already existed within the SoSH, so it was not necessary to finance additionally the purchase of the land. Activities related to the products of the "Good Garden" included: selling the products in the market place, supplying local restaurants, direct delivery to customers in Sombor, supply of various stores, direct supply to the store "Geaorganica" in Novi Sad. It was initially planned that the production and sale of vegetables during the first year was to cover the whole local market in the Sombor district. Part of the product was intended for organized meals within the SoSH, while the rest was to be distributed within the local district. The generated profit was intended to further business development of the "Good Garden" social enterprise, as well as for launching new services for economic empowerment in the SoSH and SCSW. The „Good Garden“ employs two woman on the position of the enterprise Manager and Production Coordinator .¹²

Through the project, a list of socially responsible employers, businessmen, banks and other private sector representatives was formed, in order to ensure that the new service for education and economic empowerment of women continues after the completion of the project. During this process, the SMART Kolektiv has identified potential contributors in the private sector, together with the *Responsible Business Forum* organized by the *Corporate Social Responsibility and Partnership Fair* where "Good Garden" participated as a guest. The conference participants presented existing policies, possible opportunities for cooperation between social enterprises and the business sector, various support programs, successful social enterprises and innovative practices in this field. The women of the "Good Garden" have made some useful contacts and promoted their work.

In 2015, the “Good Garden” has enrolled in the SMART Academy, two-year program created with the objective of assisting organizations to develop and implement innovations in their sustainable and efficient functioning. At the pitching forum of the SMART Academy, within the regional *Forum for Social Inovations* in April 2016, the “Good Garden” was awarded with two prizes, as well as with the prize from the audience.¹³

Parallel to the activities in Sombor, Fund B92 has developed a wide media campaign, consisting of the campaign segments, focused on the „Good Garden“ products in the local media in the western

¹² The Provincial Secretariat for Economy, Employment and Gender Equality recognized the potential of this pilot model and placed it as an example of good practice within the *Program for Economic Empowerment of women who have experienced domestic violence or violence in an intimate relationship*, adopted in December 2014.

¹³ See: http://www.b92.net/biz/vesti/srbija.php?yyyy=2016&mm=04&dd=24&nav_id=1123796

parts of Backa (during September and October 2015) on one hand, and online campaigns for the overall SHEE project focus – the economic empowerment of women, on the other. Media contents and promotional materials through which the campaign was carried out were: newspaper articles, banners, advertisements (radio and TV advertising), promotional materials (flyers and bags), outdoor campaign, branded booth "Good Garden" Sombor at the market place, social networks and the project's own webpage.

As the final media event on the SHEE Project, a two day sharing Conference *Economic Empowerment of Women as One of the Key Factors in Prevention and Protection from the Violence Against Women* was organised in Cultural Center REX (Belgrade) on February 25th and 26th 2016, in order to present this practice to decision makers and various other stakeholders, promote its effects and open up the space for its further replication. During these two days, over one hundred representatives of Social Services Centers, Safe Houses, local and national decision makers, women's organizations and activists fighting violence against women, private sector representatives, as well as media representatives took part in the conference, along with 16 primary project beneficiaries.

Purpose of the evaluation

As indicated in the Terms of Reference, the mandatory Final Project Evaluation aims to assess the progress made towards the achievement of the overall and specific objectives based on the project proposal, current data and direct observation. It will offer the analysis of different aspects of the Safe House Economic Empowerment Project, based on its relevance to the targeted beneficiaries, including primary beneficiaries (women who survived violence or are in the risk of being victims), secondary beneficiaries (social welfare workers, various government instances, private sector employers, community groups/members), and communities, while also exploring the levels of effectiveness and sustainability of the project, and the roles of the lead organization and implementing partners in achieving its results. Furthermore, the evaluation is used as a tool for drawing on lessons learned, unexpected results and challenges, best practices, and subsequently generate recommendations for future continuation and up-scaling of the initiative. The evaluation outputs will, hopefully, offer valuable insight not only to the implementing partners, but also to potential future users and implementers of the replicated model.

The results and findings of this evaluation will also be insightful, based on recommendations and lessons learnt extracted, for the enhancement of wider coordinated response to violence against women in Serbia.

Evaluation Objectives and Scope

As stipulated by UNTF, a final external project evaluation is mandatory for all UNTF-funded projects. As a result, the end of project evaluation was undertaken to achieve the following **objectives**:

- a. To evaluate the entire project in terms of effectiveness, relevance, efficiency, sustainability and impact, with a strong focus on assessing the results at the outcome and project goals;
- b. To generate key lessons and identify promising practices for learning;
- c. To determine the project's achievements and goals;
- d. To provide recommendations that may be used in future programming and strategy;
- e. To provide recommendations for possible replication of the project model;

The evaluation **scope** covers all areas of implementation, and all activities implemented by Fund B92 and its partners.

The evaluator examined how the project has catalyzed change in attitude, knowledge, skills and/or behavior among women who have participated in the project, but also the attitudes among the other stakeholders (friends and relatives of women participants, SoSH workers, community members, private sector representatives, etc.), thus establishing the grounds for possible theory of change for some of the other mechanisms for combating VaW. Adjacently, the evaluation looks specifically at how

the project activities have strengthened response mechanisms among service providers (SoSH and SCSW), how the social enterprise developed the conditions for its sustainable functioning beyond the project ending and to what extent does the community offers response – weather it is the support or lack of it. Lastly, the evaluation aims to analyze the factors that are conditioning the successful implementation of the model in question, in order to understand, anticipate and formulate recommendations for its further replication and modification.

Evaluation Consultant

Evaluators’s CV is available in the [Annex 8](#) document.

Evaluation questions

As stipulated by the ToR, the key questions were made in relation to the main evaluation criteria:

Evaluation criteria	Evaluation questions
Effectiveness	<ul style="list-style-type: none"> • To what extent were the intended project goal, outcomes and outputs achieved and how? • To what extent did the project reach the targeted beneficiaries at the project goal and outcome levels? How many beneficiaries have been reached? • To what extent has this project generated positive changes in the lives of targeted (and untargeted) women in relation to the specific forms of violence addressed by this project? Why? What are the key changes in the lives of those women? Please describe those changes. • What internal and external factors contributed to the achievement and/or failure of the intended project goal, outcomes and outputs? How? • To what extent was the project successful in advocating for legal or policy change? If it was not successful, explain why. In case the project was successful in setting up new policies and/or laws, is the legal or policy change likely to be institutionalized and sustained?
Relevance	<ul style="list-style-type: none"> • To what extent was the project strategy and activities implemented relevant in responding to the needs of women? • To what extent do achieved results (project goal, outcomes and outputs) continue to be relevant to the needs of women?
Efficiency	<ul style="list-style-type: none"> • How efficiently and timely has this project been implemented and managed accordance with the Project Document?
Sustainability	<ul style="list-style-type: none"> • In what way the achieved results, especially the positive changes generated by the project in the lives of women at the project goal level, going to be sustained after this project ends?
Impact	<ul style="list-style-type: none"> • What are the unintended consequences (positive and negative) resulted

	from the project?
Knowledge generation	<ul style="list-style-type: none"> • What are the key lessons learned that can be shared with other practitioners on Ending Violence against Women and Girls? • Are there any promising practices? If yes, please elaborate and explain in what way that promising practices could be replicated in other projects and/or in other countries that have similar interventions?

