# Cluster Evaluation of three UN Trust Fund projects in North Macedonia, Montenegro and Serbia Implemented during March 2017-February 2020
# Evaluation Report

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# Abbreviations

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| CEDAW | Convention on the Elimination of All Forms of Discrimination against Women |
| CSO | Civil society organization |
| ESA | Enterprise Support Agency |
| EVAW | Elimination of violence against women |
| ICCPR | International Covenant of Civil and Political Rights |
| ICESCR | International Covenant on Economic, Social and Cultural Rights |
| NGO | Non-governmental organizations |
| OSCE | Organization for security and cooperation in Europe |
| UNDP | United Nations Development Programme |
| UN Trust Fund | United Nations Trust Fund to End Violence against Women |
| UNHR | Universal Declaration of Human Rights |
| VAW | Violence against women |
| WFT | Women's Forum Tetovo |

# Executive Summary

This report presents the findings of the **cluster evaluation of three small grant projects** implemented in Montenegro, North Macedonia and Serbia with support of UN Trust Fund to End Violence against Women (UN Trust Fund). Three projects dedicated to the elimination of violence against women (EVAW): *'Improving Access to Life With No Violence for Women Survivors in Central and Northern Montenegro'* implemented by SOS Hotline for Women and Children Victims of Violence Niksic (SOS Niksic), *'Empowering Survivors of Domestic Violence in the Tetovo Region'* implemented by Women's Forum Tetovo (WFT) and 'Actively and Publicly Combating Discrimination - Gender Based Violence' implemented by the Center for Girls (CfG) were implemented between 1 March 2017 and 29 February 2020.

## *Project contexts*

Three projects were implemented in the similar **socio-economic and cultural contexts**, originating in the shared legacy of former socialist Yugoslavia, and marked by troublesome post-socialist transformation with modest economic development, inconsistent democratization, increase of inequality, prominent regional discrepancies, still prevailing patriarchal culture which underpin gender inequalities. Violence against women is relatively high in such context, and significant portion of population still holds that it is a private matter. This creates a pressure on women who experience violence to keep it in the family, not to report it and not to look for assistance. There are also specific local contexts in which projects were implemented. In Montenegro, project was implemented in northern mountainy, rural, very traditional municipalities, where topic of VAWG was not publicly debated, services were not developed and not accessed by women, and women's civil society that could locally raise the issue and press for improvement of the system for prevention and protection, was absent. In North Macedonia, project was implemented in the Tetovo municipality, a centre of Polog region, one of the least developed regions in the country, with significant portion of population living in rural areas, and traditional communities marked by patriarchal values. Project implemented in Serbia covered two cities and two smaller towns with surrounding rural areas, in Western and Southern regions of Serbia, again with strong patriarchal cultures.

## *Project design*

Three projects were differently designed:

1) The project implemented by SOS Niksic (Montenegro) was designed to facilitate access of women and girls in three remote Northern municipalities of Montenegro to the national helpline, shelters, counselling and information and rehabilitation, with particular focus on Roma and Albanian speaking survivors who previously did not have the access to helpline due to the language barriers. It was also focused on establishment of local community interventions in four towns in Central and Northern Montenegro and development of packages to enable targeted information sharing, referral and communication with survivors and other stakeholders in the community.

2) The Women's Forum – Tetovo (North Macedonia) has been working to expand its free legal clinic for survivors of domestic violence to include financial skills courses, life skills trainings and group counselling. Based on gaps identified through the research, the implementing organization contributed to the improvement of work of police, social services, local self-governments and health-care providers by developing multisectoral strategy to better protect women at risk of domestic violence and to ensure a more streamlined process of victim

support with better identification and referral. The aim is to equip women survivors of violence with better life and financial skills and to empower them to break cycle of violence and fully participate in the society.

3) The project implemented by Center for Girls (Serbia) was focused on young women's awareness of the risks of violence and increased capacities to identify and respond accordingly to that violence. Girls from four cities in Serbia were targeted by the project intervention, eight girls were trained to act as peer trainers. Also, 16 girls were trained to mobilize youth in high schools in selected cities around the issue of gender based violence and increase their knowledge and capacities to fight violence through innovative methods, such as performances. This was complemented by media campaign as an important tool for awareness raising.

While Women's Forum Tetovo implemented the project alone, SOS Niksic and Center for Girls implemented their projects in partnership with other organizations. The three projects targeted different groups of primary and secondary beneficiaries. While for SOS Niksic and Women's Forum Tetovo target primarily women and girls survivors of violence and women from general population, Center for Girls targets primarily adolescent girls. First two organizations are also focused on adult women from general population and women from some minority and marginalized groups, such as rural women, women from minorities, particularly Roma women. Among secondary beneficiaries, first two organizations target professionals, in the system for social protection and general population. While Women's Forum Tetovo and SOS Niksic have similarities in focus on women survivors of violence and professionals, Women's Forum Tetovo and Center for Girls approach share similarities in focusing on young population.

## *Purpose, objectives and scope of the evaluation*

**The purpose** of the evaluation was to provide the UN Trust Fund Secretariat with an external and independent final evaluation of a cluster of small grants, to provide information on UN Trust Fund's contribution in the region, to explore the potential impact of EVAW advocacy and awareness campaigns in different implementation modalities and to assess potential of different project components for upscaling or replication.

**The objectives of the evaluation** were to evaluate projects against the effectiveness, relevance, coherence, efficiency, and sustainability, as well as the cross-cutting gender equality and human rights criteria; to identify key lessons and promising or emerging good practices in the field of ending violence against women and girls for learning purposes; to explore the likelihood of impact of advocacy and awareness campaigns on ending violence against women; and to provide recommendations to replicate or scale up innovative and effective practices.

**The scope** of the evaluation in terms of timeframe covered period of projects' duration (1 March 2017 to 29 February 2020); in terms of geographical coverage, it focused on 4 municipalities in Central and Northern Montenegro – Niksic, Pluzine, Zabljak and Savnik), Tetovo region in North Macedonia (Tetovo, Tearce, Zhelino, Brvenica, Bogovinje and Jegunovce), as well as cities Nis and Uzice and municipalities of Vlasotince and Prijepolje in Serbia.

*The evaluation organization, design and methodology*

**Evaluation organization included** UN Trust Fund coordination team, implementing partners task managers, Internal Evaluation Management Groups (IEMG), External Stakeholder Reference Groups and (ESRG) and Evaluation Team (ET).

**The evaluation is designed** in line with evaluation criteria defined in ToR and grounded in the *UN Trust Fund Guidelines for Final External Project Evaluations* as well as *UN Women Evaluation Handbook* and OECD DAC[1] evaluation criteria adjusted to the UN Trust Fund evaluation framework. Criteria included: effectiveness, relevance, coherence, efficiency, sustainability, impact, knowledge generation, gender equality and human rights, comparison. The evaluation methodology was aligned with the standards of gender-responsive evaluation and incorporated requirements related to fair relations of power, empowerment, participation and inclusion, independence and integrity, transparency, quality, credibility and ethics.

**The evaluation methodology** used the 'hybrid' approach, combining case study with comparative and quasi-experimental methods. The evaluation was implemented through four phases: inception, data collection, reporting and validation. The findings are based on the review of numerous programme documents, studies, relevant reports and policy documents, on data collected specifically for the purpose of the evaluation through structured and semi-structured individual and group interviews, as well as focused group discussions with diverse stakeholders: representatives of implementing organizations, their partners, primary and secondary project beneficiaries, secondary beneficiaries and other stakeholders. In total, 73 respondents were interviewed. Since data collection was conducted during the peak of COVID-19 pandemic and due to the restrictive measures implemented in all three countries (including closure of borders, introduction of quarantines, curfews, closure of public services and similar), data were collected remotely in agreement with UN Trust Fund and implementing organizations. During the data collection ethical and safety considerations were fully applied.

*The evaluation findings*

*Effectiveness*
- *Projects were designed fully in accordance with roles, capacities and commitments of stakeholders.* Implementing organizations are women's grassroots organizations, fully dedicated to the promotion and protection of women's rights, and with special focus on EVAW. They invest significant efforts in women's empowerment, WAVG prevention through campaigning, advocacy, awareness raising, and at the same time they provide specialized services to women victims of violence, The projects are not only designed logically corresponding to the mission, experience and capacities of implementing organizations, but it is evident that roles of different stakeholders are also in line with their needs and capacities

- *The projects were designed with realistic, yet ambitious outputs in terms of scope of some of the activities, number of beneficiaries, activities, or products, as well as timeline.* Vast majority of planned outputs in all three projects were overachieved. In some cases, even multiple times over the planned output values. The subjective perception of implementing teams corresponds to the

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[1] http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

objective picture, as they are all convinced that targets were planned realistically, that they were achievable though at the same time ambitious.

- *Although indicators for measuring results are appropriate and enable monitoring of the achievements, some of the indicators are suboptimal and make the monitoring and evaluation more difficult.* The definition of indicators is methodologically demanding task, and it often happens that this kind of knowledge is not at disposal of grassroot civil society organizations. While generally the indicators defined in result framework of three projects enable monitoring of the progress and the final achievements at the outcome and output levels, there are certain shortcomings identified in regard to the indicators, including:
  - o Inconsistency in definition of indicators and method of measuring results;
  - o Lack of precision in definition of indicators;
  - o Inadequate formulation of indicators;
  - o Difficulties in measurement related to the indicator design;
  - o Fragmented measurement for the overall project cycle;
  - o Inadequate methods for measuring the impact.

- *All three projects were highly effective, with majority of outcomes and outputs achieved beyond planned targets.* The effectiveness of the project implemented by SOS Niksic is visible by the higher than expected number of women who contacted support services (415 instead of planned 160), the number of women who got some kind of specialized support (318 instead of 90). Particularly high achievement was recorded in regard to the number of women who contacted support service available in Albanian language that was established through the project (770 instead of 12).

