



EXTERNAL EVALUATION OF THE PROJECT

"Towards a Comprehensive System to End Violence Against Women in AP Vojvodina"

January 2009 - December 2012

Autonomous Province of Vojvodina, Republic of Serbia

Client:

Provincial Secretariat for Economy, Employment and Gender Equality

Donor:

The United Nations Trust Fund to End Violence against Women

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List of abbreviations

APV	Autonomous Province of Vojvodina
AWC	Autonomous Women's Center
CSO	Civil Society Organization
GBV	Gender-based violence
GE	Gender Equality
EC	European Commission
EHO	Ecumenical Humanitarian Organization
EU	European Union
EVAW	Ending Violence Against Women
IDP	Internally Displaced Person
LA	Local authorities
MoI RS	Ministry of Interior of Republic of Serbia
MPs	Members of Parliament
PD	Police Department
PSEEGE	Provincial Secretariat for Economy, Employment and Gender Equality
PISW	Provincial Institute for Social Welfare
RS	Republic of Serbia
Secretariat	Provincial Secretariat for Economy, Employment and Gender Equality
SO RS	Statistical office of Republic of Serbia
the Strategy	Strategy for protection against domestic violence and other types of gender-based violence in AP Vojvodina
CSW	Center for Social Work
UNTF	The United Nations Trust Fund to End Violence against Women
VAW	Violence Against Women
VAWG	Violence Against Women and Girls
VSS	Victimology Society of Serbia

1 Executive Summary

Context and description of the project

The project "Towards a Comprehensive System to End Violence Against Women in AP Vojvodina (The Project in further text)" was designed as support to the implementation of the first Strategy for protection against domestic violence and other types of gender-based violence in AP Vojvodina, Serbia.

Overall project goal was to contribute to ending domestic violence and gender-based violence, which is treated as a violation of basic human rights, through the implementation of the Strategy for protection against domestic violence and other types of gender-based violence in AP Vojvodina.

Outcomes to be achieved by the implementation of the project are: 1) professionals in all relevant institutions and organizations in at least 30% municipalities in the Autonomous Province of Vojvodina (APV) implement effective, efficient and coordinated measures to prevent gender-based violence by the end of 2012; 2) 30% increase in the number of women survivors of violence (including women from vulnerable groups) who use services in 45 municipalities in APV by the end of 2012.

Key target groups include: rights holders - women and girls in general, particularly women and girls survivors of violence and duty bearers- professionals employed in institutions and organizations dealing with domestic and gender-based violence as well as students

The **main** strategies of the project (areas of activities) included: **1) capacity building of professionals** (social welfare, health, judiciary, police) in APV to increase understanding/knowledge on the issues of domestic violence and GBV, characteristics and legal provisions regulating domestic and GBV and to gain advanced skills for providing specialized services to women survivors of violence and deliver coordinated measures against GBV; **2) action oriented research** on prevalence and characteristics of domestic and GBV as well as usage and availability of specialized services; **3) network/coalition building** through establishing unique SOS helpline **4) creating standardized database system** for keeping and sharing records on domestic and GBV; **5) public outreach to women (including women from marginalized groups) and general public** to increase their knowledge on characteristics of domestic violence and specialized services in APV; **4) capacity building of MPs and youth** as to increase their understanding of domestic violence and its consequences.

The project activities include elements of primary (targeted to populations before domestic violence and gender-based violence occurs), secondary (targeted to individuals following early signs of domestic and gender-based violence) and tertiary (targeted to victims (and perpetrators) after domestic or gender-based violence is evident) prevention strategies of domestic violence and gender-based violence.

Leading partner (agency) was the Provincial Secretariat for , Employment and Gender Equality (PSEEGE or Secretariat in further text). **Project partners** included: Autonomous Women's Center, Belgrade (AWC); Ecumenical Humanitarian Organization, Novi Sad (EHO), Center for social work (CSW), Sombor and Victimology Society of Serbia (VSS).

The total funds for the project implementation were 1,337,620 USD. The PSEEGE participated in part of the funds providing staff, equipment, training, information availability and activities on raising public awareness amounting to 346,650 USD. The total funds from the UN Trust Fund to End Violence Against Women (UNTF) amounted to 990,970 USD.

Originally, project was to be implemented from January of 2009 to December 2011. The flexibility and understanding of the context by the donor significantly helped overall project effectiveness by enabling completion of all project activities through project extensions: firstly to December 2012 and then to June 2013.

Purpose and objectives of evaluation

The **purpose of the evaluation** is to assess the success of the project "**Towards a Comprehensive System to End Violence against Women in AP Vojvodina**" and to provide a basis for assessing of the implementation of the Strategy in the context of development of the new strategic document.

Evaluation objectives are, as defined by ToR:

- to establish the effects (relevance, efficiency, sustainability and impact on the beneficiaries) of the project on the target group and community
- to identify examples of good practices in reducing domestic and other gender/based violence
- to establish correlation and synergy between the project and other initiatives in the region, and on national, European and international levels
- to generate general recommendations for revision of the Strategy and recommendations for continuation of the project activities¹ aiming to decrease domestic violence and gender-based violence in AP Vojvodina.

The **key evaluation areas** are: relevance and strategic basis of the Project; project effectiveness; project efficiency; sustainability of project results; impact of the Project

The evaluation was conducted on the **whole territory of APV (45 municipalities)**. The **period covered by the evaluation** is January 2009 - December 2012.

Evaluation process took place in **the period** of October 2012 to March 2013

The **intended audience** includes: donor, leading partner (PSEEGE), project partners: AWC, EHO, CSW Sombor and VSS. The evaluation report is ownership of the PSEEGE.

Short description of methodology

The **basis for evaluation methodology** was combination of desk research - analysis of all available and relevant documentation that obtained significant part of quantitative data; and qualitative research, mostly based on field work techniques that included in-depth semi structured interviews, focus groups, evaluation workshops and surveys.

in designing the field work approach evaluation team ensured that different perspectives were taken into account including perspective from various actors in representative sample of local communities; sectoral perspective throughout Vojvodina (social work, health, police, judiciary, civil society); peer educators; women, and marginalized groups of women; other key actors (provincial government, national government, relevant independent agencies and media); project-related stakeholders (donor, project team and project partner representatives).

Majority of **quantitative data** was derived from document analysis; main document sources included project documentation, external monitoring reports, Survey with administrative services in 45 municipalities, Survey with SOS Helplines, Analysis of the reports of Centers for Social Work in AP Vojvodina, Data from Statistical Office of the Republic of Serbia (SO RS), Data from Ministry of Interior of Republic of Serbia (Mol RS).

Estimation of the level of precision for different data sources/methods of collection is high for project documentation, external monitoring reports and data from SO RS and Mol RS and medium for survey with municipalities, survey with SOS helplines and analysis of the reports of CSWs.

For **qualitative data** - data collection methods included focus groups with professionals on local communities and with representatives of general public in local communities (school officials, local media, other); evaluation workshops with representatives of experts and highly placed professionals from different municipalities in APV, from five different sectors; In-depth, semi-structured interviews with representatives of four marginalized groups of women, and interviews with women that survived

¹ This objective was somewhat changed from the original ToR (for detailed explanation please see Section 3.1)

domestic violence, representatives of provincial government, national government, relevant independent agencies and media, donor, project team and project partner representatives.

Set of 12 different codes were used for qualitative analysis as appropriate for different sets of interviewees². Value scales were defined as high, medium, low. Additionally, interviewees were always asked to provide examples for their opinions and insights. Key questions asked in interviews, focus groups, evaluation workshops were based on the codes.³

The evaluation was participatory during entire process: Donor, leading partner (PSEEGE) and project partners participated in planning the evaluation by providing comments and suggestions on the proposed methodology. The further participation of donors, leading partner, project partners' as well as beneficiaries was realized by their participation within focus groups, evaluation workshops, in-depth interviews and surveys.

The **sample** was chosen in collaboration with PSEEGE. The preliminary sample was proposed by PSEEGE, and it was related only to the individual participants, not municipalities. The final sample of both municipalities and individual participants, was chosen by the evaluation team. The sample of municipalities was created according to the criteria of the level of development and size of municipality, and territorial criteria as well internal assessment of the PSEEGE project team on the level of progress of the municipalities in coordinated response to violence. Individual participants of the evaluation process were selected thanks to the lists of participants that the project team provided to the evaluation team, but also thanks to the suggestions from the institutions, CSOs and other relevant actors. The criteria used in the selection of the sample were developed by the project team, in collaboration with PSEEGE.

Key limitation of evaluation process was decision of the client not to conduct end-line study, which was to be important tool in assessing the level of achieving the outputs and outcomes. To overcome this limitation, additional techniques/sources of data were used to provide framework and/or trends for assessing the missing data. The consequence that could not be overcome is lack of access to random sample of women as primary beneficiaries and therefore no possibility to compare the data from base line study on direct data from women on the using of services of institutions, their level of satisfaction with services etc.

Key findings

Alignment with needs is recognized as high: **outcomes have answered the needs of the target groups** to a significant degree and the **planned outcomes are strongly connected to the overall objective**. In terms of strategic coherence of the project, the first outcome and the outputs related to it are entirely coherent, while the second outcome shows a somewhat lesser degree of coherence in planning.

Large number of **project activities has been achieved as planned**, or even in a greater extent than planned and in those cases when planned activities were not achieved, **the changes were caused primarily by external circumstances**.

In terms of **project outputs results**, the project has significantly contributed to changes in the educated professionals at the personal level and has contributed to an improved institutional reaction to violence. The project has also achieved progress in increasing the knowledge of women from non-marginalized groups on the subject of violence, although it is very difficult to see the progress made among women from marginalized groups. Increasing knowledge of general public and decisions makers in APV is notable. Progress is somewhat smaller in the area of applying coordinated measures for combating violence against women, primarily because their application requires in-depth work with the institutions.

² Detailed information on what codes were used for which set of interviewees are provided in separate Annex - Evaluation tools. They are marked as topics for discussion.

³ Detailed lists of questions provided in separate Annex - Evaluation Tools

In terms of project outcome results, significant progress has been made in the achievement of the first outcome (30% of the municipalities are applying effective and efficient coordinated measures). Regarding **the second outcome** (30% increase in the number of women using the services), because of the lack of a unified record system tracking cases on violence, **it is difficult to make any firm judgment, but certain degree of progress has been made in terms of** slight increase in the number of cases of violence reported to the SVCs and larger increase of cases reported to public prosecutors, which indirectly indicates that there has been an increase in the awareness of institutions, and the general public about the need for reporting violence.

Factors that positively influenced the achievement of outcomes include the **quality and quantity of the educations held for the professionals, scope of information/ education aimed at the target groups, and dedication, flexibility and creativity of the project team, project partners and the donor.** "Hindering" factors are recognized in **too high ambition of the project, some omissions in the planning** (lack of planning for the systematic monitoring of the application of gained knowledge in the municipalities) and **weaker level of preparedness on part of the government administration for the implementation of this very complex project.**

Efficiency of project implementation was high in terms of dynamics/timeliness, internal monitoring system and effective organizational structure and achieved **functionality of coordination and management mechanisms among core project team and partners.** The project managed **resources successfully**, primarily the **material and financial resources.** The human resources while managed efficiently were used in a way that caused a certain degree of overburdening.

Sustainability of the results achieved by the project is **very probable**, particularly at the level of **personal changes in the professionals** and the positive **attitude of individual institutions**, while the **sustainability of the implementation of coordinated measures at the local level is more fragile.** **Project sustainability** within the context of **support from provincial and national institutions**, particularly from the aspect of currently existing political will, has **positive tendencies.**

Capacities of partner organizations, and of the central project team, have been **strengthened** through this project in the areas of **challenges in the functioning of the system and institutions, clearer insights to the position of the victims in relation to the system.**

The project has also provided a large degree of replicability of the basic **concept and approach.**

Project influence and positive changes in the lives of the women as primary project beneficiaries are recognized at the local, but also at the level of **national policy/legislative framework**(Model of Records on cases of domestic violence in APV was adopted on national level, new National Strategy relayed a lot on project experiences). However, **influence on the women defined by the project as marginalized** (poor women, women from ethnic minorities, women refugees and IDPs, women with disabilities) has been **very limited**, as **professionals lack deeper and systemic overview of marginalization as a phenomenon, its causes and effects.**

On the whole, **the project is in high correlation with national initiatives, but also with regional, EU and global initiatives.** Specifically, it is in full alignment with the recommendations of the European Commission from the Progress Report for Serbia; with global initiatives including: Report of the Secretary-General related to the Prevention of violence against women and girls; The Report of the Secretary-General related to the Multisectoral services and responses for women and girls subjected to violence.

Main conclusions

Project is highly relevant to the needs of the beneficiaries, primarily women and professionals working in institutions, while strategic coherence of the project is achieved in somewhat lesser degree. Regardless, project achieved high level of implementation of activities, significantly high level of achieving outputs and considerable progress in achieving planned outcomes. Change of some of the activities and introducing new, unplanned activities positively influenced overall results of the project.

As it was designed as a tool for implementation of the Strategy, project was overly ambitious given the available human resources. However, expertise and commitment of the leading partner and project partners as well as the donors' understanding of the context, flexibility and overall efforts to support grantee significantly helped to generally high level of project effectiveness.

The most important achievements of the project are 1) increased level of understanding/knowledge of professionals on the issue of domestic violence and GBV as well as legal framework and providing specialized services to women survivors of violence; 2) increased knowledge among women from non-marginalized groups on domestic violence and services available in APV; 3) increased knowledge/understanding of general public on the same issues; 4) increased understanding among MPs as key decision makers in APV on implications of the GBV; 5) increased understanding of domestic violence and GBV among youth. These results are most probable to be sustained regardless of the project continuation.

Among very important achievements is also that in 15% of municipalities there are three different forms of cooperation functional (cooperation protocol, case conferences, coordinating body), while at least 28% have at least one form of cooperation functional, which demonstrates progress in delivering effective and efficient coordinated measures. However, sustainability of these results is fragile if the project does not continue. Analysis of the qualitative data point toward conclusion that at this point, application of coordinated measures is not quite adopted as formal institutional response, but is influenced by personal involvement and attitude of professionals involved (educated).

While project team has made significant efforts and was generally successful in public outreach to women from non-marginalized groups and general public, lack of continuous public outreach activities throughout the project implementation (instead of only in certain periods) have made their task more difficult.

The difficulties in acquiring reliable and consistent data throughout the evaluation process about reported cases of violence, services provided and measures taken by the institutions to end the violence, demonstrated the importance of completing standardized database system to keep and share records on reported cases of GBV. It is important therefore to commend the efforts of project team to overcome the difficulties in achieving this output, as well as the willingness of the donor to support grantee by extending the project so that this output can be fully achieved. It remains of utmost importance that this system is created and put in use. Higher level of involvement of the other provincial actors in this process could be important as to ensure implementation of the database system.

Due to high level of achievements the project had high impact on women as primary beneficiary group; impact is reflected on local and provincial level; moreover due to the efforts of project team and established cooperation with national institutions and influence on national strategy, project achievements will also have the impact on women on national level. Sustainability of support of provincial and national institutions toward further efforts to EAW has positive tendencies primarily because of the policy/legislative framework which is mostly in place.

Analysis demonstrate that high impact has been made on professionals and their ability to deliver specialized services. It also points out toward conclusion that wide scope (covering 45 municipalities) while needed at this stage of Strategy implementation, made difficult to introduce follow-up measures (mentoring and monitoring) that would ensure quality support to application of the knowledge acquired.

Project also had significant impact on MPs of APV as well as youth.

Project has made positive impact in local communities; however, analysis points out that lack of systematic work with local decision makers has made difficult to acquire LAs commitment (in terms of local plans and budgets for EAW) and "ownership" of the results.

The least progress has been made in 1) increasing understanding/knowledge of professionals on VAW from marginalized groups and providing specialized services to those groups and 2) increasing understanding/knowledge of women from marginalized groups on domestic and GBV and services available. The main causes are high level of prejudice and low level of understanding the issue of

discrimination and its consequences among professionals as well as communication specifics that have to be taken into account when reaching out with information to various marginalized groups of women. In that respect, the special attention that has to be paid to this issue is one of the more important lessons learned from this project.

Overall, project was unique in Serbia and in the Western Balkans region, both in the scope as well as in holistic approach. Systematic capacity building of professionals on such scope combined with research, public outreach both to women and general public, increasing understanding of domestic violence and GBV among MPs and youth was never done in Serbia. In that respect the project as a whole presents a good practice example that can be used for further efforts in combating VAW. Further, project resulted with important key lessons and good practices on the local level that should be taken into account in further implementation.

Finally, through a systemic approach and a wide reach of target groups, the project has provided a large degree of replicability: it can easily be replicated and applied at different levels and in different surroundings, with a wide variety of target groups; it can be replicated in part or as a whole.

Main recommendations

Recommendations for revision of the Strategy

- **Redefine Strategy for Protection from Domestic Violence and Other Forms of Gender-based Violence in the APV**, taking into account the experiences, findings and lessons learned gained through the project "Towards a Comprehensive System to End Violence against Women in AP Vojvodina", which represented the main tool for the implementation of the Strategy.
- **Obtain wider ownership of the Strategy.** Defining strategy, should be done in highly participatory manner, with inclusion and unified understanding and acceptance from all key province and local actors and stakeholders, including target beneficiary groups. Through such an approach, the Strategy would ensure having even more dedicated "owners" and could act as a better tool for promoting positive change advocated by the document. PSEEGE is seen as leading institution to ensure this approach.
- **Strategy to be based on realistic approach.** The Strategy 2008 -2012 was definitely too ambitious in setting its goals. New document should provide a revision of set objectives and define priorities in accordance with need, capacities and resources. This decision should be made jointly by all existing stakeholders.
- **Focus on priorities.** In terms of content, the 2008-2012 Strategy has included more or less all the issues relevant to the problem of domestic and gender-based violence. In that segment it is merely necessary to prioritize. Defining criteria for prioritization should be agreed through the planning process among all stakeholders.
- **Create Action plans for the Strategy implementation.** Along with new Strategy adoption it is recommended that Action Plan for its implementation is created and revised on yearly basis. As Strategy itself covers various stakeholders/institutions' (mostly from Province level) roles, it is of crucial importance that the Government of APV adopt comprehensive Action plan with clear roles/tasks given to each of the provincial actors.

Recommendations for continuation of project activities

1. **Greater attention to project planning phase.** It is recommended that project team sets aside sufficient time for planning process. Planning process should include consultations with other actors on Provincial level, and full participation of all project partners as well as representatives of women from marginalized groups. Also, if possible, process should be externally facilitated as that would help the project team and partners to ensure that they have covered all the important aspects. Process should be completed after the process of strategy revision and before applying for the continuation of activities.

- 2. Involve officially relevant actors on provincial level.** While the work with the Parliament and Government of the AP of Vojvodina should be continued, there is a need for more focused approach to formally and practically including other provincial institutions (e.g. Provincial secretariat for health, Social policy and Demography). This is particularly important in regards **to enforcing EVAW protocols/standards/procedures of the work of professionals from various institutions** on the local level, as well as in implementing standardized database system to keep and share records on reported cases of GBV. The agreement of the provincial actors should be provided through the process of revision of the Strategy and their potential direct involvement in project activities decided during new project planning phase.
- 3. Adjusting the approach in terms of introducing gradual geographical coverage.** Since a large number of professionals have been trained in all municipalities, the next step of Project team would be to deepen their knowledge and monitor the way they are applying it. Thus more in-depth work is recommended in a smaller number of municipalities. When a certain degree of progress has been achieved in the selected municipalities in a certain time frame, other groups of municipalities should gradually be included into the project activities. This should be decided by all project partners in the planning phase.
- 1. Adjusting capacity building strategy of the professionals.** If gradual geographical approach is adopted, it will be possible to apply in-depth work with professionals in different institutions on the local level. This should include: Education of professionals from municipalities who were not included in this training cycle; Continued mentoring and support in the application of knowledge; Continued support to institutionalizing cooperation between the institutions in each of the included municipalities etc. This should be decided by all partners in the planning phase, while the implementation should be the task of AWC and PSEEGE with support of other provincial institutions.
- 4. Design and implement specific trainings for professionals on working with marginalized groups of women.** Trainings should be designed as to include general education on issue of discrimination; specifics of discrimination in regards to different marginalized groups; specifics of VAW from these groups; appropriate handling of such cases etc. This should be done by AWC in consultation with other partners.
- 5. Introducing specific focused activities to increase knowledge/understanding of marginalized groups of women.** Specific set of activities should be developed for increasing their knowledge and understanding of the available services and their rights. All partners with representatives of marginalized groups should define activities, and EHO could take larger role in implementing this part of the project.
- 6. More focused approach to local governments.** If gradual approach is adopted (smaller number of municipalities, and gradual increase), project activities should include direct work with local governments and decision makers, to ensure that they understand and accept the project goals. Ideally, project should plan for local governments to commit by creating local action plans and allocating local budget funds for its implementation. This should be decided by all project partners in the planning phase and implemented by PSEEGE, potentially in cooperation with local partners during the project.
- 7. Greater attention to applying good practices on the local level.** A specific manual of good practices on the local level that resulted from this project should be created and used in the continuation of the project activities. While local specifics should be taken into account, majority examples of good practices could be adopted in larger number of municipalities. Again gradual geographical approach should make application of these practices easier. Manual should be created in cooperation of AWC and PSEEGE, and used, during the project implementation, by AWC in capacity building of professionals and by PSEEGE in working with local governments.
- 8. Introducing continuous work with media throughout the project implementation.** work with the media should be focused and continuous. project plan should include communication strategy that

should involve activities such as: Establishing direct contact with decision makers in the media (directors and editors); Creating "success stories" arising from the project, and their continued publication, through established personal contacts with the editors; Regular creation of some form of information regarding the project work, good practices, and project successes, and their publication through daily/ weekly printed media (in the form of special inserts); Using social networks etc. This should be decided in the planning phase with all partners, and implemented by PSEEGE during the project implementation.

9. **Strengthening capacities of project team.** it is recommended that further systemic effort should be invested in building their capacities, through: thematic trainings on planning, governance, evaluation etc; study tours to EU countries to allow familiarization with good practices; trainings relating to understanding and keeping up with EU policies, trends and regulations in the area of violence against women, but also joining potential networks of institutions dealing with this issue at the European level. This should be planned and agreed between donor and PSEEGE and done throughout the project implementation.

Key lessons applicable in different context

- **Step by step approach in implementations of National/Provincial Strategies for EAW.** National/provincial strategies or NAPs for that matter, are complex documents that - if properly created - address variety of needs and have wide scope of proposed measures. Their implementation therefore would be more effective if not directed through just one project, as was the case in APV. Rather, several projects/programs should be derived from any such Strategy and implemented. Some of the derived projects could then be implemented simultaneously (provided that there are enough financial and HR resources) or in increments, depending on prioritization.
- **Cooperation between governmental and non-governmental sector.** This project is an example of good practice in that respect. While for the actions of larger scope and consistent institutional change directed at EAW, state institutions (in this case PSEEGE) have to take a lead, this project demonstrated that the cooperation between governmental and non-governmental sector is necessary. It would not be possible for PSEEGE to work on the increasing capacity of institutions without CSO project partners. Women CSOs have long-term experience and in-depth knowledge about complexity of the problem and potential solutions. Therefore, all programs/projects directed at systematic change have to be done in cooperation of two sectors.
- **Holistic approach.** As noted before, this project is unique in Serbia, not only as the first that involved institutions on this scope, but also through holistic approach: it addressed variety of beneficiaries through generally well-adjusted and designed tools. It demonstrated that professionals and women are not the only one that should be targeted, but that involvement of other beneficiaries/actors is necessary - such as educational system, Parliament, general public etc.
- **The need for flexibility of donor and various efforts to support grantee.** As this project demonstrated, flexibility and high level of understanding the context by donor significantly contributed to the overall achievements of the project. The efforts of donor to support leading partner/PSEEGE is a good practice example that should be applied in the similar projects. In this particular case, three examples stand out in this respect: firstly, understanding of the context and need for some activities to be changed and/or replaced by other activities; secondly, organizing study trip to the UK that enabled participants to provide recommendations for the Strategy; thirdly, readiness to extend the project in order to enable completing one of the very important planned outputs.
- **Implementation of the Strategy/programs cannot be done by only one state/governmental institution.** Given that EAW demands involvement of variety of different actors in any state/government (e.g. MoI, MoH, MoLSA or in this case provincial secretariats in charge of Interior, health, Social Affairs etc), while one of the governmental/state actors (in this case PSEEGE) should

take a lead, others have to be more actively involved and committed to application of identified measures.

- **Need for special attention as to EVA marginalized groups of women.** The project demonstrated that problem of violence against marginalized groups of women (due to both diversity of the groups as well as diversity of their needs) have to be addressed separately. This means that separate needs assessment has to be done, targeting various marginalized groups as to define their needs and formulate objectives, outcomes, outputs and activities that would answer to identified needs.
- **Specific good practices that can be used/replicated elsewhere.** Field work and survey with municipalities brought out several good practices that could be easily replicated elsewhere; while they are not explicitly planned by the project, they are direct result of the capacity building of professionals. Those that stand out are: Fund for support of victims of VAW; free legal aid for women victims of domestic violence and GBV; Designating one person in each of the local institutions that is in charge of cases of VAW; designing local action plans for EVAW; introducing mobile teams and/or 24 hours available service for women in violent situation.

2 Introduction

2.1 Project background

The project "Towards a Comprehensive System to End Violence Against Women in AP Vojvodina" was designed as support to the implementation of the Strategy for protection against domestic violence and other types of gender-based violence in AP Vojvodina (referred to in further text as the Strategy). The Strategy is based on international documents, international and regional standards and current national legislation and policies, and its core purpose is to facilitate the implementation of these measures.

The project is based on key national policies and laws, including the Constitution of the Republic of Serbia (article 15 guaranteeing gender equality) Family Law (defining domestic violence and measures for protection), Criminal Code (which provides penalty measures for the perpetrators of criminal offences of domestic violence), Criminal Procedure Code (that guarantees special protection of victims and witnesses, especially minors), Law on Public Peace and Order (regarding the minor offence procedure and cases of violation of public order and peace), Law on the Protection Program For Participants in Criminal Proceedings (provides measures for protection of life, health, physical integrity, freedom and property of Participants in Criminal Proceedings), Law on Weapons and Ammunition (preventing issuance of license for position and carrying weapons to persons who have been convicted of a felony of rape or violent behavior or defendants), Declaration and Decision on Gender Equality (a document expressing political will and determination to achieve gender equality and improvement of women's status in all aspects of life), as well as the National Strategy on Improvement of Women's Status and Gender Equality (expressing political will for achieving gender equality and emphasizing the key areas of activity for improvement of gender equality, and defining measures for achieving goals in all key areas).

Overall project goal was to contribute to ending domestic violence and gender-based violence, which is treated as a violation of basic human rights, through the implementation of the Strategy for protection against domestic violence and other types of gender-based violence in AP Vojvodina.

Outcomes to be achieved by the implementation of the project are:

- 1) Outcome 1: professionals in all relevant institutions and organizations in at least 30% municipalities in the Autonomous Province of Vojvodina (APV) implement effective, efficient and coordinated measures to prevent gender-based violence by the end of 2012;
- 2) Outcome 2: 30% increase in the number of women survivors of violence (including women from vulnerable groups) who use services in 45 municipalities in APV by the end of 2012.

Key target groups⁴ include:

- rights holders - women and girls in general, particularly women and girls survivors of violence
- duty bearers- professionals employed in institutions and organizations dealing with domestic and gender-based violence as well as students

Secondary target groups⁵ include:

- Local authorities and communities where the project has been implemented, who are expected to support the activities on a local level;
- Family members who should be informed about the measures available to victims of violence;
- Schools participating in peer education.

Leading partner (agency) was the Provincial Secretariat for , Employment and Gender Equality (PSEEGE or Secretariat in further text)⁶. **Project partners** included: Autonomous Women's Center, Belgrade (AWC);

⁴ UNTF Project Document - Part 1-PSEEGE post full proposal, page 12

⁵ UNTF Project Document - Part 1-PSEEGE post full proposal, page 15

Ecumenical Humanitarian Organization, Novi Sad (EHO), Center for social work (CSW), Sombor and Victimology Society of Serbia (VSS).

The main body in charge of project management was the team of the employees of PSEEGE (sector for gender equality). The project council and coordinators from project partners' organizations in charge of organizing project activities were part of coordinating mechanism.

The project council is a consulting body that considered different questions according to project needs, and it consists of partner organizations' representatives in charge of implementing key project activities. The PSEEGE project team was in charge of all administration and finances.

The total funds for the project implementation were 1,337,620 USD. The PSEEGE participated in part of the funds providing staff, equipment, training, information availability and activities on raising public awareness amounting to 346,650 USD. The total funds from the UN Trust Fund to End Violence Against Women (UNTF) amounted to 990,970 USD.

Originally, project was to be implemented from January of 2009 to December 2011. The flexibility and understanding of the context by the donor significantly helped overall project effectiveness by enabling completion of all project activities through project extensions: firstly to December 2012 and then to June 2013.

3 Scope of evaluation, approach and methodology

3.1 Scope of evaluation and its objectives

Evaluation process is a part of the Strategy for Prevention of Domestic Violence and All Forms of Gender-Based Violence in Autonomous Province of Vojvodina.

The **purpose of the evaluation** is to assess the success of the project "Towards a Comprehensive System to End Violence against Women in AP Vojvodina" and to provide a basis for assessing of the implementation of the Strategy in the context of development of the new strategic document.

Evaluation objectives are, as defined by ToR (see Appendix 1)⁷:

Objective 1: to establish the effects (relevance, efficiency, sustainability and impact on the beneficiaries) of the project on the target group and community

Objective 2: to identify examples of good practices in reducing domestic and other gender/based violence

Objective 3: to establish correlation and synergy between the project and other initiatives in the region, and on national, European and international levels

Objective 4: to generate general recommendations for revision of the Strategy and recommendations for continuation of the project activities⁸ aiming to decrease domestic violence and gender-based violence in AP Vojvodina.

⁶ Provincial Secretariat for Economy, Employment and Gender Equality as a UNTF grantee was renamed to Provincial Secretariat for Economy, Employment and Gender Equality after establishment of new Provincial Government. However, evaluation team refers to it as PSEEGE, as this was the name under which the project was submitted.

⁷ These are evaluation objectives as defined by ToR, therefore, evaluation team cannot change their formulation. However, as noted, evaluation team did take into account effectiveness (see key evaluation areas).

⁸ In the original ToR goal 4 was: to generate recommendations for revision of the Strategy and continuation of activities aiming at decreasing domestic violence and gender-based violence in AP Vojvodina". At a client recommendation, however, this objective was changed in order to cover general recommendations related to the Strategy and the recommendations for activity continuation, and not the recommendations for a revision of the entire Strategy.

Evaluation focus was to determinate the direct impact on the primary beneficiary group, effects of project activities to the secondary group of beneficiaries as well as the potential impact on the community as a whole.

The **key evaluation areas** are:

- relevance and strategic basis of the Project
- project effectiveness
- project efficiency
- sustainability of project results
- impact of the Project

The **key evaluation questions, as defined by ToR⁹** and the Inception Report include:

1. Relevance and strategic basis of the Project

- Are the project objectives responding to identified rights and needs of target groups in regional and national context? In which way are the project objectives related with the aim of reducing domestic violence and other gender-based violence? Do the activities respond to identified needs?
- Is the project coherent? Are the aim, long-term and short-term results of the project clearly defined?