Evaluation methodology

The evaluation matrix was guided by the UNTF to End Violence against Women Guidelines for End-line Data Collection and Final External Project Evaluations.

Sub-sections	Input by evaluator
Description of the evaluation design	<p>The evaluation was carried out as post-test evaluation without the comparison group, in four phases (inception and preparation, data collection and fieldwork, analysis and draft report and final reporting) between March and April 2016.</p> <p>The steps undertaken for the evaluation were as follows:</p> <ol style="list-style-type: none"> 1. Inception meeting with the Fund B92 on March 15th 2016 – discussion about the purpose, objectives and the scope of the evaluation, expectations from the evaluator and the proposed timeline of the evaluation process. 2. The inception report written and sent to Fund B92 on March 27th 2016, stating the main points of the evaluation and the conditions under which it is conducted, after which both Fund B92 and the evaluator have agreed upon that they share the same understanding about the evaluation. <p>An inception report elaborated on the evaluation questions and proposed methods, sources of data and data collection/analysis procedures for each question. It also included the proposed schedule of field visits and interviews so that the Fund B92 could organize the meetings and interviews for the evaluator.</p> <ol style="list-style-type: none"> 3. Data collection through desk research was done in the period from March 20th to March 29th 2016. In the meantime, continual communication between the evaluator and the Fund B92 helped setting the final dates for the needed interviews. 4. Interviews with project participants, beneficiaries and stakeholders were conducted in the period from March 29th to April 7th, in Belgrade, Sombor and Stanisici. 5. Interviews transcription, data analysis and formulation of findings and recommendations – from April 1st to April 10th 2016. 6. Drafting a report to be sent for the revision to Fund B92 and UNTF by April 18th 2016. 7. Modifying according to the received feedback from Fund B92 and UNTF and completion of the final report, to be sent by May 13th 2016.
Data sources	<p>Data was gathered from various sources:</p> <ul style="list-style-type: none"> • Relevant public documentation (regulative and institutional framework relevant for the issue of combating VaW, media reports, etc.) • Project documentation – documents and materials produced within the SHEE Project • In-depth interviews with Project beneficiaries and stakeholders

	The detailed list of sources is available in Annex 7
Data Collection Methods	<p>Data was collected through desk review and data collection during field visits to Sombor, Stanisici and Belgrade (Serbia).</p> <ul style="list-style-type: none"> • Desk review - overview of legal and policy documents on both violence against women and social entrepreneurship, as two major thematic focuses in this project, as well as the detailed analysis of all project documentation (listed in the previous section). • Field visits - when visited Belgrade, Sombor and Stanisici, semi-structured interviews, with initial questions based on the evaluation design, were carried out. Respondents were selected based on their relevance and involvement with the project. The interviews were conducted individually or with small groups (typically two people), depending on circumstances and availability. In total 12 interviews were conducted, during 3 field visits: in Belgrade – with project staff, implementing partners, consultants; in Sombor – with Safe house staff, Center for Social Welfare representative, beneficiaries; in Stanisici – with beneficiaries and project partners. The list of the persons that interviews were conducted with, their role in the project, along with the interview dates, are given below. <p>Full schedule of field visits for the evaluation purposes is available in Annex 6 document. In order to analyze collected data, the evaluator used several analytical methods which include content and comparative analysis. Content analysis was used to analyze documents, interview records, field observations, and any qualitative data that emerged as a result of the project and was used to identify trends and themes for each of the evaluation criteria. This was also used to highlight gaps and opposing trends. Comparative analysis was used to examine changes along the project lifetime. In addition, validation of findings was done through utilizing different data collection methods (document review, interviews) whenever possible. This was used to corroborate the quality and validity of findings.</p>
Ethical considerations in the evaluation	The evaluation was conducted in accordance with the principles outlined in the UN Evaluation Group (UNEG) 'Ethical Guidelines for Evaluation.
Limitations of the evaluation methodology used	<p>Due to availability of the interviewees during the evaluation period, some of the actors were not interviewed, although among the interviewees there were at least one representative from key stakeholders and beneficiaries.</p> <p>The immediate evaluation after the project ending limits the insight into the full scope of the outcomes and results that this project will possibly have in near future.</p>

Findings and Analysis

Evaluation Criteria	Effectiveness
Evaluation Question 1	To what extent were the intended project goal, outcomes and outputs achieved and how?
Response to the evaluation question with analysis of key findings by the evaluator	The project made perceptible contributions to the overall project goal. Referring to the Outcome 1, the new self-sustainable service of economic empowerment of women who have survived violence, has been fully established through several achieved steps:

	<p>1) Employees at the SoSH and SCSW were trained and educated about the concept, procedures and functioning of the social enterprise. They demonstrate awareness and knowledge about the significance and potential of such service within their institution and the social protection system in general;</p> <p>2) The social enterprise „Good Garden“ was founded with the full operating decision-making infrastructure. Both the Board of Directors and Founding Board consist of cross-sectoral membership which represents an important factor in ensuring that the enterprise remains close to its initial purpose – as in the wider social and political context, it is valuable to always have both representatives of institutions and civil sector (local CSOs) in order to have a watch-dog actors that could prevent the political changes, and consequently changes in the institutions, to radically modify the functioning of the social enterprise and thus the new service as well;</p> <p>3) The 2 greenhouses were built on the ground of the SoSH, over the territory of around 200 square meters. Even though the two greenhouses used the available space to the full extent, the consultants stated that it is not sufficient for a long-term sustainability and full development of each aspect of the production.</p> <p>4) Officially formulated <i>Procedures and Distribution of Responsibilities</i>, regarding both the new service within the Center for Social Welfare and the social enterprise, have been agreed upon between Fund B92 and the SoSH and SCSW and will be an integral part of the information given to each potential future implementer. Nevertheless these documents address the general procedures, primarily related to the beneficiaries, but do not cover the specificities of the „Good Garden“ social enterprise (e.g. spatial needs)</p> <p>5) Trainings and courses for economic empowerment of women have been realized according to the plan, covering different areas of knowledge and practical skills, and have become an integral part of the new service in SoSH and SCSW (Output 1.1.). After the project ending it is expected that trainings will be financed through generated profit from the “Good Garden”, already obtained small grants and additional support from private sector. Nevertheless, it is expected that the further development of the social enterprise will be able to fully support the education program (Output 1.2.), because its profit is not yet stable at the end of the first year of its existence. The final evaluation, in this sense, could not give any more certain assessment, since, according to the interviewee from the SMART Kolektiv, the claim of sustainability for a social entrepreneurship could not be made before the third year of functioning. Nevertheless, the promising facts are that Provincial Secretariat for Economy, Employment and Gender Equality has donated, after the official end of the project, a small grant for continuation of organic production trainings. Additionally, “Good Garden” has made an agreement to enter into partnership with local NGO “Breathe Life” from Stanisci and expend its production capacities. In addition, the SE has just received a financial grant from the <i>Forum for Social Inovation</i> in order to support further activities.</p> <p>As anticipated in the Outcome 2 of the project proposal, the SHEE Project made a change in the knowledge and skills women gained through educational trainings, but even more, in their self-confidence and motivation to take pro-active approach in pursuing their economic independence. In total, organizing 10 various trainings (consisting from 2 to 10 modules) have offered knowledge and skills in different aspects:</p> <ul style="list-style-type: none"> • enhancing skills of verbal expression, teamwork, conflict resolution, developing negotiating capacity, presentation skills; • improving financial literacy, skills of finding potential financial resources and researching the market conditions and initiating self- entrepreneurship (Output 2.1);
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	<ul style="list-style-type: none"> • specific practical skills, such as organic production of fruits and vegetables, producing dried fruits and vegetables, decoupage decorations or making soap from natural ingredients, etc. (Output 2.2). <p>The baseline report, in particular, the interviews done with the women participants have shown that participation of women in decision making process and disposal of household budget are at a very low level (50%). Despite the fact that women were somewhat included in household budget disposal, the final decision about what the money would be spent on was made by the husband/partner. Women perceive that economic dependence (lack of paid job and personal incomes) directly determines the level and quality of their participation in family decision process and disposal of household budget. Although women estimated that there was support within family towards their work engagement, there was no support when it comes to investing in their personal and professional development (courses, education, etc.). Interviewed women mostly do not have the support from their children and their family for their business ideas. Also, there was low level of women’s perception of their efficiency and self-confidence concerning abilities and skills they own, and at the same time, they value highly information and knowledge that they would receive during economic empowerment training.</p> <p>Most of the interviewees have expressed their satisfaction with the noticeable change in the substantial confidence that women have gained, due to the solidarity among themselves, created through this program, but also through trainings that offered new insights into the potential business engagement (Output 2.2).</p> <p>Beside the capacity building of the women who participated in the program, one of the important outputs (2.3) was establishing a network with private sector representatives relevant to their future (self) employment and the development of the social enterprise “Good Garden”. Even though, the network with the private sector representatives was established, the network potentials were not utilized to the full extent during the project period.</p> <p>SMART Kolektiv, as a CSO with the expertise in social entrepreneurship, was the responsible partner for mediating this communication between women and the private sector. They mapped potential private sector partners and have, together with <i>Responsible business forum</i> (RBF), organized two CSR Forum and Partnership Fairs (in 2014 and 2015). The Fair promotes cooperation between social enterprises and private partners. The important outcome of the so called „speed-dating“ segment of the Fair and Conference was that the „Good Garden“ had met and negotiated with 13 international and domestic companies about the potential support it could get and three of them expressed strong interest for cooperation and/or support.</p> <p>According to the opinion of SMART Kolektiv representative, part of the reasons for not being able to realize and maintain cooperation with the private sector (after the successful initial meeting with business sector representatives) was somewhat uncoordinated timeline of the project to a timeline of the business sector functioning (e.g. it took some time to develop the individual business plans for each woman, in order to present it to business sector, which dissolved the intensity and frequency of the meetings and communication; at the time when the official visit for the business sector to the “Good Garden” was to be organised, in September, the timing for the business sector was wrong, since that represent the most intensive work period for them). In addition, an important factor that influenced a lack of financial support from the private sector were extensively long formal procedures, registration of social enterprise, opening of the bank accounts, which have certainly slowed down, or stopped the possibility of companies donating resources to the “Good Garden” itself.</p>
Quantitative and/or qualitative evidence	Interview with the Manager of the SoSH and and employee of the SCSW claims that the new service envisioned within the SHEE Project represents an improtant

<p>gathered by the evaluation team to support the reponse and analysis above</p>	<p>progressive step in the social welfare system, but also that this mechanisms is not limited only to Center for Social Welfare and Safe Houses, but could be used in the future by various civil society organizations and associations as well.</p> <p>Endline data show that before joining the program, women were mostly in the group of medium and long-term unemployed workers - 93% of women were unemployed, mostly for more than 5 years, and 6 women were unemployed for more than 10 years. As emphasized in the base line analysis this is connected with the different factors – position of women survivors of violence (SOV) general situation on labor market, lack of adequate job opportunities, etc...At the same time, all participants claim that after the project implementation they can easily make a list of the different jobs they are can do. It is also significant that they show more self-confidence to start business of their own. Women’s potential to provide economic security for herself and her children has increased. Observed changes are related to improvement of their position on the labor market, increase of their basic knowledge and skills for active job searching and, as most significant factor, change of their attitude towards job searching.</p> <ol style="list-style-type: none"> 1. They have realized the importance of qualitative self-promotion on labor market and especially during the job interview and job application process; 2. They have realized significant of positive and proactive attitude towards job searching. They have increased their knowledge about different sources of information about job opportunities. 3. They understood the importance of National Employment Service and other institutions in job seeking process, and they also realized the importance of positive attitude towards these institutions. <p>Project documentation and archive presented on the SHEE Project website supports the evidence of the successfully achieved project goals.</p>
<p>Conclusions</p>	<p>The project was effective in achieving all the activities related to the establishment and running of the social enterprise “Good Garden”, the trainings for the women participants and visibility activities that were to promote and disseminate experience and lessons learned from the pilot project.</p> <p>In addition, the spatial insufficiency of the two greenhouses that seems to be an important factor in the sustainability perspective of the SE, could have been anticipated when the business plan for the “Good Garden” was prepared. In that sance, an important lessons learned from the project piloting, for the future implementers, is that the spatial aspect should be carefully planned and assessed prior to the development and conceptualization of the service, since the size of the greenhouse directly influences the sustainability of the production (the Coordinator of the “Good Garden” stated that minimum of 400 square meter, double the existing, is needed for the sustainable production);</p>

<p>Evaluation Criteria</p>	<p>Effectiveness</p>
<p>Evaluation Question 2</p>	<p>To what extent did the project reach the targeted beneficiaries at the project goal and outcome levels? How many beneficiaries have been reached?</p>
<p>Response to the evaluation question with analysis of key findings by the evaluator</p>	<p>The SHEE Project was intended to reach the women from the West Backa District. In total, the project has reached 48 women (although it initially set 40 women as a goal) from Sombor, Apatin, Stanisici, Prigrevica, Gakovo, Kula, Kolut, Kljajicevo,. These women were mostly the ones that belong to the vulnerable population as economically dependent and with the experience of some kind of violence, although not necessarily direct beneficiaries of Sombor Centre for Social Welfare and SoSH, but were primarily identified and mobilized through local women’s organizations and</p>