  The results related to the local coordinated response to violence against women were achieved beyond the planned results. The number of women and other stakeholders that were targeted with different types of awareness raising campaigns were also consistently higher than planned. However, some results are still fragile, and not fully effective - women do not use effectively enough the services of the antenna office in Zabljak, and do not approach easily trusted persons who are trained to provide first line assistance and referral. This is due to the still strong pressure on women to keep violence as private matter, and lack of awareness on women's human rights.

  The project implemented by the Women's Forum Tetovo succeeded to contribute to the better access of women survivors of violence to the support services. As a result of the project intervention, the coordinated multisectoral support was established, the women experiencing violence increased knowledge on women's legal rights, available services and legal sanctions against perpetrators. Particularly effective were activities related to the awareness raising campaigns and skills development among women who experienced violence. Simultaneously, project contributed to the more favourable environment in which women experiencing violence can find

support. The Service Provider Working Group was established as local coordination mechanism and was functional, with increased capacities of its members to respond to violence increased due to the project activities. Awareness raising campaign aiming at improved understanding of VAWG and information in broader community also achieved results beyond initially planned targets

The project implemented by the Center for Girls succeeded in empowering high school girls to recognize risks of gender-based violence and to be able to react against such violence. The girls were empowered through workshops, forum theatres, social and traditional media campaigns, and some of them became new community leaders in promoting zero tolerance to violence and discrimination against women and girls. During the project cycle, 1262 girls benefited from the project activities through participation in workshops. In addition to this, 2033 young people participated in the theatres, while broader awareness raising campaign reached out to 297,247 persons. Over 230 professors participated in the project activities and were informed about the VAWG and project activities. This in total makes around 300,000 persons who benefited from the project and were influenced by its messages at least to some extent. This is important to keep in mind as the project goal and indicator measuring effectiveness are much narrower, measuring mainly effect on main target group – high school girls.

Out of 1,262 girls who participated in the workshops, 90% increased knowledge on VAWG, and about 20% claimed they were ready to react and report violence. There were 27 girls who became peer educators, who were trained to deliver workshops and the change among them was even more effective as 90% of them said they would react in the situation of violence.

- *Intervention strategies were very effective and enabled the achievement of results. Empowerment and awareness raising strategies were particularly effective, innovative, and well contextualized and adjusted to the specific target groups.* Evaluation found that implemented strategies were highly effective and very much appreciated by the beneficiaries and other stakeholders. Some of the methods of intervention used within specific strategies were very innovative and contributed highly to the achievement of results. Examples of best, most effective strategies implemented in awareness raising and empowerment of women and girls as primary beneficiaries include:
    o 'Door to door' outreach campaign in the Northern Montenegro;
    o Holistic combination of awareness raising, legal support, economic empowerment and self-help support among women victims of violence in Tetovo region;
    o Peer-lead workshops with high school girls.

- *Awareness raising campaigns significantly contributed to progress towards intended goals.* They served as a channel to inform different stakeholders' groups about the project and motivate them for participation, they increased

awareness among women and girls from primary target groups about VAWG, women's rights for protection and available services, they contributed to the change of norms and attitudes in broader environment, making it more favorable for preventing and combating VAWG, so women and girls could more openly and easy recognize and report violence and look for protection.

Stakeholders particularly positively evaluated 'treasure hunt' in Zabljak which mobilized youth and citizens in northern local communities of Montenegro. Positively were evaluated campaigns for awareness raising purposes implemented by Women's Forum Tetovo, as well as campaigns for sharing information about the project and for outreaching women from primary target group. For the awareness raising among broader target groups, the Center for Girls implemented very successful forum theatres and generalized campaigns on social and traditional media. These different strategies were designed having in mind different purposes and all were assessed as successful and effective by implementing partners.

- *Evaluation identified sets of factors that positively and negatively affected the achievement of results.* Alignment of three projects with national and local policies and priorities, high level need of such interventions among primary target groups, good cooperation with local institutions, their reputation and credibility in local communities or nation-wide, were key factors that contributed to the smooth implementation. At the same time, the projects faced some strong limiting factors such as prevailing patriarchal norms in the communities, reluctance to speak publicly about VAWG (in all communities where three projects were implemented with the most inhibiting effects in villages in Northern Montenegro), lack of interest among some stakeholders groups, such as parents or professors in case of project implemented by CfG, or lack of national stakeholders to contribute more directly to the better local framework, such in case of project implemented by WFT.

- *Projects' communicates were numerous and diverse in formats,* and systematically carried strong messages that reveal many faces of violence enabling various target groups to recognize all of its forms; pointed to the women's human rights to be protected from violence and discrimination, informed about available services, and with other similar content have contributed to the shift in norms and perceptions of GBV.

- *Implemented strategies were fully appropriate and based on long standing experience and high expertise of implementing organizations, as well as good knowledge on specific context and needs and characteristics of target groups.* Evaluation evidence indicates more the possibility of some fine tuning of same strategies than shifting to alternative strategies in the future. Few alternative strategies, however, were proposed in outreaching specific target groups, such as professors, parents or younger children.

- *Implementing organizations are fully aware of differences between diverse groups of women and other stakeholders and they invested great efforts to*

*adjust the methods of influencing the awareness, attitudes and behaviors of these groups in suitable ways.* There are significant differences between groups of beneficiaries based on their local culture, education, norms specific to their immediate communities. Older women were more conservative and reluctant to hear campaign messages. They also indicated the differences between rural and urban areas, with rural areas being more conservative, with less awareness of what constitutes violence. However, more systematic insights in differences in reception of messages between women and girls from different social groups could be obtained if some basic socio-demographic data on them are recorded in pre and post tests, or other monitoring and evaluation activities.

*Relevance*

- *Projects were designed based on in-depth knowledge about diverse stakeholders groups, particularly women and girls as primary beneficiaries, as well as representatives of local institutions within the system of prevention and protection from VAWG.* Knowledge was not based on one-off consultations, specifically organized for the purpose of project design, but comes from the years of experience working with target groups enabling much more solid knowledge about their needs, potentials for change and environmental factors relevant for project success. In some cases, where needed, additional consultations or mapping was organized to better understand contextually specific needs of stakeholders, such in the case of Northern Montenegro where situation in some municipalities was unknow for implementing organizations.

  In addition to their own long-standing experience implementing organizations relied on available administrative and research data and sporadic consultations with key stakeholders for the purpose of project design.

- *Project goals, outcomes and outputs are fully relevant for given contexts.* Projects intervene in structures and processes that are very deep and structurally rooted, and therefore, initiated changes require further interventions in order to achieve more sustainable and thorough changes: in Northern Montenegro communities the issue of VAWG has just opened up and changes in attitudes and services have just been initiated; in Tetovo region, additional elements of support framework are needed for better protection and further empowerment of women; and in regard to high school girls, new generations are coming with need to be supported in awareness on VAWG, particularly in environment which is marked by prominent gender inequalities being intergenerationally transferred.

- *All three projects fully correspond with national and international frameworks and priorities for gender equality, elimination of discrimination and violence against women ang girls.* Montenegro, North Macedonia and Serbia are signatories of CEDAW convention and Istanbul Convention. Projects are fully consistent with and integral to the EU pre-accession reform process that has been aligning national standards with the Acquis Communautaire of the EU. Projects are also aligned with UN Development Agenda 2030 and SDGs.

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| *Coherence* | • *There is high compatibility of campaigns implemented through three projects and other regional, national and local campaigns.* Projects are compatible with large regional programme implemented by UN Women ECA Regional Office 'Implementing Norms, Changing Minds'. Campaigns implemented by WFT and SOS Niksic are pioneering in targeted local communities and simultaneously contributing to the national wide initiatives for EVAW. CfG campaigns are compatible with various similar campaigns, but especially provide synergetic effect with two other campaigns implemented with high school youth in different regions of Serbia.

• *Similarly to campaigns, the other intervention strategies used in three projects are compatible with some of the other initiatives implemented in the countries.* Capacity building of institutions responsible for prevention and protection from VAWG, which is in focus of WFT and SOS Niksic projects, is particularly intense in the countries after the ratification of Istanbul Convention and legal changes in alignment with the Convention. CfG project is compatible with interventions linked to the programme implemented by UNICEF 'School without violence' and reforms undertaken in the education system aiming at combating peer violence in schools, including gender-based violence, as well as some other CSOs EVAW initiatives focused on high school children.

• *The projects are internally coherent and activities under specific outputs were leading to the achievement of the outcomes and project goals.* |
| *Efficiency* | • *The projects were implemented efficiently, and allocated resources were adequately spent.* Given the complexity of the issues addressed by the interventions, all the projects have achieved significant results with relatively limited resources. In most of the cases, the implementing partners had to invest significant additional effort, time and resources beyond the projects remit. The UNTF procedures were perceived by participating organizations as complex and demanding, but as a result the learning process associated with their implementation led to building new capacities and institutional strengthening, which will be beneficial for further functioning of the organizations and new projects.

• *Participation in capacity building training in NY at the beginning of project implementation has been unanimously mentioned as key contributing factor to project design improvement and staff capacity development.* Adjustment made at the training did not only improve the results and monitoring framework, but also significantly strengthened M&E aspect of project implementation. The project monitoring was done in a coherent manner using existing systems and procedures developed by implementing organizations and incorporating the UNTF requirements. In all three cases, the projects were successfully implemented in several locations with involvement of multiple partners and were supported by efficient management structure and sound coordination and communication practices. |

- *All implementing partners are well established with strong record of implementation of similar initiatives.* In the project implementation, all partners have relied on their existing and well-established structures and processes, as well as internal personnel, which was complemented by additional staff hired specifically under the project.