2. Project effectiveness (defined by ToR as progress/success)

Results

- Which outputs were achieved?
- What kind of progress was achieved through realization of planned outputs?
- In what measure outcomes were achieved, especially *Outcome 1¹⁰*?
- In what way the project contributed to achievement of outcomes, especially *Outcome 1*?
- What are the reasons for achieving or not achieving the results (outputs, outcomes)?

3. Project efficiency:

- Were planned activities and short-term objectives achieved in timely manner?
- Has the project efficient mechanisms for monitoring of progress achieved on results level?
- Were organizational structure, managerial support and coordination mechanism of Provincial secretariat for economy, employment and gender equality supporting the project implementation effectively?
- Was the project implemented with maximum efficiency, using fewest resources while not decreasing quantity and quality of implemented activities and applying measures that would ensure efficient utilization of resources?

4. Project sustainability

- What are the prospects that the benefits which were produced by project will be sustained in reasonable period of time even if the project doesn't continue?
- Does the project support national/local institutions? Do those institutions show political commitment and have technical capacities to continue to work on the project or to repeat it?
- Which operative and managerial and financial capacities of project partner organizations were strengthened in order to sustain benefits achieved by project?

⁹ These are key evaluation question as defined by ToR and Inception Report. Majority of the questions was defined by donor and client in the original ToR, while evaluation team made minimal proposal for changes, which were accepted in the Inception report.

¹⁰ Professionals in all relevant institutions and organizations in at least 30% of municipalities in Autonomous Province of Vojvodina (APV) deliver effective, efficient and coordinated measures to prevent gender-based violence by the end of 2012.

- Could project approach and results be repeated or improved? What is the probability for that? What would support their repetition or improvement?

5. Impact of the project to the beneficiaries

- Which changes that could positively influence lives of women project initiated on national legislative and political framework?
- Which changes that could positively influence lives of women the project initiated on local level (in local communities)?
- In which extent did the project contribute in reducing of domestic violence and other gender-based violence?
- Are there the indicators that the program provided to beneficiaries to be more successful in exercising their rights and institutions to fulfill their duties more efficient?
- Are the strategies for increasing capacities of the professionals effective and why/ why not?
- In which extent are secondary beneficiaries satisfied with the results?
- In which extent were the outcomes and the outputs equally distributed between different groups of women, especially vulnerable groups (poor, women from ethnic minorities, refugee and internally displaced women, women with disability)?
- Whether planned or unplanned benefits of the project address the needs of vulnerable groups of women in the right way?

The **evaluation report** was created in line with the agreed structure presented in the Inception report. The evaluation team has invested efforts to respond to all key questions as agreed by the ToR (please see Appendix 1). Other key appendices are attached as part of this report. The tools used during the evaluation process (focus group guide, evaluation workshops guide, interview questionnaires, survey questionnaires etc) are, because of length, provided in separate Annex.

The evaluation was conducted on the **whole territory of APV (45 municipalities)**.

The **period covered by the evaluation** is January 2009 - December 2012.

3.2 Evaluation approach and methodology

3.2.1 Rationale for choice of methodology

The evaluation process was realized as a combination of documentation analysis and field work. Given the complexity of the project as well as wide geographical coverage (AP Vojvodina, 45 municipalities), evaluation team considered that combination of documentation analysis and field work would provide the most reliable input for this evaluation.

In designing the approach, evaluation team was led by the need to provide answers to key evaluation questions as defined by ToR and the Inception report (see section 3.1.).

Thus, evaluation team considered that analysis of all available and relevant documentation should provide significant part of quantitative data needed to answer on key evaluation questions. Furthermore, documentation analysis was used to provide basis for designing techniques for field work applied within the evaluation process.

On the other hand, in order to get a direct in-depth insight into the perception, attitudes, experiences and opinions of beneficiaries/target groups as well as other stakeholders connected to the project in regard to evaluation objectives and key questions, evaluation team used field work techniques. These techniques included in-depth, semi structured interviews, focus groups, evaluation workshops and surveys.

Documentation analysis and field work techniques were used in following way:

1) Documentation analysis¹¹ for establishing data/facts on following aspects/evaluation questions:

¹¹ The full list of documents reviewed is provided in Appendix 2

- if the project responded to identified needs of the beneficiaries
- strategic coherence of the project
- planned vs. achieved in terms of activities
- measure in which outcomes were achieved
- changes in the project implementation
- project efficiency (planned vs. achieved timeline of activities, mechanisms for monitoring, use of resources),
- impact of the project to the beneficiaries (changes in the lives of women on local and national level)
- correlation and synergy with other national, regional EU and global initiatives

In order to assess quantitative data that would point out to the level of achieving outcomes evaluation team initially planned for conducting and analysis of the end-line study, whose results were to be compared to the base-line study. However, on the client request, the end-line study was not conducted. Therefore, **additional data collection techniques** (survey with administration of 45 municipalities, survey with SOS Helpline representatives, data on request from Statistical Office of the Republic of Serbia, data on request from Ministry of Interior of Republic of Serbia) and analysis of the documents thus created were introduced, mainly as to enable evaluation team to get an insight into level of achieving project outcomes.

2) **Field work for exploring perception, attitudes, experiences and opinions of beneficiaries** on following aspects/evaluation questions:

- project effectiveness in terms of achieving outputs
- reasons for achieving/not achieving outputs/outcomes
- assessment of organizational structure, managerial support and coordination mechanism of PSEEGE
- project efficiency (mechanisms for monitoring, use of resources),
- sustainability of project results (sustainability of project results, commitment of the national institutions, strengthened project partners, replicability/multiplication of project activities/results)
- impact of the project to the beneficiaries (changes in the lives of women on local and national level, effectiveness of strategies for increasing capacity of the professionals, satisfaction of secondary beneficiaries, impact on marginalized groups of women)
- lessons learnt and good practices

The main criteria for selecting field work techniques was what evaluation team considered as the most appropriate technique for each particular set of interviewees. Furthermore, in designing the approach/methodology evaluation team wanted to ensure that different perspectives were taken into account:

- insight into changes achieved in the local communities through interviews with representatives of local governments, focus groups with professionals, focus groups with representatives of general public (school officials, media etc). Those three techniques were used in seven communities in APV, that were considered as representative sample (see sampling details in the section 3.2.3)
- insight into changes on sectoral level in APV through evaluation workshops with experts and highly placed professionals from different municipalities in AP Vojvodina, from the field of: social welfare, health, police, judiciary, CSO, peer educators.
- insight into opinions of women, and marginalized groups of women through representatives of four marginalized groups of women, and interviews with women that survived domestic violence.
- insight into opinions on other key actors through in-depth, semi-structured interviews with representatives of provincial government, national government, relevant independent agencies and media.

- insight into opinions of project-related stakeholders through In-depth semi-structured interviews with the donor, project team and project partner representatives.

3.2.2 Description of data collection methods and analysis

Data collection methods included following:

1) Quantitative data - main document sources and methods of collection:

- PSEEGE reports to UNTF
- External monitoring reports
- PSEEGE database on trainings/educations conducted
- Internal project partners' reports
- Survey with administrative services in 45 municipalities covering following: existence and functioning of protocols of cooperation between institutions, existence and functioning of coordinating bodies against GBV, application of case conferences; SOS helplines and/or mobile teams; data on violence against women; innovative measures introduced
- Survey with SOS Helplines in APV 2009 - 2012 (number of reported cases of VAW in the period 2009 - 2012)
- Analysis of the reports of Centers for Social Work in AP Vojvodina in 2010, Provincial institute for Social Welfare, Novi Sad, 2011
- Analysis of the reports of Centers for Social Work in AP Vojvodina in 2011, Provincial institute for Social Welfare, Novi Sad, 2012.
- Data on request from SO RS, providing data on reported adults for felony of domestic violence in APV; convicted adults for felony of domestic violence in APV 2009 -2011
- Data on request from MoI RS, providing review of felonies in which the victims are women in APV 2010 - 2012

Given that the data used were provided by other actors, evaluation team cannot guarantee absolute precision of the data. However, this is our estimation of the level of precision for different data sources/methods of collection:

- High for data from PSEEGE reports, monitoring reports, PSEEGE database and project partners' reports, as these data were compared and cross- checked against each other.
- High for the data received on request from institutions (MoI RS and SO RS) as their level of precision is guaranteed by the institutions.
- Medium for Survey with administrative services in 45 municipalities, survey with SOS Helplines as evaluation team cannot guarantee for the precision of the data provided by municipality administration services or SOS helplines. However, evaluation team considers them to be approximately precise.
- Medium for analysis of the reports of Centers for Social Work, given that firstly, CSWs have different methods of collecting the data, secondly because Provincial institute for SW used different methodologies in collating the information received from CSWs; again, evaluation team considers them to be approximately precise and reliable enough to provide insights into trends.

2) Qualitative data - data collection methods:

- Focus groups with professionals in local communities and with representatives of general public in local communities (school officials, local media, other)
- Evaluation workshops with representatives of experts and highly placed professionals from different municipalities in AP Vojvodina, from five different sectors: social welfare, health, police, judiciary, CSO; workshop was also used for peer educators.
- In-depth, semi-structured interviews with representatives of four marginalized groups of women, and interviews with women that survived domestic violence, representatives of provincial

government, national government, relevant independent agencies and media, donor, project team and project partner representatives.

Codes used for qualitative analysis included:

- 1) Knowledge on the Strategy
- 2) Project relevance toward different beneficiary (target) groups and needs
- 3) Knowledge on project activities
- 4) Project effectiveness (activities, achieving outputs, achieving outcomes)
- 5) Knowledge and attitude on GBV
- 6) Changes in behavior and institutional approach on GBV
- 7) Changes in cooperation between institutions
- 8) Perception of impact on beneficiaries/target groups
- 9) Changes in the community on the issue of GBV
- 10) Efficiency of the project (management and coordination, mechanisms for monitoring, resources)
- 11) Sustainability of project results
- 12) Recommendations

Codes were used as appropriate for different sets of interviewees¹² (e.g. professionals were not asked about efficiency of the project, peer educators were not asked about changes in cooperation between institutions etc.). Evaluation team used value scales defined as high, medium, low. Additionally, interviewees were always asked to provide examples for their opinions and insights. Key questions asked in interviews, focus groups, evaluation workshops were based on the codes.¹³

The evaluation was participatory: Donor, leading partner (PSEEGE) and project partners participated in planning the evaluation by providing comments and suggestions on the proposed methodology (presentation of the Inception report and feedback).

The further participation of donors, leading partner, project partners' as well as beneficiaries was realized by their participation within focus groups, evaluation workshops, in-depth interviews and surveys. Further, donor, leading partner and project partners provided feedback and comments on the draft version of the evaluation report.

3.2.3 Description of sampling

The sample was chosen in collaboration with PSEEGE. The preliminary sample was proposed by PSEEGE, and it was related only to the individual participants, not municipalities. The final sample of both municipalities and individual participants, was chosen by the evaluation team. The sample of municipalities was created according to the following criteria: the territorial criteria (municipalities from all 7 districts in Vojvodina), size (3 cities and 4 municipalities), the level of development (3 undeveloped/underdeveloped and 4 developed, based on the demographic, economic and employment criteria, according to the Decision on the undeveloped and underdeveloped municipalities in Vojvodina in 2009.), and based on internal criteria developed by PSEEGE project team on the level of progress of the municipalities in coordinated response to domestic and gender-based violence (2 progressive, 3 partially progressive and 2 with low progress).

Focus group and evaluation workshops participants were selected thanks to the lists of participants that the project team provided to the evaluation team, but also thanks to the suggestions from the institutions themselves. Although many of contacts from these lists (due to the time that past) were not updated, the main institutions and local stakeholders were identified, and the invitations were sent to the institutions. The invitations contained the names of the project participants (training participants and other events

¹² Detailed information on what codes were used for which set of interviewees are provided in separate Annex - Evaluation tools. They are marked as topics for discussion.

¹³ Detailed lists of questions provided in separate Annex - Evaluation Tools

participants) i.e. were addressed to the particular persons. In cases where we had small number of potential participants (such as small municipality with small No of institutions and organizations), more people from one institution were invited. The list sent by the project team was broadened with the names of the people who were suggested by local stakeholders, too.

The interviewees were selected according to the suggestions of the project team, and one of the main criteria for those from national government and agencies, and local government was that the person had to be familiar with the project (preferable chiefs of departments that are responsible for the social care system on local level and elected officials, such as mayors, deputy mayors and local executive council members.)

The key limitations in selection of the sample were fluctuation of human resources in institutions and organizations (some people involved in the project were not available any more), and uneven motivation of the institutions to participate in the process.

Here follows the review of the criteria¹⁴ used in the selection of the sample.

The group	Criteria and level of fulfillment of criteria (1 completely, 2 partially, 3 not fulfilled)	Note
Focus groups with professionals in local communities and with representatives of general public in local communities (school officials, local media, other)	Direct involvement in the work with women beneficiaries (1) Knowledge on the project (2) Participated in the project (trainings, seminars, info activities...) (2)	A small part of participants in the focus groups did not directly participate in project activities, but were delegated to participate in the focus group by their managers
Focus groups with representatives of general public in local communities	Have interest for the issue (1) Motivated for conversation (1) Knowledge on the work of relevant local institutions which are obliged to respond to violence (1)	/
Evaluation workshops with representatives of experts and highly placed professionals from five different sectors:	Experts in their field (1) From different municipalities (1), High position in their institution 2), Participated in the project/have knowledge about the project (1)	Not all participants in the evaluation workshops take high positions in their institutions, but final decision on the person who would represent the institution was made by the managers.
Evaluation workshop with peer educators	All peer educators were targeted	16 of them invited, 7 of them responded
Interviews with representatives of four marginalized groups of women,	Significant activist experience in women's CSO (1) Good knowledge on the APV context in widest (1) In depth knowledge of the situation of women from the marginalized group they represent, and its' subgroups (1) Belonging to the marginalized group of women that they represent (2)	A certain number of interviewees do not belong to the marginalized group which represented, but they were chosen because of their profound knowledge of the situation of the particular marginalized group and able to

¹⁴ Besides these criteria, it is important to stress that individual participants of the process come from whole territory of AP Vojvodina

		thoroughly review all of the perspectives of the position of that group of marginalized women, given the experience of many years of working with them.
Interviews with local self-government representatives in 7 municipalities from the sample	Knowledge on the project activities and results at the local level (1) Motivation for conversation (1) Knowledge on the work of relevant local institutions (1)	/
Interviews with representatives of provincial government, national government, relevant independent agencies	Knowledge on the project activities and results (1) Motivation for conversation (1) Knowledge on the work of relevant provincial and national institutions (1)	/
Interviews with project team members	All project team members were interviewed	/
Interviews with the representatives of the project partner	At least 1 representative of the organization (1) Directly involved in the the realization of the project activities(1) Direct communication with the project team (1) In depth knowledge on the project activities and results in the component that they were involved in (1)	/
Interview with donor representative	Knows the project from the planning to the final phase (1) Know the project team (1) Motivation for conversation (1)	/
Survey among SOS hotlines	All SOS network members (1)	/
Interviews with SOS activists	Participated the project training (1) Actively involved in project activities (1) Direct work in SOS service delivery (1)	/

3.2.4 Short description of the evaluation team

Evaluation team consisted of 6 members. Short description of their experience and specific roles:

Jasmina Knezevic, Position: Team Leader and Gender Expert

Jasmina Knezevic was born in 1971, she has degree of Master of Psychology (2008) and Business psychology Specialization (2006). Jasmina is also a certified trainer for NGO Management (Tim TRI, Belgrade and Oxfam, UK, 2002]). She has been working in the non-profit sector since 1999., started as a volunteer for SOS Hotline for Women in crisis and has been engaged the longest as a coordinator of women's organization (7 years). She was author of five Training of trainers (TOT) for empowering different groups of women: unemployed women, rural women, young girls and women with disabilities. Jasmina has double nomination for the Annual award of the Province Secretariat for work, employment and gender equality for the contribution to the establishment of gender equality in Vojvodina.

Her specific expertise include gender equality, Social inclusion, mechanisms of protection for women victims of violence. She has also a great experience in implementation of capacity building projects related to formal and non formal education in Public Administration and at the local government level. Countries in which she worked include: Serbia, Montenegro, and Bosnia&Herzegovina, with experience in implementation of internationally funded projects (EU funded, OSCE, UNDP, VNG etc.).

Her professional career has started in Centre for social work and National employment service; at the moment, she teaches preschool teachers and sport trainers at the High school in Subotica. She is author of two publications and two textbooks for preschool teachers and sport trainers.

Aleksandra Vesic Antic, Position: International Expert

Aleksandra Vesic in 1969, holds a B.Sc. in Electrical Engineering (1996) and Postgraduate Certificate with Merit in Donors Development Practice from the London Metropolitan University (2008). She is also a certified trainer for NGO Management (Charities Evaluation Services, UK).

Aleksandra has been working in the non-profit sector in the Western Balkans region since 1996, starting her engagement as a volunteer for SOS Hotline for Women and Children. She continued as Project Coordinator, Fundraiser and co-coordinator of Autonomous Women's Center. From 2003 to 2009, Aleksandra worked with local foundation, Balkan Community Initiatives Fund (BCIF) as an Executive Director.

Since 2010, Aleksandra is working as an independent consultant. Her clients include international development organizations such as USAID, TACSO (EU DG Enlargement project), Erste Stiftung, OSCE, OSI, CNF CEE, C.S.Mott Foundation; governmental bodies such as Ministry of Finance, Ministry of and Social Policies, Office for Cooperation with Civil Society, High Judiciary Council of Republic of Serbia, Ombudsman etc. Her areas of expertise include needs assessment, strategy development and sustainability; Impact assessment and evaluation; Organizational development and governance. Particular interests are in the areas: Civic participation, CSO partnership with institutions at local and national level and advocacy; Social inclusion and equal opportunities, gender and disability equality in particular.

Countries worked include: Serbia, Montenegro, Kosovo, Bosnia&Herzegovina, Croatia, Macedonia, Bulgaria, Romania, Czech Republic, Slovakia, Baltic countries. She is author, co-author and/or editor of ten publications/manuals. For the full list of consultancies and publications please consult CV.

Zorica Raskovic, Position: Team Member

Zorica Raskovic holds B.A. in Political science/ social work (Belgrade university, Faculty of Political Science, 1977), with later specializations in Family System therapy and Therapy for Alcoholics (Institute for Mental Health 1989 and 1998); Certified trainer for NGO management (member of Team TRI)

Over 30 years of working experience in fields of: public education, social work, civil society development, local government capacity building and community development. Worked both with public institutions, local and international NGOs as staff supervisor, project manager, trainer, mentor. Being certified trainer for civic society development, delivered over 100 trainings (over 300 training days) in areas such as: community development, strategic planning, local actors networking and coalition building, citizens' participation, advocacy, project designing and managing, human /minority rights, gender equality, mostly in Serbia and ex Yugoslav countries. In the field of assessment, research and evaluation worked on needs assessment of civil society sector in Serbia (2010, TACSO); Social impact analysis of privatization of Serbia PEU Resavica (The World Bank, 2009), Evaluation of Strategy for local development of Vrbas city (2012) ; Coping with transition through support programs (The World Bank, 2012). Specialized in institutional building and strategic planning of local development, specifically in social field, worked as mentor for developing municipal strategic plans for social protection (Ministry for and social affairs) Currently, acting as Serbia Resident advisor for EU funded project TACSO (Technical assistance to Civil Society).

Mirjana Beara, Position: Team Member

Mirjana Beara, PhD, is an assistant professor at the Department of Psychology at the State University in Novi Pazar, Serbia. She lives in Novi Sad. Graduated in psychology from Belgrade University, Serbia, and finished her MSc degree in Management in Education and PhD in Psychology at Novi Sad University. Before her employment in higher education, Dr Beara worked for five years as a school psychologist in secondary school in Novi Sad, and four years in the Ministry of Education and Sport. She was active in different NGOs oriented towards psycho-social support to victims of the Balkan conflicts (refugees, war veterans, host families, citizens) and civil society development. Her fields of interests are psycho-social support to youth and adults, management in education and educational psychology, human motivation, professional development and adult education. She is an expert in monitoring and evaluation and adult training (certified trainer of Tim TRI, Belgrade) and has provided trainings, evaluations and consultations, as well as presentations at conferences in Serbia, Bosnia and

Herzegovina, Macedonia, Albania, Hungary, Romania, the Czech Republic, Canada, Germany and Croatia. She is author of several articles, book chapters and manuals. During 2011/12, she participated in Balkan Epidemiological Study on Child Abuse and Neglect (BECAN), which was supported by EU within FP7 program.

Tatjana Lazor Obradović, Position: Team Member

Ms Lazor Obradović is defectologist with 12 years of experience in working in civil society organizations and 10 years of working as a consultant and trainer with social partners at local, regional and national level: civil society organizations, institutions (educational institutions, municipal government, state ministries) , representatives of socially excluded groups: people (especially women) with disabilities, Roma (especially Roma women), unemployed in general, children with disabilities. She also has international experience (CBC, training and consultancy) and 5 years of experience in evaluation and monitoring of civil society programs and projects, and mentoring in preparation of proposals for EU funded projects, World Bank, UN, and others. Ten (10) years of experience in development of local social services and since 2006 she has worked on inclusive development and expert support to social services providers (Centers for Social Work, CSO-s, social welfare institutions) and 6 years in social policy development. She is involved in direct work with people with disabilities and Roma since 2000 (in providing psychosocial support to individuals, training and consultancy to COS-s), and has concrete experience in the field research work with women victims of violence, especially women with disabilities who survived violence and discrimination and capacity building of organizations that provide services for them.

Ivana Koprivica, Position: Team Member

Ms Ivana Koprivica is psychologist, MA in Business Psychology. She has over than 10 years of working experience as a consultant: training and mentoring of local stakeholders in public sector in different aspects of community, organizational and institutional development, human resources planning and staff qualification methods (in public companies, public institutions and administration, as well as in CSO-s). She is experienced in participatory planning process methodology in local communities and in development sustainable mechanisms for increasing citizen's influence (specially marginalized one) on decision makers. She has specific expertise in developing local social services, among them services for women victims of violence, as well as in policy making in this field at national, regional and local level. During last 15 years she gained significant experience in direct work with women from marginalized groups, especially Romani women and their civil society organizations. As psychologist, she has skills and in depth knowledge in the field of research methodology. She has been working with World Bank, UN agencies, USAID, EU programs. Ms Koprivica is trainer with more than 10 years of interactive training experience and nearly 800 training days with representatives of various national and international civil society organizations and organizations, educational institutions, municipal government, state ministries.

3.2.5 Evaluation timeline

Evaluation took place in the period from September 2012 to February 2013, with following milestones:

- Contract signing: October 8th, 2012
- Presentation of Inception report: October 24th, 2012
- Accepted Inception report: December 19.12.2012.
- Submitting preliminary findings January 25th, 2013
- Presentation of preliminary findings: February 1st, 2013
- Draft report submitted: February, 15th, 2013
- Final report submitted: March 11th, 2013

Activity	Period/dates
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<ul style="list-style-type: none"> ▪ Analysis of project documentation ▪ Meeting of evaluation team, designing the workshop with project team, creating draft of detailed evaluation plan (inception report), 	8.10 - 19.10.2012
<ul style="list-style-type: none"> ▪ Workshop with project team, presentation of draft plan (inception report) to the project council ▪ Feedback from the donor and client ▪ Creating of detailed evaluation plan according to agreed inception report 	24.10.- 10.11.2012
<ul style="list-style-type: none"> ▪ Collecting of data, statistics, literature, policies and other relevant documents ▪ Review and creating assessment according to accepted indicators 	10.11 - 31.12.2012
<ul style="list-style-type: none"> ▪ Conducting 14 focus groups and 6 evaluation workshops 	12.12.2012. - 21.01.2013.
<ul style="list-style-type: none"> ▪ 7 interviews with local gov. officials ▪ 21 interviews with donors, project manager/management team, project partners, SOS Hotlines, journalists, national gov. officials ▪ 12 interviews with representatives of vulnerable groups of women 	10.12.2012. – 21. 01.2013. 10.12.2012. – 14. 02.2013. 10.12.2012. – 21. 01.2013.
<ul style="list-style-type: none"> ▪ Additional data collection techniques (surveys, data on request) and data analysis 	20.12.2012 - 31.1.2013
<ul style="list-style-type: none"> ▪ Submitting of preliminary findings ▪ Presentation of the preliminary findings to the partners 	25.01.2013. 1.02.2013.
<ul style="list-style-type: none"> ▪ Submitting of the draft evaluation report 	15.02.2013.
<ul style="list-style-type: none"> ▪ Submitting comments to the draft to evaluation team ▪ Finalizing and submitting the final version of the evaluation report 	28.02.2013. 11.03. 2013.

3.2.6 Key limitations of evaluation methodology used

The key limitation of the evaluation methodology was **not conducting end-line study**. Given that base line study provided important data in regards to GBV in APV, as well as about women beneficiaries¹⁵ end line study was to be important tool in assessing the level of achieving the outcomes (e.g. increase/decrease in percentage of women using services of institutions, their level of satisfaction, increase/decrease in women awareness of their rights and available services, available services etc.)

To overcome this limitation, evaluation team used additional techniques/sources of data to provide framework and/or trends for assessing the missing data. Such are, as described above, survey with administration of 45 municipalities, survey with SOS Helpline representatives, data on request from SO RS, data on request from Mol RS.

However, the most important consequence that could not be overcome is lack of access to random sample of women as primary beneficiaries. Therefore, there are no data on the issues such as prevalence of violence in APV, direct data from women on the using of services of institutions, their level of satisfaction with services etc. These limitations could not be overcome; access to those data instead of

¹⁵ Among other things, base-line study provided data on: prevalence of violence, types of violence, needs of survivors after the violence, characteristics of perpetrators, reasons for staying in violent situation; percentage of women that asked support from institutions (police, health institutions, CSW, judicial institutions, NGOs) and their reactions, women's satisfaction with institutional support; level of information on the facts that violence is criminal act, level of information on potential measures of protection that are available to them, level of information about possibilities to address the institutions and support that they should receive; services then available to women who are surviving domestic violence etc

end-line study could be provided by larger-scale research; however, limited resources provided for the evaluation didn't allow for introducing that method.

4 Evaluation results (findings and analysis)

4.1 The effects of the project

4.1.1 Relevance and strategic coherence of the project

4.1.1.1 Relevance of the project and responding to needs

In this section, the measure in which planned outcomes are in compliance with the identified rights and needs of target groups in AP Vojvodina and national context is analyzed, as well as their relation to the overall goal of reducing domestic and gender-based violence in APV.

The planned outcomes¹⁶ are defined in the following way:

- 1) Outcome 1: professionals in all relevant institutions and organizations in at least 30% municipalities in the Autonomous Province of Vojvodina (APV) implement effective, efficient and coordinated measures to prevent gender-based violence by the end of 2012;
- 2) Outcome 2: 30% increase in the number of women survivors of violence (including women from vulnerable groups) who use services in 45 municipalities in APV by the end of 2012.

With regard to the first planned outcome, the analysis of relevant documentation clearly shows that this result is in compliance with the framework set in relevant EU documents¹⁷, and relevant national documents and policies¹⁸.

Additionally, data about available services and quality of services from the base line study¹⁹ indicate that women that are surviving violence in 60.6% of cases were not satisfied with the services provided by the Center for social work (CSW), in 59.5% of cases were not satisfied with the services of the police, in 13% of cases were not satisfied with the services of health care institutions, and almost 30% were not satisfied with judicial proceedings.

The base line study also indicated that there is no clear and unique system of keeping records of violence, or measures taken to end violence²⁰ (which was planned as one of the important outputs related to the first outcome). All these data indicate that it is necessary to improve the capacities of professionals to provide effective, efficient and coordinated measures for ending the violence.

¹⁶ Serbia_PSEEGE_Logframe, page 1 and 7

¹⁷ The study of the Council of Europe about minimal standards of services for victims of gender-based violence shows a need for initial and continuous education of professionals working with victims and a necessity of specialized knowledge and skills. Kelly, L & Dubois, L (2008) Combating Violence against Women: Minimum Standards for Support Services, Strasbourg: Council of Europe, translation to Serbian Autonomous Women Centre, <http://www.womenngo.org.rs/publikacije/publikacije-o-nasilju/142-postavljanje-standarda-studija-i-predlog-za-minimum-standarda-za-servise-za-podršku-ženama-koje-su-preživjele-nasilje> (text available only in Serbian)

¹⁸ The third and fourth general objective of the National Strategy are: Improvement of multi sector cooperation and raising capacities of professionals and services, and improvement of system of protection measures and support to victims of violence; National Strategy for Prevention and Elimination of Violence against Women in the Family and in Intimate Partner Relationship, Gender Equality Directorate, Ministry of Labor and Social policy, May, 2011.

¹⁹ The base line study conducted within the project by the Victimology Society of Serbia is quoted in the National Strategy for Prevention and Elimination of Violence against Women in the Family and in Intimate Partner Relationship

²⁰ Base-line study points to the following aspects of this problem: "The research results show... apart from the center for social work, no institution or organization has a legally defined obligation of keeping records. Police administrations in Vojvodina do not keep separate records of domestic violence, and this area is not legally and systemically arranged... it can be concluded that most health care institutions do not keep special records about domestic violence." And concludes that: "Lack of a unified way of recording and processing cases of domestic violence makes monitoring and analysis of the incidence and characteristics of the phenomenon itself impossible, as well as the monitoring and evaluation of support practices to victims and sanctioning perpetrators."

With regard to the second outcome, the base line study shows that the victims of violence rarely turn to relevant institutions. For example, only 23.2% of victims of violence asked for help from the police, 18.2% victims addressed the CSWs, and 30% visited health care institutions due to physical injuries. As reasons for not reporting violence it is stated that the women *"didn't believe the incident was that serious"* (24.2%), *"they were ashamed"* (18.7%), *"they didn't believe they could get help"* (14.3%), and that *"they were afraid of increase of violence"* (12.7%). The research has pointed out that the women are still insufficiently informed about their legal rights: although around 61% know there are protective measures from violence by the Family Law, their knowledge is on an "abstract level"- they have heard of the Law, but they do not know which specific measures are available to them. Having in mind that the number of victims that report violence to some of the institutions (police, CSW, health care institutions) ranges between 23% and 30%, it is obvious that for the ending or at least decrease of violence (apart from capacity building of relevant institutions), it would be necessary to increase the number of reported cases of violence, that is to increase the percentage of women using the services provided by institutions.

Data obtained through the qualitative analysis (field work) confirm both needs: the need for service improvement as well as the need for raising awareness of women surviving violence and the public about the necessity of reporting violence (i.e. use of institutional services).

The interviewees²¹ from the group of professionals confirm to a great extent, that they recognized the need for education as well as the need for cooperation between the institutions (a coordinated answer to violence against women). Regarding the need for education, professionals cite earlier failures in recognizing violence (violence as a problem, but also the difference between psychological and physical violence). Accordingly, their attitude towards the victims was different (*"We used to think: 'Here she comes again'."*), there was no understanding why the victims do not get out of a violent situation (*"I thought it's her fault she puts up with it."*). Regarding the coordination among institutions, the interviewees clearly recognize that need and point out the project's answer to it. They state that *"before it was unclear who was to do what"* and that, in fact, there was no cooperation (*"They all did their job separately, but not together", "although we are in the same city, we didn't know each other."*).

There is also a general agreement among the interviewees, that lack of reporting violence and insufficient use of available services, is a significant problem; they think that reasons are that *"people don't know what violence is", "they don't recognize the consequences", "there is a great apathy/indifference of citizens", "patriarchal community, so the violence is considered a domestic issue"*. Lack of reporting violence is very often connected to insufficiently informed public and stakeholders (*"violence is a big problem, but the people, the general public are not educated or informed, especially those who have the obligation to report violence and to react"*.)