	<p>groups that the SCSW is acquainted with.</p> <p>Most of the interviewees have confirmed that the local women’s organisations had a primary role in the recruitment and selection of women, because of their direct on-ground work and continual communication with local women, as well as their in-depth knowledge of the situations that these women live in. The evaluation thus points to the recommendation for the greater involvement of the women groups and associations, specially the local ones, in all phases of the project implementation (planning, recruitment, education, etc.).</p> <p>Further more, on one hand, there are some disagreements on the selection criteria used by the SCSW, expressed by some of the interviewees with different roles in the project, since not all of these women were in the direct risk of domestic violence or have survived it, as was initially intended by the project leading partner. On the other hand, both the Director of the SCSW and the external consultant have raised a very important question if the direct beneficiaries of the SoSH are actually strong enough and recuperated enough to engage in trainings and work in the social enterprise. Also, along with that question, the consultant expressed concern about whether the social enterprise damages the security issues and ignores the fragility of the direct beneficiaries of the SoSH. These are certainly one of the most important conditional concerns for any further implementation of this model.</p>
Quantitative and/or qualitative evidence gathered by the evaluation team to support the reponse and analysis above	<p>Endline data show that during the period of the project forty eight (48) women were supported through different educational programmes. Age range of women participants was from 22 to 68 years.</p> <p>Interviews with women participants and with the SCSW and SoSH representatives have all indicated the question of the selection criteria, as well as the beneficial involvement of the local women groups.</p>
Conclusions	<p>Besides recruitment of the women that was done by the SCSW, the significant role in the Project also had a local women’s groups and organisations who mobilized and supported the women throughout the project duration and afterwards. Regarding the issue of involvement of the women beneficiaries of the Safe House, into the social enterprise, the evaluator’s conclusion is that, due to the vulnerability and priority of psychological support to the women who escape the violent situation and come to the Safe House, it would be perhaps better to shift target groups to the women who are beneficiaries of the Center for Social Welfare, as the ones who are at the risk of violence or are streghened in the Safe House environemnet and are ready to be socially re-integrated, as well as those women that are recognized by the local women groups as one that would benefit from the economic empowerment.</p> <p>Nevertheless, for the further potential replication of this model, it would be important to make a substantial to map the potential project beneficiaries at the very beginning of the project, set the clear and crietria for their recruitment and selection and consistently conduct the selection.</p>

Evaluation Criteria	Effectiveness
Evaluation Question 3	To what extent has this project generated positive changes in the lives of targeted (and untargeted) women in relation to the specific forms of violence addressed by this project? Why? What are the key changes in the lives of those women? Please describe those changes.
Response to the evaluation question with analysis of key findings	The baseline report states that women were motivated to participate in trainings and their expectations were to expand knowledge. Even though they did have certain undeveloped business ideas, they felt insecure and still hesitated to take over some risk in business start-up. Their insecurity was assessed to be partly due to a lack of

<p>by the evaluator</p>	<p>specific knowledge and experience in business start-up. They were lacking ability to recognize what they already have in terms of resources or what they know. Interviewed women showed low level of self-awareness regarding their abilities, skills and competences for finding a job. It was also obvious the lack of self-respect among interviewed women, regarding abilities/competences which are competitive and useful in the labor market.</p> <p>Changes in the knowledge and skills: Women's entrepreneurship promotes economic development, improving gender equality and ensuring their better economic status, quality of life, standard of living, especially those who have a history of violence, as implicated by the measures proposed in the Second National Report on Social Inclusion and Poverty Reduction in the Republic of Serbia 2011-2014. As previously stated, the conducted trainings have provided women with diverse knowledge and skills related to both practical crafts and running and managing business. Additionally, the women have received useful advices on the interpersonal relations in team-work, presentation of their ideas and negotiations with potential business partners and supporter.</p> <p>Changes in the psychological capacities (self-confidence, motivation, etc.): The interviewees suggest that the women have demonstrated high level of solidarity towards each other, as well as the enthusiasm for the team work. Some of the interviewees have even stated that the positive change in the attitudes of women was visible from one training to another. They have expressed strength and willing to learn and exchange knowledge and support each other in individual business ideas. As the qualitative analysis within the Endline research shows, the actual employment status of women changed - some of them got hired, and there was also significant positive change in their attitude toward self-employment and search for job (12 women applied for a job, 13 women have started preparation for the joint business and 1 woman has started business of her own on a basis of connections made through private sector network).</p>
<p>Quantitative and/or qualitative evidence gathered by the evaluation team to support the reponse and analysis above</p>	<p>Baseline analysis pointed out differences in women's living conditions, social status, education, disposal of finance and other material recourses, so it was necessary to apply individual approach.</p> <p>Women who had participated in educational programmes of SOSH, talk about their impression that now they have greater control over their lives. They feel more self-confidence during the decision making process, and they do not hesitate in their decisions as they did before. Their capability of making decisions of their own also raised, they are also more independent than they have been before.</p> <p>There are some noticeable and significant changes in their attitude towards job searching - from passive and pessimistic view to proactive and optimistic attitude (90% of total number of women). With the increase of their self-confidence the level of their expectations also raised and they believe that their search for adequate job will be much easier now and that the results will be more favorable.</p> <p>Their self-perspective has changed, and now they see themselves as agents of desirable changes, say that they are having greater control over their lives. 75% of participants think that success in job searching depends on them.</p> <p>Women feel that higher level self-confidence and ability to communicate openly brought some positive changes in their lives in general and specifically in improving their employment status.</p> <p>Observed changes indicate that there has been some significant changes in women's personality. Most of women testify about:</p> <ul style="list-style-type: none"> • greater self-confidence • better self-perspective about their knowledge and skills • positive self-perspective in general

	<p>There are some changes on deeper level of personality - their locus of control has changed from external to internal, they believe that now they have higher control, and base their success on their own work.</p> <p>Self-confidence, internal locus of control, internal attribution, self-perspective about higher personal potentials and positive self-evaluation are important for gain economic independence in life. These changes are triggered by their participation in educational trainings and support they had received in SoSH programmes.</p>
Conclusions	<p>The change generated primarily in the attitudes, but also in the capacities, of women is noticeable and confirmed by all the project actors. Women felt strengthened and supported (primarily by other women) to use the knowledge and skills they gained through the program and develop further their business ideas. Some of them have also changed their actual economic circumstances, by getting a job or starting the search for a job. Nevertheless, it seems very challenging to maintain their positive attitude due to the project ending and unfavorable context (primarily economic situation in the country).</p> <p>It would be important to include in the project, for future implementers, as an integral ending activity, to stay in contact with the women participants for several months to a year, in order to acknowledge the full scope of the change the service has made in their lives, as well as to continue supporting women in any way available.</p>

Evaluation Criteria	Effectiveness
Evaluation Question 4	What internal and external factors contributed to the achievement and/or failure of the intended project goal, outcomes and outputs? How?
Response to the evaluation question with analysis of key findings by the evaluator	<p>External factors</p> <p>Cultural factors: Cultural attitudes play a significant role in the lives of these women. Specifically in the areas of lower urbanization, there is a strong re-traditionalization patterns that have been noticed in recent decades. The presumed gender roles place women in the house and in the service of motherhood and marriage, rather than support their self-development and professional engagement. Culture is difficult to change but small strides were taken in this intervention area, through the public campaign and communication with local community that effected to some extent the existing perception. Nevertheless, changing culture norms is a long-term process and it was assessed that the level of community acceptance was challenged by these norms.</p> <p>Socio-economic factors: As The <i>Second National Report on Social Inclusion and Poverty Reduction in the Republic of Serbia 2011-2014</i> states, the gender gap is high, compared to other EU countries (employment rate for men is 52.4%, while for women 38.1%). Further more, the unemployment rate for women has significantly risen, as a result of the world financial crisis. These statistics clearly show the increasing vulnerability of women and their subjection to violence. Unfortunately, since the economic situation in the country has not significantly change in last decade, the climate for the employment and self-employment is very unfavorable. Even though beneficiaries of the project got the knowledge and skills through trainings, and even more important, the self-confidence and motivation, they are facing a very challenging labor market in Serbia.</p> <p>Political factors: The impact of the political context on the implementation of the project is one of the few issues that all the stakeholders and participants have agreed upon. Having in mind the authoritarian character of the current political leaders, the politics is deeply influencing every part of the state system (and to a great extent the business and media sector as well). Further more, one of the main project partners is the state institution – the Sombor Center for Social Welfare, so the political changes have highly effected some decision making processes during the project.</p>