- *Despite the effort, the implementing partners have not been able to mobilize additional financial resources for project implementation but has all invested significant additional internal resources for successful project implementation.* All implementing partners have emphasized that the project implementation has led to significant institutional strengthening, broaden their network of partners and strengthen cooperation and communication among them.

- *There were no significant delays in projects implementation.* The necessary changes were made in reaction to emerging needs and continuous mentoring support was provided by bigger implementing organizations to the smaller with less capacities.

*Sustainability*
- *Sustainability of project goal and results partly depend on changes in awareness among beneficiaries and partly on the surrounding system made of institutions, policies and cultures that will support or undermine their sustainability.* The awareness raising and changes in norms and attitudes that are achieved, particularly among women and girls are permanent and durable. The sustainability of results related to the multisectoral mechanisms, access to services are secured short term, but their mid and long term sustainability depends on the integrating them in the system for protection. Evidence points that institutional factors are not so favorable in the targeted local communities.

- *Projects were implemented with dynamic engagement of the local stakeholders and were undoubtfully effective in establishing local ownerships, which is visible through establishment of local cooperation mechanisms, development of local policies, stronger ties with schools, local media.* All interviewed stakeholders coming from local institutions were very positive about project effects and according to their opinions, they will be able to implement newly acquired knowledge and skills in the future.

- *There are models, practices and interventions implemented in three projects that should be scaled up or replicated.* Multisectoral coordination is the mechanism that should be scaled up in North Macedonia and CSOs should be the key stakeholder advocating and monitoring such process. Project implemented in Northern Montenegro could be replicated in other similar municipalities, particularly of North Eastern Montenegro. Awareness raising and empowerment of high school girls could be replicated in lower grades, through time and in other schools and regions.

- *COVID-19 pandemic undermined the sustainability of results.* Closure of activities of local institutions prevented regular work of mechanisms. Some services have been cancelled, such as self-help groups, vocational trainings and some of the women project beneficiaries empowered through the project lost their jobs. Helplines and legal aid continued to be provided. CfG continued campaigning on social media, building on lessons learned during UN Trust Fund project.

*Impact*

- *The impact at individual level varied from strongest impact on women that were targeted by multiple support interventions which managed to change their lives and leave the situation of violence, through strong impact on women and girls who shifted roles from beneficiaries to activists, to mild impact on individuals who participated in single or few campaigning activities.* Generally, the impact was easier to achieve in urban communities, among younger women. Smaller communities, rural areas, women from groups faced with multifaceted social exclusion, living in close communities were less prone to immediately showing the changes under the influence of project intervention.

- *The impact of the projects at system level is visible in establishment of new protection services and improved system for response to VAWG through establishment of multisectoral coordination mechanisms, improved capacities of professionals and improved service standards.* Project implemented by WFT enriched the local community with new service: self-help support group through which women can get the continuous psychosocial support. New service established through project implemented in Montenegro include bilingual helpline service and antenna office in Zabljak. Projects implemented in Tetovo and Central and Northern Montenegro contributed to the improved local coordination of response to violence. Projects contributed to the increased standards of services, aligned with Istanbul Convention. Contribution to the development of local gender equality and EVAWG policies is also visible in case of the project implemented by SOS Niksic. Due to the nature of the project implemented by CfG, there was no similar system level impact. However, the evaluation evidence pointed to the benefits project brought in schools who were participating in the project: the school 'atmosphere' has changed, with promotion of zero tolerance to violence, and the project materials were used in classes.

- *Impact OF EVAW campaigns was not measured precisely enough, but based on available qualitative and quantitative evidence, the outreach of campaigns was good and there is evidence on positive changes in understanding, recognizing and not tolerating VAWG.*

*Knowledge generation*

- *Projects generated impressive knowledge about prevention and protection practices as well as about project management and implementation that should be shared with other practitioners and could also be used by UN Trust Fund in its further work with small grant beneficiaries.* SOS Niksic generated important knowledge working in marginalized communities. WFT draw important lessons on multisectoral support, while CfG learned that it would be

better to decrease the scale of groups working with, and increase the depth of the intervention for more effective awareness raising. Important lessons are related to the organization, monitoring and evaluation. Great importance of the UN Trust Fund support was emphasized by all implementing partners.On the weak side, the organisations pointed out the occasional problems with the platform for uploading results and reporting. Cooperation among implementing organizations should be more systematically planned and supported by UN Trust Fund.

*Gender Equality and Human Rights*

- *Three projects were designed and implemented with highest human rights standards and integrated gender equality principles.* They were operationalized through women's rights promotion and women's empowerment. Highest ethical standards were applied guaranteeing safety of women and girls and preventing the secondary victimization of survivors of violence.

- *The interventions implemented through three projects address very important and persistent root causes of VAWG: norms, attitudes and value systems that underpin unbalanced power relation and contribute to the reproduction of structural gender inequalities and VAWG.* In addition to targeting gender norms, projects targeted other causes of gender inequalities, such as economic dependence of women from their partners or other family members, supporting them through vocational trainings and in finding employment or starting their own business. Empowerment was also psychological, supporting women to gain self-confidence and to negotiate power relations with new position, or to leave the relations which cannot be restructured and continuously harm them through GBV.

*Comparison*

- *Three projects have more similarities than the first glance of their design reveals.* They are strongly focused on altering understanding of violence among women and girls and on stimulating their reporting and help seeking behavior, or even life situation (this is not clear). They work with diverse population of women and girls including those from marginalized communities, such as rural women and women from minorities. At the same time, through different methods, three projects intervene in the environment in which women and girls live, attempting to make it more favorable for their safety, whether just by increasing awareness of broader groups of stakeholders and citizens, or providing better, more available and effectively coordinated protection services. Another important common feature of three projects is the emphasize on trust. Interviews with implementing teams repeatedly pointed to the importance of the trust. In the social contexts marked by strong oppressive patriarchal norms imposed to women and weak institutional protection, the trust is necessary for any kind of work with women and girls experiencing violence.

- *Differences in campaigns appear in objectives of campaigns, methods, outreach and channels.* Campaigns in the CfG project were aiming more at increasing understanding of VAWG and responsibility to report it, while in case of WFT and SOS Niksic, in addition to the increased understanding, the objectives

were to stimulate women under risk or experiencing violence, to report it and access services. Different methods were used, such as forum theatre, 'door to door' outreach campaign, public events, and social and traditional media. The broad campaign targeting all citizens was more prevalent in the CfG project than in two other projects.

- *Campaigns that were very successful and innovative, that should be used in the future include 'door to door' outreach campaign very suitable for remote, closed, traditional communities, 'treasure hunt' which successfully mobilizes young people around unpleasant topic such as VAWG, street campaigns that mobilize local women and other stakeholders to take part in the project, forum theatres that combine methods of theatre and public debate, media campaigns with authentic content coming from field work.* Authentic radio jingles, based on campaigning experiences of girls activists and broadcasted broadly, is another good practice that can be used in the future. Social media campaign is another example of successful practice, that could be integrated in diverse future projects, even with no prominent campaigning component.

*Recommendations*

| Evaluation Criteria | Recommendations | Relevant Stakeholders |
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| **Effectiveness** | Small grants should be supported by external evaluation expert from the beginning. The expert should be commissioned by the UN Trust Fund among the pool of experts with sound knowledge on monitoring and evaluation methodologies in order to establish more solid monitoring framework including proper baseline and end line indicators and data collection methodologies. External expert can provide initial training for implementing organization how to conduct monitoring, and provide further mentoring support as needed at later stages. | UN Trust Fund |
| | Baseline and endline surveys are very important and useful for monitoring the effectiveness and impact of the projects. In order to achieve proper endline and baseline surveys, organizations should either implement surveys on representative samples of targeted population (not necessarily panel sample), or if there is no possibility to fund such demanding surveys, then convenience sample could be used, but in that case the sample should be panel, and include persons from targeted population that were exposed to the project intervention in order to measure the effect. | SOS Niksic, Women't Forum Tetovo, Center for Girls |
| | Indicators that are used for monitoring results if defined as percentages, should include the information on the total population for which percentages was calculated, and for the purpose of final evaluation should be calculated at the level of overall project not only for different phases. | Women's Forum Tetovo |

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| | If optimal larger scale baseline and endline surveys are not feasible (due to the lack of funds, time constraints or similar), then UN Trust Fund should consider possibility to allow for different monitoring indicators that are closer to the experience of implementing organizations. The implementing organizations should propose simpler and easier to obtain indicators, such as number of reported cases or number of women asking for support, average number of assistance interventions per woman, or other measures that can show increased outreach or more dynamic support that are available from organization's records. | UN Trust Fund SOS Niksic Women's Forum Tetovo |
| | In order to obtain more disaggregated insights in the effects of the projects and particularly of campaigns for final evaluation, indicators and instruments for data collection for the purpose of monitoring of project implementation should be introduced from the onset. This concretely means that, for example, pre-test and post-test questionnaires should contain some questions on basic socio-demographic data of beneficiaries, such as age, area of living, education level, employment status, or in case of girls, mother's education and mother's employment status, which can be very important factors in gender socialization. This could enable insights in different potential to change attitudes and behaviours under the influence of campaigns. | UN Trust Fund SOS Niksic Women's Forum Tetovo Center for Girls |
| | In some cases, better responsiveness and cooperation of local institutions could be achieved by more administrative, top-down approach. For example, the instruction from the Ministry of Education could make some schools more willing to cooperate. This could be done with help of national gender equality mechanisms, or UN Women country office which can mediate between the implementing organization and national stakeholders to enable smoother implementation of activities at the local level. Similarly, Ministry in charge for social policy could be included in the beginning of the project with the aim to foster the cooperation of local institutions for social protection. This is applicable for other sectors as well, such as Ministry of Interior, Ministry of Justice, Ministry of Health, whose local institutions are engaged in multisectoral response.l | Center for Girls Women's Forum Tetovo SOS Niksic UN Women country offices National mechanisms for gender equality |
| | Some stakeholders (i.e. professors) are motivated to participate in awareness raising and education activities only if they bring accredited points needed for their licenses. The organizations can advocate among relevant national institutions to recognize the participation in similar projects as part of the experience needed for professional licenses. In addition to the professionals in education, this can be applied also to social workers and health workers. | Center for Girls Women's Forum Tetovo SOS Niksic National mechanisms for gender equality |
| **Relevance** | In order to have more precise picture on how proposed intervention aligns with national priorities, after section on | UN Trust Fund |