Having this in mind, it can be concluded that the planned outcomes fully correspond to the needs and rights of beneficiaries/target groups, most of all the primary beneficiaries – women surviving violence and professionals dealing with violence, but the general public as well.

Also, both outcomes are formulated in a way that could definitely influence the reducing of violence, primarily by strengthening protection measures (efficient, effective and high-quality support for women to protect themselves and possibly get out of a violent situation), and furthermore influencing a greater number of women to use the services of institutions.

4.1.1.2 Coherence of the project and relation between planned activities and expected results

Overall goal: *to reduce domestic and gender-based violence in APV* was defined too broadly. As a complex problem, violence against women demands a complex and multi-layered answer. The two defined outcomes are aimed primarily at strengthening protection measures against violence through strengthening the quality of available services and increasing the number of women using them. In this regard, it can be concluded that outcomes are completely relevant for achieving the overall goal. At the

²¹ The term interviewees refers to the persons that were in any way included in the techniques applied during field work – individual interviews, focus groups, evaluation workshops etc

same time, however, although they significantly contribute to the achievement of the overall goal, they are not sufficient for its complete achievement. Thus, it would have been more adequate if the overall goal was defined, for example, "**contributing** to reducing of domestic and gender-based violence in APV".

As to enable easier following of the next part of the report, the relation between the overall goal, outcomes, outputs and activities is provided in table form in Table no. 1.

Considering the coherence between outcomes and outputs, and their relation to the activities, the following can be concluded:

Outputs connected to the first outcome are completely relevant and comprehensive to a great extent. This means that achieving outputs can lead to progress in achieving outcomes. The coherence would be even greater if another output had been defined, which would address monitoring the level of adopting and application of knowledge acquired through the first four outputs. Activities connected to outputs are well formulated and completely relevant for their achievement.

Outputs connected to the second outcome are relevant and comprehensive to a somewhat lesser extent²². The second outcome refers to the increase in the number of women using the services to solve the situation of violence. However, analysis shows that the first two out of five outputs are aimed directly at this target group²³, while the remaining three outputs address other target groups (the media/general public, students, members of parliament). In this regard, those three outputs can only indirectly contribute to achieving the second outcome.

The planned activities are to a certain extent relevant for achieving the outputs. Room for improvement lies primarily in the second output²⁴: although women from marginalized groups are mentioned in both outcome as well as one of the outputs, there are no planned activities that specifically aim to increase their knowledge about violence and existing services. Although there were certain efforts to influence the awareness of women from marginalized groups, **specific planned** activities would have had a greater effect having in mind the needs of these groups in terms of communication and awareness raising (section 4.1.2.2.).

4.1.2 Project results (effectiveness)

4.1.2.1 Level of quantitative realization of outputs and related activities

This section analyzes primarily the level of achievement of outputs and planned activities in terms of quantitative results.

Outputs relating to the first outcome

The first four outputs connected to the first outcome (see Table no. 1) refer to capacity building of professionals from the field of social welfare, health care, police, judiciary, etc through education. Almost all planned activities within the first four expected results were achieved, and to a certain extent the plan was exceeded. Within all four types of planned education²⁵, a larger number of professionals than

²² The impression is that the final formulation of long-term result 2 was a result of an agreement between the donor and the client (leading partner) during the process of project approval, so it is possible that this is the cause of a somewhat lower level of coherence between long-term and short-term results.

²³ one, the frequency and consequences of domestic violence, and the quality, and accessibility of specialized services are identified and two, 30% more women (including women from vulnerable groups) have knowledge on characteristics of domestic violence and specialized services in APV by the end of 2012.

²⁴ 30% more women (including women from vulnerable groups) have knowledge about the characteristics of domestic violence and specialized services in APV by the end of 2012.

²⁵ Education about the issues of domestic violence, gender-based violence and women's human rights (particularly human rights of women from vulnerable groups); the characteristics and legal provisions regulating domestic and gender-based violence; advanced skills for providing specialized services to women survivors of violence; delivering coordinated measures against GBV

planned was trained²⁶. Thus for example 1235 professionals went through basic training on violence and women's human rights instead of planned 900; 1043 professionals went through education on coordinated measures against violence instead of planned 900 etc.²⁷

An important change regarding planned activities is connected to the participation of legal professionals: due to the smaller number of legal professionals in effect, it was impossible to reach the planned number of participants. Instead, members of the police force were included in this type of education. This positively influenced the project effects, having in mind both the importance of the police in the chain of institutions that need to react to violence as well as number of police officers that need to be trained.

Furthermore, support was provided for the development of a sustainable 24-hour SOS helpline for APV, 45 case conferences were prepared and 23 were held, and 9 round tables were organized to provide opportunities for sharing of experiences.

Therefore, it can be concluded that the four outputs aiming at education were achieved to a great extent.

In terms of the output referring to the application of lessons learned, a great part of activities was implemented as planned: project council meetings were organized, a base line study was conducted, regular project monitoring was done, a regular financial audit was carried out, two reports were submitted to the Parliament of the APV, external project evaluation was organized. The only activity not implemented was the conducting of the end-line study.²⁸ Regardless, it can be concluded that this output has also been achieved to a high extent.

The only output that was not completely achieved²⁹ within planned timeframe is connected to the use of a standardized database system for keeping and sharing records on reported cases of violence. However, the delay was brought to the attention of donor, discussed jointly; donor agreed that the project will be extended until June 2013 in order to complete this output.

The reason for delays in the planned activities (tender for software development is now in progress) lies in external circumstances which could not be influenced by project team. The difficulties were primarily related to the compliance of the proposed recording system with the existing legal framework for personal data protection. Due to these difficulties, the development of methodology was delayed; accordingly, the planned activities regarding training of professionals for the use of software, publication of a statistical review about domestic violence and other types of gender-based violence could not be achieved. In addition to already mentioned difficulties, it is important to note that this is the first attempt ever in Serbia to create such system for sharing and keeping data and therefore there was no model or previous experience that project team could use.

At the same time, it is also important to mention that the project team invested significant efforts in realizing the preparatory activities necessary for the achievement of this output: the existing records and documentation were analyzed, a multisectoral group was formed (consisting of 14 professionals of different fields) to develop principles of unified records, drafts of forms to be filled out when reporting cases of violence were designed. Further, the project team participated in a round table held in Belgrade – *"Towards Europe – A proposed model of a unified database for reporting cases of domestic violence"*; and experiences were exchanged with Elvana Gadesi, CSO activist who took part in development and implementation of similar initiative in Albania. Harmonization of records was carried out with the Law on Personal Data Protection and Directorate for Gender Equality, cooperation was established with the Faculty of Technical Sciences regarding software development for record keeping, a concept design was

²⁶ Except the CSO representatives, who have shown less interest for the education than expected

²⁷ The detailed data that demonstrate the level in which the planned numbers of trained professionals was exceeded are provided in Appendix no. 2

²⁸ The project team has originally included the final study in the process of external evaluation, but during planning of the process of external evaluation this idea was cancelled with the donor's approval.

²⁹ 30% municipalities use the standardized system for collecting and sharing data about the reported cases of gender-based violence.

created and presented to the professional public. In other words, the project team did a large number of sub-activities necessary for the achievement of this output and thus succeeded to overcome the mentioned difficulties. However, the delay could not be compensated, so the activities continue in order to achieve this output. Within the frame of achieving this outcome, 12 Centers for Social Welfare and two SOS hot lines received computer equipment (as a technical prerequisite for a unique register).

Outputs relating to the second outcome

A large part of planned activities regarding the outputs connected to the second outcome were carried out according to plan, so the level of achievement of the outputs is considerable.

Within the first output a research paper was published (based on the data obtained from the base line study) about the frequency and consequences of domestic violence and about the quality and availability of specialized services. The research was presented in the Parliament of the APV and a considerable number of institutions, organizations, local self-governments, interested and professional public representatives participated. Research was also distributed on trainings with professionals.

In terms of the output that regards awareness of women, a website (www.hocudaznas.org) was set up and regularly updated. The website contains a large number of important information as well as statistics about the organized trainings. Statistical data show that the site is well-visited: it has over 24,000 viewed pages.³⁰ The number of printed flyers was higher than planned - 70,000 flyers (55,000 for campaigns and additional 15,000 for SOS hotlines), instead of planned 50,000³¹, while the number of brochures was slightly lower (12,000 instead of planned 30,000). The project team showed additional flexibility – instead of planned 150 informational corners, 450 flyer-carriers were set up. Although it is impossible to prove by this evaluation³² that 30% more women know about violence, it can be stated that the awareness of women about what violence is, what are their rights and what services are available to them regarding overcoming violent situations, is certainly higher.

A large number of activities planned by the project were implemented as planned or even to a greater extent than planned (especially regarding the number of trained professionals).

In cases when the planned activities were not implemented, changes were primarily due to external circumstances (for example, difficulties in integration of records about violence into the existing legal framework about personal data protection, lack of media interest etc.)

It is important to emphasize, firstly, that there was a large number of unplanned activities that positively influenced the overall project effects (additional education of members of the police, judicial practice research); secondly, the project team and partners have shown considerable flexibility in creating new activities to compensate those that could not be implemented. The flexibility shown by the donor towards the proposed changes was also very significant in this respect.

In this regard, it can be concluded, that most of outputs were achieved in significant measure, even if in certain cases it is not possible to provide exact quantitative data. .

Regarding the output concerning increased awareness of the public, a large number of planned activities were achieved. Three campaigns were organized following the annual international campaigns "16 days of activism against violence against women". Within the campaigns, TV and radio commercials were made which 30 media broadcasted free of charge. Also, posters and flyers were set up in important spots in the

³⁰ External project implementation monitoring, July 2012.

³¹ this included also flyers on the languages on ethnic minorities Serbian, Hungarian, Slovak, Romanian, Ruthenian and Romany

³² The increase of awareness by 30% would be possible to show either by a end-line study or public opinion research of a wider scope. The end-line study was canceled on client request, and resources available for evaluation did not allow conducting public opinion research.

city, and on/ in 10 public buses in Novi Sad, which was a well received by public. Additionally, four press conferences were also organized.

Furthermore, one conference was organized as planned about the current state in the field of GBV in APV, and the project team took an active role in the annual conferences of the network "Life Without Violence" led by the Provincial Ombudsman. Finally, an analysis of media coverage was conducted.

Within this output the realization of other planned activities was also attempted (such as the training for media representatives, writing a code of responsible reporting, organizing an advisory media board). They were not fully implemented mainly because of lack of interest by the media. Therefore, the project team focused more on campaigns, and introduced a number of new unplanned activities. Thus - although it was not planned – the team made a communication strategy, in which a media consultant had an active role (also engaged outside the plan, due to noticed need). The media consultant also held a one-day training session with the project team about external communication and public relations, participated in the design of informational material for the media and gave consulting support for the website updates and media campaign implementation. Project team representatives took an active part in the public hearing organized by the Gender Equality Committee of the Parliament of the RS with the theme "Role of the Media in fighting violence against women". Similarly as for the previous output, it is impossible to show an exact percentage of the general public that has gained knowledge about violence, but the level of information available to the public is definitely significantly higher.

In regards to the output connected with the increase of understanding of members of Parliament about the consequences of violence and the importance of working to end it, a training was organized for the Members of the Parliament (MPs) of APV and reports were submitted to the Parliament Committees (Committee on Defense and Security and Gender Equality Committee).

Finally, regarding the output of educating high-school students, a training for peer educators about violence was organized, 10% more than planned number of high-school students were educated, a youth guide was designed and printed. A Facebook page was set up, although it was not originally planned. As an unplanned activity, a meeting with peer educators was organized, to evaluate the results and plan a new project cycle (with this workshop, the Vojvodina Youth Center was officially opened). The project "Toward equality in partner relations through peer education" is a result of these activities, financially supported by the Provincial Secretariat of Sport and Youth.

As a particularly significant unplanned activity, it is important to mention that the first systematic research of judicial practice in the field of gender-based violence was conducted, in which 300 court cases and 300 prosecutor cases were collected.

A detailed overview of planned, implemented and unplanned activities is provided in Table no. 2.

4.1.2.2 Level of qualitative achievements of outputs

This section primarily explores qualitative achievements of outputs, that is, changes that happened due to implementing planned activities.

The impression is that considerable progress was made regarding the understanding and reacting to violence on the part of the professionals. The qualitative analysis indicates the following changes:

- *Understanding the issue.* Most interviewees³³ agree that the issue of domestic violence and GBV is a serious problem in APV and in their communities. The impression is also that there is increased understanding of specific problems, for example, difficulties regarding problem solving in smaller communities, rural areas etc.

³³ Only in Sombor the professionals have expressed an attitude that violence against women is not such a big problem because it is dealt with in a satisfactory way in their community.

- *Understanding complexity of solving the problem.* Most interviewees show a solid understanding³⁴ of the complexity of problem and finding solutions – from reporting the violence, reactions from different institutions to final processing of the case and sentencing. The interviewees, project team and partners especially emphasize the importance of creation of valid documentation: they state that in the process of solving each individual case, it is extremely important that each institution in the chain (police, CSW, health care institutions, etc.) document the data about violence in the proper way. In cases in which any of the institutions do not do their part of the work properly, processing and sentencing is difficult, or even impossible³⁵.
- *Understanding problems a woman is facing when trying to leave a situation of violence.* A certain number of interviewees also points out the problems a women is facing when trying to leave the situation of violence; the interviewees show they are aware that, for example, accommodation in the Safe House does not solve problems the woman has, but opens new ones. *"And when they are in a Safe House, they are wondering: what is happening with my job, to the children going to school and so on...the perpetrator stays in their home and continues with his routine, and the woman is disturbed and dislocated..."*
- *Reacting to violence, i.e. a change in professional attitude.* The increase in understanding of interviewees regarding women victims of violence is specially emphasized. Unlike the period before the education, the interviewees now point out that they have a better understanding of why women stay in a violent situation. In addition, they indicate that they now provide services in a different way. A few quotes from the interviewed professionals show such higher level of sensitivity: CSW: *"I have told this woman, if you change your mind and give up on the whole procedure, and you tell the court – I withdraw the appeal – and then if you come, every time I will receive you and talk to you as if you are reporting it for the first time; so it happened that this woman withdrew, and came back the second time... it means...that we didn't lose her in the system, she trusted us and didn't come with fear. That shows the attitude of our colleagues has changed."*; *"It is clearer how to approach whom, when it is suitable to talk and how far to go, some particular things. And the education on working with perpetrators, how to talk to them, how to set boundaries, it has to be a different approach than with the victim..."*; Health care: *"Now I have a different approach, I say what would you do, what are your suggestions, let's see how realistic the options are...the course of the interview, vocabulary – education has helped."*; Police: *"There aren't any adequate reception places for the victims in the police station, the victim sits on a bench in the hallway...We need a separate room for it, so the victim doesn't feel ashamed."* Given the qualitative analysis of interviewees' answers as well as the feedback from the project team and partners the most significant change is noted with the members of the police.
- *Understanding the specifics of violence against women from marginalized groups.* Qualitative analysis shows the progress is minimal regarding personal attitudes and institutional approach to solving problems of violence against women from marginalized groups. Professionals are aware of the small number of reported cases of violence against women from these groups. The interviewees are practically unanimous in stating that women from rural areas, women members of ethnic minorities, Roma women, and women with disabilities very rarely address the institutions; as reasons for this they state *"fear"*, *"having nowhere to go"*, *"patriarchal communities, don't understand what violence is"* etc. There is also a certain understanding of

³⁴ This is additionally confirmed by examples provided on page 57, that demonstrate understanding that complexity of the problem demands cooperation between institutions.

³⁵ The impression is that the problems regarding proper documentation of the cases are especially prominent in CSWs and health care institutions, though from the responses of the interviewees it seems that the situation is somewhat better since 2012.

professionals that the violent situation is more difficult with poor women³⁶, women from rural areas and in some cases even Roma women.

On the other hand, it is evident that professionals still have quite high level of prejudices, especially towards women with disabilities (there were statements like "*if someone married her, he can't be violent*") and Roma women that are refugees, IDPs or deported. The interviewed representatives of marginalized groups of women also think there were no changes in professionals and institutions. They point out a high level of prejudices, but also lack of understanding the needs of women from marginalized groups. These needs include: poverty that these women are exposed to, to a greater extent; physical obstacles (physical inaccessibility of institutions and Safe Houses), communication obstacles (in cases of some of the disabilities, language for women from ethnic minorities, but also the need of women to be able to communicate with women from "their own group", meaning persons in whom they have more trust to understand the specificity of their situation). They feel that one of the reasons there were no changes is that there was no systemic approach to this problem within the project. They also state that education of professionals did not include issues such as discrimination of marginalized groups, specifics of situations of violence and different set of needs of marginalized groups. They also feel the project team and partner organizations did not invest sufficient effort to include marginalized groups of women in the project (and as an example they emphasize that the project activities were often not organized in accessible premises).

Regarding the implementation of **coordinated measures** against gender-based violence:

- *Understanding the importance of coordinated measures and cooperation in solving the situation of violence.* There is a considerable increase in the understanding of the importance of cooperation. Practically, all the interviewees emphasize that cooperation is important and that it enables more efficient problems solving. The quote of a professional from Sombor is a good example: "*It had often happened before that the particular institution reacted only within its responsibilities and would distance themselves from the case if the problem dimensions were beyond its formal obligations. Now the situation is different. When the problem is beyond the formal responsibilities of an institution, the gap (no man's land) is overcome through cooperation with other institutions, and the problem is still being treated, not left aside.*"
- *Systematic and institutionalized implementation of coordinated measures.* The progress in this area is limited. Data received through the survey with municipalities show that 44.5% municipalities have the Protocol of Agreement that is actually implemented; the case conferences take place regularly in 28.9% of the municipalities and 35.5% of the municipalities has some kind of coordination body that is functional. However, no more than 15.5% of the municipalities have all three types of the cooperation functional. Monitoring reports of the AWC also show that systematic and institutional implementation is limited. In Kula, for example, in the project partner report it was stated that "*In practice, or in some particular situations, there was inter-sector cooperation, as well as elements of case conference, but without procedures and steps defined by the protocol that a case conference requires.*" Qualitative data additionally confirm that the cooperation ranges from coordinated and formalized, through informal, to formally existing but not implemented. In Senta, for example, "*after the training the contact by phone was improved among the professionals from different sectors, who talk if needed - depending on the case*", in Kovin, where the coordination body previously existed, it was stated that its work had been improved. In Zrenjanin, for example, each institution nominated a person who is responsible for the issue of violence against women, and that was stated as an example of good practice also by the professionals from other towns. The qualitative data also show that a particularly important aspect of the cooperation that is still lacking is providing feedback: for

³⁶ Among professionals, economic situation is in general considered as a factor that makes it more difficult for women to leave the situation of violence.

example, if the CSW forwards the case, it rarely gets the feedback information from the Police; the health care institutions do not have feedback from the CSW and Police, police from CSW and prosecutor's office and so on.

Regarding **establishing the model of a sustainable 24-hour SOS hotline**:

- A helpline has been established in cooperation with five different local SOS hotlines. This helpline(although its working hours are shorter than 24 hours) is now fully operational. The confidentiality of women is kept as they are recorded by pseudonyms or initials. Case files in paper form are locked and access is limited; electronic case files are kept in protected software database. However since this is the first SOS helpline of this type in Serbia, certain challenges are arising in its use and they need to be dealt with in the coming period. The most important include: unifying of procedures, record keeping and adherence to standards among organizations who essentially have different levels of experience and capacity; the introduction of regular supervision and finally, capacity building - relating both to the quality of service provided and the number of available volunteers.³⁷ For solving this, and other challenges, it would be advisable to explore good practices used in other countries that have such SOS hotlines. Handbook for National Action Plans on Violence Against Women³⁸ provides some good practice examples (France in particular) that could be of use.

Regarding **improved knowledge/awareness of the women** who are final beneficiaries:

- *Knowledge/awareness of the women from non-marginalized groups.* According to quotes from the Analysis of work of the Centers for Social Work in APV in 2011³⁹, "*Number of victims of violence during the observed period from 2009 to 2011 has increased. Such a trend certainly indicates the improved awareness in society regarding the recognition of phenomenon of violence as well as readiness to react and report cases of violence.*" This analysis indicates a slight increase in the number of victims of violence (and the reporting of these cases) in 2011 in comparison with 2010 (8%). According to qualitative analysis of the interviewees' impressions, it seems that it can be concluded that the level of understanding of women from non-marginalized groups about what violence is and whom they can address has increased. Thus, the police in Novi Sad state that "*women are now more courageous, more determined; they want to improve their status. The confidence in police work improved, they report the violence more.*" Similarly, professionals in the field of social work say: "*There were examples of good practice so other women saw that some of them were protected, that they got away from it.*" At the other hand, the interviewees also notice that the change is more characteristic of larger communities (Novi Sad, Zrenjanin), while in small towns and villages, levels of knowledge and awareness are still not high enough. It is usually stated that women do not report violence out of fear, they do not know how and to whom, they are not sure that they will be helped, "*they are afraid of being laughed at*", "*they are still afraid of the system, there is no trust in the system...*"

it is important to note here that improved knowledge/awareness of the women is not the only factor that influences reporting the violence; the other important factor is confidentiality of their personal data. In the case of institutions, this is still the challenge. Thus for example, in

³⁷ Additionally, particular attention needs to be paid to the fact that the current function of the SOS hotline cannot enable the woman beneficiary to connect to the same volunteer each time she calls. This could have an impact both on the beneficiaries (who form a certain psychological bond with the first volunteer who gave them support), and on the record keeping of cases of violence, i.e. the possibility of one case being recorded as several different cases if the same woman calls the SOS hotline a number of times. Finally, it impacts the monitoring of progress in finding solutions for those particular cases.

³⁸ Handbook for National Action Plans on Violence Against Women, UN Women, 2012, <http://www.un.org/womenwatch/daw/vaw/handbook-for-nap-on-vaw.htm>

³⁹ Analysis of the reports of CSW work in AP Vojvodina in 2011, Provincial institute for Social Welfare, Novi Sad, 2012. Analysis is conducted based on individual annual work reports that the Centers send to the Provincial Institute for Social Welfare and from the database of the Republic Institute for Social Welfare.

institutions full names and other personal data are recorded usually in case files. Most institutions claim that access to case files is limited and protected; however, experience of women CSOs is that the data is often not adequately protected.

- *Knowledge/Awareness of women from marginalized groups.* It is very hard to notice the progress in awareness of women from these groups. The data from the analysis of the reports of the Centers for Social Work in APV in 2011⁴⁰ according to which there are only 8 women with disabilities among the recorded cases of violence, 11 Roma women, and 1 woman refugee is a good illustration (in comparison to a total of 1256 cases of violence recorded that year). The interviewed women from marginalized groups themselves think that it is possible the knowledge of these women has somewhat increased due to the project. However, they emphasize there were not enough efforts made to achieve any considerable progress in understanding violence and information about services among women from these groups. Almost unanimously, they emphasize that this is the consequence of communication obstacles – from apparent ones (for blind and visually impaired, deaf and hard of hearing) through language (women members of ethnic minorities, Roma women) to the overall approach to information distribution (especially regarding Roma women and women from rural areas, because both communities are, as they say, “more closed”). They feel that this is due to the fact that neither the Strategy, nor the project has taken into account the need to develop specific communication approaches for each marginalized group. It is important however to note, that the project, by printing information in languages of ethnic minorities to a certain extent touched the problem of communication of women from ethnic minority groups.

Regarding **raising knowledge/awareness** of the general public:

- It can be concluded that there is a certain improvement in this segment, first of all from involvement of the wider community in Vojvodina regarding reporting violence, which increased in the last three years (2009, 2010 and 2011). According to data from the Provincial institute for Social Welfare (PISW)⁴¹, the number of reports by citizens – other persons outside of the family - increased for 33% (from 99 reports in 2009 to 132 reports in 2011)⁴². The same trend is with institutions – educational and health institutions, which increasingly report the violence (increase of 117% - from 106 reports 2009 to 230 reports in 2011). Interviewees also agree that awareness of citizens improved, but they emphasize that it requires additional and continuous work since the awareness still is not high enough (the burden of the negative cultural heritage, unstable economic circumstances, experiences of violence and aggression as a model from the recent past is a strong aggravating factor).

Regarding the improvement of **knowledge of MPs**:

- According to quantitative data it can be concluded that a minimum of 20% of members of the provincial parliament have more knowledge about this topic, since 29 members were informed directly (by training, public hearing in the Parliament of APV, as well as by reports sent to boards for the security and gender equality). The recent public appearance of president of the Parliament of APV, PSEEGE representative and project partners at the Conference of the network “Life Without Violence” that took place in the Parliament of APV in November 2012, is the illustration that the issue of combating violence against women is on the agenda of the Provincial Parliament. An interview with one of the MPs of the Provincial Parliament of APV additionally

⁴⁰ Analysis of the reports of Social Welfare Centers in AP Vojvodina in AP Vojvodina in 2011, Provincial institute for Social Welfare, Novi Sad, 2012, pp 34, 35, 37

⁴¹ Analysis of the reports of Social Welfare Centers in AP Vojvodina for 2010 and 2011, The Provincial Institute of Social Welfare, Novi Sad, 2011 and 2012, pp 32 and 29 respectively

⁴² Records do not separately track only the reports of violence towards women, and presented trends do not necessarily indicate definite changes in the categories of women, but they most probably sufficiently relevant, since violence against women is most frequent form of domestic violence

confirms that MPs have gained greater insight into the issue: *"All MPs in the Parliament are certainly familiar with it... we have often issued various decisions... also all of the activities organized by the Secretariat were reported to the Parliament, so I am convinced that every MP is familiar with all of the work being carried out by the Provincial Government, and that everyone supports this initiative."*

Understanding violence among high school students:

- The qualitative analysis shows that there is a certain improvement in understanding the issue among young people. The impression is that the peer education approach is a good one since young people tend to be more open to peers. Peer educators state: *"Not once have I experienced, after training, that girls come with questions about the particular situations of violence which they or somebody close to them experienced and that is, according to me, a sign that the training was helpful"*. In certain local communities teachers also stated that some girls approached them – not to report the violence, but to share what happens/happened to them. On the other hand, the impression is that awareness/knowledge is different in different communities, so increased efforts should be invested in working in smaller communities (similar to the situation with adults). Some comments made by teachers point out, however, that there is a need to institutionalize education (*"mainstreamed in the regular curriculum"*) and/or to widen the approach and adapt it to youth: (teachers quote students: *"again about violence – what a bore"*); in that sense the Facebook group was good choice by project team and this, as well as potentially other tools in the future, could bring about even better results.

The comparison of the quantitative and qualitative data shows that the biggest positive changes were in personal and professional approach of professionals towards women victims of violence from non-marginalized groups, then in the level of awareness of women from non-marginalized groups, the general public, members of parliament and understanding violence among high school students. Smaller progress was made in applying coordinated measures, and the least progress was made regarding the professionals' attitude towards marginalized groups of women, as well as in the level of knowledge and information of the marginalized groups of women.

4.1.2.3 Level of achieving outcomes, especially Outcome 1

1) Outcome 1: Professionals in all relevant institutions and organizations in at least 30% of municipalities in Autonomous Province of Vojvodina (APV) deliver effective, efficient and coordinated measures to prevent gender-based violence by the end of 2012.

It was not possible to acquire the information about the work of individual institutions in each of the municipalities in order to determine the efficiency and effectiveness of each institution in each municipality.

Therefore, in order to define the level of implementation of this outcome, the evaluation team explored the existence of functional cooperation and coordinated measures in individual municipalities in APV⁴³. Data obtained during the process of evaluation are provided in the table:

The type of cooperation	No. of the municipalities in which cooperation	% municipalities in which cooperation	No. of municipalities in which cooperation	% of municipalities in which cooperation
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⁴³ A questionnaire with administrative professionals in 45 municipalities in AP Vojvodina, implemented within this evaluation.

	formally exists	formally exists	functions	functions
Protocol on cooperation	28	62,2	20	44,5
Case conference	29	64,4	13	28,9
Local coordinating body	22	48,8	16	35,5
All three types of cooperation	11	24,4	7	15,5

Of course, all data are based on the statements from the municipalities; in that respect it is not possible to claim that they are absolutely correct, but they can serve as rough indicators.

Data obtained in this way show that – although this outcome was not achieved completely according to available data – there is certain progress. It is important that over 44% of municipalities claim to have functional protocols of cooperation, and also that over 35% of municipalities believe they have functioning coordinating bodies. A smaller percentage of municipalities where case conferences regularly take place - nearly 29% - can be explained by the fact that this type of cooperation demands the largest efforts of professionals from the institutions.

Although the data shows that only 15% of municipalities think they have all three types of cooperation functional may seem discouraging, the evaluation team feels that this progress is important, considering the complexity of the problem of violence against women, the general inertia of institutions and the significant level of changes demanded of them. Additionally, it should be taken into consideration that the lack of formal existence of certain forms of cooperation does not mean that no cooperation exists. For instance Zrenjanin, which can be pointed out as a good practice example in terms of cooperation, does not have a formally signed Protocol.

Additional data that can be used as a indirect indicator for application of efficient, effective and cooperative measures is the increase of number of adults convicted for the felony of domestic violence in AP Vojvodina. Having in mind that the court is the final institution in the “chain”, the number of convicted persons is important because it shows that each institution (CSW, health care, police and prosecutor’s office) did their job well and completed adequate preparations so the perpetrators could be convicted. The data show that the increase of cases of violence against women in which the perpetrators were convicted⁴⁴ is about 37% in 2011 in comparison to 2010⁴⁵ (330 in 2010 as opposed to 450 in 2011). These data are impossible to obtain per municipalities, so it could not be used as a direct indicator of achievement of the outcome, but it definitely shows a degree of improvement in the quality of institutional functioning on the territory of APV.

2) Outcome 2: 30% increase in the number of women survivors of violence (including women from vulnerable groups) who use services in 45 municipalities in APV by the end of 2012.

Having in mind that the end-line study was not conducted, it was not possible to use direct quantitative comparison to determine the extent to which this result was achieved.

Therefore the evaluation team has looked at the ratio of the number of victims over the years according to the data of individual institutions, considering that the increased number of victims means an increase in service use. It was impossible to obtain data from all types of institutions, so the available data from the PISW was used, as well as the data obtained per request from the SO RS. The data in the table show:

⁴⁴ Data connected to cases of domestic violence in which women are the “damaged party” is used here; there is a certain number of cases where men are the damaged party, but these data were not considered, because the report is dealing with domestic violence against women. Statistical Office of the Republic of Serbia, data on request, February 2012.

⁴⁵ The fact that during 2010, due to judiciary reforms, the work of the prosecutors and the judiciary system was significantly slowed should be taken into account - the slowed work in 2010 was certainly one of the factors that affected this significant increase in the number of convictions.

Data	2010	2011	2012	% increase 2010 - 11/12
Victims of violence, adults (and youth) and senior citizens ⁴⁶	1163	1256	No data	8%
Reported adults according to relevant basic/higher public prosecutors' offices, gender, and type of decision on the felony of domestic violence, for the region of Vojvodina ⁴⁷	478	750	No data	57%

The data show a slight increase in service use, regarding cases reported to the CSWs. However, data also indicates a very significant increase of reports to the public prosecutor's office – as high as 57%⁴⁸. It is highly probable that the largest number of reports came from the police; however the fact is that **anyone** (citizens, as well as other institutions) can report the case of violence to the public prosecutor's office. In that respect, although this data do not point directly to increase of use of the services by women, indirectly it demonstrates the raised awareness (police/other institutions/citizens) that violence should be reported (i.e. it is a criminal offense that should be punished).