	<p>The specificities of the business sector as strategic partner: As explained by the SMART Kolektiv representative, during the interview, if one wants to enter into the partnership with business sector – companies, there are certain “rules of the game” that need to be recognized in advance and calculated in the timeline and resources of the project. Although it is not the only reason for small response from the companies to financially support the “Good Garden” and some of the individual start-ups of women participants, which was additionally set as one of the potential objectives during the project, the communication needed to be more direct (in person) and more dynamic and persistent. Also, their annual dynamic is also something to pay attention to, when planing the activities, e.g. avoiding the summer months (holidays) or the very end of the year (annual account finalization), etc.</p> <p>Internal factors</p> <p>Institution as a project partner: Most of the interviewees have expressed to some extent critical attitude towards the approach of the SCSW, as a public institution. Although many of them had good things to say about their employees and director, the way that and institution functions and makes decisions has presented a significant challenge to the project. Firstly, the aforementioned issue of the political pressure that is mostly manifested on the public sector on all its levels, and secondly, their lack of insight and communication when it came to recruitment of the women participants. As mentioned before, it was unanimously concluded among the actors of the project, that the women’s organisations have played a crucial role in mobilizing the women and supporting their mutual networking and cooperation (women’s organisations that were contacted for this project were selected by the SCSW, based on their previous cooperation). Also, the women’s organizations, out of which many are focused particularly on working with women who have survived violence, hold valuable knowledge, sensibility and experience that would be useful in this kind of models.</p> <p>Women’s solidarity: One of the internal factor that multiplied the positive impact of the project is certainly the strong solidarity that has generated among the participants of the project, and further more, other actors such as consultants, implementers, local organisations and groups. This factor, recognized and emphasized by most of the interviewees, is also a strong condition for the sustainability and follow up of the SHEE Project.</p>
<p>Quantitative and/or qualitative evidence gathered by the evaluation team to support the reponse and analysis above</p>	<p>Numerous reports show that the country is in a very challenging times, where politically, economically and cultuery women seem to be the vastest vulnerable group at the time, baring most of the consequences of such situation. Reports on violence against women show the connection between the wider socio-economic conetxt and the vulnerability and susception of women to gender-based violence. (elaborated more in the aforementioned section “Context of the project”).</p> <p>All interviews have confirmed and emphasized the solidarity that has emerged among women as one of the most intensive and important outcome of the SHEE Project.</p> <p>Representative from the SMART Kolektiv has elaborated the specificities of the cooperation with the private sector that would need to be takne into account more, if the model is replicated.</p>
<p>Conclusions</p>	<p>Even though the socio-economic and cultural context, when it comes to the issue of gender equality, represents a challenge for such project as SHEE, the most effective external factor was the influence of the political elite that put pressure on the SCSW and consequently on the project as well. It should be perhaps, thus, avoided in future implementations of this model, to put the leading responsibilities on the public institution because of its specific decision-making procedures and their susception to the political influences.</p>

	In addition, it is of utmost importance to understand the purpose of the integrated response to VaW, as it affects various general and particular aspects that are directly influencing the VaW statistics. Aside from the involvement of all sectors, the efforts of changing the gender values and perspective of gender roles among wider population have to be increased and intensified, in order to influence the context in which the tolerance to violence decreases. These efforts would have to be made by state and local government, media and civil society.
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Evaluation Criteria	Effectiveness
Evaluation Question 5	To what extent was the project successful in advocating for legal or policy change? If it was not successful, explain why. In case the project was successful in setting up new policies and/or laws, is the legal or policy change likely to be institutionalized and sustained?
Response to the evaluation question with analysis of key findings by the evaluator	<p>Even though the SHEE Project has not directly generated any change in the regulation framework, concerning both social entrepreneurship and combating violence against women, some significant achievements have been done, in that direction:</p> <ul style="list-style-type: none"> • the model has become and integrated part of the program of a public institution - Sombor Center for Social Welfare. The services that the SCSW has offered have not included any economic empowerment related service, prior to this project implementation. As a result of the project, Procedures and Distribution of responsibilities, regarding both the new service within the Center for Social Welfare and the social enterprise, have been adopted; • Provincial Secretariat for Economy, Employment and Gender Equality has recognized the quality and potential of the new model of service and has included it as a good practice example in the draft of their Strategy for economic empowerment of women who survived partner or family violence. This is a significant fact and it will enable easier further project replication on provincial level; • The Deputy Prime Minister and Head of the Coordinating Body for Gender Equality has visited the SoSH and expressed her full support to the new model of economic empowerment of women who have survived violence; • The Project conference “Economic empowerment of women as one of the key factors in protection and prevention of violence against women” was held at the very end of the project duration period. The two days conference gathered over one hundred representatives of social welfare centers, shelters, women's associations, organizations dedicated to combating violence against women, local and national decision makers, private sector representatives, as well as media representatives. As a result of sharing project results and potential follow up, many state governmental bodies have shown willingness to support the project after it ends; • As part of the wider awareness raising activities, aimed at addressing the importance of the economic empowerment for women and the necessity of including all available sources and actors in development of more mechanisms that would support and empower women to be independent and live in a violence-free surrounding, Fund B92 has put significant effort in creating and conducting public media campaign to, on the one hand, promote the “Good Garden” among the local community, and on the other hand, to draw attention of the national public to the question of economic empowerment of women and its contextualization in VaW.
Quantitative and/or	As stated in the Annex 4_Beneficiary Data Sheet, the lead organization has contacted

<p>qualitative evidence gathered by the evaluation team to support the response and analysis above</p>	<p>36 representatives from the Provincial and State institutions and that are acquainted with the SHEE Project - Coordinating Body for Gender Equality, Government of the Republic of Serbia, Ministry of Labor, Employment and Social Policy, Government of the Republic of Serbia, the City of Sombor, Provincial Secretariat for Economy, Employment and Gender Equality, Provincial Secretariat for Agriculture, Water Management and Forestry, Social Inclusion and Poverty Reduction Unit of the Government of the Republic of Serbia, National Employment Service.</p> <p>Press clipping and final report show the media support and the number of visitors and participants and the final Conference of the Project.</p> <p>According to media rating report of TV PRVA, SHE-Empowerment campaign that was broadcasted on TV Prva has been seen by 30% of Serbian population. Every third woman and every fourth man in Serbia have seen SHEE video – only on this television. 57% of people that are reached with the campaign through this television are under 50 years old, and 43% are over 50 years old. Only with primary education 24%, 50% with secondary school education and 15% with higher or high education. The records for other broadcasters were not available, but the number of media that was involved in promotion of Project indicates that the audience reach of Project campaigns was much wider than 2026.260, stated in the Beneficiary Data Sheet.</p>
<p>Conclusions</p>	<p>The Project was fairly successful in advocating for further replication of this mechanism through relevant institutional support, public events and media campaign. The limitations to the extent of the advocacy reach, according to the evaluator’s conclusion, is in this case a matter of the political situation in the country, rather than the omission of the lead organization.</p> <p>Since media has an important influence on the wider public and local communities towards the social enterprise in their community and the issue of VaW in general, perhaps the communication plan could be even more intensive and realized from the very beginning of the project implementation in order to involve the public in wider support to the women participants and the social enterprise.</p>