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| | alignment with UN Trust Fund strategic objectives (section II, F.) the related sections could be introduced in the full-fledged project proposal format. It could be also useful to introduce the section on alignment with last CEDAW recommendations to the country and in Europe context with on alignment with GREVIO, if country has ratified this convention. | |
| **Efficiency** | The allocated financial resources and project activities should be better align and the allocation of additional resources especially for management should be considered in the case of project extension suggested by the donor. | UN Trust Fund |
| | The simplification of the administrative requirements should be considered by the donor given the size of the grants and capacities of the implementing partners. | UN Trust Fund |
| | The donor should also consider the increase in management budget, which is now largely pre-committed by fixed requirements for training, audit and evaluation, allowing for more appropriate remuneration of project staff and consultants. | UN Trust Fund |
| **Sustainability** | Sustainability should be planned with more elaborated exit strategies already during the project design. The sustainability strategy should be described for each outcome and project goal. This is particularly important when outcomes are related to the establishment of new mechanisms or services. | UN Trust Fund SOS Niksic, Women's Forum Tetovo, Center for Girls |
| | Projects should be presented to the national stakeholders and donor community at the beginning of project implementation, during mid-term review and after results are achieved at the end of the project. This could strengthen the awareness of and interest for the project, creating new opportunities for securing additional resources for project implementation. This could be one of the UN Trust Fund requirements and incorporated in the project design, with appropriate activities and budget (i.e. presentations, conferences, meetings, newsletters, etc.). | UN Trust Fund SOS Niksic, Women's Forum Tetovo, Center for Girls |
| | If possible, UN Trust Fund should consider possibilities to support follow up, replication of activities that are particularly successful, or need additional support to pass the threshold of sustainability. This would not only increase the impact of the projects, but also enhanced the overall UN Trust Fund presence and contribution to the EVAWG initiatives in particular region. In this respect, UN Trust Fund could also benefit from stronger and systematic cooperation with UN Women local offices. | UN Trust Fund UN Women/UNDP |
| | If UN Trust Fund has been considering to establish some kind of specific support to mitigate the COVID-19 pandemic impact on results achieved by the small grants projects, then organizations who implemented project immediately before or during pandemic could be supported to sustain results. | UN Trust Fund |

| Impact | As stronger impact in terms of changes in attitudes and behaviours is achieved with multiple support activities, more in-depth work and during longer period of time, the project should balance the scale of outreach with depth of intervention. Smaller number of beneficiaries but targeted with higher number and intensity of interventions could represent more effective approach for such objectives. | Center for Girls |
|---|---|---|
| | In order to increase impact on the communities, it would be beneficial to organize activities where communities can exchange experience and learn from others, especially those with more advanced services, better protection of women and more gender equality. Or even better, through partnering with these communities in the project implementation, so they can learn by implementing activities jointly with communities that have higher achievements in EVAW. | SOS Niksic, Center for Girls, Women's Forum Tetovo |
| Knowledge Generation | UN Trust Fund could consider the possibility to organize knowledge sharing platform where organizations can share generated knowledge and good practices. Also organizations that face certain challenges in implementation could ask for advice and be supported by organizations who have already successfully addressed these or similar challenges. | UN Trust Fund |
| | The knowledge sharing could be advanced by organizing more cooperation between implementing organizations clustered either by region or topic, or both. Conferences, workshops, online webinars could be used for such activities and would bring more synergy and bigger impact of UN Trust Fund. | UN Trust Fund |
| | Local dissemination of knowledge generated through small grants should be planned already during the project design. This does not have to be large component, it can be simply achieved through presentation to national or local stakeholders and , other CSOs, newsletter, conference, round table, media promotion or similar, but should certainly be planned in advance. | Women's Forum Tetovo, Center for Girls, SOS Niksic |
| | Valuable asset of the three projects is the way how campaigns and awareness raising activities were designed. The strength based and needs led, grounded in the knowledge of women's help seeking behaviors, tailored to different groups of women, subcultures, regions. This know-how should be replicated in the future campaigns but also disseminated among other women's CSOs. | SOS Niksic, Women'st Forum Tetovo, Center for Grils |

# 1. Context and description of the projects

The UN Trust Fund to End Violence against Women (UN Trust Fund) commissioned a cluster evaluation of three different small grant projects related to the Elimination of Violence against Women (EVAW), implemented between 1 March 2017 and 29 February 2020 in three Western Balkan countries: Montenegro, North Macedonia and Serbia. The UN Trust Fund to End Violence against Women (UN Trust Fund) is a global multi-lateral grant making mechanism supporting national efforts to prevent and end violence against women and girls with UN Women as its Administrator on behalf of the UN system. Since its establishment in 1996 by UN General Assembly resolution 50/166, the UN Trust Fund has awarded USD 175 million to 572 initiatives in 140 countries and territories.

## 1.1 Context of the projects

Montenegro, North Macedonia and Serbia are the Western Balkan countries which share common history during the former Socialist Federative Republic of Yugoslavia. After the dismantling of the Yugoslavia and fall of socialism three countries went through challenging post-socialist transformation, marked by the increased political and social conflicts, economic difficulties, increase of poverty and inequality. Presently, the reforms in three countries are shaped in line with EU accession process, as they are all candidate countries for EU membership.

According to the level of economic development, three countries belong to the category of higher middle-income countries of the World Bank, with GDP per capita ranging from 6,093.148 in North Macedonia to 8,832.037 in Montenegro (Table 1). Three countries show inconsistent transformation to democracy. According to the Democracy Index Score of the Freedom House, all three countries are classified as transitional or hybrid regimes. Corruption is high according to the corruption perception index, with Montenegro ranked the highest among three countries and North Macedonia ranked the lowest. Employment rates are low compared to EU average (68.6%), ranging from 54.8% in Montenegro to 61.7% in Serbia, with significant gender gaps. At risk-of-poverty rate in 2017 was the lowest in North Macedonia (22.2%), followed by Montenegro (23.6%) and Serbia (25.7%), much higher than EU average (16.9%).

Countries face similar challenges, such as decrease of the population due to the decreased natality and fertility rates and outward migration, particularly of young people. The life expectancy is similar, typical for higher middle-income countries, still below 80 years for both women and men (average for EU is 81.03), though with higher life expectancy of women than men, which is common trend globally (table 1).

The gender inequality is prominent in all three countries as indicated by the EIGE's Gender Equality Index: 55 for Montenegro, 55.8 for Serbia and 62 for North Macedonia, all below EU value (67.4).

*Table 1: Basic socio-demographic indicators for Montenegro, North Macedonia and Serbia*

| Socio-economic development indicators | Montenegro | North Macedonia | Serbia |
| --- | --- | --- | --- |

| Population 31/12/2019 or 01/01/2020[2] | T: 621,873<br>W: 314,318<br>M: 307,555 | T: 2,076,255<br>W: 1,036,539<br>M: 1,039,716 | T: 6,926,705<br>W: 3552066<br>M: 3374639 |
|---|---|---|---|
| Life expectancy at birth 2018[3] | T: 76.8<br>W: 79.2<br>M: 74.3 | T: 75.7<br>W: 77.7<br>M: 73.7 | T: 75.9<br>W: 78.1<br>M: 73.5 |
| Democracy score and status[4] | 48 - transitional or hybrid regime | 46 - transitional or hybrid regime | 49 - transitional or hybrid regime |
| Corruption perception index 19[5] | Rank: 66/198<br>Score: 45/100<br>Places change: +1 | Rank: 106/198<br>Score: 35/100<br>Places change: -13 | Rank: 91/198<br>Score: 39/100<br>Places change: -4 |
| GDP per capita current USD, 2019[6] | 8,832.037 | 6,093.148 | 7,402.355 |
| Employment rates, population 15-64, Q4 2019[7] | T: 54.8<br>W: 50.0<br>M: 59.6 | T: 55.7<br>W: 46.1<br>M: 64.9 | T: 61.7<br>W: 55.2<br>M: 68.36 |
| At-risk of poverty rate, 2017 | T: 23.6<br>W: 23.0<br>M: 24.2 | T: 22.2<br>W: 22.0<br>M: 22.4 | T: 25.7<br>W: 26.0<br>M: 25.4 |
| Gender Equality Index[8] | 55.0 | 62.0 | 55.8 |

Three projects '*Improving Access to Life With No Violence for Women Survivors in Central and Northern Montenegro*' implemented by **SOS Hotline for Women and Children Victims of Violence Niksic (SOS Niksic),** '*Empowering Survivors of Domestic Violence in the Tetovo Region*' implemented by **Women's Forum Tetovo (WFT)** and 'Actively and Publicly Combating Discrimination - Gender Based Violence' implemented by the **Center for Girls (CfG)** (henceforth "the projects") were implemented in such socio-economic contexts marked by developmental challenges and prominent gender inequalities. These inequalities are underpinned by prevailing patriarchal structures and cultures manifesting through violence against women as most extreme form of gender inequality. As the Organization for Security and Cooperation in Europe (OSCE)-led survey on well-being and safety of women in South East and Eastern Europe revealed, 62% of adult women in Serbia, 54% in North Macedonia and 51% in Montenegro have experienced at least one form of partner or non-partner violence, sexual harassment or stalking, while 45% of women in each country have experienced some form of intimate partner violence.