As said earlier, based on available data, at this point it cannot be concluded to what degree the outcome was achieved. It is clear that certain progress has been made, but the exact level could be determined only with the existence of unified database from all institutions.

4.1.2.4 Factors that influenced the achievement of outputs and outcomes

Based on the analysis of documentation, and the qualitative analysis of responses from interviewees, it can be concluded that there were three key **factors that positively influenced the progress in achieving primarily the outputs, and subsequently outcomes** as well.

As the first factor, the quality and quantity/scope of education of professionals stands out. The educations were a key tool with which the project contributed to the achievement of progress in outputs and also the outcome number one.

The quality of education, as already stated in section 4.1.2.2, has contributed to the understanding of the problem of domestic violence; understanding the complexity of the problem solving; understanding the problems a woman faces when trying to leave the situation of violence; reacting to violence in institutions, changes in professional attitude; and understanding the importance of coordinated measures and cooperation when solving a situation of violence. The application of learned skills (which also shows the quality of the education) has contributed to the creation of protocols of cooperation, a larger number of case conferences organized, formation of a coordinating body, faster proceedings of high risk cases and similar changes in institutional cooperation in certain municipalities.

Systematic education not only has strengthened the capacities of a considerable number of institutions; at the same time it influenced the increased number of contacts among professionals. In that way, it has contributed indirectly to a better inter-institutional cooperation, even if it is on an informal, personal level.

Additionally the educations, by quality and scope, contributed to the initiation of new ideas and/or particular organizational changes at the level of institutions that are involved into the system of

⁴⁶ Analysis of the Reports on the work of Social Welfare Centers work in AP Vojvodina for 2010 and 2011, Provincial Institute for Social Welfare, Novi Sad, 2011 and 2012

⁴⁷ Statistical Office of the Republic of Serbia, data upon request, February 2013

⁴⁸ As was previously mentioned, this increase is partially due to the fact that during 2010 due to judiciary reforms the public prosecutor's offices were working at a slower pace. When comparisons are drawn between 2009 and 2011, the increase in reported cases is 20%, which is still a significant rise.

protection of women victims of violence. Those are, for example, ideas for starting separate new "lines of work", special teams in the police/prosecutor's office that deal with violence against women, new protocols in some health care institutions, accelerated flow and sharing of information, new systems for recording violence, establishing special funds to finance costs regarding solving the cases of violence, work with perpetrators⁴⁹ etc.

As the second factor that contributed to achieving outputs connected to the second outcome, the **quality and quantity of information/education aimed at different target groups** stands out. The different tools that the project team used⁵⁰ were to a great extent adapted to the target groups and thus considerably influenced the achievement of outputs connected to the second outcome.

As the third factor that has positively contributed to the achievement of general progress in the project, **commitment, flexibility and creativity of the project team, large part of the project partners and support of the donor to the grantee** stand out. When the available human resources are compared to the project ambitiousness, wide coverage of target groups and quantity of activities, it is clear that without great dedication it would be impossible to achieve such high a level of activity realization and achievement of outputs. Additionally, the flexibility of the project team and partners - that reflected in the design of new activities when there were difficulties in the implementation of planned activities - has considerably contributed the achievement of outputs. Creativity in designing new activities has contributed to a greater success in achieving certain outputs. Examples of flexibility and creativity are numerous: including the police into the education instead of legal professionals; additional activities regarding involvement of youth, a series of activities to overcome difficulties in creating methodology for standardized data keeping and sharing, the systematic research of judiciary practice etc. Finally, the donors' understanding of the context and consequent flexibility both in terms of change of activities as well as extensions as to enable completing of the outputs was of significant importance for leading partner and the project on the whole.

On the other hand, there are three **factors that impeded the progress in achieving results** (outputs or outcomes).

As the first "hindering" factor is the **project ambitiousness**. For example, the definition of both outcomes postulated that very important changes will be achieved – in institutional work as well as in the behavior of women, and the general public. Although they can be inspiring, overly ambitious outcomes were not completely realistic, because it is impossible to achieve such deep changes in a relatively short time. Similarly, project ambitiousness could be seen in the large number of activities and wide coverage of target groups. Although the large number of activities and the wide coverage of target groups enabled greater progress in achieving outputs, it is not certain that they contributed to achieving outcomes, principally outcome number 2. At the same time, they have contributed to significant overburdening of the project team and a large number of project partners.

The second factor can be defined as **a certain level of oversight in planning**. Regarding outcome 1, there was no output that would adequately cover the monitoring and continuous mentoring support in the application of what the professionals learned during education (see section 4.1.1.2). In accordance with that, there were no planned activities and resources that would deal with this question. This oversight in planning is somewhat compensated by monitoring introduced by the AWC (contacts with municipalities after educations and openness for further mentor support). However, due to limited human resources, it was impossible to achieve complete, systematic, annual monitoring of progress in all municipalities. Systematic monitoring could contribute to even greater success in achieving progress in this outcome.

When talking about outcome 2, a certain lack of coherence in planning was noticed, along with a need for greater focus on the end beneficiaries. Out of five outputs, two were focused on the end beneficiaries

⁴⁹ See Appendix no 3, Table of progress by municipalities, questionnaire with the administrative professionals in 45 municipalities in APV, made during the evaluation process.

⁵⁰ For example, flyers and brochures were used for women; campaigns for the general public and women; special reports to Committees in the Parliament and presentation of project results for MPs; for the youth, peer education, etc.

(section 4.1.1.2), one of them directly on their awareness (which can directly lead to increase in services use from their side) and the rest focused on the general public, members of parliament and youth. Although such a wide scope contributes to reducing of violence because it covers different aspects and levels⁵¹, the opinion of the evaluation team is that the outcome number two – in the way it is defined – could have been achieved to a greater extent by greater focus on beneficiaries, and by a narrower coverage of target groups.

Another aspect of planning could have contributed to greater success in achieving results: clearer focus on marginalized groups of women (in activities, and also in outputs and outcomes). Although they have been mentioned in outcome 2 and one output, evaluation has shown that – due to a large number of marginalized groups, and their diversity – it was necessary to plan completely separate outputs and activities in order to achieve success in this area.

The third factor, that has influenced the delay in achieving output regarding the use of a standardized system for collecting and sharing information about reported cases of gender-based violence, is the **unpreparedness of the national apparatus for the implementation of this project**. Bureaucracy, slow state institutions, and the need to combine project requirements with the massive legal and administrative procedures have not only influenced a delay in the achievement of the particular output, but have also wasted the time and energy of the project team regarding general implementation of project activities.

4.1.3 Project efficiency

4.1.3.1 Timely manner of achieving outputs and activities

In project implementation there were no important changes from the time frames for planned activities and outputs, nor have these changes influenced the final project effects.

The implementation strategy was specific and the entry of project into individual municipalities was not done at the same time; it was conducted by grouping the municipalities into three groups over the three year period of implementation. This kind of approach is understandable from the aspect of limited available human resources, but at the same time it has made the synergy effect more difficult. The public informative campaigns were intentionally implemented to coincide with the annual campaigns of “16 days of activism” when the attention of the public was focused on the topic of violence against women. This kind of approach had its good sides, but there were thoughts from the interviewees that the media activities should have been on a higher level and with same intensity during the complete project duration.

Regarding activities, i.e. outputs that were not implemented in a timely manner, the one that stands out is the aforementioned development and use of standardized system for collecting and sharing information about the reported cases of gender-based violence. Although the preparatory actions were done, the computer equipment for a certain number of CSWs and SOS helplines was bought, the output itself (the professionals trained to use the standardized database) was not achieved as planned. The reasons, as previously mentioned, lie in the difficulties of development of methodology that would be in compliance with the legal framework on personal data protection. However, the project team has succeeded in doing a large number of preparatory activities and lobbying efforts to solve the problem.

⁵¹ The increase in awareness of women directly contributes the increase in service use; increasing awareness and knowledge of youth influences the potential increase of services use (by young women), but also preventively; the increase of awareness in the general public can indirectly influence the number of reported cases of violence; finally, the increase of awareness of members of parliament influences the political will and readiness to support policies and legal framework that affects the reducing of violence against women.

Minor changes from the planned activities were compensated by introducing new, additional activities. Additional activities were a flexible and adequate response to a newly identified need or possibility, and were done in time that did not influence the project implementation in a negative way.

In general, the project complexity and its implementation on the whole territory of Vojvodina, in all municipalities, required a qualitative time planning that the project team successfully practiced during the whole project.

4.1.3.2 Efficiency of monitoring mechanisms

The system for monitoring project progress on the level of achieving results was set up from the beginning of project with the use of different mechanisms and tools.

The monitoring system implied that besides internal recording, documenting, monitoring and reporting, the project partners submit quarterly narrative and financial reports. Regular annual monitoring workshops were organized with the participation of staff and partners, as well as regular external monitoring (during the project the external monitoring was conducted three times). The reports of external monitoring were at disposal as an effective tool for constant promotion of project activity implementation. These reports contained a comprehensive analysis of progress and useful recommendations for project interventions. The impression of the evaluation team is that these recommendations might have been applied to a greater extent than they have, but it is understandable that the project complexity and limited human resources prevented the full application of all recommendations.

The project council, as a part of project support system, also had a role in monitoring and assessing the project progress.

Certain inconsistencies are noticed only in the part of verification of achieved changes in outcomes. As previously mentioned, regarding the first outcome, there was no planned tool for monitoring the overall progress in individual municipalities. The tool for monitoring progress and feedback from local communities that the AWC has developed after the delivered training was well designed way for monitoring progress on project level and for self-evaluation of progress by local stakeholders/professionals etc. The offered form identified and monitored activities that were to be undertaken in each municipality in order to achieve the set goal.

Unfortunately, we have not found many proof that the institutions in local communities recognized the usefulness of this tool and continued to use it. However, it has to be taken into account that this was the first systematic education of this scope, and that in that respect it was difficult to expect a systematic application of such a tool without stronger external stimulus. Therefore, the whole project lacked final clearer picture of changes that happened due to the project implementation in all municipalities.

Similarly, when talking about the second outcome, the base line study has established the elements of initial state. Based on these findings, the level of achieved change could be assessed. The absence of end line study has reduced the efficiency of the system for project monitoring to a certain extent.

4.1.3.3 Organizational structure, managerial support and coordination mechanisms

In the context of organizational structure efficiency, management and project coordination, a specificity regarding intersectional cooperation in project management is especially noticed. The Project is an excellent example of successful cooperation between governmental and non-governmental sector, in the project planning stage and in the stage of implementation. The central management team consisted of staff of the Secretariat employed on the project, and that team coordinated the work of partners and associates on the project. The project council had an important role in project implementation and represented a resource for the management team. The council consisted of representatives of partner organizations and coordinative activities were conducted through it.

Among partners, the Secretariat was recognized as a good managerial and coordination structure, and the project team as a cooperative, flexible and extremely dedicated.

The roles of partners complemented each other and in most cases they were specifically differentiated. EHO had a role of logistic support, AWC the role of educating, CSW Sombor had the role of promoting a local model, while the VSS a role in establishing research methodology, base line and end line study (and the role of setting some of the indicators regarding violence against women).

The project implementation has shown that the roles of some partners could have been more significant (see section 4.1.3.4.). Additionally, the project team has recognized the need to clearly define rules by partner contracts; the lack of defining all aspects of cooperation in the contracts has to a certain extent complicated the solution of some open questions with the partners. Specifically, during project implementation there was a reconsideration of the role of VSS. The planned (and implemented) role of VSS included conducting a base line study about the violence against women in Vojvodina; analyzing the former practice of keeping records and documentation of all relevant departments that take part in providing standardized and specialized services to victims of domestic violence; collecting basic data for establishing a system of indicators for measuring and estimating the success of measures taken of reducing violence against women in AP Vojvodina. The planned period of realization was the first two years of the project. During the project the idea of potentially larger role of VSS was opened. However, project team/council has estimated the proposed action would not significantly contribute to the realization of the project outcomes. At the same time, the project team/council supported the proposed idea of conduction of end-line study by VSS within the external evaluation, although this was not realized at the end. In this regard, clearly defined contracts with partners at the very beginning of implementation would contribute to avoidance of potential misunderstandings during implementation.

The communication with the donor was regular; the information flow was without delay. A complete insight of the donor in all aspects of project implementation is emphasized. The project team also emphasizes - as very positive - the flexibility of the donor. According to them, the concept of „learn management" proved useful from the aspect of continuous capacity development in the area of developing skills for project management. Moreover, the donor's understanding of the difficulties that project team faced in achieving output that regards creating unified database for keeping and sharing records on the cases of violence and flexibility in allowing project extension should be emphasized as an example of good donors' development practice and focus on achieving the greater impact.

4.1.3.4 Project efficiency in terms of optimization of resources

Project efficiency was viewed from the aspect of resource use. The resources, in this context mean financial and material, as well as human resources. It is important to understand that the objective of analysis was not a cost – benefit analysis, so the estimate about resource use is primarily based on the project monitoring reports, evaluation reports and interviews with the project team and partners. It was also established that the funds were spent, and the costs documented and justified in accordance to the standards of good practices. The project was regularly financially audited.

Furthermore, the project team, and the partners as well, point out the principle of rational spending of funds as primary. They, rightly, point out they were very economic and they took all actions towards efficient resource use, with maximum project effects. Financial management was entrusted to a person additionally hired who made sure the documentation was well kept, including partner funds control. The flexibility of the donor, that 20% of funds can be redirected from one item to another without special approval, made space for necessary unplanned interventions.

Additional aspect of efficiency in resource management can be seen in the fact that the project resources were not used for salaries of the staff of Secretariat working on the project. This practice, although very positive from the aspect of more investing in project activities could have demoralization of staff for a consequence. According to general estimate, there was no demoralization in the project team, for whom most interviewees consider were very dedicated to the project idea.

Regarding human resources, it has to be mentioned that the size of the original project team was not adequate to the scope of project activities, their territorial dispersion and the complexity of the topic the project dealt with. The insufficient number of people in the project team was made up for by great

dedication, relying on high expertise, experience and dedication of partners. Number of interviewees also identified the lack of fully employed person in charge of public relations. Additionally, both the project team and the partners emphasize that the project had a quick pace of implementation that exhausted the human capacities of associates working in the field to the fullest. In this regard, it is also important to plan more realistically (mentioned earlier as a limiting factor) regarding available human resources.

Another aspect of a possible better optimization of use of resources was recognized during the implementation: better utilization of the capacities of the project partners. Both the project team and partners have noticed that EHO – which carried out their part of the activities perfectly – could have had a larger role, especially in the part of informing and empowering women from marginalized groups. It was also noticed that the role of CSW Sombor could have been more significant besides promoting a good local model. One thing that stood out, though, were the experience and dedication of the AWC, which were used in the best possible way, and have significantly contributed to the success of the project.

Additionally, a possible better optimization of resources could be improved by some form of formalized cooperation with other provincial institutions. *"One thing that was supposed to materialize, and in the end didn't, is some form of formalized cooperation – like a memorandum on joined actions or such"*, stated the members of the project team. Although this situation was largely caused by the lack of will on the part of other provincial institutions to be involved in the implementation of the Strategy as activity implementers, a memorandum formulated even at a later stage of project implementation could have contributed to a better utilization of at least one part of the resources available to other provincial institutions.

Finally, it should be mentioned, that the professionals and local stakeholders, including activists of civil society organizations in their statement often recognize the Secretariat as the central support for the topic of combating violence against women in AP Vojvodina. On one hand it is a very positive message to the project team and the PSEEGE, about the project and the topic being successfully "launched". On the other hand, this kind of perception influenced the Secretariat (that is, the project team) to step out from its basic mandate during working on this project by getting involved into solving individual cases of violence: *"Although it is not our role to directly work with victims of violence, they came to us for help."* Again, although it is good that the citizens recognize the PSEEGE as an institution that cares about ending violence, and help in solving specific cases, it has additionally burdened the already overloaded project team, and this is something to pay attention to in the future. It is important to note that work on individual cases is not and should not be the role of the PSEEGE; their role is to provide support to the implementation of the Strategy and to enable/ ensure that the institutions are doing their jobs (i.e. solving individual cases).

4.1.4 Project sustainability

4.1.4.1 Assessment of sustainability of the project results

The sustainability of the results achieved by the project, in case the project does not continue has been assessed through a number of aspects. In relation to the first outcome, those aspects include sustainability of changes on the following levels: personal level (of the educated professionals), institutional level (institutions in which the educated professionals are employed), the level of coordinated institutional cooperation and local community level.

It is undeniable that there is a degree of personal change in the professionals involved, and in that sense, the impression is that a significant number of professionals who have completed the training courses have at least partially changed their previously held views – about how serious the issue of violence really is, about institutions being the ones responsible for solving the problem of violence, and they have changed in their relationship with the victims (providing support and understanding). The type of change is explained in detail in section 4.1.2.2. In that sense, this is a result that the evaluation team considers to have the highest degree of sustainability.

Changes achieved at the level of individual institutions – which employ the trained professionals – also have a degree of sustainability, primarily because the professionals are now applying improved processes in their work with the beneficiaries. Also, according to statements gathered from interviewees, a certain number of institutions has introduced new procedures (institutional protocols). For long term sustainability, however, it is necessary to provide additional external support, to ensure that achieved improvements are not lost due to institutional inertia and the resistance of those professionals who haven't changed their attitudes, or have not been trained.

Regarding the application of institutional coordinated measures in local communities, the sustainability element is fragile. There are certain changes in the cooperation – whether formally through coordinating bodies or informally through personal connections and direct calls – which indicates that the awareness of the need for cooperation is present, and, to a certain degree, sustainable. A thorough application of coordinated measures has still not been achieved at this moment (see section 4.1.2.3.), so in that sense the sustainability of the level of cooperation which has been achieved up to now would be difficult if the project does not continue.

Finally, sustainability in the local communities is also fragile. The lower probability of sustainability at this level is primarily a consequence of the support coming from local authorities (LAs), which was sporadic at best⁵². There are still risks that the LGs will continue with such an attitude. The changes initiated at the level of local communities primarily have the character of individual connections and networking between persons representing the institutions and local authorities. The removal of these persons from their current positions caused by any reason (change of professional role, political influences etc.), which are fairly common in Serbia, can create significant risks to the sustainability of project benefits.

Regarding outcome no. 2, a large number of those interviewed state that the increased level of awareness – both of professionals and of the general public and women to a certain degree – is an achievement that will positively influence the sustainability of the result. A significant number of those interviewed used the phrase *"once there is more knowledge on the subject and once certain changes have been made, there is no going back"*.

The impression gained is also that an increased level of awareness of the MPs of Vojvodina is a result which is sustainable to a degree. Regardless of the political changes (elections in 2012), the topic of violence against women is a subject which is likely to remain on the agenda, especially if the work of the Secretariat continues.

The continuation of work of the peer educators (the creation of the Vojvodina Youth Centre, a new project, and plans for further work) shows that the sustainability of this specific benefit is significant. Also, it is assessed that a further contribution to sustainability can be expected from civil society organizations, either as project partners, or those participating in the project through the system of SOS hotlines or through other activities. They now possess more knowledge, they are better informed, they have more contacts with institutions from the system and they have gained a better public reputation, and as such they now represent an important link in the structure of sustainability of the work started by this project.

The Strategy that needs to be (re)defined is certainly a pillar of sustainability, even if the project does not continue. However, it should be kept in mind that possible problems in providing funds for the implementation of the Strategy could represent a risk which needs to be alleviated in advance.

⁵² Although representatives of local authorities took part in the training sessions, that sort of work with local authorities seldom brings sustainable institutional changes in local administrations – e.g. influencing the creation of local strategies and, more importantly, the allocation of funds from the budgets. Such essential changes can come only from targeted work with **key decision makers** in local administrations. Please see section 4.1.5.4.

4.1.4.2 Project sustainability in the context of institutional support (national, provincial level)

This aspect of the sustainability assessment focuses particularly on the question of degree to which the provincial/ national institutions show a political commitment and possess the required technical capacities to continue to work on this project, or to repeat it.

The evaluation process showed that the leading partner – the PSEEGE is highly motivated to continue providing both political and other forms of support for this project. Other provincial institutions, such as the Provincial Ombudsman and the PISW, have a very positive attitude towards the subject this project is dealing with. In relation to this, it is realistic to expect a development of a tighter network of connections between most of the key provincial actors in the work aimed at suppressing violence against women. Public statements given by MPs of the APV also indicate that there is a degree of political support coming from their level as well.

However, the complexity of the social, economic and political context reduces the possibility of this institution maintaining this project without continued and **coordinated support** from other actors. In relation to this, it is necessary to increase the level of systematic participation and work coordination with other relevant provincial institutions, such as the Secretariat for Health, Social Policy and Demographics, the Secretariat for Inter-regional Cooperation and Local Self-government, the Provincial Institute for Social Welfare, the Provincial Ombudsman, etc.

The project – as it was initially planned – didn't include the aspect of communication and influence on national institutions. Regardless, the project team and partners have used all available options for setting up a certain level of communication and cooperation. During the evaluation process, interviewed national actors gave positive reactions to the "Vojvodina experience", and the formulation of the National Strategy shows a clear influence drawn from the Strategy of the Autonomous Province of Vojvodina.

On the other hand, the instability of the political context strongly influences the sustainability of the social and political priorities at the national level. Priorities defined by one political establishment often go ignored by the next. In that sense, a continued implementation of the Strategy in Vojvodina, in combination with a further development of cooperation with national institutions, remains an important factor of sustainability related to the support coming from national institutions.

Regarding the capacities of provincial and national institutions, the impression is that they exist, but that they are in need of some form of focusing. This primarily means dedicating appropriate human resources, as well as harmonizing administrative state procedures with the demands set by the realization of projects such as this one.

4.1.4.3 Increased capacity of project partner organizations as a sustainability factor

The general appraisal of evaluation participants indicates that, thanks to this project, the potential of the project partners has been greatly enhanced. Primarily the individuals working in these organizations have gained new knowledge and experiences and have extended the scope of their work.

Also, the project has made a positive influence on other organizational capacities of the project partners, such as setting priorities, decision making, resource management etc. *"This project has for us been a tremendous experience, a positive experience. We have seen how well we work together as a team, how well we hold up under pressure, the scope of our work has widened, we have found a new target group, met a lot of new people, learned something new. We're thinking of taking up activities aimed at informing women in rural areas and other marginalized women about violence"*, stated the team of the partner organization EHO, who held the role of logistic and technical support on the project.

"We have definitely developed... The training courses were very good, very useful even for us, though we have already had a chance before this project to develop our own 'Sombor model' for reducing violence", state the project partners – the Center for social work in Sombor.

The AWC used the project activities in a planned manner to strengthen its own expert / trainer base. The practice of always adding a co-trainer to participate in the training delivery as an "apprentice" trainer,

learning by working side by side with a more experienced colleague, is definitely an example of planned capacity building.

The VSS points out that the experience of cooperation between government institutions and the non-government sector was the most important aspect of their capacity building.

The project team also stressed that their own capacities have been strengthened, particularly in gaining greater understanding of the problem of violence, the way in which the institutions function and react. Furthermore, managerial capacity of the team was strengthened, while the Secretariat reputation and credibility to work on the issue of violence was increased. Particular support in strengthening the capacities of the project team came in the form of the provided study tour to the United Kingdom. The benefit of this visit was valued extremely highly.

4.1.4.4 Project approach and outcomes – possibilities of replication or improvement

The project is unique in Serbia and innovation – offering the first systemic response to violence perpetrated against women on such a large territory – is one of its very significant characteristics.

Through a systemic approach and wide reach of target groups, the project provided experiences in working with professionals; with all relevant institutions (social, health, judiciary and police); with youth and the educational system in general; to some smaller degree with local authorities; experience in working with MPs of APV and national institutions; and finally experience in promoting the topic, i.e. increasing the level of awareness and knowledge both in the project beneficiaries themselves and in the general public. Having these experiences in view, the project could easily be replicated and applied at various levels and in various communities, with different target groups; the project could be repeated in its entirety or in part. In that sense, replication possibilities of the project are extremely high.

Knowledge and experience gained by the project team and the project partners will greatly facilitate the repetition of the project, as well as its improvement, not only for the project team, but also for any other actors who would be interested in replicating the project. The advantages of the project approach which contributes both to sustainability and to greater replicability is the reliance on local experts drawn from local organizations and institutions, which has simultaneously ensured a strengthening of local capacities – human resources.

As the Deputy of the Provincial Ombudsman for Gender Equality stated, *"The problem has been approached in a holistic way, and that approach is needed everywhere"*

If the project is to be repeated, potential improvements should certainly be taken into consideration. Both the project team and the project partners have shown an excellent understanding of areas for possible improvements (see section 4.3.1.).

What stands out as one of the most important areas is the capacity building strategy, primarily in terms of providing a continued and in-depth support to the institutions (eated in detail in section 4.1.5.3).

Furthermore, the project and its outcomes would be enhanced by a greater focus on the implementation of good practices recognized by this project, such as the introduction of special teams to deal with violence within each of the institutions of duty holders (partially accomplished in Zrenjanin). Such strengthening of the good model exchange component, based on peer learning, would have a great impact. It is necessary, of course, to keep in mind the local specificities of each community.

Finally, another aspect that would bring improvement is a more realistic and coherent planning of expected outcomes and outputs (explained in more detail in sections 4.1.1.2 and 4.1.2.4).

4.1.5 Project influence on the beneficiaries

4.1.5.1 Project influence on women as the primary target group

Positive changes in regulations at the national level and the political framework

Having in mind that the focus of the project was not on changing existing regulations, the project has made a significant contribution to certain positive steps taken in that area.

As the first significant change one can point out the fact that the Government of the APV has adopted the recommended Record of Domestic Violence Cases. This recommendation was drafted within the project as an important prerequisite condition for the creation of a unified Register for exchange of information between the Police, the Prosecutor's office, the Health institutions and CSWs.

The second significant change is the significant influence the project had on the drafting and contents of the new National Strategy for Prevention and Elimination of Violence against Women in the Family and in Intimate Partner Relationship. For instance, the new National Strategy relies – among other sources – on data from the base-line study done within the project; the basic principles of the developed methodology for keeping and exchange of records on cases of domestic violence have been entirely incorporated in the Draft of the National Strategy. Also it is evident that the third and fourth general objectives of the National Strategy⁵³ are in line with the expected outcomes of the project.

Finally, another important contribution is the systematic research of judiciary practice in the area of gender-based violence, which gathered 300 court cases and 300 public prosecutor cases. This helped identify current judiciary practices in the AP of Vojvodina, which is the first time something like this was done not only in Vojvodina, but anywhere in Serbia since the changes to the criminal legislation made in 2009. In that sense, this research represents an excellent base for advocacy for improvement of judiciary practice and efficiency of judiciary organs in reacting to violence against women.

Positive changes at the local level (in local communities)

A quantitative and qualitative analysis of available data indicates the following key points where the project contributed to positive changes that could influence women:

- A change in personal and professional attitude of the professionals is evident, even though it has not been achieved entirely, and although they have not all progressed to the same level. This change – however small it may seem – is extremely significant in its effect on the way these professionals now treat the women who turn to the institutions for help and support. An appropriate reaction from the police, the persons from the CSW, and the health institutions, is crucial for those women as the first level of encouragement that there is “someone from the outside” who understands the problem and can at least try in certain ways to lessen it or initiate its solving. This change is particularly important having in view the patriarchal environment where women fear facing ridicule and lack of understanding from the community, which is often one of the main reasons for failing to report violence.
- The step forward that was made regarding understanding the importance of cooperation between institutions is also one of the changes which will have a positive influence on women. Examples of explanations from the interviewees (given in Section 4.1.2.2.) indicate the key aspect of this improvement – the increased understanding that if every institution only does its own share of the work, this leads to a number of “gaps” remaining in the process of solving a case of violence, and these can be overcome only through cooperation. Although the progress in the implementation of institutionalized coordination measures is limited, even informal cooperation and the contacts created through this project will influence the handling of individual cases of violence. This influence will not be even in all cases, but it does exist.
- The heightened awareness of the general public (including youth) in terms of understanding the fact that violence against women is something that needs to be punished, is measured through

⁵³ Enhancing multisectoral cooperation, raising capacities of the organs and services and improving the system of measures providing protection and support to victims of violence against women in domestic and partner relationships, Directorate for Gender Equality, Ministry of Labor and Social Policy, May 2011.

the increase of cases of violence reported by third parties/citizens (data from the PISW⁵⁴). This change contributes not only to cases of violence being reported more often, but to a general atmosphere in which violence slowly becomes unacceptable. This atmosphere, in turn, influences women by reducing their fear of derision and lack of understanding from the people in their communities. Even though this increased awareness is limited in reach and is noted, primarily, in larger communities, it still represents a positive step forward.

- Introduction of measures financed from local budgets which contribute to finding a better answer to violence. For instance, in a number of municipalities there are mobile teams and/ or 24-hour services financed by the municipality. In some municipalities, as a direct result of this project, new coordinating bodies for protection against violence were formed, and they are funded from local budgets. Some municipalities signed Protocols. There are other examples of such practices (see Table 3), and they have a positive impact on the lives of the women that are in situation of violence.
- The last item are the gradual shifts in the National Legislation, which currently have no direct impact on women on the local level, but will have a long-term effect, particularly in the area of record keeping and tracking of measures for combating violence against women.

4.1.5.2 The project's influence on marginalized groups of women

As it was previously stated, the project has had an impact on the lives of non-marginalized groups of women, however, the assessment indicates that the influence on the groups of women singled out by the project as marginalized (poor, belonging to ethnic minorities, refugees and IDP's, women with disabilities) is very limited.

Considering that this question is dealt with in detail in section 4.1.2.2, this segment will merely list the main aspects and reasons for failing to achieve a greater change.

Primarily, in the project plan, although marginalized groups of women were mentioned in the second outcome and output, there were no **planned** activities aimed exclusively at these groups of women. Marginalized groups of women were not mentioned in the part of the plan related to the first outcome. The lack of the clearer focus in the project plan has reflected on the realization.

Accordingly, in the segment focusing on developing capacities of the professionals (first outcome), there were no educations that would have dealt with the needs and specificities of different marginalized groups of women. Although examples of violence against marginalized groups of women were used during the educations, there was a lack of a deeper systemic overview of discrimination/marginalization as a phenomenon, its causes and consequences, as well as the specificities related to individual marginalized groups. Because of this, the education could not influence the – still prevalent – level of prejudice, nor could it bring about changes in behavior of the professionals in dealing with and solving cases involving violence against women belonging to marginalized groups.

Potentially positive aspect came from the more intense work on cases of violence; it has brought about a heightened level of understanding of the difficulties faced by women from rural areas and partially (in individual cases and mostly in members of the police force) understanding of the difficulties faced by Roma women. Also, poverty is recognized as a significant exacerbating factor for leaving the situation of violence. However, in the cases of women from the refugee and IDP population, particularly Roma women and women with disabilities, prejudice is still rampant and there is a severe lack of recognition of the very fact that they (particularly women with disabilities) are even exposed to violence.

Regarding the second outcome, it can be concluded that there was no adapted method for informing/ raising awareness of the women from marginalized groups on the issue of violence, i.e. on their rights and

⁵⁴ Analysis of the Report on the Work of the CSWs in the AP of Vojvodina for 2010 and 2011, Provincial Institute for Social Welfare, Novi Sad, 2010 and 2011.

available options in dealing with violence. The specificities of communicating with various marginalized groups (section 4.1.1.2) were mostly not taken into consideration. The only exception were women from ethnic minority groups, because the project team had printed materials in as many as five minority languages.