Evaluation Criteria	Relevance
<p>Evaluation Question 1</p>	<p>To what extent was the project strategy and activities implemented relevant in responding to the needs of women?</p>
<p>Response to the evaluation question with analysis of key findings by the evaluator</p>	<p>Unequal opportunities between women and men continue to undermine women’s ability to rise from poverty and gain more options to improve their lives and ensure their independence. Their economic dependence, on the contrary, often conditions them to remain in the situations of violence. In line with this, from the long term experiences and many different researches and studies in the field of this complex issue, economic empowerment for women survivors of violence appears as one of the most effective approaches that can provide necessary services to women survivors. Personal safety and economic security are inextricably linked for victims of domestic violence.</p> <p>Since the economic inequality between men and women represents a global issue and asks for large-scale interventions, there are multiple streams in which the economic empowerment could work: increasing women's ownership, use and control of assets and property; empowering women as economic agents and improving their ability to access markets on competitive and equitable terms; creating job opportunities for women in less market-driven circumstances (i.e. social enterprises), that will enable both their psychological and economic empowerment, etc.</p> <p>The SHEE Project offers a new service that builds their capacities through offering knowledge and skills for initiating business and establishing connections with the</p>

	<p>private sector. Even though the previous objective was not fully achieved, the concept of the project represents an innovative answer to the needs of vulnerable women and to the needs of institutions and organisations combating VaW who could use and replicate the model that was implemented.</p> <p>As for the more specific needs of women that were participating in the SHEE Project, the lead organization has conducted a round of interviews with potential participants, at the beginning of the project implementation, in order to map their needs, affinities and their own business ideas. The series of trainings did not, to the full extent, reflect the different sensibilities of women, although it is objectively challenging to do that with 48 women. In addition, some of the women could not articulate their needs and ideas at the very beginning, whereas they have developed them throughout the project. Nevertheless, further initiatives of this kind could consider more individual tailor-made business plans, trainings and production. The SMART Kolektiv representative has pointed out that it would be better if there would be a financial resources allocated just for the prototypes and trial production for women, so they could get more in touch with their affinities and capabilities regarding their potential self-employment.</p>
Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above	<p>The Endline report states the positive reactions and attitudes of women clearly indicate the benefits of the SHEE programme, since it initiated economic strengthening of women and improvement of their skills and knowledge.</p> <p>All of the interviewees agree about the innovative aspect of the project as well as its great potential for contributing the overall prevention of VaW and protection of women who have survived violence.</p>
Conclusions	<p>The project was found to be highly relevant to the needs of women in Backa District. By offering an opportunity for self-development of these women, they have gained not just practical knowledge and skills but as well a new perspective on their own situation and future possibilities.</p> <p>Further improvement of the project strategy could be done in terms of individualizing the trainings and production, if the funding allows such intervention.</p>

Evaluation Criteria	Relevance
Evaluation Question 2	To what extent do achieved results (project goal, outcomes and outputs) continue to be relevant to the needs of women?
Response to the evaluation question with analysis of key findings by the evaluator	<p>Both the economic gender gap and the VaW statistics are, unfortunately, very persistent to a wide range of mechanisms for its prevention and the significant effort that primarily women's organisations have invested in this direction. Therefore, there is an ongoing search for new models of integrated response to the violence against women and the new service introduced through the SHEE Project represents an initiative that could replicate and achieve wider impact in the future.</p> <p>As for the beneficiaries of the SHEE Project, in particular, some of the women, as far as the data is available, have found jobs in "Good Garden" (1) or in so called <i>public work</i> for the SCSW, in cooperation with the BioIdea enterprise (2), while several of them are actively looking for job opportunities on the basis of the knowledge gained through the trainings and the increased self-confidence that resulted from the project. Due to the overall economic circumstance in Serbia and harsh austerity measures, it could hardly be expected that all women participants immediately after the project ending find new jobs. This particular impact of the project should be measured successively, within in a period of two years after the project ending.</p>
Quantitative and/or	Relevant research results, official documents and regulatory framework show the

qualitative evidence gathered by the evaluation team to support the reponse and analysis above	<p>overall connection between economic independency of women and their susceptibility to domestic violence.</p> <p>While the interviews of women participants show the relevance of the project to their individual needs, the project endline indicates that the relevance extends after the project ending as well. Namely, women demonstrate greater understanding of the significance of National Employment Service and other institutions and they have more confidence in them. They also become more open towards different informal opportunities for employment, such as local resources and social networks. In addition, at the time of Endline monitoring, measurable results of this change were: 12 women applied for a job, 13 women have started preparation for the joint business and 1 woman has started business of her own on a basis of connections made through private sector network.</p>
Conclusions	<p>The knowledge, skills and support that primary beneficiaries of the project have gained through its implementation have changed their present positions, after the project ending, in the labor market and increased significantly their opportunities for economic independence. Further more, concrete outputs of the project, the social enterprise and cooperations with other small business have enabled several women to have a job and continue working after the project's ending.</p>

Evaluation Criteria	Efficiency
Evaluation Question 1	How efficiently and timely has this project been implemented and managed in accordance with the Project Document?
Response to the evaluation question with analysis of key findings by the evaluator	<p>Most of the interviewees have strongly agreed that the plan was realized according to its set timeline and distribution of responsibilities. Although the first year caused some delay in regards to building greenhouses, there were no radical changes in the time schedule of the project.</p> <p>A three months no cost extension of the project was approved by the UNTF, from December 2015 to February 2016. The reason for this extension was that during the summer and winter holidays, it was not possible to remain the dynamics as usual, needed to finalize various activities.</p> <p>One of the main challenges of the project implementation represented the change of the Project Coordinator in the third quarter of the project implementation, although any risk or delay was prevented through intensive communication between the former and the future Project Coordinator. According to the new appointed Project Coordinator, there was a month of overlapping between to coordinators when the knowledge and experience could be transferred. It was challenging to do so, since the project was quite complex. The successfully finished activities of the project prove that the second Project Coordinator has managed to take over the project management and achieve all planned activities.</p> <p>According to the project plan, the national awareness raising campaign was supposed to be conducted in the first year, which was not the case, due to several circumstances regarding the coordination with external associates and sub-contractors. Nevertheless, even more important, the local campaign focused more on the SE "Good Garden" was timely set, parallel to the start of selling the products, which is commendable.</p>
Conclusions	<p>The evaluation has found that the overall project has been implemented in a cost-effective manner and has utilized resources in an appropriate manner as well as implemented most activities according to plan, and achieve its objectives despite some delays organizational challenges. In a turbulent political and social context as Serbia, the no-cost extension is not an exceptional example, while the evaluator considers the more important thing is the quality of the project results and the fact</p>