*Chart 1: Percentage of women 18+ who experienced any gender-based violence and those who experienced any intimate partner violence since age of 15, Montenegro, North Macedonia and Serbia, 2018*

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[2] Sources: national statistical offices, population statistics
[3] World Bank, accessed on 12/08/2020 at https://data.worldbank.org/indicator/SP.DYN.LE00.MA.IN?locations=MK
[4] Freedom House, democracy and freedom indicators, accessed on 12/08/2020 at https://freedomhouse.org/countries/nations-transit/scores
[5] Transparency International, accessed on 12/08/2020 at https://www.transparency.org/en/cpi/2019/results/srb
[6] World Bank, accessed on 12/08/2020 AT https://data.worldbank.org/indicator/NY.GDP.PCAP.CD?locations=ME
[7] Eurostat, Labor Force Survey 2019, accessed on 12/08/2020 at https://appsso.eurostat.ec.europa.eu/nui/submitViewTableAction.do
[8] Sources: Gender Equality Index Montenegro 2019, Gender Equality Index for North Macedonia 2019, Gender Equality Index for the Republic of Serbia 2018.
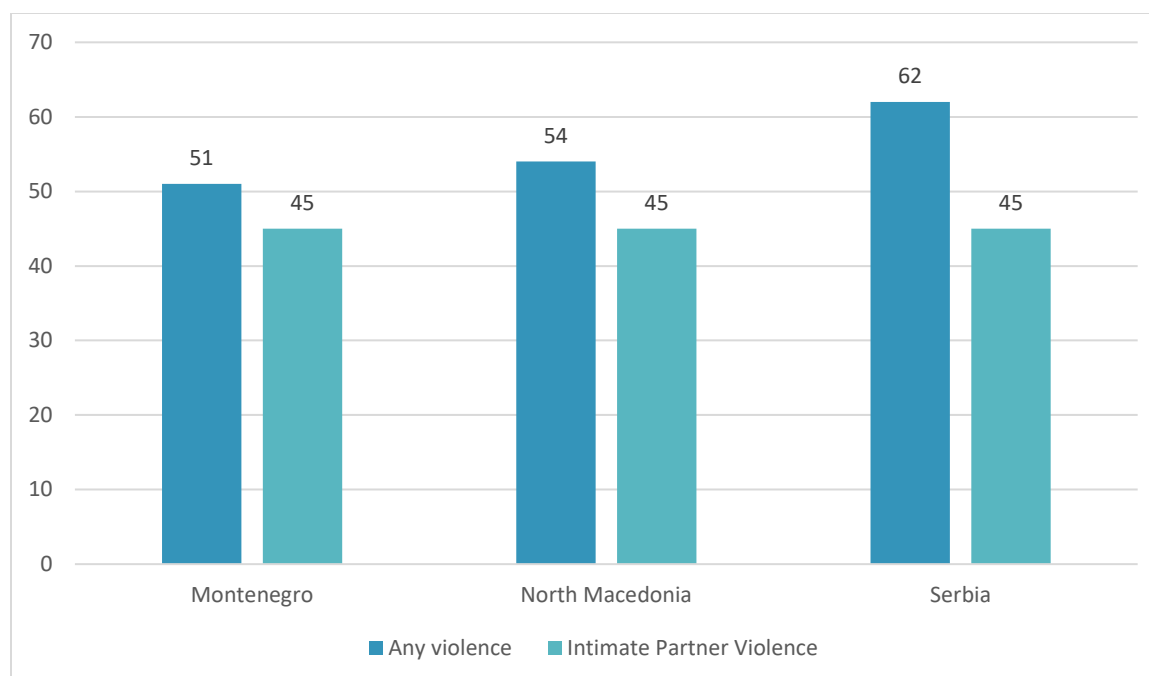
Source: OSCE-led survey on well-being and safety of women in South East and Eastern Europe, Main Results Report, 2019

Violence against women is underpinned with patriarchal norms and reporting is low due to the still prevailing attitudes that violence represents a private matter and should be handled in the family (42% of women in Montenegro, 48% in North Macedonia and 29% in Serbia agree with this statement) as well as due to the lack of trust in institutions, shame, embarrassment and fear from retribution of perpetrator.[9] In case of the most serious incident of physical or sexual violence perpetrated by current partner, 76% of women in Montenegro[10], 86% in North Macedonia[11] and 83% in Serbia[12] did not report that incident to police or any other institution/organization.

Having in mind the described features of socio-economic and cultural contexts, the implementation of three projects and their evaluation provide important contribution to the clearer picture and better understanding of the gaps that should be closed in order to promote gender equality and stimulate gender equitable development.

In addition to this general context in which projects are implemented, there are specific circumstances in the areas of project implementation that are important to know when evaluating the project interventions and their results.

The project **'Improving Access to Life With No Violence for Women Survivors in Central and Northern Montenegro'** implemented by SOS Hotline for Women and Children Victims of Violence Niksic covers three local communities of Northern Montenegro (Zabljak, Savnik and Pluzine) and one central community (Niksic). Although Montenegro ratified the key international conventions (CEDAW and Istanbul Convention) and has improved legislation regarding domestic violence, violence against women persists and reporting is low, particularly in regions targeted by the project. Local communities

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[9] OSCE-led survey on well-being and safety of women in South East and Eastern Europe, Main Results Report, 2019
[10] OSCE-led survey on well-being and safety of women, Montenegro results report, p. 54
[11] OSCE-led survey on well-being and safety of women, North Macedonia results report, p. 63
[12] OSCE-led survey on well-being and safety of women, Serbia results report, p. 56

covered by the project intervention belong to the less developed, mountainous areas of Montenegro, strongly oriented on agriculture and characterized by patriarchal culture. Farming is mainly managed by men (in 87% of cases), while women make up the majority of unpaid labour force on farms (66%). Northern region is facing significant depopulation which undermines economic development potential.[13] As population declines in these regions, particularly in more rural areas due to the outward migration of people (especially young), there is consequently decline of economic activity, which creates negative spiral of underdevelopment. In situation of stretched economic resources, there are no funds to establish or maintain quality social services, including those that are crucial for prevention and protection of women and girls from gender based violence.. Many families live in poverty and according to some explanation, some of these families settled in this region from more remote mountains during former Yugoslavia. As emphasized by the project document, support services are less available in rural and remote areas and to specific minority groups, such as Roma and Albanian women, but also women with disabilities. The implementing organization indicated that women from Northern region call national helpline less often than women from Central and Southern regions. There were only 3 calls from targeted communities during 12 months of work of the National Helpline. Difficult access to services, geographical distance from services, inadequate public transport, all contribute to the lower accessibility of services and increase likelihood of violence in more isolated communities and more excluded social groups.[14]

The project implemented by Women's Forum – Tetovo, '**Empowering Survivors of Domestic Violence in the Tetovo Region**', was operating in Municipality of Tetovo, a part of North Western Polog Region marked by multi-ethnic and multi-confessional communities, rural areas, with city of Tetovo as important economic and cultural centre of the Region. Although the natural increase of population is positive in Polog Region (more than 1.50 per 1000 inhabitants), the outward migration is also recorded, posing demographic challenges for the local development.[15] In 2019 the region recorded the lowest GDP per capita in North Macedonia, which was at the level of 46.2 of the average for whole the country.[16] The employment is also lower in this region in comparison to others. Lower development is reflected in less developed public and social protection services, including services in support to women victims of gender-based violence. According to the research conducted by Akcija Zdruzenska in 2016, women in Tetovo do not have sufficient access to information and services, they are financially dependent, oppressed by patriarchal norms and faced with cultural and structural obstacles to access support services.[17] When provided at all, services are organized on ad hoc basis, and local institutions lack knowledge and protocols in implementation of national legislation in prevention and protection from violence. The pressure to address the issue of provision of holistic, multi-sectoral support to victims of violence was also lacking in the local community prior to the Women's Forum Tetovo project.

Serbia is another country with prominent regional inequalities. While many activities focused on raising awareness on violence against women and girls are concentrated in Belgrade metropolitan area and big cities, women and women's NGOs in smaller communities and more rural areas remain less supported. Project implemented by group of organizations led by Center for Girls from Nis, '**Actively and Publicly Combating Discrimination - Gender Based Violence'** targets South (city of Nis

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[13]Statistical Office of Montenegro, Women and Men in Montenegro, 7th edition, p. 87, 22.

[14] Project document.

[15]Republic of North Macedonia State Statistical Office, Regions in the Republic of North Macedonia, 2019, accessed on 15 April 2020 at http://www.stat.gov.mk/publikacii/2019/RegioniteVoRM.2019.pdf

[16] Ibid, p. 48.

[17] Women's Forum Tetovo, Project Document.

and municipality of Vlasotince) and South West communities (city of Uzice and municipality of Prijepolje) in Serbia. While all communities in Serbia face demographic challenges such as depopulation and population ageing, Prijepolje and Vlasotince are particularly impacted by these processes. As cities, Nis and Uzice record more modest trends of depopulation, while Vlasotince and Prijepolje record stronger outward migration of the population. This is a part of the trends of movement of people from rural towards urban areas and from smaller towns to bigger cities due to the better employment prospects.[18] In terms of economic development, all communities, and particularly those smaller ones face challenges related to the economy restructuring, employment and lower living standard among significant parts of the population. This is not favourable environment for the advancement of gender equality. Violence against women is the most extreme manifestation of profound gender inequalities that are present in all spheres of life – political and economic participation, access to resources, division of unpaid household work and family care. Underpinned with patriarchal norms and high tolerance toward gender-based violence, local cultures further reproduce gender inequalities. The research on youth in Serbia unfortunately shows that young generation demonstrate very conservative opinions regarding gender relations. For example, only a quarter of young people believe that abortion should be legal, and only 10 percent agree that homosexuality is acceptable in society.[19] In such a context gender-based violence is prevalent among young people. UNICEF survey on violence in schools revealed that 74% of high school students experienced some form of gender based violence during 2013/2014 school year. More than 60% of students blames victim of sexual harassment and 60% of boys and 27% of girls justify violence against homosexual people.[20] However, majority of students expressed opinion that gender equality should be discussed in schools. The role of media in reproducing gender stereotypes is very important and the number of gender responsible media in Serbia is extremely small.