4.1.5.3 Effectiveness of the strategy for strengthening capacities of the professionals

Regarding the effectiveness of the professionals' capacity building strategy, it is necessary to consider three aspects: first, the quality and content of the trainings themselves, second, the scope, and third, the activities accompanying the education.

In terms of the first aspect, views given by the interviewees mostly indicate that the trainings/ education sessions were of high quality and useful. A particular accent was put on areas such as approaching the victim, risk assessment, working with the perpetrators etc, and the examples given by the questioned participants show that these areas are the ones where the greatest impact was made. The most common criticism of the trainings is related to the "feminist context" which many participants coming not only from among the professionals but also from the CSOs feel to be overly exaggerated for the patriarchal environment. Although the evaluation team understands where such criticism is coming from, the team believes that comments of this sort need to be carefully considered. Previous experience has showed that a shift to a more "gentle" approach often turns into compromise in the approach to understanding violence and treating the victims, which results in concessions to behaviors that actually need to be changed. Having this in mind, the evaluation team considers that the strategy relating to training content has been highly satisfactory, except in the area of working with and understanding the position of marginalized groups of women.⁵⁵

When assessing the scope, the interviewees often repeated the view that the education must have wider scope. Some of the characteristic comments include: Police: *"The quality is satisfactory, but the quantity of the trainings was insufficient. At least one person in each patrol needs to be trained, and that means 50% of all staff"*; Center for social work: *"Education is needed further, it needs to be continuous and constant, what has been done is excellent but it is not enough"*. The evaluation indicates that these comments are justified, primarily because lack of further training creates difficulties in the attempts of trained professionals to apply their newly gained knowledge; those who have participated in the training and thus changed their views now face significant resistance from colleagues who have not attended the training. In that sense it is necessary to reach a "critical mass" of professionals in each institution so that gained knowledge is adopted as the new approach at the institutional level, and not merely as an individual reaction of certain educated professionals. In the case of the Police the needed critical mass would be, as they stated, around 50% of all staff, and we can indirectly conclude that this is probably the minimum figure required for all institutions.

Finally, the impression gained is that activities accompanying the education, though they were carried out to some extent (case conferences, the openness of the trainers to giving individual advice, support and assistance, a system for tracking the application of coordinated measures in a certain number of municipalities which was created by the AWC), were not planned at the strategic level (see section 4.1.1.2.). Though it is understandable that perhaps it wasn't possible to accomplish this within the framework of this project, because carrying out accompanying activities requires significant human and financial resources, the following should be kept in mind:

- Education must be accompanied by continued "mentoring". Mentoring and coaching allows for in-depth work with professionals, helps them learn from mistakes and/or analysis of difficult cases, and helps in the overcoming of negative feelings that arise from working with violence and facing the complexity of solving problems created by violence.

⁵⁵ Explained in more detail in section 4.1.5.2.

- In parallel with the education it is necessary to insist on formalizing procedures regarding the steps taken in cases of violence. Formalizing internal institutional procedures will “legitimize” a certain approach as obligatory, regardless of personal views. Experience shows that many professionals understand their work as “clerks” without deeper involvement. In that sense it is necessary to set up clear frameworks and standards – what is acceptable and what is not when working on cases of violence against women. This can contribute to avoiding situations where individuals react out of their personal views and beliefs and their reactions differ from case to case.
- Setting up a system of delivering coordinated measures in relation to solving cases of violence requires an in-depth approach – continuous tracking and outside support, with gradual adoption of multi-sector procedures and protocols which will eventually bring about the complete adoption of the all measures. A lack of continuous monitoring causes a lack of protocols, or the existence of formally adopted protocols which are not applied in practice.

In that sense, the strategy applied in the project – to include all municipalities and professionals from different institutions – must be understood as merely the first step which made a significant breakthrough for those included in the educations. Also, it is necessary to understand this strategy as a form of “field testing” which will, besides the outcomes it brought by educating a certain number of professionals, also serve as a basis for creating a more advanced, longer-term strategy for capacity building.

4.1.5.4 Secondary project beneficiaries and their satisfaction with the project outcomes

Secondary project beneficiaries include: local authorities (LAs) and local communities in which the project was implemented, who are expected to provide support to the activities at the local level; family members who need to be informed about the measures available to victims of violence; schools who participate in the peer educations.

Regarding LAs, interviews with their representatives and survey on the current conditions in the municipalities (Table 3) showed that the impact differs greatly between different municipalities⁵⁶. Interviews have indicated that, although LA generally do consider violence to be a problem, there was no systematic support to the project activities. LAs who stood behind the project and provided actual support in the form of introducing and financing measures represented a smaller percentage of the total number of municipalities involved (around 30%). Satisfaction with the project is difficult to assess.

The evaluation team considers that there are two causes for this attitude: first, the fact that recent elections have caused changes in the greater part of municipal authority structures, and in that sense at this moment there is actually very limited knowledge about the project and its outcomes among the current representatives of local authorities. Experience in working with LAs generally indicates that the fluctuation of experts caused by political changes (most notably among officials in the municipal administration, officials and heads of institutions) can significantly impact the sustainability of the changes achieved by individual projects.

Second, the project didn’t actually focus on LAs as a target group in the institutional sense (work with key decision makers), so in line with this the LAs – particularly those who are newly elected – are having a hard time determining what exactly are the outcomes of the project, and in what exact ways did the project contribute to solving the problem of violence. Although representatives of LAs were included in the educations, there were no systemic efforts to influence the decision makers.

This has reduced the possibility for “local ownership” of the project which would be reflected through the creation of local strategies/ action plans and allocation of material resources from the local budgets. Local ownership would ensure a certain level of sustainability on the one hand, even in cases of administration

⁵⁶ A significant indicator of this is the fact that it was difficult to find relevant individuals from local authorities who were even ready to participate in the interviews.

changes, and would on the other hand guarantee accepting a certain degree of responsibility, which would create a better familiarity with the outcomes at the local level.

With regard to local communities, interviews with representatives of public opinion indicate that the main influence of the project lies in the increased awareness within the community about the problem of violence and those aspects of violence which are characteristic for their particular environment (differences between smaller and larger communities etc.). Satisfaction with the project was thus expressed to a certain degree, but there was constant insisting on the need to work on further campaigns, educations and increasing awareness – both in the entire communities and particularly with the women who are actually experiencing violence.

It was not possible to obtain data which would show influence on the family members, or their satisfaction. Although interviewees often mentioned their personal experiences – in terms of mentioning women who are close to them who have been exposed to violence and describing the solutions to that problem – the experiences mentioned were both positive and negative, so no clear conclusions could be made regarding this group of secondary beneficiaries.

In the schools, impressions of interviewees are largely positive, especially in stating that the project has opened up an important topic, and clearly indicated the need for educating high-school students (but also the teaching staff) in order to help them understand violence and to lead to more cases of violence being reported to the appropriate institutions. The interviewees from this group, however, continuously stressed the fact that this education needs to somehow be “formalized” as part of the regular school curriculum, because otherwise, due to its sporadic nature, its effect is quickly lost.

4.2 Correlation/ synergy between the project and other initiatives

This segment considers the correlation and synergy of the project with other initiatives at the national level, as well as those at the regional, European or international level.

In terms of correlation with other national initiatives, the following aspects were recognized as characteristic:

- Through the realization of its activities, the project directly or indirectly contributed to the realization of specific objectives of the National Strategy for the Improvement of Women's' Position and Enhancement of Gender Equality (adopted in 2000). This contribution is particularly visible in the area of enhancing the capacities of the entire system for protecting the victims of violence, carrying out research and working on the improving of existing records and documentation, as well as in the area of increasing awareness regarding the problem of domestic violence and gender-based violence.
- By working with experts and organizing activities aimed at increasing the awareness of citizens on the subject of violence against women, the project also contributed to the promotion and better implementation of the legal and political framework related to reducing violence against women in the Republic of Serbia.
- Gender Equality Directorate of the Ministry of and Social Policy of the Republic of Serbia has initiated a project in 2009 dealing with sexual and gender-based violence, supported by UNDP. The project team established cooperation with the project team from the Directorate which significantly influenced later adopting the methodology principles for keeping and sharing records and contributed to synergic approach of the two projects while avoiding overlaps in project activities. This cooperation allowed the possibility of wider influence of the Vojvodina project on the entire territory of the Republic of Serbia.
- During the drafting of the National Strategy for Prevention and Elimination of Violence against Women in the Family and in Intimate Partner Relationship against Women in 2010, which was carried out within the project entitled “Elimination of Sexual and Gender-based Violence”, the Gender Equality Directorate formed a working group made up of representatives from relevant

ministries and women's CSOs (Network for Fighting Violence against Women). Anita Beretić, Deputy Provincial Secretary, was a member of the working group. It has previously been mentioned that the project had a significant influence on the new version of the National Strategy (relying on the initial study, adopting the methodology principles for keeping and exchange of records, similarity of the objectives of the National Strategy with the project objectives etc.).

- The project has promoted the so-called "Model for Acting in the Protection of Women Victims of Violence and Reducing of Violence" from the Social Welfare Development Strategy⁵⁷, which states that it is necessary for all Centers for Social Work to have 24-hour services available to victims of domestic violence.
- The reforms of the territorial organization of courts and prosecutors' offices in the Republic of Serbia have caused a reduction of the number of judges and public prosecutors, and a change in the territorial organization of legal protection (introduction of appeal courts, basic courts and municipal courts as the relevant units to replace the previously existing county courts and municipal courts). The judges no longer work in one municipality, but they are connected with the basic courts and carry out their work in any of the judiciary units. Project activities were adapted to these changes.
- Through the entire range of project activities aimed at reducing violence against women, primarily through working with experts (including education professionals), the project has supported the spreading of information about the National Protocol for the Protection of Children from Abuse, thus promoting its importance and significance, and contributing to its successful implementation. Primarily, the correlation is linked to pointing out the implementation, i.e. the direct links between this document and the activities related to reducing violence against women.
- During 2010. there were a number of other activities including the area of domestic violence, which were in correlation with the project activities: The first Report on Social Inclusion (section on domestic violence), sending the response to the EU Questionnaire (the section on domestic violence – reply to question no. 97), the Law on Games of Chance (a request for allocation of funds for women), an attempt to influence the Criminal Procedure Code and the work of the Belgrade Center for Security Policy (BCBP) as part of the Strategy for the Resolution no. 1325 (gender issues in the security forces, containing a segment dealing with domestic violence).

It is also important to mention that the objectives and activities of the project are in complete alignment with the recommendations of the European Commission Progress Report for Serbia. For instance, the Serbia Progress Report from 2010⁵⁸ directly states: *"There has been an increase in domestic violence. This situation is not reported sufficiently often and the responsible institutions do not react appropriately to gender-based violence. The regulations relating to legal protection of women during court procedures are insufficiently applied in practice."* The same report notes the efforts of the project: *"The provincial bodies and CSOs of Vojvodina have realized various projects with the purpose of implementing the Provincial Strategy for Prevention of Domestic Violence and All Forms of Gender-Based Violence"*. Similarly, the Serbia Progress Report for 2012 states: *"...there is a need for better coordination, e.g. during the collection and exchange of information between all the relevant actors in the system of protection of women against violence."*⁵⁹

⁵⁷ The Strategy for Social Welfare Development in the Republic of Serbia, 2005, p. 39, Specific objective 2 point 3, territorially and functionally available services, task no. 3, Development of services for immediate intervention, shows a model developed based on the experience from Sombor, and is in practice among experts often referred to as 'the Sombor model'

⁵⁸ EC Serbia Progress Report for 2010, <http://www.seio.gov.rs/документа/еу-документа.187.html>

⁵⁹ EC Serbia Progress Report for 2012, <http://www.seio.gov.rs/документа/еу-документа.187.html>

With regard to regional initiatives, the project is also in synergy with the regional project of women's CSOs from four countries in the Western Balkans (Serbia, Croatia, Bosnia and Herzegovina, and Macedonia), which has recently started to be implemented⁶⁰, and relates to improving the protection of women against violence through strengthening women's groups (CSOs). Considering the fact that the project is approaching the improving the protection of women against violence from a different aspect, but in intensive cooperation with women's CSOs, and considering the fact that one of the project partners is also included in this regional initiative, there is a significant possibility for exchange of experience and good practices related to Serbia and the region in the future.

In terms of correlation with European initiatives, the identified need for establishing a unique SOS telephone number at the level of the AP of Vojvodina is in line with the Convention of the Council of Europe on Preventing and Combating Violence against Women and Domestic Violence (2011) which the Republic of Serbia has signed on April 4th 2012. The Convention envisions a significant amount of necessary changes in the national legal and strategic framework in the area of violence against women – changes to the Criminal Legislation, such as the introduction of new criminal acts and the re-definition of existing criminal acts, but also the establishment of new services for the victims of all forms of violence, such as the introduction of a unique and free 24-hour SOS hotline.

Also, the needs identified by the professionals who work with women victims of violence are in line with the study carried out by the Council of Europe on the minimal standards of support services for victims of gender-based violence⁶¹ which indicate the need for initial and continuous training for staff working with the victims, and the necessity of possessing specialized knowledge and skills.

On a global level, project is also in correlation with number of documents and initiatives recently issued by UN Women, including:

- Report of the Secretary-General related to the Prevention of violence against women and girls⁶², part Capacity development (2012) indicates the following: *"It is crucial to build the institutional capacity of health and social welfare systems, justice systems, the police and the military, and educational institutions, and to improve the skills and knowledge of their professionals...The lack of trained and qualified personnel was reported as a barrier for the implementation of laws and policies addressing violence."*
- The Report of the Secretary-General related to the Multisectoral services and responses for women and girls subjected to violence⁶³, part titled Access to multisectoral services and response (2012) includes the recommendation to *„continue to develop and expand the capacity of all professionals working in multisectoral services and responses to ensure they respond appropriately to all women and girls accessing service“*
- The Handbook for Legislation on Violence against Women⁶⁴, paragraph Training and capacity-building for public officials (2010) states the following: *„It is critical to ensure that those*

⁶⁰ Coordinated efforts towards new European standards in protecting women against gender-based violence. (Europe Aid/132438/C/ACT/Multi)

⁶¹ Study of the Council of Europe on the minimal standards of support services for victims of gender-based violence indicates that there is a need for the initial and continuous training of staff working with victims of violence, as well as a necessity for specialized skills and knowledge. Kelly, L., Dubois, L. (2008). *Setting Standards: Study and Recommendation for Minimum Standards of Support Services for Women who have Survived Violence*. Belgrade: Autonomous Women's Centre (Serbian translation), <http://www.womenngo.org.rs/publikacije/publikacije-o-nasilju/142-postavljanje-standarda-studija-i-predlog-za-minimum-standard-za-servise-za-podrsku-zenama-koje-su-prezivele-nasilje>

⁶² Report of the Secretary-General, Prevention of violence against women and girls, page 13, http://www.peacewomen.org/assets/file/prevention_of_violence_report_of_the_secretary_general.pdf

⁶³ Report of the Secretary-General, Multisectoral services and responses for women and girls subjected to violence, page 20, http://www.peacewomen.org/assets/file/multisectoral_services_and_responses_for_women_and_girls_subjected_to_violence.pdf

⁶⁴ Handbook for Legislation on Violence against Women, page 18 <http://www.un.org/womenwatch/daw/vaw/handbook/Handbook%20for%20legislation%20on%20violence%20against%20women.pdf>

mandated to implement legislation regarding violence against women, including police, prosecutors and judges, have an in-depth understanding of such legislation and are able to implement it in an appropriate and gender-sensitive manner. When public officials involved in the implementation of the law are not comprehensively trained regarding its content, there is a risk that the law will not be implemented effectively or uniformly. There have been many and varied efforts to train public officials, and/or to include capacity-building on violence against women in the official curricula for these professions. Such trainings and capacity-building efforts have been found to be most effective, and implemented rigorously, when they are mandated in law and developed in close colation with non-governmental organizations“.

- The Handbook for National actions plans on violence against women⁶⁵, paragraph on Capacity-building of workforces and organizations (2012) has the recommendation that NAPs on VAW should: *Provide that all relevant professionals across sectors and jurisdictions that respond to violence against women receive standardized, accredited and comprehensive pre-service and in-service training on the issues surrounding violence against women, its causes and consequences.*
- The identified need for establishing the web page [www.hocudaznas](http://www.hocudaznas.com) that contains educational information about violence against women and the list of the actual organizations and services for women victims of domestic and gender-based violence in Vojvodina is in line with Virtual Knowledge Centre To End Violence Against Women⁶⁶ and the Secretary-General’s database on VAW⁶⁷
- Project activities related to the improvement of women’s organizations that run SOS helplines and youth engagement in prevention of violence against women are in line with the Report of the Expert Group Meeting on Prevention of VAWG⁶⁸. The two following paragraphs illustrate these connections: *“one of the most effective mechanisms for ensuring sustainable change in the lives of women and girls lies in supporting women’s organizations and their allies to build strong, gender-sensitive and inclusive social movements. It is essential that women’s organizations and others already engaged in activity to prevent violence against women and girls are supported and have their capacity built so that they can train others in ‘newer’ sectors and advocate for prevention.”...“It is important to engage young people through a variety of channels (especially, but not only, through schools) in child and gender-sensitive initiatives...young people are ‘a tremendous resource in the global movement to end violence against women and girls, and major assets among their peers, their families and communities to achieve the social transformations needed”.*

4.3 Lessons learned and good practices

4.3.1 Lessons learned

4.3.1.1 Key lessons/good practices applicable in different contexts

This section describes key lessons, from the evaluation team point of view, that potentially can contribute to general knowledge in the context of Ending Violence Against Women (EVAW). All of the highlighted lessons learned/practices could apply to different contexts as they are not particular to Serbia/Vojvodina context.

⁶⁵ Handbook for National actions plans on violence against women, page 28, <http://www.un.org/womenwatch/daw/vaw/handbook-for-nap-on-vaw.pdf>

⁶⁶ Virtual Knowledge Centre To End Violence Against Women, <http://www.endvawnow.org/>

⁶⁷ Secretary-General’s database on violence against women: <http://sgdatabase.unwomen.org/home.action>

⁶⁸ Report of the Expert Group Meeting on Prevention of Violence against Women and Girls, page 19 and 21, <http://www.unwomen.org/wp-content/uploads/2012/11/Report-of-the-EGM-on-Prevention-of-Violence-against-Women-and-Girls.pdf>

- **Step by step approach in implementations of National/Provincial Strategies for EAW.** National/provincial strategies or NAPs for that matter, are complex documents that - if properly created - address variety of needs and have wide scope of proposed measures. Their implementation therefore would be more effective if not directed through just one project, as was the case in APV. Rather, several projects/programs should be derived from any such Strategy and implemented. Some of the derived projects could then be implemented simultaneously (provided that there are enough financial and HR resources) or in increments, depending on prioritization.
- **Cooperation between governmental and non-governmental sector.** This project is an example of good practice in that respect. While for the actions of larger scope and consistent institutional change directed at EAW, state institutions (in this case PSEEGE) have to take a lead, this project demonstrated that the cooperation between governmental and non-governmental sector is necessary. It would not be possible for PSEEGE to work on the increasing capacity of institutions without CSO project partners. Women CSOs have long-term experience and in-depth knowledge about complexity of the problem and potential solutions. Therefore, all programs/projects directed at systematic change have to be done in cooperation of two sectors.
- **Holistic approach.** As noted before, this project is unique in Serbia, not only as the first that involved institutions on this scope, but also through holistic approach: it addressed variety of beneficiaries through generally well-adjusted and designed tools. It demonstrated that professionals and women are not the only one that should be targeted, but that involvement of other beneficiaries/actors is necessary - such as educational system, Parliament, general public etc.
- **The need for flexibility of donor and various efforts to support grantee.** As this project demonstrated, flexibility and high level of understanding the context by donor significantly contributed to the overall achievements of the project. The efforts of donor to support leading partner/PSEEGE is a good practice example that should be applied in the similar projects. In this particular case, three examples stand out in this respect: firstly, understanding of the context and need for some activities to be changed and/or replaced by other activities; secondly, organizing study trip to the UK that enabled participants to provide recommendations for the Strategy; thirdly, readiness to extend the project in order to enable completing one of the very important planned outputs.
- **Implementation of the Strategy/programs cannot be done by only one state/governmental institution.** Given that EAW demands involvement of variety of different actors in any state/government (e.g. MoI, MoH, MoLSA or in this case provincial secretariats in charge of Interior, health, Social Affairs etc), while one of the governmental/state actors (in this case PSEEGE) should take a lead, others have to be more actively involved and committed to application of identified measures.
- **Need for special attention as to EVA marginalized groups of women.** The project demonstrated that problem of violence against marginalized groups of women (due to both diversity of the groups as well as diversity of their needs) have to be addressed separately. This means that separate needs assessment has to be done, targeting various marginalized groups as to define their needs and formulate objectives, outcomes, outputs and activities that would answer to identified needs.
- **Specific good practices that can be used/replicated elsewhere.** Field work and survey with municipalities brought out several good practices that could be easily replicated elsewhere; while they are not explicitly planned by the project, they are direct result of the capacity building of professionals. Those that stand out are:
 - Fund for support of victims of VAW (such as established in Zrenjanin) that is created by using money from the penalties, and managed by Prosecution office is something that can be of significant help of women who are trying to leave the situation of violence. Similarly, several municipalities have introduced free legal aid for women victims of domestic violence and GBV.

- Designating one person in each of the local institutions that is in charge of cases of VAW (again example of Zrenjanin) demonstrates as good solution that can significantly help more effective application of coordinated measures on the local level.
- Several municipalities designed or are in the process of designing local action plans for EVAW; these action plans are good practice as they help more effective implementations of national/provincial strategy. If based on national/provincial strategies or NAPs, they are increasing local commitment and 'ownership' of the EVAW process.
- Some municipalities introduced mobile teams and/or 24 hours available service for women in violent situation. While the effectiveness of such measures need to be explored in more detailed manner, this could be an example of good practice that is easily replicated in local communities.
- In building capacity of the professionals, it is important to note that women often, for various reasons, withdraw the first report; as the quote/example on p.30 demonstrated however, if they are encouraged by the professionals in the right way, they will come back and try again. In that respect, this is important to use in all programs for education of professionals.

4.3.1.2 Lessons learned as identified by leading partner and project partners

- The following segment lists the lessons learned during the project implementation, highlighted by the project team and partners as being most relevant: **The need for a more realistic project, i.e. a less ambitious project** is highlighted as the key lesson learned. The partners and project team all agree in the assessment that the expected change, the scope and the dynamic of the project was overly ambitious, and that they clearly understood the importance of setting more realistic objectives in the future, whose achievement can be guaranteed. Work on this project has brought a change to some individual team members at the level of personal expectations and understanding of what can realistically be achieved during a few years, but also regarding the level of complexity of violence as an issue.
- *„Lack of knowledge and skills of the professionals, though important, is not the greatest problem, as we initially thought“*, stated the members of the project team. A much greater problem lies in the **prejudices present in the professionals, whose influence was underestimated during the planning and implementation of the project**. The idealistic expectation that the training will bring significantly more visible changes in the functioning of the system, turned out to be unrealistic. *“We have learned to give far more consideration to the obstacles, resistance, prejudice, as well as lack of enthusiasm present in the employees working in state institutions.“*
- **Capacities of the professionals for practical application of the knowledge gained through the trainings were overestimated**. Consultative support to local teams in solving individual cases has shown to be a good support model for the practical application of the knowledge and skills gained during the training.
- Understanding of **long and complex administrative procedures in the state institutions** which significantly impacted the implementation of project activities (e.g. a six-month long tender procedure for the creation of necessary software) is an important lesson learned, which will certainly be taken into account by the project team in the next stage of planning and work.
- A particularly important lesson relates to the difficulties in **including other relevant provincial institutions into the project**. Although those institutions were, as the project team has stated, consulted during the drafting of the Strategy, and they did not wish to be involved directly and take responsibility for implementing some of the activities, their inclusion, even at the later stages of the project, would have brought benefits in terms of taking some of the pressure away from the Secretariat. In that sense, the lesson learned by the project team is that it is necessary to lobby for sharing of responsibility in the future implementation of the Strategy.
- **Informative and educational campaigns and the relationship with the media** on the whole, the project team would, based on the lessons learned, work in a more systematic manner, delegate one

specific person to handle this aspect of the project, attempt to include the partners to a higher degree, and maintain the "pressure" on the media not just at the journalist level, but also at the editor level.

- **In the segment of the relationship with project partners, although there** were many extremely positive experiences, the lesson learned relates to **the need for formally defined roles, competences and responsibilities** of each of the organizations/ institutions involved in the project. It was pointed out that future partner contracts/agreements should be defined in more detailed manner.
- A significant lesson learned relates to **the insufficient inclusion of marginalized groups of women**, both in the training segment, and in the segment of **dissemination of information and monitoring**. **The plan is that this lesson** will be used during the creation/ improvement of the new Strategy, but also during the implementation of the continuation of the project.
- One of the key lessons is the joint recognition of both the project team and the partners, of the fact that without the **introduction of a unified system of record keeping and tracking trends in the incidence of violence against women and dealing with this violence**, there will be no significant progress in terms of improvements to the comprehensive system for combating violence. Without a mechanism that allows an overview of the realistic situation of currently existing levels of violence and the measures being taken against it, there is no thorough approach to project planning, creation of strategies or drafting of legal improvements in this area, the project team and partners stated unanimously.
- Local communities possess different levels of capacities and resources for taking coordinated measures for the prevention and protection against violence, but they also have different levels of understanding of the phenomenon of violence against women, and different views on the providing of basic and specialized services to women who have survived violence. In that sense, **establishing a coordinated, efficient and effective intersectoral and inter-disciplinary cooperation at the local level cannot be based on a uniform/ unique model, but needs to be adapted to the context of individual local communities.**

4.3.2 Illustrations of individual cases and good practices

The following illustrations are intended to assist in creating a complete picture of progress that took place within the project "Toward Comprehensive System of Ending Violence Against Women in Vojvodina". There are two types of illustration. One shows the personal stories of women victims of violence who, through coordinated actions of local actors, managed to make positive changes in their lives. The other illustration presents city of Zrenjanin with its local system and progress made in combating violence.

Case 1: Victims of psychological abuse face more challenges in front the system

The following story presents the example of a woman from K., a small town in Vojvodina, in whose case the initiative of the Center for social work and the high sensibility of the case manager had a crucial role. This case is presented primarily due to the fact that psychological abuse is rarely prosecuted and seldom results judicial penalty in practice. The coordinated actions of the Center for social work, police, prosecutors and the court, managed to break the vicious circle of violence::

M.P. is a young woman who has been living for 12 years in non-marital relationship with M.K. The family was not known to social care institutions until M.P. submitted a request for help to the local Center for social work (CSW). The contents of the request was not clear, one was not able to see what kind of help the woman had been looking for. Small, almost imperceptible traces in her note indicated the potential problem of domestic violence: *"My goal is to accept that I was wrong (and I was not)."* The CSW immediately responded, inviting for an interview, when the case manager clearly recognized the presence of psychological violence. The violence culminated in agony when a partner threw the victim out of the house. Despite awareness of the violence to which she was continually exposed, M.P. wanted to stay in the partnership because her 12 year old daughter was left to live with her father. M.P. was completely dependent on her partner-abuser, for housing, financial and emotional support. The partner,

in a new wave of demonstrations of power, refused to let her back into the house and marked her guilty for abandoning a child and breaking the family. The patience and persistence of the CSW case manager finally resulted, with woman accepting to address the police. The trained police officer, interviewed M.P., and she officially declared that she was a victim of the psychological abuse. After the statement from the abusive partner was taken, the police, without requesting additional evidence, submitted criminal charges against the partner to the county prosecutor. Based on investigation for the criminal act of family violence, the prosecutor raised the claim against the abuser. After the complete process that took 6 months the Court brought the conviction for abuser: 3 months of prison, 1 year on probation.

Now, M.P. is a woman with experience of psychological abuse in her past. With the institutional support she has become much stronger, and ready to fight for her rights, not only by herself-she is still supported by professionals from CSW counselors. According to the counselor words, she is completely different person today. Being also supported by the treatment in a psychiatric hospital, she is now able to openly say to her abuser what she thinks and she is freed of guilt that she was imposed to by her abuser.

Case 2: Joint and coordinated action make change

The case is from L⁶⁹, and illustrates a comprehensive, timely and efficient reaction of the local system to family violence against a woman and her children: Years of husband's violence against wife and children, culminated in serious bodily injuries. The woman had a broken sternum and ribs, and one child had bloody bruises all over his body. The protection system launched on the intervention of the police, and according to a report filed by relatives of the victims. The school, Health centre and Center for social work were alarmed. While mother and child were in hospital, the action of these systems went in parallel: the school teacher and pedagogue interviewed the mother and child, with involvement of the school doctor as well. With the help of the CSW, the woman with her children was sent to a Safe house. The cooperation between police and prosecutor resulted with filing for divorce. The marriage was ended and the abuser was forbidden to approach the victims. The police followed the abuser, and that way contributed that the victim felt safer after she went out of the Safe house. Since the victim was employed she could easier solve housing problem and move with her children into a rented apartment. The children attend school regularly, and according to the school pedagogue they are doing well, they are not frightened and they move freely because the restraining order is being respected. They meet with their father regularly, and, for now, there are no new situations of violence. Obviously, the most important fact is that each part of the system had done its job timely and by respecting procedures. From the moment when the family reported the violence, until the restraining order 5 months passed.

Case 3: Economic dependence keep the victim by abuser

The case of S.K is presented by testimony of police officer from Novi Sad police station and illustrates correct reaction of institutions, but lack of wider support for economic/financial independency made that victim came back into the violence cycle: „In the case of S.K. we did everything as best we could. A woman who suffered violence for many years was interviewed by a trained police officer who knew how to talk to victims. The medical exam confirmed our suspicion of physical violence... A safe house was the first solution. She was sent there with her kids and everything indicated that things had been going well. The police contacted the prosecutor's office which was willing to press charges, but then S.K. began to waver. In the end, she dropped the charges... She was economically dependent on her husband; he is a wealthy entrepreneur with great assets and the fact that she was afraid of material uncertainty influenced her decision to return to the perpetrator”

Case 4: City of Zrenjanin - example of the innovations in local system functioning

City of Zrenjanin is recognized as a specific and in some aspects innovative model of the functioning of local institutions, which, in spite of some shortcomings, is showing good practice. This could become

replicable model for other municipalities. The specificity is in, dedication and enthusiasm of sensitized individuals, which certainly makes a strong foundation for long-term positive change.

Case conferences are implementing, as a model of cooperation that has been promoted through the project. Local informal Coordinating Body has been formed, after the training delivered via Project. It is composed of representatives of the court, the prosecution, the CSW and the police. Although cooperation and coordination is functioning, a formal protocol has not been formally signed. Local Council for Gender Equality exists and its leader provides support to the Coordinating Body. The support from other political actors is missing, and there is no strategic or action document for combating violence against women, or specific funds from the budget for this purpose. However, the facts speak about success: the number of violence reports is increased as well as the number of solved cases. Some innovative measures are introduced: Fund for the support of women victims of domestic violence is established. Money is coming from the penalties directed by Prosecutor. The Fund is managed by local Center for social work that use the funds for financial assistance to victims of violence. The special quality and specificity of the working model in Zrenjanin is delegation of the special Prosecutor/Deputy public prosecutor, the special judge on domestic violence, the Officer responsible for violence against women and Commissioner for the protection of citizens in charge of gender equality. This approach allows specialization of professionals and certainly enhances sensitization of gender-based violence issues and affects overall efficiency of the system. Illustration of the efficiency is shown in unwritten but functional cooperation protocol, allowing specialized police officers to have information on all cases of violence, to receive information from other systems and transmits information to other professionals. Zrenjanin Police Department is taking special internal evidence of the cases of violence against women, although they are not formally required to do so. The key actors for the first reaction on the occurrence of violence - Center for social work and Police Department have established Cooperation Agreement, and use it for informing each other and for visiting together locations where and when needed. For this, there is also no written procedure, but only internal harmony of the best treatment.