	that the planned activities have been implemented.
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Evaluation Criteria	Sustainability
Evaluation Question 1	How are the achieved results, especially the positive changes generated by the project in the lives of women at the project goal level, going to be sustained after this project ends?
Response to the evaluation question with analysis of key findings by the evaluator	<p>In order to ensure the sustainability and continuity of social service for economic empowerment of women (not only those survivors but also women from vulnerable groups) through their training and education, social enterprise must have sufficient capacity to cover all the costs of production and operation, together with operational costs related to self-management. Therefore, it is essential that "Good Garden" or any other social enterprise to provide mechanisms for self-financing, and to be able to produce goods or assets whose market value is supposed to cover production costs. In particular, for the "Good Garden" the primary thing is to increase the surface of the greenhouses. It was mentioned by the "Good Garden" Coordinator that a minimum of 400 square meters is needed at the first stage. In order to achieve that, since there is a limitation in the area of the SoSH backyard, it has been agreed that one of the greenhouses will be moved to Stanisici to the <i>Vojvodina House</i> that was donated to a women's group and has sufficient area for the further expansion of the production. Another way suggested by the Fund B92 is to apply to the micro—financing loans from the bank in order to support the starting women's entrepreneurship initiatives. Another local women NGO from Prigrevica applied for space for natural handmade soap production. They contacted local government representatives and got their support in additional space, so their small business in cooperation with Bio Idea started. In particular, also in Prigrevica, the women association "Dobra panonska vila" has been established as direct result of the SHEE Project.</p> <p>It would be important for the implementation partners to maintain the communication with the local women's organizations in order to offer available support as well as to nourish the positive change in the self-confidence, in spite of possible challenges that women could face in the previously described socio-economic context.</p> <p>For the future implementations of such model, it is crucial to plan ahead the three years period for the functioning of the social enterprise, because it is this period that could more certainly show the sustainability potential of any SE.</p> <p>Social enterprise "Good Garden" was registered as an association of citizens with economic activity. This legal status represented the best available solution, since the <i>Law on Cooperatives</i> was not adopted by the end of 2015, in order to have double-fold source of funding – profit generated from the production of vegetables, and the grants and donations for the educational program. Another potential for sustainability is to revise the target population. The participants of the project should not be limited to women beneficiaries of either SoSH or SCSW, but also women recruited by women's organisations, as it was the case at the end, despite the project initial concept. This approach allows a greater number of active and motivated participants in the program and a greater capacity of social enterprises and the results of its operation. Also, the aforementioned approach offers the possibility of wider networking among women and the establishment of a stronger support system for each of them individually.</p>
Quantitative and/or qualitative evidence	<p>Interviews with women's organisations have given insight into what are some of the perspectives of the project.</p> <p>Consultants and project partners have articulated the necessary conditions for the</p>

gathered by the evaluation team to support the reponse and analysis above	project sustainability.
Conclusions	Although the timing of the evaluation disables the certain assessment of the self-sustainability of the social enterprise (being one of the main outputs of the project), there are certain indications that the production will expand, thus increasing the chances for achieving full self-sustainability in the following years. In order to further ensure the sustainability of the achieved results, several issues have to be addressed, such as, the size of the area under the greenhouses, enhancing connections with private sector and revising the criteria for the selection of participants.

Evaluation Criteria	Impact
Evaluation Question 1	What are the unintended consequences (positive and negative) resulted from the project?
Response to the evaluation question with analysis of key findings by the evaluator	As previously mentioned, the solidarity that has emerged among women participants of the project had multiplied and accelerated its further dissemination and development, beyond the initially expected results of the project. According to one of the women interviewees, after the training program lot of women (individual and groups) have called from other towns of AP Vojvodina – Subotica, Bezdán, Apatin, expressing the willingness to implement the similar program and asking for more information. Further more, the aforementioned <i>Vojvodina House</i> and association “Udahni život” are currently developing and expanding the production, in cooperation of the SCSW.
Quantitative and/or qualitative evidence gathered by the evaluation team to support the reponse and analysis above	Interviews with project actors have offered the information relevant for the impact. Since these developmnets have been recent, there are not yet other sources of information that would contribute to the evaluator’s conclusions on this matter.
Conclusions	The project made the most noticeable impact on the women, as they are the primary beneficiaries of the project. Their transformation and solidarity that has emerged is at the same time anticipated and has crossed beyond the expectations.

Evaluation Criteria	Knowledge Generation
Evaluation Question 1	What are the key lessons learned that can be shared with other practitioners on Ending Violence against Women and Girls?
Response to the evaluation question with analysis of key findings by the evaluator	One should carefully plan the mechanisms for the most vulnerable women, the immediate beneficiaries of the Safe Houses. Once they enter the Safe House, women have numerous questions to solve and to rebuilt its basic confidence and well being. It takes some time for her to be able to motivate herself to think and do something about her economic independence. It is therefore important to tailor the mechanisms to the women in different stages of protection and recuperation from VaW. Working with women’s organizations was a crucial aspect of the project. This fact was highlighted by all of the interviewees, no exception. The cooperation that was initiated with local women NGOs outside Sombor proved to be most important

	<p>partnership when it comes to achieving Project goal. Local women organizations at first helped identifying potential participants and mobilizing them from the local communities. During the program and afterwards, they continuously kept motivating the women and supporting them throughout economic empowerment activities. There was never a single case where woman left the training (woman which was invited and supported by her local NGO).</p> <p>Economic Empowerment is an effective tool in supporting women to remain out of the violence situation. All of the women that came out of the program felt that they are motivated and capable of achieving their independence.</p> <p>When entering into the partnership with private sector, the communication should be carefully and timely planned, intensive and continuous. According to the explanation of the implementing partners, although not part of the project initial set of objectives, it was later decided to engage the private sector in the potential financial support of the women’s individual business ideas (startups). The plan was to at first finalize the business plans of women participants before they present them to the private sector representatives and potential supporters. However, the process included questioning initial ideas, their improvement or even changing, which was time-consuming, and it resulted in the lack of the anticipated support from business companies.</p> <p>Any substantial effect on context, such as the one surrounding the issues of gender equality, gender roles, and consequently gender-based violence, take time it should be calculated at the project inception. Moreover, the social enterprise, as one of the mechanisms that SHEE Project offered, also requires long period of time to develop and build capacity for self-sustainability. Therefore, it would be good to plan the projects for three years or longer, as well as to understand, according to the SMART Kolektiv, that additional budgeting needs to be ensured for the individual business start-ups even with the risk of complete failing.</p>
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Evaluation Criteria	Knowledge Generation
Evaluation Question 2	Are there any promising practices? If yes, what are they and how can these promising practices be replicated in other projects and/or in other countries that have similar interventions?
Response to the evaluation question with analysis of key findings by the evaluator	One of the conclusions from all of the interviewees was that the SHEE Project offered a model that has definite potential for further advancement and replication, accounting for possible modification, according to the lessons learned from this pilot project (target groups, choice of partners, particular location, etc.)
Quantitative and/or qualitative evidence gathered by the evaluation team to support the reponse and analysis above	Case Study offers a comprehensive overview of the positive practices and conditions for the replicability of the model implementer through the SHEE Project.
Conclusions	The project generated knowledge for future development and replication of the economic empowerment mechanism. Further engagement of different stakeholders (institutions and local civil society organisations) demonstrated the willingness to take over the model and implement it with modifications according to the lessons learned in this project cycle. The model would certainly have to be modified for each local context where it would be implemented – adjusting the project timeline and distribution of responsibilities, depending on the partners and the time-frame;

	adjusting the trainings methodology, according to the target groups set at the beginning of the project; adjusting dissemination strategy, depending on the objectives and the instances that would be targeted; etc.
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Conclusions