To conclude, despite the specific features of local communities targeted by three projects, there are important similarities that shape the social and cultural environment in which projects try to introduce the change that will bring more gender equitable communities and better protected women and girls. These communities are marked by troublesome period of post-socialist transformation, challenging demographic trends marked by depopulation and population ageing, as well as hindered processes of democratization and economic hardships. Such environments are not favourable for the advancement of gender equality, as priorities are shifted towards other issues and existing power structure, including the one between men and women tend to be reproduced. This is the context in which violence against women remains highly prevalent but hidden, women's rights are undermined and their well-being unachievable due to the oppression and violence. Norms reproducing unequal power structures and attitudes tolerating and keeping violence in private circles are further contributing to the gender inequalities.

The situation became even more complicated after the end of the implementation of three projects due to the COVID-19 pandemics. The burden of the COVID crisis has been particularly placed on women. They make up the majority of frontline workers in the health sector, in supermarkets and pharmacies, not only being exposed to higher health risks but also facing challenges in commuting to work in the face of cancellation of public transport, organizing childcare during the closure of kindergartens and schools, and caretaking for older family members as their movement is reduced or

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[18]Statistical Office of the Republic of Serbia, Demographic Yearbook, 2018, accessed on 15 April 2020 at https://publikacije.stat.gov.rs/G2019/Pdf/G201914016.pdf
[19]Tomanović, S, Stanojević, D. Young People in Serbia 2015. Situation, Perceptions, Beliefs and Hopes, Friedrich Ebert Stiftung: Belgrade, 2015.
[20] Center for Girls Project Document.

prohibited. The challenges faced by women who have been working from home are manifested as interference of work and family care and stress caused by difficulties to commit adequately to work under the pressure of family needs, and vice versa. The pandemic has also impacted women providing personal services whose microbusinesses were closed, as well as the army of women informally providing services to households, such as cleaning/household maintenance, childcare and care for the elderly, who have been left without work or incomes.[21] The COVID pandemic has demonstrated the profoundness of gender inequalities in the region and the fragility of progress made to date.

There are no precise estimates on the impact of the pandemic and governmental measures brought in response to it, on the prevalence and severity of violence against women in the region. It is known that VAW increases in humanitarian situations, including those related to epidemics and pandemics.[22] Frustration related to health risks, but also economic loses, uncertainty, lockdowns, restrictions in movement and deprivation, increase violence against women. At the same time, due to the measures in response to pandemics, services for prevention and protection of women from violence are less available, whether due to changed work regimes, lack of information on new modes of access to services, restricted movement or firmer control of perpetrators over women during lockdowns. This is the context in which three projects were implemented and which might influence the impact and sustainability of project results. At the same time, this is the context that defines the limits to evaluation, which is elaborated more in the section on the methodology.

## 1.2 Description of the projects

Three projects address EVAW in different ways:

1) The project implemented by SOS Niksic (Montenegro) was designed to facilitate access for women and girls in three remote Northern municipalities of Montenegro to the national helpline, shelters, counselling and information and rehabilitation, with particular focus on Roma and Albanian speaking survivors who previously did not have the access to helpline due to the language barriers. It was also focused on establishment of local community interventions in four towns in Central and Northern Montenegro and development of packages to enable targeted information sharing, referral and communication with survivors and other stakeholders in the community.

2) The Women's Forum – Tetovo (North Macedonia) has been working to expand its free legal clinic for survivors of domestic violence to include financial skills courses, life skills trainings and group counselling. Based on gaps identified through the research, the implementing organization contributed to the improvement of work of police, social services, local self-governments and health-care providers by developing multisectoral strategy to better protect women at risk of domestic violence and to ensure a more streamlined process of victim support with better identification and referral. The aim is to equip women survivors of violence with better life and financial skills and to empower them to break cycle of violence and fully participate in the society.

3) The project implemented by Center for Girls (Serbia) was focused on young women's awareness of the risks of violence and increased capacities to identify and respond accordingly

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[21] UN Women Europe and Central Asia, Gender Equality matters in COVID-19 response, https://eca.unwomen.org/en/news/in-focus/in-focus-gender-equality-in-covid-19-response.
22 UNGA A/70/723. Protecting Humanity from Future Health Crises: Report of the High Level Panel on the Global Response to Health Crises.

to that violence. Girls from four cities in Serbia were targeted by the project intervention, eight girls were trained to act as peer trainers. Also, 16 girls were trained to mobilized youth in high schools in selected cities around the issue of gender based violence and increased their knowledge and capacities to fight violence through innovative methods, such as performances. This was complemented by media campaign as an important tool for awareness raising.

All three projects lasted 3 years, and were implemented during the same period. In the same time, project addressed different forms of violence. While SOS Niksic was addressing more narrowly the problem of intimate partner physical, psychological and emotional violence, Women's Forum Tetovo targeted broader violence in family including intimate partner, but also non-partner physical, sexual, psychological, emotional and economic violence, and finally the Center for Girls addressed even broader gender based violence, including physical, sexual, psychological and emotional violence in the family and violence in the community. Grants awarded to three projects were small, ranging between 111,955 and 172,471 USD. The number of implementing partners differs between projects, with Center for Girls collaborating with several partners, SOS Niksic only with few partners and Women's Forum Tetovo operating alone. Basic information about three projects is presented in the table 2.

*Table 2: Key information about projects*

| Implementing organizations | SOS Hotline for Women and Children Victims of Violence Niksic | Women's Forum - Tetovo | Center for Girls |
|---|---|---|---|
| Project title | Improving Access to Life With No Violence for Women Survivors in Central and Northern Montenegro | Empowering Survivors of Domestic Violence in the Tetovo Region | Actively and Publicly Combating Discrimination - Gender Based Violence |
| Project duration | 3 years | 3 years | 3 years |
| Project start and end date | 01/03/2017-29/02/2020 | 01/03/2017-29/02/2020 | 01/03/2017-29/02/2020 |
| Current status | finished | finished | finished |
| Specific forms of violence addressed | Intimate partner physical, psychological and emotional violence | Violence in the family: Intimate partner physical, sexual, psychological, emotional and economic; Non-partner physical, sexual, psychological, economic | Violence in the family: Intimate partner physical, sexual, psychological and emotional; Violence in the community: sexual harassment and violence in public space/institutions, violence in schools |
| Project goal | Contributing to reduction of family violence against women and girls in four municipalities of (Niksic, Zabljak, Savnik, and Pluzine) central and | Women and girls at-risk of and survivors of DV in Tetovo Region have better access to support services and improved help-seeking attitudes. | Secondary schools girls in 4 towns in Serbia are empowered to recognize the risks of and to react on GBV against girls by March 2020 |

| | | | |
|---|---|---|---|
| | northern Montenegro by February 2020 | | |
| Project budget | Total: 172,471<br>Amount requested from UN TF: 124,991<br>Contribution: 47,480 | Total: 111,955<br>Amount requested from UN TF: 111,600<br>Contribution: 355 | Total: 74,302<br>Amount requested from UN TF: 74,302<br>Contribution: 0 |
| Key partners | Women's NGO Bona Fide Pljevlja<br>Roma Women's Network PRVA<br>Informal Women's Network against VAW | | SOS for Women and Children Victims of Violence from Vlasotince<br>The Center for Girls Uzice<br>Women's Forum Prijepolje – TV Forum from Prijepolje<br>Center for the Advancement of social consciousness – Super citizen |

## Partnerships

While Women's Forum Tetovo implemented the project alone, SOS Niksic and Center for Girls implemented project in partnership with other organizations. SOS Centre Niksic was responsible for overall administration and management of the project, while partner organizations were responsible for the implementation of project activities in their respective regions – Bona Fide in the region of Pljevlja, Roma Women's Network PRVA in the area of the capital, and informal Women's Network to End VAW in the area of Central Montenegro. Each partner nominated focal point that was a part of the project Council with advisory role. Main role of the partners was to ensure better survivor's outreach and expertise sharing, as well as to ensure coverage in response to the needs of ethnic minorities.

Division of responsibilities between Center for Girls and its' partners was 'horizontal' with specialized responsibilities in production of media campaigns by TV Forum Prijepolje, a part of the Women's Forum Prijepolje partner. Horizontal means that organizations implemented same activities within their geographical region (Nis, Uzice, Vlasotince and Prijepolje), organizing workshops, peer education, performance preparation, coordination with schools, media and other institutions and conducting media campaigns. In addition to that, media production was responsibility of TV Forum Prijepolje, and Center for the advancement of social consciousness – Super Citizen from Nis.

## Target groups

The three projects targeted different groups of primary and secondary beneficiaries. While for SOS Niksic and Women's Forum Tetovo target primarily women and girls survivors of violence and women from general population, Center for Girls targets primarily adolescent girls. First two organizations are also focused on adult women from general population and women from some minority and marginalized groups, such as rural women, women from minorities, particularly Roma women that face multiple exclusion. In Montenegro, Albanian women live in relatively closed and often rural communities, with prevailing patriarchal norms, so in addition to language obstacles in access to

services, they faced strong community pressure not to report violence. Roma women were often refugees from Kosovo, also speaking Albanian language, and in addition to the same barriers as faced by Albanian women, they faced obstacles related to the severe poverty and social exclusion from labour market, education, and social services. Among secondary beneficiaries, first two organizations target professionals, in the system for social protection and general population. While Women's Forum Tetovo and SOS Niksic have similarities in focus on women survivors of violence and professionals, Women's Forum Tetovo and Center for Girls approach share similarities in focusing on young population. Precise structures of primary and secondary beneficiaries are presented in the charts 2a, 2b and 2c.