There is a Women's Safe House established in Zrenjanin. Zrenjanin has a strong women's organization ZEC (Zrenjanin Education Center) which has just started with SOS hotline for women (including women victims of violence). ZEC has established a cooperation agreement with the Deputy Prosecutor about mutual work with women who reported violence and are in process of waiting to start criminal proceedings. Other women's organizational are still not steadily associated with the rest of ERAW local system. The local health institutions are labeled as a weaker link within the system. Activists from other stakeholders are indicating the need to sensitize and involve the medical staff. Local Coordinating Body began to work on solving this "bottleneck". Involvement of schools in improving the system for combating violence is uneven. Schools involved in the UNICEF program "School without Violence" actively cooperate with other systems at the local level, and act according to the protocol.

5 Findings, Conclusions and Recommendations

5.1 Key findings summarized

Alignment with needs and strategic coherence of the project

- The planned outcomes are in line with the relevant EU and national policies and strategies. **Outcomes have answered the needs of the target groups** to a significant degree, primarily the needs of the women as the primary beneficiaries, but also the needs of the professionals. This is confirmed by the findings of the base-line study, as well as by the qualitative analysis of the replies given by interviewees. In that sense it can be concluded that **the planned outcomes are strongly connected to the overall objective** of reducing the amount of domestic and gender-based violence.
- With regard to project coherence, **the first outcome and the outputs related to it are entirely coherent**; the only gap that can be noted is lack of a separate output relating to systematic monitoring of the application of knowledge gained by the professionals, particularly in the area of coordinated measures. Activities are fully relevant to the planned outputs.
- **The second outcome shows a somewhat lesser degree of coherence in planning**: although this outcome relates primarily to women as the main beneficiaries, the outputs have had a much larger scope of target groups, which, although useful, only indirectly contributes to the achievement of the outcome. Therefore, planned activities are relevant to the planned outputs, but not entirely relevant to the outcome. Additionally, although women from marginalized groups are mentioned as part of the outcomes and outputs, there were no planned activities that would specifically target this group.

It is important to keep in mind that these findings relate solely to the planning phase of the project.

Project results – quantitative achievement of the activities and outputs

- A large number of **project activities has been achieved as planned**, or even in a greater extent than planned (particularly when speaking of numbers of trained professionals).
- In those cases when planned activities were not achieved, **the changes were caused primarily by external circumstances** (e.g. the difficulty of aligning the records of violence with the existing legal framework regarding protection of personal information, low interest from the media, etc.). In such cases, the project team and partners have shown significant flexibility in the creation and realization of new activities which made up for those that could not be carried out to the end. Unplanned activities had a positive impact on the overall effect of the project. A significant portion of the credit for this success goes to the donor for showing flexibility and accepting the suggested changes.
- Thus it can be concluded that **all outputs (except for one)⁷⁰ have been achieved to a high degree**, even though in certain cases it isn't possible to provide direct quantitative data. In the case of the one output that is still not fully achieved, all the preparatory activities had been carried out and activities designed to achieve this output are continuing (a few days ago the procurement procedure finally was completed and contract for the software development is to be signed).

Project results – qualitative achievement of the outputs

- The project has significantly contributed to **changes in the educated professionals at the personal level** (primarily increased level of understanding of the phenomenon of domestic violence; understanding the complexity of the problem; understanding all the challenges women face when trying to break out of a situation of violence). Also, the project has contributed to **an improved institutional reaction to violence**, in terms of the professional relationship of the trained

⁷⁰ Using a standardized system for collecting and exchanging data on cases of violence

professionals towards the victims, as well as in their understanding of the importance of coordinated measures and cooperation in solving situations of violence.

- The project has also achieved progress in these areas: **increasing the knowledge of women from non-marginalized groups on the subject of violence; increasing the knowledge of the general public, of the MPs of the Provincial Parliament, and of youth.**
- Progress is somewhat **smaller in the area of applying coordinated measures** for combating violence against women, primarily because their application requires in-depth work with the institutions.
- Although a standardized system for the collection and exchange of data on cases of violence has not been introduced, a significant progress has been made towards its creation.
- It is very **difficult to see the progress made with regard to women from marginalized groups** – whether in the area of achieving a better level of understanding of the specificities of these groups on the part of the professionals, or in the area of increasing the knowledge of women from marginalized groups on the subject of violence and their rights. The main cause of this is the lack of direct focus on these groups of women in the project activities (during the educations and information dissemination activities).

Project results – level of achievement of outcomes

- By using indirect indicators (percentage of municipalities using one or more forms of coordinated cooperation between institutions), it is possible to assess that **significant progress has been made in the achievement of the first outcome** (30% of the municipalities are applying effective and efficient coordinated measures), since in as many as 15% of the municipalities we find developed and functional examples of three forms of cooperation (cooperation protocol, case conferences, and local coordinating bodies for combating violence). Additional indirect indicator is the increase in the number of adults legally convicted for the felony of domestic violence at the level of AP Vojvodina, which – although it does not show the implementation of measures in individual municipalities – indicates a general increase in the quality of work of the institutions in APV.
- Regarding **the second outcome** (30% increase in the number of women using the services), **it was not possible to reach conclusions because of the lack of a unified record system tracking cases on violence.** As indirect indicators that **a certain degree of progress has been made** we can point out firstly, the slight increase in the number of cases of violence reported to the Centers for Social Work (an 8% increase between 2009 and 2011), as well as the increase in the number of cases reported to the public prosecutors, which indicates that there has been an increase in the awareness (of both the institutions/ police and the general public) about the need for reporting violence.

Due to lack of data (as it was decided not to do the end-line study) it is not possible to make a reliable final conclusion on whether the outcomes have been achieved to the percentage levels initially planned.

Factors that influenced the achievement of outcomes

- **Positive factors** include the **quality and quantity of the educations held for the professionals**, as it has turned out that the educations represented a key tool that influenced the progress achieved in the first outcome. Further, **the quality and quantity of the information/ education aimed at the target groups**, i.e. adjustment of the used communication tools for reaching out to the target groups has contributed to the achievement of outputs under the second outcome. Finally, the most important factor was the **dedication, flexibility and creativity of the project team and a large number of the project partners as well as support of the donor to the grantee**, without which it would have not been possible to achieve such a high degree of realization of the activities and achievement of outputs.
- Regarding the **"hindering" factors**, they include **high ambition of the project**, i.e. the assumption that it will be possible to achieve the deep changes envisioned by the outcomes in a relatively short amount of time. Further, **some omissions in the planning were also a hindering factor.** This includes

e.g. a lack of planning for the systematic monitoring of the application of gained knowledge in the municipalities, and the overly wide planned scope of included target groups. Also there has been a lack of focus on the marginalized groups of women in defining the activities and outcomes. The third hindering factor was the **weaker level of preparedness on part of the government administration for the implementation of this very complex project**, which has caused not only delays in the achievement of some of the outcomes, but also resulted in the project team wasting significant time and energy.

Efficiency of project implementation

- When evaluating the **general efficiency of the project implementation**, the element of **timeliness** of achieving the planned project activities is at a very high level. Most, and the most important project activities were carried out in line with the initially planned dynamic. One exception are the activities relating to the final application of the software for unified tracking of the incidence of violence, which represents a remaining obligation of the leading partner that needs to be completed in the near future. Added value in the efficiency of project implementation lies in the fact that additional activities were realized during the project, which were not originally planned.
- **Efficiency of the monitoring mechanisms** is also high. The project monitoring and evaluation system has been essentially **well set up and mostly consistently applied**. Various monitoring and reporting tools were used to allow tracking progress from various perspectives – that of the project team, of the project partners, the beneficiaries, and the external independent evaluators. The participatory approach to assessing progress has shown to be particularly effective, with a strongly present practice of continuous self-evaluation carried out by the project team and its partners. The greatest effect of the continued monitoring can be seen at the level of outputs, whereas the weaknesses can be spotted at the level of verifying achieved changes in the local communities.
- The project has set up an **effective organizational structure** and achieved **functionality of coordination and management mechanisms**. The central project team, consisting of staff members of the Secretariat, has set up a balanced organizational structure, including the project partners at different levels. A particular value came from the reputation, expertise, professionalism and dedication of the project partners, which the project team had recognized and used to the best effect. On the whole this project is an excellent example of cooperation between the government and non-government sector, in spite of the occasional challenges that accompanied this cooperation. The roles of the partners were complementary and mostly well differentiated in detail. The project team was characterized as being cooperative, flexible and dedicated, and this is the spirit in which the project was coordinated and led.
- The project managed to **manage resources successfully**, primarily the **material and financial resources**, but **also the human resources**. The system of planning, monitoring and control of financial resources was well set up and coordinated, at the level of the project team but also towards partners and donors. Funds were spent and expenses were documented and justified in line with standards of good practice. Flexibility shown by the donors in allowing some part of the funds to be redirected to new purposes had a positive effect on the financial management of the project. An independent audit regularly assessed the financial reports of the project. In practice, it would be more apt to speak of maximizing rather than optimizing the use of financial resources. Also, the human resources were utilized to the maximum, which caused a certain degree of overburdening, not only of the members of the project team, but a large number of partners as well.

Project sustainability

- A certain level of **sustainability of the results** achieved by the project is **very probable**, particularly at the level of **personal changes in the professionals** and the **reactions of individual institutions** regarding treatment of the issue of violence, but it will require further external support and coordination, while the **sustainability of the implementation of coordinated measures at the local level is more fragile**.

- **Institutionally, the sustainability is linked to the future dedication of the PSEEGE to the topic of gender-based violence.** Also, systemically speaking, the key of long-term success lies in the stronger ties and coordination between all relevant provincial and national actors, including non-government organizations.
- **Project sustainability** within the context of **support from provincial and national institutions**, particularly from the aspect of currently existing political will, has **positive tendencies**. Any further serious assessment of the level of political dedication of the institutions involved would be unreliable and uncertain in the context of unstable political and economic conditions in Serbia. Priorities largely depend on the political/ party changes at the level of the decision makers and main ruling structures. Still, major retrograde processes should not be expected in terms of the already established institutional system dealing with gender equality and the subject of violence as a part of this field. **The current strategic and legislative framework**, in spite of the need for improvement, **represents a sustainability factor**.
- **Capacities of the partner organizations**, as well as those of the central project team, have certainly been **strengthened** through work on this project. The greatest gain can be seen in the **increased understanding of the wider picture of the issue of violence** and all the related **challenges in the functioning of the system and institutions**. The fact that this project was not the "desk" type but the "field" type has helped all the actors working on its implementation to get a **clearer overview of the position of the victims in relation to the system**. The benefits of partnerships have been unquestionably recognized: they have helped extend the partners' interest to participate in new activities they hadn't previously undertaken, they helped extend the contact networks and strengthened experiences in dealing with the subject of violence against women. Also they confirmed the fact that lessons learned (both positive and negative) are a precious resource to the long-term improvements in this area.
- Through a systemic approach and a wide reach of target groups, **the project has provided a large degree of replicability**: it can easily be replicated and applied at different levels and in different surroundings, with a wide variety of target groups; it can be replicated in part or as a whole. In that sense, the replicability level is extremely high.
- The basic **concept and approach of the project** to the enhancement of the comprehensive system for protecting women from violence has essentially been **well accepted and valued** by the relevant stakeholders.
- Most important areas of **potential improvement** include more **realistic and coherent planning of expected outcomes**, both short-term and long-term; a **strategy for strengthening capacities of the professionals**, primarily in the sense of a deep-reaching continuous support to the institutions; and **greater focus on the implementation of good practices** defined by this project. Also, an important aspect of improvement in terms of implementation and sustainability lies in **greater focus on achieving local "ownership" by the local authorities**.

Project influence on women as primary beneficiaries

- Speaking of **positive changes in the lives of the women as primary project beneficiaries**, they can be seen at two levels. The first level is represented in the project's **significant contribution to the national policy/legislative framework**, which is reflected in the adoption of the recommended model of Records on cases of domestic violence in APV, the large influence the project had on the creation and content of the new National Strategy, as well as the making of the first systematic research of court practices in the area of gender-based violence.
- The second level are the **positive changes that will influence the lives of women in local communities**, including: changes of personal and professional attitude of the professionals, the progress made in terms of understanding the importance of cooperation between institutions, the increase of awareness in the general public (including youth) regarding the fact that violence against

women is something that needs to be punished, and the introduction of municipality-funded measures in some municipalities that help provide a better response to violence.

- Assessments indicate, however, that the **influence on groups of women defined by the project as marginalized** (poor women, women from ethnic minorities, women refugees and IDPs, women with disabilities) has been **very limited**. Primarily, in the area of **strengthening capacities of the professionals, there was a lack of deeper and systemic overview of marginalization as a phenomenon, its causes and effects**, as well as the specificities of individual marginalized groups. Secondly, there was lack of **consideration toward communicational specificities related to different marginalized groups** (the exception were women from ethnic minority groups, because the project printed materials in as many as five minority languages.)

Strategy for strengthening capacities of the professionals

Concerning the strategy for strengthening the capacities of the professionals, three different aspects came into consideration: the quality and content of trainings, the scope, and the activities accompanying the education.

- **Education has been assessed as being of high quality and useful.** (A particular accent was put on areas such as approaching the victim, risk assessment, working with the perpetrators etc).
- Although a large number of professionals has been trained, assessments indicate that it is necessary to **further extend the scope**. It is necessary to reach a "critical mass" of professionals in each institution so that gained knowledge is adopted as the new approach at the institutional level, and not merely as an individual reaction of certain educated professionals.
- Finally, the **activities accompanying the education**, though they were carried out to some extent, **were not planned at the project strategy level**. Potential accompanying activities could have included: monitoring and mentoring, formalizing internal institutional procedures of steps taken in cases of violence, an in-depth approach to setting up coordinated measures for work in relation to solving cases of violence.

Secondary project beneficiaries and their satisfaction

- Regarding **local authorities, it is difficult to assess their satisfaction with the project**. Because of the recent elections, at this moment there is actually very limited knowledge about the project and its outcomes among the current representatives of local authorities. On the other hand, more effort needed to be invested in creating "local ownership" of the project which would be reflected through the creation of local strategies/ action plans and allocation of material resources from the local budgets.
- **With regard to local communities, there is a certain degree of satisfaction primarily tied to the increased awareness about the problem of violence** and those aspects of violence which are characteristic for their particular environment.
- It was not possible to reach consistent data which would show influence on the family members, or their satisfaction.
- Finally **in the schools, the impression is that the project has opened up an important topic, made certain progress and clearly indicated the need for educating high-school students** (but also the teaching staff) in order to help them understand violence and to lead to more cases of violence being reported.

Correlation/ synergy between the project and other initiatives

On the whole, **the project is in high correlation with national initiatives, but also with regional and European initiatives.**

- In terms of **national initiatives**, the project directly or indirectly contributed to the realization of specific objectives of the National Strategy for the Improvement of Women's' Position and

Enhancement of Gender Equality; it was also in line with a project dealing with sexual and gender-based violence initiated by the Gender Equality Directorate of the Ministry of and Social Policy of the Republic of Serbia. The project also had a significant effect on the new version of the National Strategy; it promoted the so-called "Model for Acting in the Protection of Women Victims of Violence and Suppression of Violence" from the Social Welfare Development Strategy of the Republic of Serbia, etc.

- The objectives and activities of the project are **in complete alignment with the recommendations of the European Commission from the Progress Report for Serbia**.
- With regard to **regional initiatives, the project is also in synergy** with the regional project of women's CSOs from four countries in the Western Balkans which relates to improving the protection of women against violence through strengthening women's groups.
- The project is in line with the Convention of the Council of Europe on Preventing and Combating Violence against Women and Domestic Violence, and the study of the Council of Europe on the minimal standards of support services for victims of gender-based violence.
- The project is in correlation with global initiatives including: Report of the Secretary-General related to the Prevention of violence against women and girls; The Report of the Secretary-General related to the Multisectoral services and responses for women and girls subjected to violence; The Handbook for Legislation on Violence against Women; The Handbook for National actions plans on violence against women; Virtual Knowledge Centre To End Violence Against Women and the Secretary-General's database on VAW; Report of the Expert Group Meeting on Prevention of VAWG.

5.2 Conclusions

Project is highly relevant to the needs of the beneficiaries, primarily women and professionals working in institutions, while strategic coherence of the project is achieved in somewhat lesser degree. Regardless, project achieved high level of implementation of activities, significantly high level of achieving outputs and considerable progress in achieving planned outcomes. Change of some of the activities and introducing new, unplanned activities positively influenced overall results of the project.

As it was designed as a tool for implementation of the Strategy, project was overly ambitious given the available human resources. However, expertise and commitment of the leading partner and project partners as well as the donors' understanding of the context, flexibility and overall efforts to support grantee significantly helped to generally high level of project effectiveness.

The most important achievements of the project are 1) increased level of understanding/knowledge of professionals on the issue of domestic violence and GBV as well as legal framework and providing specialized services to women survivors of violence; 2) increased knowledge among women from non-marginalized groups on domestic violence and services available in APV; 3) increased knowledge/understanding of general public on the same issues; 4) increased understanding among MPs as key decision makers in APV on implications of the GBV; 5) increased understanding of domestic violence and GBV among youth. These results are most probable to be sustained regardless of the project continuation.

Among very important achievements is also that in 15% of municipalities there are three different forms of cooperation functional (cooperation protocol, case conferences, coordinating body), while at least 28% have at least one form of cooperation functional, which demonstrates progress in delivering effective and efficient coordinated measures. However, sustainability of these results is fragile if the project does not continue. Analysis of the qualitative data point toward conclusion that at this point, application of coordinated measures is not quite adopted as formal institutional response, but is influenced by personal involvement and attitude of professionals involved (educated).

While project team has made significant efforts and was generally successful in public outreach to women from non-marginalized groups and general public, lack of continuous public outreach activities throughout the project implementation (instead of only in certain periods) have made their task more difficult.

The difficulties in acquiring reliable and consistent data throughout the evaluation process about reported cases of violence, services provided and measures taken by the institutions to end the violence, demonstrated the importance of completing standardized database system to keep and share records on reported cases of GBV. It is important therefore to commend the efforts of project team to overcome the difficulties in achieving this output, as well as the willingness of the donor to support grantee by extending the project so that this output can be fully achieved. It remains of utmost importance that this system is created and put in use. Higher level of involvement of the other provincial actors in this process could be important as to ensure implementation of the database system.

Due to high level of achievements the project had high impact on women as primary beneficiary group; impact is reflected on local and provincial level; moreover due to the efforts of project team and established cooperation with national institutions and influence on national strategy, project achievements will also have the impact on women on national level. Sustainability of support of provincial and national institutions toward further efforts to EVAW has positive tendencies primarily because of the policy/legislative framework which is mostly in place.

Analysis demonstrate that high impact has been made on professionals and their ability to deliver specialized services. It also points out toward conclusion that wide scope (covering 45 municipalities) while needed at this stage of Strategy implementation, made difficult to introduce follow-up measures (mentoring and monitoring) that would ensure quality support to application of the knowledge acquired.

Project also had significant impact on MPs of APV as well as youth.

Project has made positive impact in local communities; however, analysis points out that lack of systematic work with local decision makers has made difficult to acquire LAs commitment (in terms of local plans and budgets for EVAW) and "ownership" of the results.

The least progress has been made in 1) increasing understanding/knowledge of professionals on VAW from marginalized groups and providing specialized services to those groups and 2) increasing understanding/knowledge of women from marginalized groups on domestic and GBV and services available. The main causes are high level of prejudice and low level of understanding the issue of discrimination and its consequences among professionals as well as communication specifics that have to be taken into account when reaching out with information to various marginalized groups of women. In that respect, the special attention that has to be paid to this issue is one of the more important lessons learned from this project.

Overall, project was unique in Serbia and in the Western Balkans region, both in the scope as well as in holistic approach. Systematic capacity building of professionals on such scope combined with research, public outreach both to women and general public, increasing understanding of domestic violence and GBV among MPs and youth was never done in Serbia. In that respect the project as a whole presents a good practice example that can be used for further efforts in combating VAW. Further, project resulted with important key lessons and good practices on the local level that should be taken into account in further implementation.

Finally, through a systemic approach and a wide reach of target groups, the project has provided a large degree of replicability: it can easily be replicated and applied at different levels and in different surroundings, with a wide variety of target groups; it can be replicated in part or as a whole.

5.3 Recommendations

5.3.1 Recommendations for the revision of the Strategy

- **Redefine Strategy for Protection from Domestic Violence and Other Forms of Gender-based Violence in the APV**, taking into account the experiences, findings and lessons learned gained through the project "Towards a Comprehensive System to End Violence against Women in AP Vojvodina", which represented the main tool for the implementation of the Strategy.
- **Obtain wider ownership of the Strategy.** Defining strategy for the future actions, should be done in highly participatory manner, with inclusion and unified understanding and acceptance from all key province and local actors and stakeholders, including target beneficiary groups. Through such an approach, the Strategy would ensure having even more dedicated "owners" and could act as a better tool for promoting positive change advocated by the document. PSEEGE is seen as leading institution to ensure this approach.
- **Strategy to be based on realistic approach.** The Strategy 2008 -2012 was definitely too ambitious in setting its goals. New document should provide a revision of set objectives and define priorities in accordance with need, capacities and resources. This decision should be made jointly by all existing stakeholders.
- **Focus on priorities.** In terms of content, the 2008-2012 Strategy has included more or less all the issues relevant to the problem of domestic and gender-based violence. In that segment it is merely necessary to prioritize. Defining criteria for prioritization should be agreed through the planning process among all stakeholders.
- **Create Action plans for the Strategy implementation.** Along with new Strategy adoption it is recommended that Action Plan for its implementation is created and revised on yearly basis. As Strategy itself covers various stakeholders/institutions' (mostly from Province level) roles, it is of crucial importance that the Government of APV adopt comprehensive Action plan with clear roles/tasks given to each of the provincial actors. Economic crises should be taken into account, through considering what can be done with existing resources. Action plans should reflect both needed/missing and available resources that could be better utilized. Action Plan should also have built-in monitoring and reporting system. (by the end of 2013 for the period from 2014)

5.3.2 Recommendations related to continuation of project activities

2. **Greater attention to project planning phase.** Given that project effectiveness was influenced by the need for more coherent planning, it is recommended that project team sets aside sufficient time for planning process. Ideally, planning process should include consultations with other actors on Provincial level, and full participation of all project partners as well as representatives of women from marginalized groups. Also, if possible, process should be externally facilitated as that would help the project team and partners to ensure that they have covered all the important aspects. The plan thus created should have separate component of monitoring and evaluation plan. Process should be completed after the process of strategy revision and before applying for the continuation of activities.
3. **Involve officially relevant actors on provincial level.** While the work with the Parliament and Government of the AP of Vojvodina should be continued, there is a need for more focused approach to formally and practically including other provincial institutions (e.g. Provincial secretariat for health, Social policy and Demography). This is particularly important in regards to enforcing ERAW protocols/standards/procedures of the work of professionals from various institutions on the local level, as well as in implementing standardized database system to keep and share records on reported cases of GBV. The agreement of the provincial actors should be provided through the process of revision of the Strategy and their potential direct involvement in project activities decided during new project planning phase.

- 4. Project Board/Council to be extended.** It is advised that PSEEGE work on extending the membership of the Project Board, to include a number of important external actors. This would strengthen its advisory function, as well as build capacities of the external actors and improve coordination and cooperation. The representatives of women from marginalized groups should be also included.
- 5. Adjusting the approach in terms of introducing gradual geographical coverage.** Since a large number of professionals have been trained in all municipalities, the next step of Project team would be to deepen their knowledge and monitor the way they are applying it. Thus more in-depth work is recommended in a smaller number of municipalities. When a certain degree of progress has been achieved in the selected municipalities in a certain time frame, other groups of municipalities should gradually be included into the project activities. This should be decided by all project partners in the planning phase.
- 6. Adjusting capacity building strategy of the professionals.** If gradual geographical approach is adopted, it will be possible to apply in-depth work with professionals in different institutions on the local level. This should include: Education of professionals from municipalities who were not included in this training cycle; Support to individual institutions in each of the municipalities in developing or applying internal formalized procedures which would minimize the personal influence of the professionals; Continued mentoring and support in the application of knowledge; Continued support to institutionalizing cooperation between the institutions in each of the included municipalities etc. This should be decided by all partners in the planning phase, while the implementation should be the task of AWC and PSEEGE with support of other provincial institutions.
- 7. Design and implement specific trainings for professionals on working with marginalized groups of women.** Trainings should be designed as to include general education on issue of discrimination; specifics of discrimination in regards to different marginalized groups; specifics of VAW from these groups; appropriate handling of such cases etc. This should be done by AWC in consultation with other partners.
- 8. Introducing specific focused activities to increase knowledge/understanding of marginalized groups of women.** Specific set of activities should be developed for increasing their knowledge and understanding of the available services and their rights. All partners with representatives of marginalized groups should define activities, and EHO could take larger role in implementing this part of the project.
- 9. Work to increase accessibility of institutions.** It is recommended that the project include activities for increasing awareness of the provincial Government, provincial and local institutions of the need to increase physical accessibility of needed institutions and safe houses (ramps, audio and visual equipment, etc.), as well as other type of accessibility (translators for sign languages, or languages of ethnic minorities; potential mediators etc.)
- 10. More focused approach to local authorities.** If gradual approach is adopted (smaller number of municipalities, and gradual increase), project activities should include direct work with local governments and decision makers, to ensure that they understand and accept the project goals. Ideally, project should plan for local authorities to commit by creating local action plans and allocating local budget funds for its implementation. This should be decided by all project partners in the planning phase and implemented by PSEEGE, potentially in cooperation with local partners during the project.
- 11. Greater attention to applying good practices on the local level.** A specific manual of good practices on the local level that resulted from this project should be created and used in the continuation of the project activities. While local specifics should be taken into account, most examples of good practices could be adopted in larger number of municipalities. Again gradual geographical approach should make application of these practices easier. Manual should be created in cooperation of AWC and PSEEGE, and used, during the project implementation, by AWC in capacity building of professionals and by PSEEGE in working with local authorities.

- 12. Continuous capacity building of the unique SOS helpline.** This should include: Capacity building for individual organizations participating in the work of the single SOS helpline; Strengthening the cooperation and team work between individual organizations; Work on developing unified procedures, standards and records for the single SOS helpline; Introducing regular expert supervision, but also tracking and evaluating the work of the volunteers/ organizations. In the process of strengthening the SOS Helpline, good practice examples from other countries should be used.
- 13. Strengthening capacities of the project team.** It is recommended that further systemic effort should be invested in building their capacities, through: thematic trainings on planning, governance, evaluation etc; study tours to EU countries to allow familiarization with good practices; trainings relating to understanding and keeping up with EU policies, trends and regulations in the area of violence against women, but also joining potential networks of institutions dealing with this issue at the European level. This should be planned and agreed between donor and PSEEGE and done throughout the project implementation.
- 14. Maintaining continuous cooperation with national actors.** Additionally, project team maintaining constant contact and cooperation with relevant institutions at the national level is also recommended, to increase the possibility of transferring the Vojvodina "model" and good practices to the rest of the country. This should be done by PSEEGE throughout implementation of the project.
- 15. Introducing continuous work with media throughout the project implementation.** work with the media should be focused and continuous. Project plan should include communication strategy that should involve activities such as: Establishing direct contact with decision makers in the media (directors and editors); Creating "success stories" arising from the project, and their continued publication, through established personal contacts with the editors; Regular creation of some form of information regarding the project work, good practices, and project successes, and their publication through daily/ weekly printed media (in the form of special inserts); Using social networks etc. This should be decided in the planning phase with all partners, and implemented by PSEEGE during the project implementation.