Evaluation criteria	Conclusions
General	Through the project activities several key achievements have been made, specifically the coordinated effort of the two CSOs and one public institution to develop from scratch a new, innovative model for economic empowerment of women who have survived violence or are in the risk of violence situation. Furthermore, most of the outputs are achieved, including setting up a social enterprise in the SoSH, integrating new service in the SCSW program, conceptualizing and organizing trainings for the project beneficiaries, offering them skills and knowledge that should enable their pursue of economic independence. Set as an added value of the project, the support from the business sector to women for starting their businesses, was not achieved to full extent. However, this gap in the project was compensated by the strong solidarity that emerged among women and has produced new opportunities of economic independence and sustainability of the social enterprise “Good Garden”.
Effectiveness	The project was effective in achieving all the activities related to the establishment and running of the social enterprise “Good Garden”, the trainings for the women participants and visibility activities that were to promote and disseminate experience and lessons learned from the pilot project. Some of the insufficiencies that the project implementation has faced were partially compensated by other less anticipated factors - the lack of support from the business sector was partially replaced by the partnerships and opportunities that have emerged as a product of women mutual support and motivation. The change generated primarily in the attitudes, but also in the capacities, of women is noticeable and confirmed by all the project actors, although there are insufficient data on the situation in all participants’ lives after the project ending. Even though the socio-economic and cultural context, when it comes to the issue of gender equality, represents a challenge for such project as SHEE, the most effective external factor was the influence of the political elite that put pressure on the SCSW and consequently on the project as well. The Project was also fairly successful in advocating for further replication of this mechanism through relevant institutional support, public events and media campaign.
Relevance	The project was found to be highly relevant to the needs of women in Backa District, but as well for the territory of Serbia, in general. Gender-based violence perpetuated by the often economic dependence of women continue to exist and is additionally fueled by deep-rooted social and cultural attitudes that are ingrained in a largely patriarchal society. By offering an opportunity for self-development of these women, they have gained not just practical knowledge and skills but as well a new perspective on their own situation and future possibilities. The project also contributed to the overall process of long-term transformation of the conservative and discriminating distribution of gender roles and all consequent attitudes and behavior.
Efficiency	The evaluation has found that the project has been implemented in a cost-effective manner and has utilized resources in an appropriate manner as well as implemented most activities according to plan, and achieve its objectives despite some delays and organizational challenges.
Sustainability	Although the timing of the evaluation unables the certain assessment of the self-sustainability of the social enterprise (being one of the main outputs of the project), there are certain indications that the production will expand, thus increasing the chances for achieving self-sustainability in the following years. In order to further ensure the sustainability of the achieved results, several issues have to be addressed, such as the size of the area under the greenhouses, enhancing connections with private sector and revising the criteria for the selection of participants.
Impact	The project made the most noticeable impact on the women, as they are the primary beneficiaries of the project. Their transformation and solidarity that has emerged is at the same time anticipated and has crossed beyond the expectations.
Knowledge Generation	The project generated knowledge and key lessons learned in important areas for future development and replication of the economic empowerment mechanism. Further engagement

	of different stakeholders (institutions and local civil society organisations) demonstrated the willingness to take over the model and implement it with modifications according to the lessons learned in this project cycle.
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Key Recommendations

Evaluation criteria	Recommendation	Relevant stakeholder
General	Advocate for integrating the new model of economic empowerment mechanism into the programs of Center for Social Welfare, by modifying the model to suit the local context.	State and Provincial Government
	If there replicated mode involves a social enterprise with the outdoor production (such as the “Good Garden”) anticipate the specificities of the spatial capacity needed for the sustainability of the SE, as well as other related issues such as the accessibility, privacy issues, etc.	Future model implementers
	Update the recommendations and suggestions for the model replication, if needed, after the evaluation process and disseminate for further use to other local civil society organisations.	Fund B92
Effectiveness	At inception, activity plans should include long-term strategies that ensure that project activities continue to take place after project closure, calculating the natural cycle of development of the social enterprise	Future model implementers
	Ensure the continuity of communication and insight into the lives of women who participated in the project after its official ending, in order to track the project impact and to support the women beyond the project achievement-oriented activities.	Future model implementers
	In order to achieve better results and address in more comprehensive manner the target beneficiaries that are in need of the economic empowerment, it would be recommendable to include the local women’s organisations in the project as lead organization and/or implementing partners, because of their commitment, knowledge, sensibility and insight in the local women’s situations. It would be important to involve them in all stages of project implementations. In addition, it would be valuable to define clear and transparent criteria for the recruitment and selection of women participants.	Future model implementers
	Avoid putting the leading responsibilities in the public institution because of its specific decision-making procedures and their susceptibility to the political influences.	Future model implementers
	Establish a detailed and thought-through communication strategy for the private sector potential partners, with the specificities of their functioning and affinities in mind. It is advisable to include the organizations that have the knowledge and experience in cooperating with private sector.	Future model implementers
	Promote the CSR (Corporate Social Responsibility) in direction of supporting small women’s startups and cooperatives.	Media, Civil Sector
	Dedicate effort and budgetary resources for a media involvement, because of the impact that this project could have for the general raising-awareness related to the gender equality and combating VaW	Future model implementers
Relevance	At the project inception, if the financial resources allow, consider the possibility tailoring the trainings and strategy for connecting with private sector in more participatory manner, in regards to the specific individual affinities and capacities of the participants.	Future model implementers
Efficiency	Anticipate sufficient number of lead organization staff involved in the project, although it might mean that the number will vary throughout the project duration (due to the intensity and volume of the activities at some project phases), in order to ensure the timely implementation of all planned activities and objectives.	Future model implementers
Sustainability	Ensure the timely registration of the social enterprise, so that there are no	Future model

	obstacle later in receiving donations, grants and certificates.	implementers
Knowledge Generation	Maintain detailed and systematic archive of the project documentation and materials produced.	Future model implementers
	Include in the project public events (e.g. sharing conference) as valuable opportunities to disseminate the lessons learned and recommendations to other future implementers and stakeholders.	Future model implementers

Annex documents

Annex 1_ Final Version of Terms of Reference (TOR) of the evaluation

Annex 2_ Evaluation Matrix

Annex 3_ Final version of Results Monitoring Plan

Annex 4_ Beneficiary Data Sheet

Annex 5_ Additional methodology-related documentation – interview questions

Annex 6_ Lists of persons and institutions interviewed or consulted and sites visited

Annex 7_ List of supporting documents reviewed

Annex 8_ Evaluator’s CV