*Chart 2a: Planned number of beneficiaries of the project implemented by SOS Niksic*

**Primary beneficiaries**

Secondary beneficiaries

70 members of general public

500 women and girls in general population
_____
200 women and girls survivors of violence

50 professionals

Secondary beneficiaries
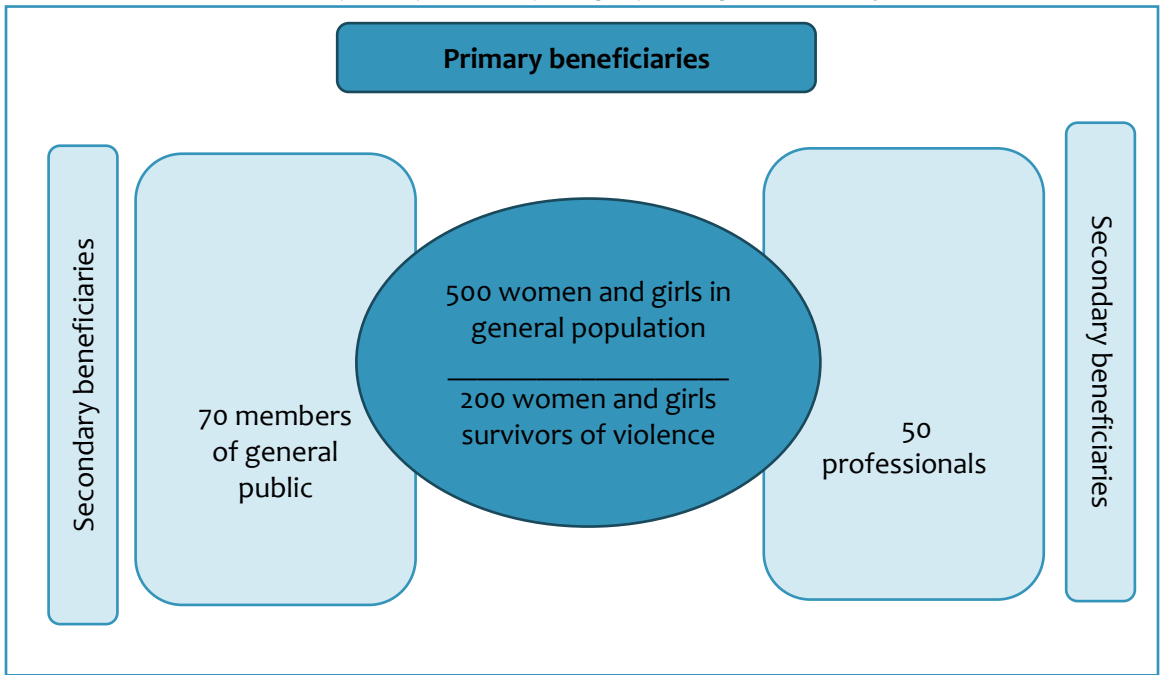
*Chart 2b: Planned number of beneficiaries of the project implemented by Women's Forum Tetovo*

**Primary beneficiaries**

Secondary beneficiaries

10 CSO members

60 women and girls in general population
_____
20 women survivors of violence

45 youth of age 14-22

190 persons from general public

11 social workers

Secondary beneficiaries
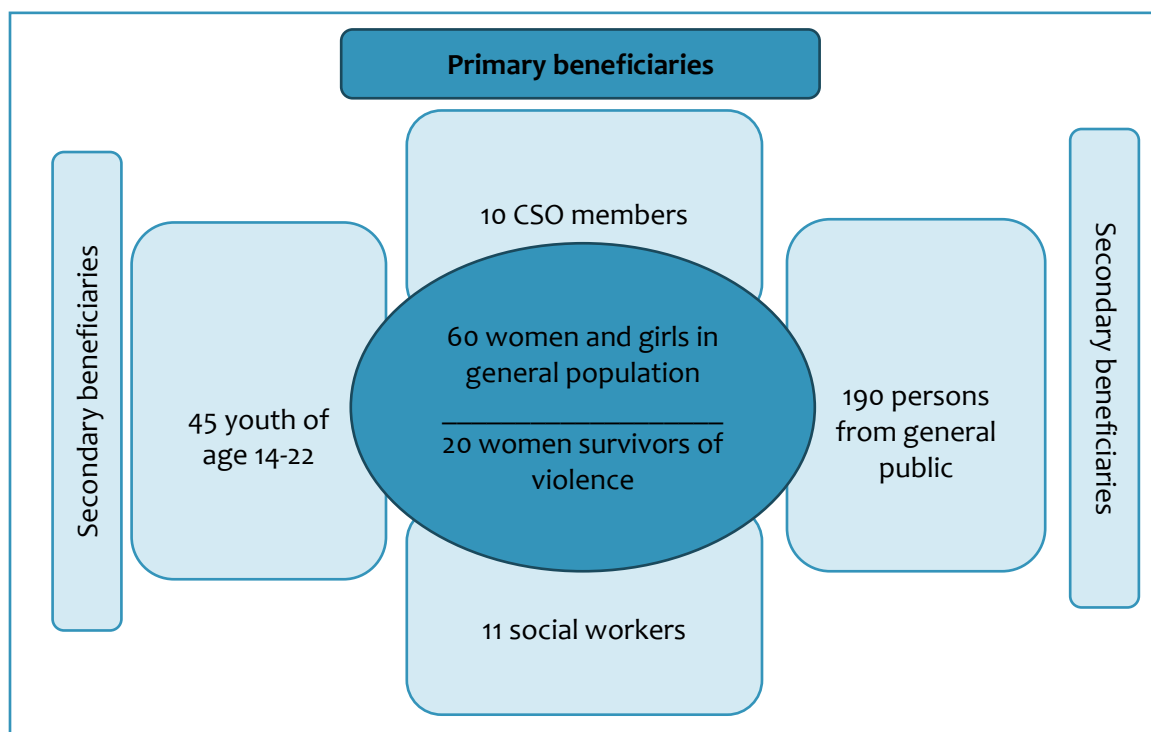
*Chart 2c: Planned number of beneficiaries of the project implemented by Center for Girls*



**Primary beneficiaries**

Secondary beneficiaries

1200 high school girls of age 15-19

5000 general public

2000 high school youth

Secondary beneficiaries
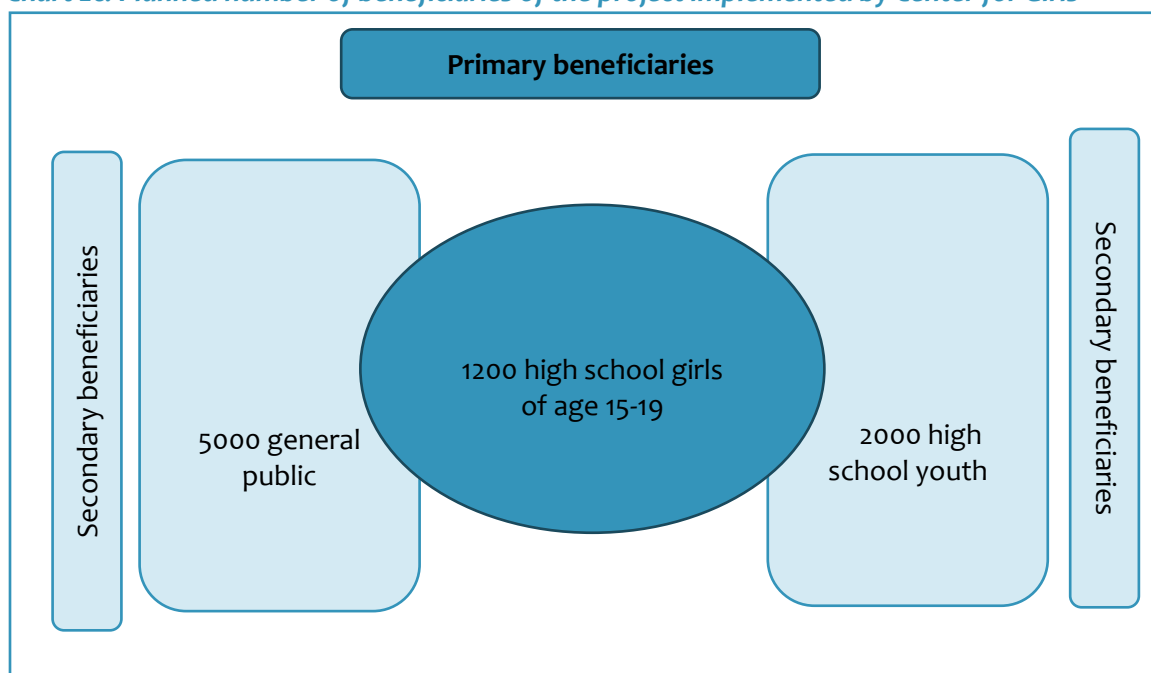
## *The result framework*

The logic of intervention of three projects is presented in result frameworks in the tables 3a, 3b and 3c, while result matrix including indicators for outcomes and outputs is presented in the Annex 1.