6 Tables

6.1 Table 1: Coherence between the overall goal, outcomes, outputs and activities

Overall goal: To reduce domestic and gender-based violence in Autonomous Province of Vojvodina										
Outcome 1: Professionals in all relevant institutions and organizations in at least 30% of municipalities in Autonomous Province of Vojvodina (APV) deliver effective, efficient and coordinated measures to prevent gender-based violence by the end of 2012.						Outcome 2: 30% increase in the number of women survivors of violence (including women from vulnerable groups) who use services in 45 municipalities in APV by the end of 2012.				
Output 1	Output 2	Output 3	Output 4	Output 5	Output 6	Output 1	Output 2	Output 3	Output 4	Output 5
900 professionals (police, CSW, court, prosecutor's office, healthcare workers, representatives of local self-governments, educational staff, CSO's), and 40 future professionals (law, psychology, pedagogy, sociology, social welfare) from 45 municipalities of APV understand the issues of domestic violence, GBV and women's human rights (particularly human rights of women from vulnerable groups)	300 legal professionals from 45 municipalities in APV know the characteristic s and legal provisions regulating domestic and gender-based violence	450 trained professionals (Centers for Social Work, SOS lines, health care centers) from 45 municipalities in APV have knowledge and advanced skills for providing specialized services to women survivors of violence.	900 professionals from 45 municipalities in APV know how to deliver coordinated measures against GBV	30% of municipalities use standardized database system to keep and share records on reported cases of GBV	Lessons learnt identified and incorporated into project implementation	The frequency and consequences of domestic violence, and the quality, and accessibility of specialized services are identified.	30% more women (including women from vulnerable groups) have knowledge on characteristics of domestic violence and specialized services in APV by the end of 2012	30% general public has knowledge on characteristics of domestic violence and specialized services in APV by the end of 2012.	20% of the members of the Parliament of Vojvodina understand implications of gender-based violence and necessity to support activities to end gender-based violence in APV by the end of 2012.	900 boys and girls age 16 to 18 in APV understand gender equality, gender-based violence and prevention of violence by the end of 2012.
Organize 45 basic trainings for 900 different professionals (police, Centers for Social Work, court, prosecutor's office,	Organize trainings for 300 legal professionals on characteristic s and legal	Organize advanced trainings for 450 professionals on providing specialized	Develop universal and standardized protocol on procedures and cooperation Organize 45 trainings for 900	Develop the methodology and software for keeping and sharing universal and standardized	Organize meetings of project council Develop baseline study for the project	Conduct and publish research on the frequency and consequences of domestic violence, and	Create and distribute info materials: 50.000 flyers and 30.000 brochures on GBV and available services for	Organize an annual awareness raising campaign on GBV Organize 3	Organize a training of members of the Parliament of Vojvodina on gender equality and gender-	Provide training of trainers for peer education on gender equality

healthcare workers, representatives of local self-governments, educational staff, CSO's) and 2 trainings for 40 future professionals (law, psychology, pedagogy, sociology, social welfare) on gender-based violence	provisions regulating domestic and gender-based violence	services to women survivors of violence Support to the development of a model of a sustainable 24-hour help line	(police, center for social work, court, prosecutor's office, healthcare workers, representatives of local self-governments, educational staff, CSO's)professional s on coordinated actions and case conferences Organize 45 case conferences with professionals and their supervisors Organize 3 meetings for 100 professionals (police, center for social work, court, prosecutor's office, healthcare workers, representatives of local self-governments, educational staff, CSO's) to share best practices	records on reported cases of violence Provide equipment for Center for social work for keeping and sharing universal and standardized records and documentation on reported cases of violence Organize 20 trainings for professionals on the use of software for keeping universal and standardized records on reported cases of violence Prepare and publish statistical review of the prevalence of domestic violence and other forms of gender-based violence based on data of competent institutions	Organize annual monitoring and evaluation of the project Organize annual project review and planning of activities Submit report to the Provincial Government on the measures undertaken to eliminate GBV in APV Organize annual project audit Organize external evaluation of the project Develop end line study	on the quality, and accessibility of specialized services	victims in APV Organize 150 info corners Establish and regularly update website (including legal forum) on GBV and available services for victims in APV	conferences on current situation in the field of GBV in APV Conduct analysis on media reporting on domestic violence and gender-based violence Organize a media advisory board in order to improve standards of media informing on domestic violence and increase visibility of gender-based violence	based violence	and gender-based violence Organize trainings on gender equality, gender-based violence and prevention of violence for boys and girls Design and distribute user-friendly youth guide on gender equality and protection from gender-based violence
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6.2 Table 2: Outputs, planned, implemented and unplanned activities

Long-term result 1			
Short-term results	Planned activities	Realized and unrealized activities	Unplanned activities/ changes that contributed to the achievement of short-term results
<p>SR 1</p> <p>900 professionals (police, center for social work, court, prosecutor's office, healthcare workers, representatives of local self-governments, educational staff, CSO's), and 40 future professionals (law, psychology, pedagogy, sociology, social welfare) from 45 municipalities of APV understand the issues of domestic violence, gender-based violence and women's human rights (particularly human rights of women from vulnerable groups)</p>	<p>Organize 45 basic trainings for 900 different professionals (police, center for social work, court, prosecutor's office, healthcare workers, representatives of local self-governments, educational staff, CSO's) and 2 trainings for 40 future professionals (law, psychology, pedagogy, sociology, social welfare) on gender-based violence</p>	<ul style="list-style-type: none"> ▪ 45 basic training courses organized. The course consists of three parts: 1235 professionals completed the training on violence and institutional protection, 990 on case conferences, and 1043 on coordinated actions. ▪ A certain, planned number of CSO activists from 13 municipalities was trained on issues relating to domestic violence, gender-based violence and women's human rights (particularly human rights of women belonging to vulnerable groups) ▪ 36 future professionals have completed the educations on gender-based violence 	<ul style="list-style-type: none"> ▪ 2 trainings were organized for representatives of CSOs who represent the interests of vulnerable groups of women ▪ Basic training consisted of three parts, and each part included more participants than originally planned: training on violence and institutional protection - 335 additional participants, case conferences - 90 additional participants, coordinated actions - 143 additional participants.
<p>SR 2:</p> <p>300 legal professionals from 45 municipalities in APV know the characteristics and legal provisions regulating domestic and gender-based violence</p>	<ul style="list-style-type: none"> ▪ Organize trainings for 300 legal professionals on characteristics and legal provisions regulating domestic and gender-based violence 	<ul style="list-style-type: none"> ▪ 567 legal professionals and police officers have been familiarized with the characteristics and legislation in the area of combating violence. 	<ul style="list-style-type: none"> ▪ Research of judiciary practice in the area of gender-based violence has been carried out, gathering a total of 300 court cases and 300 public prosecutor cases. ▪ Because of the smaller number of legal professionals in the practice (conditioned through judiciary reforms), the number of planned legal professionals has not been reached. Changes were made to respond to the need for educating the police, so trainings were organized for members of the police force instead of legal professionals.
<p>SR 3:</p> <p>450 trained professionals (Center for social work, SOS lines, health care centers) from 45 municipalities in APV have knowledge and advanced</p>	<ul style="list-style-type: none"> ▪ Organize advanced trainings for 450 professionals on providing specialized services to women survivors of violence 	<ul style="list-style-type: none"> ▪ 488 trained professionals (Centers for Social Work, CSO, Health centers) from 45 municipalities in APV have completed the advanced training on providing specialized services to women who have survived violence. 	<p>The advanced trainings included a somewhat larger number of participants than was originally planned – 38 additional participants</p>

<p>skills for providing specialized services to women survivors of violence.</p>	<ul style="list-style-type: none"> ▪ Support to the development of a model of a sustainable 24-hour help line 	<ul style="list-style-type: none"> ▪ A network of SOS Telephone Hotlines of Vojvodina has been initiated, and a single SOS telephone hotline for Vojvodina has been introduced – the single SOS telephone hotline is operational 10-20 hours on each day 	
<p>SR 4: 900 professionals from 45 municipalities in APV know how to deliver coordinated measures against GBV</p>	<ul style="list-style-type: none"> ▪ Develop universal and standardized protocol on procedures and cooperation ▪ Organize 45 trainings for 900 (police, center for social work, court, prosecutor's office, healthcare workers, representatives of local self-governments, educational staff, CSO's)professionals on coordinated actions and case conferences ▪ Organize 45 case conferences with professionals and their supervisors ▪ Organize 3 meetings for 100 professionals (police, center for social work, court, prosecutor's office, healthcare workers, representatives of local self-governments, educational staff, CSO's) to share best practices 	<ul style="list-style-type: none"> ▪ A protocol was developed during the first year of the project, and soon subsequently a general protocol was also developed ▪ The planned number of trainings was held: 1043 professionals have completed the education on coordinated actions, and 990 have completed the education on case conferences ▪ 45 preparatory meetings and 23 case conferences were also organized ▪ Round tables were organized during 2009/2010 to share experiences – a total of 9 events including 221 participants 	<ul style="list-style-type: none"> ▪ 129 professionals have taken part in consultative meetings for the development of coordinated actions in three selected municipalities, and 246 professionals have participated in the round table which consisted of two cycles: exchange of practical experience and solving cases of violence (160 participants took part in the experience exchange, and 86 took part in solving cases of violence) ▪ Activities were organized to provide opportunity for exchange of experience: 4 consultative meetings and 1 round table ▪ Project activities were also directed towards representatives of local authorities – representatives of local authorities were invited to the third seminar of basic training, and to the entire training that focused on producing a plan of coordinated measures ▪ The round tables for experience sharing included 121 participants more than was planned

<p>SR 5: 30% of municipalities use standardized database system to keep and share records on reported cases of GBV</p>	<ul style="list-style-type: none"> ▪ Develop the methodology and software for keeping and sharing universal and standardized records on reported cases of violence ▪ Provide equipment for Center for social work for keeping and sharing universal and standardized records and documentation on reported cases of violence ▪ Organize 20 trainings for professionals on the use of software for keeping universal and standardized records on reported cases of violence ▪ Prepare and publish statistical review of the prevalence of domestic violence and other forms of gender based violence based on data of competent institutions 	<ul style="list-style-type: none"> ▪ This activity has not been completely achieved: ▪ Existing records and documentation from all relevant services was analyzed, and a multisectoral working group was formed including 14 professionals from different work areas to work on the creation of a unified set of records ▪ New forms were drafted to be filled out in cases of violence. They are in hard copy but they were presented to the professionals and received their comments and feedback ▪ The records were harmonized with the Law on Protection of Data on Persons and Activities by the Directorate for Gender Equality ▪ Cooperation was initiated with the Faculty of Engineering to create the software for record keeping ▪ A concept solution was created and presented to the professional community ▪ 12 Centers for Social Work were equipped with computers, and 2 laptop computers were given to SOS telephone hotlines ▪ Was not realized because of delays in the creation of the software ▪ The software was not created so this objective was not realized 	<ul style="list-style-type: none"> ▪ Advocacy work was carried out to lobby for the adoption of records on reported cases of domestic violence at the national level. Two key advocacy activities were: meeting with the deputy Commissioner for Information of Public Interest and Protection of Personal Data, and the round table held in Belgrade „Towards Europe – A recommended model of a unified database of reported cases of domestic violence“. Experiences were exchanged relating to keeping records of reported cases of domestic violence with the representative of UNTF from Albania, Elvana Gadesi. ▪ The principles upon which the methodology for keeping universal records on reported cases of domestic violence is based, which were developed during this project, have become part of the National Strategy for the Prevention and Suppression of Violence against Women in Domestic and Partner Relationships ▪ Publications: The Criminal Law Response to domestic violence in Vojvodina, Children Victims of Domestic Violence (the publication was based on 303 court cases and 303 public prosecutor cases, and children had appeared as direct victims of violence in 32 court cases and 15 public prosecutor cases)
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<p>SR 6: Lessons learnt identified and incorporated into project implementation</p>	<ul style="list-style-type: none"> ▪ Organize meetings of project council ▪ Develop baseline study for the project ▪ Organize annual monitoring and evaluation of the project ▪ Organize annual project review and planning of activities ▪ Submit report to the Provincial Government on the measures undertaken to eliminate GBV in APV ▪ Organize annual project audit ▪ Organize external evaluation of the project ▪ Develop end line study 	<ul style="list-style-type: none"> ▪ Project board meetings organized ▪ Study has been carried out by VSS ▪ Annual monitoring and project evaluation organized ▪ Annual project overview and activity planning organized ▪ Two reports submitted to the Provincial Government on violence and the measures taken to eliminate gender-based violence in APV ▪ Annual project audit organized ▪ External project evaluation organized ▪ No agreement was reached with VSS regarding the development of the final study 	
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Long-term result 2			
Short-term result	Planned activities	Realized and unrealized activities	Unplanned activities/ changes that contributed to the achievement of short-term results
<p>The frequency and consequences of domestic violence, and the quality, and accessibility of specialized services are identified.</p>	<p>Conduct and publish research on the frequency and consequences of domestic violence, and on the quality, and accessibility of specialized services</p>	<ul style="list-style-type: none"> ▪ Research was carried out from May 1st until July 1st 2010, on a sample of 516 women from 7 cities (Novi Sad, Subotica, Zrenjanin, Pančevo, Sombor, Sremska Mitrovica and Kikinda), and 40 villages from the territory of APV. A study was written with the title "Domestic violence in Vojvodina". A presentation of research findings on the incidence and consequences of domestic violence, and quality and accessibility of specialized services ("Domestic violence in Vojvodina", Vesna Nikolić-Ristanović) was organized in July 2010 – base line study with the publication 	<ul style="list-style-type: none"> ▪
<p>30% more women (including women from vulnerable groups) have knowledge on characteristics of domestic violence and specialized services in APV by the</p>	<ul style="list-style-type: none"> ▪ Create and distribute info materials: 50.000 flyers and 30.000 brochures on GBV and available services for victims in APV 	<ul style="list-style-type: none"> ▪ 70.000 flyers and 12.000 brochures prepared (in Serbian, Hungarian, Slovak, Romanian, Ruthenian and Romany) and distributed to municipalities in AP Vojvodina. This is the number of pamphlets and brochures printed 	<ul style="list-style-type: none"> ▪

<p>end of 2012</p>	<ul style="list-style-type: none"> ▪ Organize 150 info corners ▪ Establish and regularly update website (including legal forum) on GBV and available services for victims in APV 	<p>using project funds, but additional numbers were printed in the printing office of the Government of Vojvodina. According to statements of the project team, the total number of pamphlets and brochures printed has exceeded the planned numbers</p> <ul style="list-style-type: none"> ▪ 450 flyers stands have been set up (in Serbian, Hungarian, Slovak, Romanian, and Romany). ▪ A webpage has been set up at www.hocudaznas.org (<i>Iwantyoutoknow.org</i>) and presented to the public at a press conference on 26 Nov 2009. „Google Stats” have been set up on the page so site visits can be followed. The web page is regularly updated – it provides greater security for its users, it provides more practical information on self-protection from violence, and it allows quicker and easier access to relevant institutions (an interactive map, banners). It includes all media materials, publications and information on project events and activities. The web page also includes statistics on trainings and training participants 	
<p>30% general public has knowledge on characteristics of domestic violence and specialized services in APV by the end of 2012.</p>	<ul style="list-style-type: none"> ▪ Organize an annual awareness raising campaign on GBV 	<ul style="list-style-type: none"> ▪ 3 annual campaigns were organized to raise awareness regarding gender-based violence: (2009 – as an announcement of the start of „16 Days of Activism”; 2010 – a TV and radio clip was made with the focus on raising the awareness of the professionals working with women who have survived violence; 2011 – the campaign was launched at the beginning of 2012, the video and radio clips were made in December 2011. Posters and leaflets were set up in the Sports and Business Center in Novi Sad, the Serbian National Theatre in Novi Sad, and in/ on 10 buses in Novi Sad (in cooperation with the Public City Transport Company – JGSP Novi Sad). This time the focus of the campaign was on informing the public about the need to provide wide support to women attempting to leave a violent relationship. 	<ul style="list-style-type: none"> ▪ As part of the media campaign, leaflets were printed in minority languages (besides Hungarian, Slovak and Serbian, leaflets were also printed in the Ruthenian and Romany). Leaflets were created for each municipality, and they contained contacts of relevant institutions working in the given municipality on the prevention of and protection from violence ▪ 4 press conferences were organized: <ul style="list-style-type: none"> First – held on 25.11.2009. (with around 100 participants); Second – held on 26.11. 2009. And attended by 10 media; Third – held in 2010 in the Press Hall of the Provincial Government of Vojvodina; Fourth – held during 2012 in relation to the „16 Days of Activism” campaign ▪ Representatives of the Secretariat have actively participated in the public hearing organized by

	<ul style="list-style-type: none"> ▪ Organize 3 conferences on current situation in the field of GBV in APV ▪ Conduct analysis on media reporting on domestic violence and gender-based violence ▪ Organize a media advisory board in order to improve standards of media informing on domestic violence and increase visibility of gender-based violence 	<ul style="list-style-type: none"> ▪ One conference was on the current situation in the area of gender-based violence (2010, in Sombor with 74 participants from 4 municipalities;) the Secretariat has participated at conferences organized by the Network Against Violence and presented its results ▪ An analysis of media reporting on the subject of domestic and gender-based violence has been carried out ▪ A media advisory board has not been organized. Instead of this activity, the project team introduced other activities (see the 'unplanned activities' column) 	<p>the Gender Equality Board of the Parliament of the Republic of Serbia on the subject „The role of Media in Fighting Violence against Women”.</p> <ul style="list-style-type: none"> ▪ A media consultant was hired (October-November), and she held a one-day training session on external communication and public relations with the team of the Provincial Secretariat. She also created a media strategy, designed media info materials (data on the characteristics of violence against women in Vojvodina and the efforts of the Provincial Secretariat in that area) and she provided consultative support for the updating of the website and the launch of the media campaign
<p>20% of the members of the Parliament of Vojvodina understand implications of gender-based violence and necessity to support activities to end gender based violence in APV by the end of 2012.</p>	<p>Organize a training of members of the Parliament of Vojvodina on gender equality and gender-based violence</p>	<ul style="list-style-type: none"> ▪ Training organized for 7 members of the Parliament (6 women and 1 man) – 8% of all the MPs in the Provincial Parliament 	<ul style="list-style-type: none"> ▪ Two reports submitted to the Board for Security and the Board for Gender Equality

<p>900 boys and girls age 16 to 18 in APV understand gender equality, gender-based violence and prevention of violence by the end of 2012.</p>	<ul style="list-style-type: none"> ▪ Provide training of trainers for peer education on gender equality and gender-based violence ▪ Organize trainings on gender equality, gender-based violence and prevention of violence for boys and girls ▪ Design and distribute user-friendly youth guide on gender equality and protection from gender-based violence 	<ul style="list-style-type: none"> ▪ Training organized for 16 peer trainers (14 girls and 2 boys). ▪ Organized 45 trainings on gender equality, gender-based violence and prevention of violence, for 986 high school students from 45 different high schools ▪ Printed 700 copies of user-friendly youth guide on gender-based Violence, in the Serbian, Hungarian, Slovak, Ruthenian and Romanian language. <p>This manual is recognized as an example of good practice on the UN page of Virtual center for exchange of knowledge on combating violence against women and young girls. www.endvawnav.org.</p>	<ul style="list-style-type: none"> ▪ High school students, participants of peer educations, have made a network via Facebook – a Facebook page was created with the title „I Want You to Know”, which encourages further networking and sharing of information among young training participants ▪ Organized a meeting with peer educators – with the purpose of evaluating results and planning a new project cycle (this workshop was the official opening event of the Vojvodina Youth Centre). ▪ Empowered peer educators have created the activities for the next project cycle. A new project has been initiated, “Peer Education for Equality in Partner Relations”, financially supported by the Provincial Secretariat for Sports and Youth
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6.3 Table 3: Progress in individual municipalities

	Name of municipality	Cooperation protocol signed	Cooperation protocol functioning	Case conferences being applied	Local coordination body, and what kind	Local body functional	Existence of local SOS hotline, mobile team etc.	Data on violence (increased number of reported cases, solved cases etc)	Innovative measures
1	Ada	no (being prepared)	no	no	Working group for domestic violence within the Safety Board	yes	There are open hotlines in the Center for social work and the Police working 24/7	There is no data/ each sector keeps its own records	
2	Alibunar	signed	Functioning partially (as needed)	As needed	There is no information	no	no	There is no data/ each sector keeps its own records	Free legal aid for victims of domestic violence (financed by the municipality)
3	Apatin	signed	yes	yes	Coordinating body for combating domestic violence. (There is also a team for emergency interventions)	yes	A mobile team in the in the Center for social work, but the number is accessible only to institutions (not open to victims of violence)	They consider there has been an increase in the number of reported cases (there is no data)	
4	Bač	No (used to exist before)	no	no	Commission for Gender Equality	yes	No	There is no data/ each sector keeps its own records	Work with perpetrators
5	Bačka Palanka	No	no	Occasionally	no	no	A mobile team consisting of members from the Center for social work and the police (the telephones are networked)	There is no data/ each sector keeps its own records (Center for social work had 4 cases in 2012)	
6	Bačka Topola	Prepared but not signed	no	In a limited scope	Body for protection against violence	Not entirely	A mobile team and/ or 24 hour service; telephone line (CSO), support to women victims of violence, available in languages of national minorities	There is no data/ each sector keeps its own records (27 cases of violence reported during last year)	
7	Bački Petrovac	Prepared but not signed	no	No	no (being prepared)	no	No	There is no data/ each sector keeps its own records	
8	Bečež	signed	yes	as needed	no	no	no	There is no data/ each sector keeps its own records	Free legal aid at the municipality
9	Bela Crkva	No	no	no	Commission for Gender Equality	yes	no	There is no data/ each sector keeps its own records	
10	Beočin	no	no	no	No	no, informal connections between the	no	There is no data	

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						Center for social work and the Police			
11	Čoka	Signed	Yes	yes	no	no	No	Yes	
12	Indija	Signed	Yes	yes (introduced emergency telephone conferences)	Local network for life without violence	yes	Yes	Local network reports an increase in the number of reported cases (no data)	Members of the Bar Association represent women victims of violence free of charge
13	Irig	No	no	No	No	no	No	no	
14	Kanjiža	No	no	Seldom	No	no	Active mobile phone 24/7, social workers go out into the field within 30 minutes of receiving a report of violence	They have recently started keeping some sort of record, no clear data is available	
15	Kikinda	Signed	Only since 01.02.2013	As needed	Counseling centre and support in cases of violence	yes	Mobile teams and 24 hour service;	Increased number of criminal charges for infringing against protective measures (paragraph 5) - from 1 in 2008 to 10 in 2010	The SOS telephone hotline for women victims of violence funded by the municipality from 11.02.2013.
16	Kovačica	Signed	as needed	as needed	Commission for Gender Equality	no	No	There is no unified data/ each sector keeps its own records	
17	Kovin	signed	yes	yes	Coordinating body for combating domestic violence	yes	No	They report an increase in the number of reported cases (no data)	
18	Kula	no	no, there is informal cooperation	no	Council for Gender Equality	yes	No	There is no unified data/ each sector keeps its own records	
19	Mali Iđoš	No	no	no	No	no	Telephone line in Bačka Topola	There is no unified data/ each sector keeps its own records	
20	Nova Crnja	signed	yes	as needed	no	no	There is a mobile team and/ or 24 hour service		Municipality funds transport and accommodation at the Safe House or safe surroundings, 24 hours
21	Novi Bečej	signed	yes	as needed	no	no	SOS telephone hotline for women victims of violence (Roma women)	There is no unified data/ each sector keeps its own records	Free legal aid for victims of domestic violence
22	Novi Kneževac	signed	yes	as needed	No	no	No	There is no unified data/ each sector keeps its own records	
23	Novi Sad	signed	yes	as needed	Coordinating body	yes	yes	yes	
24	Odžaci	no	no	as needed	no, there is informal cooperation		A mobile team in the in the Center for social work	There is no unified data/ each sector keeps its own records	
25	Opovo	no	no	No	It exists, named by the	no	no	There is no unified data/ each	Municipality funds a

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					municipal Parliament			sector keeps its own records	body to combat violence
26	Pančevo	Signed	yes	no	Working team for prevention and suppression of domestic violence	no	There is an SOS hotline in the Center for social work, the SOS telephone is in the Safe House building	There is no unified data/ each sector keeps its own records	Free legal aid for victims of domestic violence
27	Pećinci	signed	yes	no	Commission for Gender Equality Municipal working body	yes	no	There is no unified data/ each sector keeps its own records	
28	Plandište	Signed	yes	yes	No	no	A mobile team functional 24/7 through professional workers who are on call	They report an increase in the number of reported cases (no data)	
29	Ruma	no	no	As needed	Commission for Gender Equality Municipal body	no	No, there is an info point for women that works from 8 till 12	There is no unified data/ each sector keeps its own records	Local health centre provides preventive-educational programs on the subject of violence against women
30	Sečanj	no	no, there is informal cooperation	yes	Council for combating violence which includes representatives of all municipal bodies	yes	no	There is no unified data/ each sector keeps its own records (monthly reports on cases on municipal territory, no data)	
31	Senta	signed	yes	yes	Commission for safety	yes	There is a mobile team and/ or 24 hour service	There is no unified data/ each sector keeps its own records	
32	Šid	signed	yes	as needed	no	no	022 712 823 in the Center for Social Work, a mobile number functions during weekend days	There is no unified data/ each sector keeps its own records	
33	Sombor	signed	yes	yes	Coordinating body for prevention and suppression of domestic violence	yes	SOS telephone for women victims of violence	There is no unified data/ each sector keeps its own records	Municipality funds a body to combat violence
34	Srbobran	signed	yes	yes	no	no	no	There is no unified data/ each sector keeps its own records	
35	Sremska Mitrovica	signed	no	as needed	no	no	There is a mobile team and/ or 24 hour service	There is no unified data/ each sector keeps its own records	
36	Sremski Karlovci	no	no	no	no	no	SOS telephone hotline in Novi Sad	There is no data	Local action plan
37	Stara Pazova	Signed Memorandum of Cooperation within the "Life Without Violence" network 2008	no	no	no	no	no	There is no unified data/ each sector keeps its own records	Local action plan for enhancing gender equality and the position of women 2011-2013
38	Subotica	Signed	yes	yes	Team for immediate	yes	There is a mobile team and/ or 24	Center for social work sends	Initiative for starting a

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					interventions with the Center for social work		hour service, and a specialized SOS hotline funded by the city	the data to the municipal administration	Fund for protection and prevention, to help women victims of violence
39	Temerin	Signed	no	no	no	no	no	There is no unified data/ each sector keeps its own records	Drafting local action plan
40	Titel	signed	yes	no	no	no	no	no	
41	Vrbas	Signed	yes	yes	Coordinating body	yes	no	There is no unified data/ each sector keeps its own records. They report an increase in the number of reported cases.	Regular annual round table during the "16 Days of Activism" when all sectors come together and exchange data
42	Vršac	signed	yes	yes	no	no	no	There is no unified data/ each sector keeps its own records	
43	Žabalj	signed	no	no	No	no	No	no	no
44	Žitište	signed	partially	as needed	Commission for Gender Equality	yes	SOS telephone hotline in the Center for social work	There is no unified data/ each sector keeps its own records	The municipality is funding the commission
45	Zrenjanin	being prepared	Functioning informally	yes	Council for Gender Equality	no	CSO for women victims of violence	There is no unified data/ each sector keeps its own records. They report an improvement in the work of the police and the public prosecutor	Fund for supporting women victims of violence. The public prosecutor directs funds from offence penalties into this Fund, which is one of the sub-accounts of the Center for social work who makes decisions on the use of the gathered amounts. Financial assistance to the victims, a testimony room, etc. A special prosecutor and special judge have been appointed for cases of domestic violence.

7 Appendices

7.1 Appendix 1: Terms of reference

INVITATION TO BID FOR THE EXTERNAL EVALUATION OF THE PROJECT TOWARDS A COMPREHENSIVE SYSTEM TO END VIOLENCE

AGAINST WOMEN IN VOJVODINA

ISSUED BY THE PROVINCIAL SECRETARIAT FOR ECONOMY, EMPLOYMENT AND GENDER EQUALITY

TERMS AND CONDITIONS

1. Background, Purpose and Use of the Evaluation

The project *Towards a Comprehensive System to End Violence against Women in Vojvodina* has been undertaken by the Provincial Secretariat for Economy, Employment and Gender Equality (PSEEGE)⁷¹ in order to contribute to the implementation of the *Strategy for Protection against Domestic Violence and Other Forms of Gender-based Violence in the Autonomous Province of Vojvodina*. The Strategy was adopted on September 23, 2008 by the Assembly of the Autonomous Province (AP) Vojvodina (Official Gazette of the APV No. 20/2008) and refers to the period from 2008 to 2012.

The project's general objective is to reduce domestic and gender-based violence in the Autonomous Province of Vojvodina. Its two specific objectives are: 1) Professionals in all relevant institutions and organizations in at least 30% of municipalities on the territory of the Autonomous Province of Vojvodina (APV) deliver effective, efficient and coordinated measures to prevent gender-based violence till the end of 2012; and 2) The number of women victims of violence (including women from vulnerable groups) benefiting from services in 45 municipalities in the APV is increased by 30% by the end of 2012.

In accordance with the project objectives, the primary beneficiary group is women and girls in general, and, in particular, women from vulnerable groups such as rural women, refugees and IDPs, Roma women and women with disabilities. The secondary beneficiary group encompasses professionals dealing with domestic and gender-based violence cases: social workers, healthcare workers, police officers, judges, public prosecutors as well as help-line volunteers assisting women victims of violence, school staff (teachers and/or school psychologists), students, government officials, parliamentarians, journalists, and NGO workers. The general public is also an important target group.

The Provincial Secretariat for Economy, Employment and Gender Equality (PSEEGE) has been implementing the project in cooperation with the Autonomous Women's Center (AWC), the Center for Social Welfare of the Municipality of Sombor (CSW Sombor), NGO Ecumenical Humanitarian Organization (EHO) and Victimology Society of Serbia (VSS). It has been implemented in the 2009-2012 period, in all 45 municipalities in AP Vojvodina.

The process of external evaluation is planned at the end of the project implementation in order to assess its **relevance, effectiveness, efficiency, sustainability and impact**. The PSEEGE and its partner organizations will use the findings and lessons learnt to assess the implementation of the *Strategy for Protection against Domestic Violence and Other Forms of Gender-based Violence in the Autonomous Province of Vojvodina* and possibly revise it. Evaluation findings will be presented to the Government of AP Vojvodina, the Committee on Security and the Committee on Gender Equality of the Assembly of Vojvodina. Finally, lessons learnt will also

⁷¹ Provincial Secretariat for Лабор, Employment and Gender Equality as a UNTF grantee was renamed to Provincial Secretariat for Economy, Employment and Gender Equality after establishment of new Provincial Government. These changes did not affect the composition of the project team.

be used by UN Women and its partners – women organizations across the world – to improve their work and activities.

Therefore, the main objectives of the external evaluation are:

- 1) to identify effects (relevance, effectiveness, efficiency, sustainability and impact) of the project on beneficiary groups and communities as a whole,
- 2) to identify examples of good practices in the fight against domestic violence and other forms of gender-based violence,
- 3) to identify project connectedness and achieved synergy with other initiatives in the region, but also at the national, European and global level,
- 4) to give recommendations for the Strategy revision and continuation of activities aiming to reduce domestic and gender-based violence in the Autonomous Province of Vojvodina.

2. Project Context

Since project activities imply the support to the implementation of the *Strategy for Protection against Domestic Violence and Other Forms of Gender-based Violence in AP Vojvodina*, based on effective national legislation, national strategic framework and international documents, the project's goal was to contribute to the promotion and more effective implementation of laws and practices pertaining to the prevention of domestic violence. The *Strategy* itself is based on international and regional standards and existing national laws and policies. Its very essence is to facilitate the implementation of these regulations. Through its activities, the project is supporting the Constitution of the Republic of Serbia (Article 15 states that gender equality is guaranteed), Family Law (which defines domestic violence and protective measures), Penal Code (which defines sanctions for perpetrators of the criminal act of domestic violence), Law on Penal Proceedings (guarantees special protection of victims and witnesses, especially minors), Law on Public Order (applied in misdemeanor proceedings and in cases of domestic violence), Law on the Program of Protection of Participants in Criminal Proceedings (envisages measures for the protection of the life, health, physical integrity, freedom and property of participants in criminal proceedings), Law on Arms and Ammunition (prevents issuing of permits to obtain and carry arms for persons sentenced for criminal acts of rape or violent behavior or against whom criminal proceedings are being instituted), Declaration and Decision on Gender Equality (a document stating political will and determinedness to achieve gender equality and improve the status of women in all walks of life), as well as the National Strategy for the Promotion of Gender Equality and Advancement of Women (demonstrates political will to achieve gender equality and outlines key areas of focus for the promotion of gender equality, while defining measures for the achievement of goals in these key areas). The project also supports the implementation of the *National Strategy for the Prevention and Elimination of Violence against Women in the Family and in Partner Relationships* (defining specific goals to end violence against women, in accordance with international recommendations and based on the situation analysis in the Republic of Serbia).

3. Project Description

The overall goal of the project is to contribute to the eradication of domestic and gender-based violence treated as a violation of fundamental human rights through the implementation of the *Strategy for Protection against Domestic Violence and Other Forms of Gender-based Violence* in AP Vojvodina.

The main strategies used in the project are: public outreach, action oriented research, capacity development and networking/coalition building. The project includes activities that are part of primary domestic violence prevention, as well as secondary and tertiary prevention. Public outreach is used as a strategy of primary prevention, focusing on awareness raising and community development, making sure that it encompasses a great number of citizens both in urban and remote rural areas, with a special focus on informing primary and secondary beneficiaries, and on availability of information in minority languages in Vojvodina. The lack of information on domestic violence and available support services and preventive measures has been a major impediment to finding a solution to the problem, especially when it comes to vulnerable groups and minority communities. Action oriented research is particularly important for future work in seeking a solution to the issue of domestic violence in Vojvodina, as lack of data on both the phenomenon of domestic violence and the prosecution of domestic violence cases has made it difficult to pinpoint gaps and problems that need to be dealt with in a systematic way. As far as tertiary prevention is concerned, capacity development of professionals (Centers for Social Work, public prosecutors, judges, police officers, healthcare workers)

conducted on a large scale, is a necessary precondition for the establishment of effective and efficient user-oriented system for the prevention, protection and support to victims of violence. Networking/coalition building among relevant institutions and NGOs is one of the project's priorities, in order to create a complementary relationship between them, with clearly defined roles and responsibilities of stakeholders as well as a constant flow of information and experience exchange, with the aim of securing a prompt and effective response to domestic violence. Lack of established procedures, poor cooperation among institutions and a lack of the obligatory exchange of information proved to be a substantial obstacle for women when seeking assistance.

The main anticipated changes for the benefit of women and girls by the end of the project are more accessible and prompt interdisciplinary services and actions concerning the prevention of violence and for the support of victims, more efficient and effective legal protection, heightened awareness of citizens on domestic and gender-based violence and unacceptability of such behavior, as well as access to regularly updated data on domestic and gender-based violence.

Outcomes and outputs that should be achieved through the implementation of the project are:

- 1) **Outcome 1:** Professionals in all relevant institutions and organizations in at least 30% of the municipalities in the Autonomous Province of Vojvodina (APV) deliver effective, efficient and coordinated measures to prevent gender-based violence by the end of 2012.

Outputs:

- 1.1. 900 professionals (police, social workers, judges, public prosecutors, healthcare workers, representatives of local self-governments, educational staff, NGOs), and 40 future professionals (law, psychology, pedagogy, sociology, social welfare students) from 45 municipalities of APV understand the issues of domestic violence, gender-based violence and women's human rights (particularly human rights of women from vulnerable groups).
- 1.2. 300 legal professionals from 45 municipalities in APV know the characteristics and legal provisions regulating domestic and gender-based violence.
- 1.3. 450 trained professionals (Centers for Social Work, SOS lines, healthcare centers) from 45 municipalities in APV have knowledge and advanced skills to provide specialized services to women survivors of violence.
- 1.4. 900 professionals from 45 municipalities in APV know how to take coordinated measures against gender-based violence.
- 1.5. 30% of municipalities use a standardized database system to keep and share records on reported cases of gender-based violence.
- 1.6. Lessons learnt are identified and incorporated into project implementation.

- 2) **Outcome 2:** A 30% increase in the number of women survivors of violence (including those from vulnerable groups) who use services in 45 municipalities in APV by the end of 2012.

Outputs:

- 2.1. The incidence and consequences of domestic violence, as well as the quality and accessibility of specialized services, are identified.
- 2.2. 30% more women (including women from vulnerable groups) know the characteristics of domestic violence and specialized services in APV by the end of 2012.
- 2.3. 30% of the general public know the characteristics of domestic violence and specialized services in APV by the end of 2012.
- 2.4. 20% of the deputies of the Assembly of Vojvodina understand the implications of gender-based violence and the necessity to support activities to end gender-based violence in APV by the end of 2012.
- 2.5. 900 boys and girls aged 16 to 18 in APV understand gender equality, gender-based violence and prevention of violence by the end of 2012.

The geographic location of the project's implementation is the 45 municipalities in the Autonomous Province of Vojvodina, with a population of 2,018,787 inhabitants, 1,037,174 of whom are women (51.3%) and 981,613 are men (48.6%). Of the total number of inhabitants, 57.2% live in urban settlements, while 42.8% live in other

types of settlement. Vojvodina is a multicultural area with Serbs constituting a majority, while significant minority communities are Hungarian, Croatian, Slovak, Romanian, Ruthenian, Roma and other.

The project is being implemented in the 2009-2012 period.

Key stakeholders involved in the project are:

- 1) women and girls in general, but also women from vulnerable groups such as rural women, refugees and IDPs, Roma women and women with disabilities,
- 2) professionals dealing with domestic and gender-based violence cases: social workers, healthcare workers, police officers, judges, public prosecutors, school staff (teachers and/or school psychologists), as well as help-line volunteers, students, civil servants, journalists and NGO activists,
- 3) youth and general public in APV's 45 municipalities,
- 4) local authorities and local communities in which the project is implemented,
- 5) project partners: PSEEGE, Autonomous Women's Center, the Center for Social Welfare of the Municipality of Sombor, NGO Ecumenical Humanitarian Organization and Victimology Society of Serbia
- 6) donors: UN Trust Fund (UNTF) to End Violence against Women.

The project's main managing body is a team made up of PSEEGE staff (Sector for Gender Equality), the Project Council and coordinators tasked with organizing project activities. The Project Council is a consultative body in charge of reviewing various issues according to the project's needs and is made up of representatives of the partner organizations tasked with carrying out the project's key activities. All administration work and finances is handled by the PSEEGE. The PSEEGE has appointed coordinators to plan and manage implementation of key elements of the project. They perform their activities in the form of contractual services.

The total budget for the project is 1,337,620 USD. The PSEEGE covers part of the costs in the amount of 346,650 USD, which is related to personnel, training, equipment, contractual services as well as access to information and awareness raising activities. The overall funds allocated by the UN Trust Fund to End Violence against Women are 990,970 USD.

4. Evaluation Scope

The project *Towards a Comprehensive System to End Violence against Women in Vojvodina 2009-2011* is a comprehensive and ambitious project, the results of which will bear fruit in the years to come. The main purpose of the evaluation is to provide an assessment of the project's implementation and, consequently, of the *Strategy for the Protection against Domestic Violence and Other Forms of Gender-based Violence in the Autonomous Province of Vojvodina* in view of developing a new strategic document.

The geographic coverage by the evaluation is all of the Autonomous Province of Vojvodina's 45 municipalities.

The objective of the evaluation is to identify the effects of project activities on the secondary beneficiary group and their potential impact on the primary beneficiary group and communities as a whole. Therefore, the focus of the outcome evaluation should be project *Outcome 1*.

The main issues that should be explored by the evaluation are:

- project impact in terms of measurable changes in the capacities of professionals to address cases of domestic violence and other forms of gender-based violence, and, specifically, changes in their knowledge, evidence of this knowledge being applied as well as new skills and changes of professional practices;
- achieving synergy with similar initiatives both regionally and globally,
- examples of good practices and recommendations for the revision of the Strategy and further implementation of activities in support of ending violence against women
- project impact on the primary beneficiary group, in terms of assistance seeking, level of information and knowledge on available support and access to support services and assistance

5. Evaluation Questions

The key questions the evaluation should provide answers to are:

1. Relevance and strategic fit

- Are the project objectives addressing identified rights and needs of the target group in regional, national contexts? How are project objectives related to the goal of curbing domestic violence and other forms of gender-based violence?
- Do the activities address the identified problems?
- How does the project advance the rights of women as defined in the national legislation as well as in provincial and strategic documents?
- Is the project design articulated in a coherent structure? Is the definition of the project goal, outcomes and outputs clearly articulated?

2. Project effectiveness

- What has been the progress made towards achievement of the expected outputs and what contribution did the project make to the achievement of outcomes, and in particular Outcome 1? What are the results achieved?
- What are the reasons for the achievement or non-achievement of these results?
- To what extent have secondary beneficiaries been satisfied with the results?
- Does the project have effective monitoring mechanisms in place to measure progress towards results?
- To what extent have the objectives been achieved, and do the intended and unintended benefits meet the needs of disadvantaged women in an appropriate way?
- What are the changes produced by the project on legal and policy frameworks at the national level?
- Is the project cost-effective, i.e. could the outcomes and expected results have been achieved at lower cost through adopting a different approach and/or using alternative delivery mechanisms?
- Were the strategies used to address capacities of professionals effective and what are the lessons learnt?

3. Project efficiency

- What measures have been taken during planning and implementation to ensure that resources are efficiently used?
- Have the outputs been delivered in a timely manner?
- Could the activities and outputs have been delivered with fewer resources without affecting their quality and quantity?
- Have PSEEGE's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the project?
- To what extent are the inputs and outputs equally distributed between different groups of women, and have the potentials of disadvantaged women (poor, ethnic, displaced and disabled groups) been fully utilized to realize the outcomes?
- Are there any indicators showing that the program enabled the rights-holders to claim their rights more successfully and the duty-holders to perform their duties more efficiently?

4. Project sustainability

- What is the likelihood of the project's benefits being maintained for a reasonably long period of time if the program were to cease?
- Is the project supported by national/local institutions? Do these institutions demonstrate leadership commitment and do they have the required technical capacity to continue to work with the project or replicate it?
- What operational and management capacities of project partners have been strengthened?
- Do project partners have the financial capacity to maintain the benefits achieved by the program?
- Can the project approach and results be replicated or scaled up? Is this likely to happen? What would support their replication and scaling-up?

5. Project impact on beneficiaries

- How much does the project contribute to decreasing domestic and gender-based violence?
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6. Available Sources of Information
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The existing information sources are:

- *Strategy for Protection against Domestic Violence and Other Forms of Gender-based Violence in the Autonomous Province of Vojvodina in 2008-2012*
- Project proposal *Towards a Comprehensive System to End Violence against Women in Vojvodina*, including the Logical Framework Matrix with baseline values and budget
- *National Strategy for Prevention and Elimination of Violence Against Women in the Family and in Intimate Partner Relationships in the Republic of Serbia*
- 6 Progress Reports
- Monitoring Report 2009
- Monitoring Report 2010
- Monitoring Report 2011
- Baseline study
- Tanja Ignjatovic's master thesis published in her book *Violence against Women – A Coordinated Community Response*
- Contact list of project partners
- Contact list of secondary project beneficiaries

7. Evaluation Approach, Process and Methods

The evaluation **approach**, **process** and **methods** should be tailored according to the evaluation objectives and characteristics of target groups.

The evaluation **approach** should have additional values to monitoring findings. Outputs are mainly identified through the monitoring process. In the evaluation, the focus should be on project outcomes and impact. It is also important to identify examples of good practices and give recommendations for the revision of the Strategy and further activities.

The evaluation **process** should include the following phases:

– *Developing the evaluation design* –

This phase should consist of writing an inception report and a workshop with the project team in order to revise and discuss internal and external logic and results of the project as well as the availability of information and the project's context. This initial participatory activity is very important to develop the evaluation design because it allows the evaluator to understand the project's logic. This phase should also be based on getting acquainted with project documentation. The evaluator will present the inception report to the Project Council.

– *Secondary data analysis* –

This phase should include collecting and reviewing data, statistics and literature on domestic and gender-based violence in AP Vojvodina and at national level. It also includes reviewing regional and national policies, institutions and measures regarding domestic and gender-based violence and their harmonization with EU legislation and gender mechanisms. Closely connected with these issues are political, economic and social contexts at regional and national level. This phase should ensure the understanding of regional, national and global contexts (general and in the field of fighting against domestic and GBV) in which the project has been implemented.

– *Field information* –

In this phase, the evaluator will use different evaluation methods to get information from different stakeholders. Key stakeholders are: 1) women, 2) vulnerable women, 3) professionals dealing with domestic and gender-based violence cases: social workers, healthcare workers, police officers, judges, public prosecutors, school staff (teachers and/or school psychologists), 4) help-line volunteers and NGOs, 5) youth (peer educators, boys and girls training participants), 6) government officials and parliamentarians, 7) journalists, 8) general public, 9) project partners and the donor.

– *Writing the products* –

This phase will consist of a Power Point presentation of preliminary findings to the project team and a discussion of the findings. Collecting information and inputs from the discussion will be used to make a draft of the evaluation report. After receiving comments on the first draft from the project team, the final version of the report will be written.

Evaluation **methods** should include:

- content analysis of the collected data, documents and literature,
- focus groups with different groups of stakeholders: 1) women, 2) vulnerable women, 3) professionals dealing with domestic and gender-based violence cases, 4) help-line volunteers and NGOs, and 5) youth,
- interviews are considered more convenient for government officials, parliamentarians, and journalists,
- case studies illustrating examples of good practice. Two types of good practices should be identified and illustrated. One is connected with the different methods and practice used in the project implementation in different municipalities. The second type should be good examples of communities in developing coordinated action against domestic and gender-based violence according to the existing models of coordinated response in the community, including the one Tanja Ignjatovic presented in her master thesis/book. This should be the result of a comparison made between the most successful community and the least successful community in developing coordinated actions against domestic and gender-based violence. Success/failure indicators should also be identified, as well as the factors influencing the level of success – the community's level of development, political, economic and social contexts, characteristics of institutions and professionals working in them, their coordination and communication, etc.

8. Stakeholder Participation

The project's stakeholders can be consulted while the evaluation is being planned and executed. Stakeholder involvement shall be secured through their participation in focus groups and other methods of data collection. The stakeholders shall also be involved in the distribution of the final evaluation report.

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9. Expected Products of Evaluation

An inception report which contains evaluation objectives and scope, description of evaluation methodology/methodological approach, data collection tools, data analysis methods, key information sources / agencies, evaluation questions, performance criteria, issues to be studied, work plan and reporting requirements. It should include a clear evaluation matrix that should reflect all these aspects. The report's deadline is: **October 23rd 2012**.

Power Point presentation of preliminary findings to key stakeholders. The comments on the draft report should be made by key stakeholders. The deadline for it is: **January 25, 2013**.

Draft evaluation report to allow stakeholder discussion of the findings and formulation of recommendations. The deadline for it is: **February 15, 2013**.

Final evaluation report, which should be structured as follows:

- Title and cover page
- Table of contents
- List of abbreviations glossary
- Executive Summary of the main findings in tabular format (as a standalone section of a few pages)
- Introduction
- Description of the intervention
- Evaluation scope and objectives
- Evaluation approach and methodologies
- Data analysis

- Findings and conclusions
- Lessons learnt and good practices
- Recommendations
- Annexes (including additional methodology-related documents such as evaluation matrix, interview lists, data collection instruments, key documents consulted, Terms of Reference, project results framework).

The deadline for it is: **February 28, 2013**.

The length of the evaluation report should be 35 pages approximately (not including the annexes).

The evaluation report should be submitted in both English and Serbian.

10. Evaluation Team Composition, Skills and Experience

The evaluation team will consist of at least one international evaluator(s), leading evaluator and 1 or 2 national evaluator(s).

- (a) Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods;
- (b) A strong record in designing and conducting evaluations;
- (c) Data analysis skills;
- (d) Technical competence in the sector or issue to be evaluated;
- (e) Process management skills such as facilitation skills;
- (f) Experience in gender analysis and human rights. Detailed knowledge of the role of the UN and its programming is desirable.
- (g) Language proficiency in Serbian and English;
- (h) In-country or regional experience.

The evaluation may be carried out by a lead evaluator and 1-2 evaluation consultants. Participation of an international evaluation consultant is also desirable. The lead evaluator should provide the relevant information on the qualifications of team members. The lead evaluator is responsible for the assignment of tasks and organization of evaluation activities among team members. The lead evaluator is responsible for the end result and products of the evaluation within the defined timeframe.

11. Implementation and Management Arrangement

Evaluator: The evaluator will be responsible for the project logistics: office space, administrative support, telecommunications, printing of documents, etc. The evaluator is also responsible for the dissemination of all methodological tools such as surveys.

- a) **Commissioner of the Evaluation:** Senior Management of PSEEGE and the staff from the UN Women Sub-Regional Office: 1) provide advice to the evaluation manager; 2) respond to the evaluation by preparing a management response and use the findings as appropriate; 3) allocate adequate funding and human resources; 4) be responsible and accountable for the quality of the evaluation process and products; 5) recommend the acceptance of the final report to the Reference Group.
- b) **Evaluation Team:** at least one international consultant(s), leading evaluator and 1 or 2 national consultant(s) to conduct the actual evaluation and deliver the inception report, draft reports, power point presentation and the final report as specified in this TOR.
- c) **Evaluation Manager:** the Project manager of PSEEGE to: 1) manage the contractual arrangements, the budget and the personnel involved in the evaluation; 2) provide coordination support to the reference group, the Commissioner, the Advisory Group and the Evaluation Team; 3) provide the Evaluation Team with administrative support and required data; 4) review the inception report and the evaluation reports to ensure the final draft meets quality standard.
- d) **Reference Group:** representatives of the stakeholders and beneficiaries (national partners, implementing partners, donors and local beneficiaries) to assist in the collection of required data by

being key informants, oversee progress of the evaluation, and review the draft evaluation report for quality assurance.

- e) **Advisory Group:** representatives from the UN Trust Fund Secretariat (Portfolio Manager and M&E Specialist) and representatives of project management and project partners to review documents as required and provide advice on the quality of the evaluation and options for improvement.

Timeline for the evaluation process

The evaluator will start work on **October 8th 2012**, organize a Power Point presentation of key findings with project team on **January 25, 2013** and provide a first draft on **February 15, 2013** and a second and final draft on **February 28, 2013**.

Cost of Evaluation The contracted evaluation budget is 4,060,050.00 RSD.

7.2 Appendix 2: List of reviewed documentation

- Strategy for Prevention of Domestic Violence and All Forms of Gender-Based Violence in Autonomous province of Vojvodina for the period 2008 – 2012.
- Project document **Towards a Comprehensive System of Suppressing Violence against Women in AP Vojvodina**", including a logical matrix with initial values (base line values) and budget
- National Strategy for Prevention and Elimination of Violence against Women in the Family and in Intimate Partner Relationship
- Seven (7) reports on the progress of the project - PSEEGE UNTF Annual Progress Report
- Report-External monitoring of the implementation of the project in 2009, Tanja Pavlov
- Report-External monitoring of the implementation of the project in 2010, Tanja Pavlov
- Report-External monitoring of the implementation of the project in 2011, Tanja Pavlov
- Violence against women in Vojvodina / study of the initial state (base line study)
- Master thesis Tanja Ignjatovic published in the book *Violence Against Women - A coordinated community response*
- The criminal justice response to domestic violence in Vojvodina, Sladjana Jovanovic, Biljana Simeunović Patić, Vanja Macanovic
- Analysis reports CSW in 2010, the Provincial Institute of Social Welfare, Novi Sad
- Analysis reports CSW in 2011, the Provincial Institute of Social Welfare, Novi Sad
- Report of the CSW in Serbia in 2010, the Republic Institute for Social Welfare, Belgrade
- Statistics on Criminal Justice section of domestic violence in 2009, 2010 and 2012, Republic Statistical Office, Belgrade
- Mapping capacities of specialized organizations for supporting victims of gender-based violence: The first step for the establishment of a unique national hotlines, Biljana Brankovic (2012)
- Setting standards: A study and a proposal for a minimum standards of services for supporting women survivors of violence; Kelly, L., Dubois, L. (2008). Belgrade: Autonomous Women's Center (Serbian translation)
- Handbook for National Action Plans on Violence Against Women, UN Women, 2012, (<http://www.un.org/womenwatch/daw/vaw/handbook-for-nap-on-vaw.htm>)
- Report of the Secretary-General, Prevention of violence against women and girls, page 13, (http://www.peacewomen.org/assets/file/prevention_of_violence_report_of_the_secretary_generalpdf.pdf)
- Report of the Secretary-General, Multisectoral services and responses for women and girls subjected to violence, page 20, (http://www.peacewomen.org/assets/file/multisectoral_services_and_responses_for_women_and_girls_subjected_to_violence.pdf)
- Handbook for Legislation on Violence against Women, page 18 , (<http://www.un.org/womenwatch/daw/vaw/handbook/Handbook%20for%20legislation%20on%20violence%20against%20women.pdf>)
- Handbook for National actions plans on violence against women, page 28, <http://www.un.org/womenwatch/daw/vaw/handbook-for-nap-on-vaw.pdf>
- Virtual Knowledge Centre To End Violence Against Women, <http://www.endvawnow.org/>
- Secretary-General's database on violence against women, <http://sgdatabase.unwomen.org/home.action>
- Report of the Expert Group Meeting on Prevention of Violence against Women and Girls, page 19 and 21, <http://www.unwomen.org/wp-content/uploads/2012/11/Report-of-the-EGM-on-Prevention-of-Violence-against-Women-and-Girls.pdf>

7.3 Appendix 3: List of contacts

THE LIST OF PEOPLE INTERVIEWED

	City	Name and surname	Institution	Position	Contact
Individual interviews					
1.	Novi Sad	Vesna Miljuš	Local self-government	Former representative for the commission of gender equality	063/ 528- 26-6
2.	Šid	Biljana Sarap	Local self-government	Deputy Mayor, Šid 2008- 2012	063/ 802-70-02
3.	Bačka Topola	Hajnalka Šipoš	Local self-government	Clerk	063/ 110-91-36
4.	Senta	Olivera Habram	Local self-government	Municipal administration employee, and SOS hotline volunteer	061/ 281-54-82
5.	Sombor	Dušanka Golubovic	Local self-government	Manager for the general practice in public service	063/ 598-30-9, dgolubovic@sombor.rs
6.	Zrenjanin	Irena Tapavički	Local self-government	Ombudsman	064/876-85-56
7.	Kovin	Nataša Maodus	Local self-government	Municipal PR	064/ 864-16-41 n.maodus@kovin.org.rs
8.	Novi Sad	Anita Beretić	Provincial Secretariat for Economy, Employment and Gender Equality	Secretary assistant	021/ 487-43-23
9.	Novi Sad	Maja Branković Đundić	Provincial Secretariat for Economy, Employment and Gender Equality	Project team member	021/ 487-43-23
10.	Novi Sad	Marina Ileš	Provincial Secretariat for Economy, Employment and Gender Equality	Project team member	021/ 487-43-23
11.	Novi Sad	Dragan Bozanić	Provincial Secretariat for Economy, Employment and Gender Equality	Project team member	021/ 487-43-23

12.	Novi Sad	Tamara Blagojević	Ecumenical Organisation	Humanitarian	Partner organization coordinator for finance and coordination	021/ 466-58-8
13.	Novi Sad	Stevan Batori	Ecumenical Organisation	Humanitarian	Logistical support of the partner organisation project	021/ 466-58-8
14.	Novi Sad	Gabor Nemet	Ecumenical Organisation	Humanitarian	Logistical support of the partner organisation project	021/ 466-58-8
15.	Beograd	Bobana Macanović	Autonomous Women's Center		Coordinator	011/ 268-71-90
16.	Beograd	Jelena Keserović	Autonomous Women's Center		Coordinator	011/ 268-71-90
17.	Sombor	Silvija Kranjc	Center for social work		Director	062/ 787-93-3
18.	Beograd	Sanja Čopić	Victimology Society of Serbia		President, researcher	011/ 303-42-32
19.	Beograd	Jasmina Nikolić	Victimology society of serbia		Reasearcher	011/ 303-42-32
20.	Kikinda	Marija Srdić	Women's support center		Coordinator	0230/ 437-34-3
21.	Novi Sad	Ivana Nikolić	OUT OF CIRCLE VOJVODINA-organization for support to women with disabilities who experienced violence and discrimination		Activist	021/ 447- 04-0
22.	Novi Sad	Djurdja Čazić	SOS Women's centre hotline		Administration coordinator and volunteer	064/ 315-05-27
23.	Novi Bečej	Marija Kovačev	SOS hotline		SOS hotline coordinator	061/ 240-33-69
24.	Sombor	Jadranka Radojičić	Women's alternative		SOS hotline coordinator	064/ 215-38-98
25.	Novi Sad	Marija Gajicki	Vojvodian women's regional iniciative		Activist	021/ 657-20-93
26.	Subotica	Ruzica Rudić Vranić	Femina creativa		Activist	063/ 829-37-42
27.	Odžaci	Milena Paunović	Women's network URS		Activist	062/ 197-39-94

28.	Novi Sad	Tatjana Stojšić Petković	Private psychological practice	Psychologist, consultant for women with disability	064/ 197-20-50 tanja.stojisic.petkovic@gmail.com , poohart@eunet.rs
29.	Sombor	Julijana Čatalinac	Muscular dystrophy association of Vojvodina	Activist	063/ 150-14- 91
30.	Novi Sad	Svjetlana Timotić	OUT OF CIRCLE VOJVODINA-organization for support to women with disabilities who experienced violence and discrimination	Executive director	021/ 447- 04-0
31.	Novi Sad	Milesa Milinković	Muscular Dystrophy Association of Southern Backa district	Activist	062/ 240-40-4
32.	Novi Sad	Marina Simeunović	Women's Roma network	Law student, activist	064/ 313- 85-65
33.	Odžaci	Jelica Mišković	Roma NGO, "Young Roma"- Bogojevo	Coordinator for Roma issues, activist	060/ 150-03-73
34.	Bečej	Angela Slavnić	Roma NGO	Coordinator for Roma issues and activist	slavnicangela@gmail.com
35.	Alibunar	Marina Eufrozina	Women's multiethnic group Seleus	Activist	069/ 120-10-41
36.	Pancevo	Jasna Vujačić	NGO Panonian's	President	065/ 220-34-56
37.	Subotica	Tatjana Perić	Independent expert and activist for refugees and displaced people's issues	Activist	063/ 588- 21-3
38.	Novi Sad	Asja Francisti	Radio Television Vojvodina	Journalist	060/ 520-20-25
39.	Novi Sad	Niko Perković	Newspaper "Dnevnik"	Editor's Assistant	064/ 186-45-75
40.	Vrbas	Slobodanka Radovanov	Radio television Backa	Journalist	060/ 335-65-79
41.	Autonomous Province of Vojvodina	Danica Todorov	Provincial Ombudsman	Deputy of provincial ombudsman for gender equality	021/ 487-41-44

42.	Autonomous Province of Vojvodina	Andrijana Čović	Provincial Ombudsman	Provincial Ombudsman Associate	021/ 487-41-44
43.	Republic of Serbia	Slavica Radovanović	Ministry of Interior	The Office for professional education	064/ 892-15-13
44.	Autonomous Province of Vojvodina	Vesna Šijački	Institute for Gender Equality	director	021/ 661-51-77
45.	Republic of Serbia	Nevena Petrušić	Commissioner for Equality	Commissioner for Equality	011/ 243-80-20 011/ 243-64-64
46.	Donor organization	Raluca Maria Popa	UNWOMEN	Donor representative	raluca.popa / skype raluca.maria.popa@gmail.com
47.	Donor organization	Anne Eyrignoux	UNWOMEN	Donor representative	anne.eyrignoux/skype anne.eyrignoux@unwomen.org
48.	Autonomous Province of Vojvodina	Duško Jovanović	Office for Roma Inclusion	Member of Parliament (2008-2012)	021/ 488-17-23
Focus groups					
49.	Novi Sad	Milica Džino	Center for social work	Supervisor, psychologist	021/ 421- 16-6 local 607 milicadz2003@yahoo.com
50.	Novi Sad	Vesna Filipović	High court	High court assistant	021/ 487-64-68 vesnamica2407@gmail.com
51.	Novi Sad	Nenad Erdeljan	Department of Interior	Group manager	064/ 892-41-48 maldelpuns@mup.gov.rs
52.	Novi Sad	Nena Lekić	Department of Interior	Operational worker	063/ 759-38-62 nenalekic@yahoo.com
53.	Novi Sad	Svetlana Savičić	Medical health center Novi Sad	Service visiting nurse	064/ 808-81-14 svetlanaset@gmail.com
54.	Novi Sad	Nada Padejski	Women's safe house	Psychologist	064/ 580-98-27021/ 646-57-46 nada.padejski@gmail.com

55.	Novi Sad	Goran Marković	Primary school "23. Oktobar"	headmaster	021/ 881-24-1 065/ 881-24-11
56.	Novi Sad	Milka Vujović	Primary school "23. Oktobar"	Educationalist	021/ 881-63-9 062/ 653-97-7
57.	Novi Sad	Jelena Škaro	NGO " EHO"	Sociologist	064/ 361-10-8
58.	Novi Sad	Ljupka Mandić	City department of social and child care	Sociologist	021/ 488-28-43
59.	Šid	Dušica Ilić	Youth office	volunteer-prentice	061/ 674-66-39 022/ 710-032 kancelarijazamladesid@gmail.com
60.	Šid	Dušica Poletan	Red cross	Expert associste	022/ 712-31-0 office@cksid.org.rs
61.	Šid	Branislava Gnjidić	Primary school "Sava Sumanovic"	Teacher	022/ 755 – 00-6
62.	Šid	Dragana Gnjidić	Primary school "Sava Sumanovic"	Teacher	022/ 755 – 00-6
63.	Šid	Gordana Kurlblaja	Center for social work	Supervisor	022/ 712-82-3
64.	Šid	Svetlana Miroslavljević	Medical health center	Pediatrician	065/ 838-07-68
65.	Šid	Gordana Ogrizović	Medical health center	Psychologist	063/ 769- 44-1
66.	Bačka Topola	Fabrik Aniko	Local community	Accountant	063/ 769- 44-1
67.	Bačka Topola	Čaba Korhec	Secondary technical school	Educationalist	063/ 850-01-10
68.	Bačka Topola	Vaš Izolda	Primary school "Čaki Lajos"	Proffesor of gym	063/ 845-02-01

69.	Bačka Topola	Silvija Kovač	Primary school "Caki Lajos"	Psychologist	062/ 315-87-9
70.	Bačka Topola	Renata Savić	General secondary and secondary economy school	Proffesor of Geografy	064/ 389-15-05
71.	Bačka Topola	Arabela Varga	Primary school "Nikola Tesla"	Psychologist	062/ 627-99-9
72.	Bačka Topola	Daniela Šušić	Primary school "Nikola Tesla"	Professor of serbian language	060/ 745-84-50
73.	Bačka Topola	Eta Kovač	NGO "HERA"	Pensioner, retiree	063/ 192-00-48
74.	Bačka Topola	Aranka Martinović	Medical health center	General practitioner doctor	024/ 714-26-6
75.	Bačka Topola	Bojana Vukelić	Center for social work	Educationalist	065/ 559-15-02
76.	Bačka Topola	Prica Zoran	Center for social work	Psychologist	024/ 715-81-0 064/ 616-37-84
77.	Bačka Topola	Dragan Leontijević	Police station	Inspector	064/ 892-45-93
78.	Bačka Topola	Đeri Ištvan	Basic court Subotica, unit Backa Topola	Court assistant	064/ 415-69-95
79.	Senta	Milijana Popović	Medical health center	Special educationalist	024/ 811-27-9 065/ 255-54-32
80.	Senta	Mirjana Pilipović	Center for social work	Psychologist	024/ 812-55-9 061/ 605-90-5
81.	Senta	Deže Kečkeš	Center for social work	lawyer	024/ 812-55-9 064/ 382-88-17
82.	Senta	Veselin Sremčev	Police station	Policeman, police officer	064/ 677-80-11

83.	Senta	Timea Šterbik	General hospital	Nurse with a higher medical degree	024/ 815-11-1 064/ 239-95-89
84.	Senta	Tatjana Rajić Babin	General hospital	Special educationalist, Nurse with a higher medical degree	024/ 815-11-1 063/ 721-16-46
85.	Senta	Nina Pečurica Božović	Secondary school for economy and trade	Secretary	063/ 724-65-45
86.	Senta	Nada Zeković	Secondary school for economy and trade	Psychologist	064/ 091-50-70
87.	Senta	Jutka Baliž	Kindergarten "Snezana"	Educationalist	063/ 881-10-52
88.	Senta	Silvia Sabo Tarapčik	Primary school "Stevan Sremac"	Teacher	064/ 286-23-24
89.	Senta	Kristina Milovanović Jočić	Primary school "Stevan Sremac"	Teacher	069/ 111-09-68
90.	Sombor	Dalibor Elez	Police administration	Police clerk	025/ 466-55-5
91.	Sombor	Bosiljka Pavićević	Police administration	Officer for public relations	025/ 466-55-5
92.	Sombor	Đurđica Bogović	Basic court	Court assistant	063/ 867-57-64 djurdjicabogovic@nadlanu.com
93.	Sombor	Maja Lalošević	Basic court	Court assistant	025/ 222-21
94.	Sombor	Emanuela Radičev	Basic court	High Court assistant	025 / 222-21
95.	Sombor	Branka Muslin	NGO "Zenska alternativa"	Psychiatrist	064/ 215-38-98 sossombor@gmail.com
96.	Sombor	Minja Žbabić	Center for social work	Works in the team for children and youth	025/ 482-49-9

97.	Sombor	Srđan Stojanović	Center for social work	Coordinator	025/ 482-49-9
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133.	Kovin	Dubravka Toma	Kindergarten "Nasa radost"	Former headmaster	060/ 042-49-61
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178.	Novi Sad	Ivana Nikolić	Circle of Vojvodina	Activist	021/ 447- 04-0
179.	Novi Sad	Dragana Ćorić	Association of Citizen "Roditelj"	President	064/ 337-79-83
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182.	Senta	Olivera Habram	SOS hotline	Volunteer	064/ 872-53-58
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