The project implemented by SOS Niksic was aiming to reach sustainable improvement for safety of women and girls survivors of family violence in four communities in order to contribute to the reduction of family violence against women and girls. In order to achieve this goal, the implementing organization planned to expand and improve capacities of four local communities of Central and Northern region to facilitate the access of women and girls survivors of violence to specialized support services, to mobilize and improve capacities of local professionals engaged in the system for protection to coordinate local interventions to prevent family violence. Various strategies and means were used to achieve these key objectives, such as introducing bilingual services (for Roma and Albanian women) in order to extend the outreach towards minority women; awareness raising on family violence in local communities; establishment of antenna office in Zabljak for the purpose of extending the outreach to women in three municipalities. For the purpose of achieving the objective related to the better coordination of local professionals, the organizations chose the strategy of informing professionals about human and infrastructural resources that can be used in prevention against domestic violence, as well as developing skills of professionals to become trusted persons. The trusted persons are the women living in targeted local communities, often themselves former beneficiaries of protection against VAWG support, who expressed desire to engage more actively in EVAW initiatives and who are trained to provide first-line assistance and referral to women experiencing violence in their communities. Their role is to encourage reporting, to provide information on available protection services and to give initial advice. The capacity building was grounded in the 'Change that lasts' concept that implies following principles: i) always listen to survivors and place their needs central; ii) Ask & Act: Ask the right question safely and act appropriately, iii) Specialized support -  know when and how to refer to support service, iv)  Tool s- provide clear procedures, roles, information and training, v) Sustainable independence and freedom: work together for independent future for survivors.

*Table 3a: Result chain of the project implemented by SOS Niksic*

| Outcomes | Outputs | Activities |
|---|---|---|
| 1. Women and girls survivors of family violence in 4 local communities of Central and Northern regions (Niksic, Pluzine, Zabljak and Savnik) have improved access to specialized support services by 2020. | 1.1 Resources of National Helpline for Family violence run by SOS Centre have been expanded with bilingual service | 1.1.1 Organizing trainings for work on helpline bilingual free helpline service / Montenegrin / Albanian language<br>1.1.2 Launching regular work of bilingual helpline service / Montenegrin- Albanian/, 4 hours x 2 times per week<br>1.1.3 Creating web presentation of bilingual free helpline service in Albanian language<br>1.1.4 Creating a handbook My Legal Rights in Albanian language |
| | 1.2 Women and girls in four municipalities gained information and raised awareness on family violence | 1.2.1 Regional competition for general public in 4 communities for the best slogan against VAW in family<br>1.2.2 Launching regional campaign in 4 communities through an opening conference<br>1.2.3 Promo events as public lectures, info days scheduled at least 2 per year in 4 communities<br>1.2.4 Promo leaflets and installing 4 billboards on support services against VAW in family |

| | 1.3 SOS antenna office in Zabljak and outreach service for better response to family violence against women and girls in 3 communities have been established. | 1.3.1 Launching work of SOS antenna office with regular opening time for hours per day and monthly supervision visit from main SOS office<br>1.3.2 Organizing work of outreach service for information, referrals, advice to women and girls in 4 communities<br>1.3.3 Providing outreach legal help and advice once per two months period to women and girls survivors of family violence |
|---|---|---|
| 2. Local professionals (social workers, police officers) and other trusted locals (nurses, storekeepers, hairdressers, mailmen) in 4 local communities of central and northern regions are engaged and work to build coordinated local interventions to prevent family violence against women and girls by 2020 | 2.1 Local stakeholders are better informed about available human and infrastructural resources that can serve against family violence. | 2.1.1 Organizing group /individual interviews in 4 communities to collect facts, information and picture human and infrastructure resources for work against family violence<br>2.1.2 Making of situational analysis for 4 communities and plans based on identified strengths and needs in 4 communities |
| | 2.2 Local trusted professionals who participated in trainings have increased knowledge and skills on ending family violence against women and girls. | 2.2.1 Conducting 8 trainings for 50 local professionals based on LAST model principles<br>2.2.2 Producing 200 info packageswith description of roles, information on national and local services in Montenegro, with communication guide.<br>2.2.3 Organizing local informal targeted consultation half yearly for interested professionals |

The project implemented by Women's Forum Tetovo was dedicated to the women's empowerment, starting from the principle that women's rights are human rights. Starting from the assumption that empowerment is a process that encompass both individual and its' social environment, the project intervened at both – individual and community levels. The strategies through which project intended to achieve main goal - better access of women to support services and improved help-seeking attitudes – at the individual level combined personal development (decision making, communication, conflict management, with financial skills development (budgeting, entering the labour market, vocational and entrepreneurial), and rights-based education. At the level of community, strategies included multisectoral coordination of DV support services and increased capacities of duty-bearers to better identify victims, suggest referrals and provide gender-sensitive support. More favorable environment in the community was also stimulated through raising awareness among community members that VAWG is violation of human rights, and means used included presentations, promotional material, legal literacy workshops and roundtable discussions.

*Table 3b: Result chain of the project implemented by Women's Forum Tetovo*

| Outcomes | Outputs | Activities |
|---|---|---|
| 1: Enabling environment is established for women experiencing violence to access a coordinated, multi- | 1.1 Community members, participating in project workshops and presentations, increase their awareness on women's rights, understanding VAW as a human rights | 1.1.1 Community Workshops in 12 Rural Villages (10-12 persons)<br>1.1.2 3 youth workshops for 15 participants |

| sectoral DV support service system response, prioritizing their protection and experiences in Tetovo by December 2020. | violation, and the services and resources available to survivors. | |
|---|---|---|
| | 1.2 Service providers work together to draft, implement, and monitor a coordinated, multisectoral support service, with increased victim identification-referral, gender sensitivity, and services. | 1.2.1 Working Group of service providers, facilitated by WF, creates and monitors a coordinated support services strategy<br>1.2.2 Working group representatives conduct training for 10-15 service providers from each sector on the coordinated strategy, women's rights, victim identification-referral, and gender sensitivity |
| | 1.3 Public awareness increases with dialogue about domestic violence in the Tetovo Region through various media outlets. | 1.3.1 2 Panel Discussions/Press Conferences for 10-15 persons<br>1.3.2 Brochure/Poster Design and Distribution<br>1.3.3 CSO Roundtable Discussion<br>1.3.4 Billboard Advertisement: Design and Publishing |
| 2: Women in the Tetovo region are empowered to demonstrate improved DV help-seeking attitudes that do not tolerate VAW/G by December 2020 . | 2.1 DV women survivors demonstrate greater self-esteem, confidence, and personal agency, participating in personal and financial development workshops, learning personal skills in decision making, conflict management, communication, gender equality; entrepreneurial skills; vocational skills (IT, Hairdressing, or Sewing); and personal financial skills (budgeting, banking, etc.). | 2.1.1 Cycle of Financial Development, Personal Development, and Legal Literacy Workshops<br>2.1.2 Developing Curriculum for Personal Development, Financial Development, and Legal Literacy Workshops with Facilitators<br>2.1.3 Recruitment of DV Survivors for Cycle of Workshops |
| | 2.2 Women survivors of DV gain the tools and knowledge to develop and facilitate theirown support group. | 2.2.1 Group counselling |
| | 2.3 Women at-risk demonstrate greater help-seeking attitudes and personal agency, participating in personal and financial development workshops, where they will have learned personal skills in decision making, conflict management, and communication and gained entrepreneurial skills; vocational skills (IT, Hairdressing, or Sewing); and personal financial skills (budgeting, banking, etc.). | 2.3.1 Cycles of financial development, personal development, and legal literacy workshops to 60 at-risk women (20 women/cycle)<br>2.3.2 Recruitment of at-risk women for each cycle of workshop<br>2.3.3 Check-in with facilitators about workshop curriculum for the at-risk women |

The project implemented by Center for Girls was aiming to empower high school girls to recognize the risks of and to react on gender-based violence against girls. Strategies used to achieve this goal were basically threefold: direct work with high school girls, peer learning and performances as tools for social change and combined methods of raising awareness through traditional and new media.

*Table 3c: Result chain of the project implemented by Center for Girls*

| Outcomes | Outputs | Activities |
|---|---|---|
| 1. Secondary school girls from 4 towns in Serbia have improved confidence, attitudes, behavior of GBV by March 2019. | 1.1. Secondary schools girls from 4 towns in Serbia who participated in workshops have improved knowledge about problem of GBV by March 2019. | 1.1.1 Meeting of workshop facilitators<br>1.1.2 Preparation and delivery of the GBV workshops whith high schools |
| | 1.2 Secondary school girls from 4 towns in Serbia who participated in workshops and training for peer educators have improved knowledge and skills for delivering of peer based workshops on topic of GBV by March 2019 | 1.2.1 Preparation and delivery of the peer education training program for 8 high school girls<br>1.2.2 Delivery of the workshops by high school girls peer educators |
| | 1.3 Secondary school girls from 4 town in Serbia who participate in workshops and training have improved knowledge and skills for delivering performance on topic of GBV by March 2019 | 1.3.1 Preparation of the performance with 16 high school girls<br>1.3.2 Delivery of the performance in 4 towns |
| 2. Secondary school youth, parents, teachers and citizens in 4 towns in Serbia have improved awareness about GBV by March 2020 | 2.1 Secondary school youth from 4 towns who participated in the performances are more informed of GBV by March 2019 | 2.1.1 Active enrolment of high school youth in the discussion after the performance |
| | 2.2 Secondary school parents, teachers and citizens in 4 towns in Serbia have improved understanding and are more informed of GBV by March 2020. | 2.2.1 Preparation of media campaign<br>2.2.2 Preparation of TV spot and radio jingles and pdf brochure for web<br>2.2.3 Broadcasting of the TV spot and radio jingles on TV and radio stations and on social network<br>2.2.4 Final press conference presenting project results and final evaluation of the project |

# 2. Evaluation purpose, objectives and scope

**The purpose** of the evaluation is to provide the UN Trust Fund Secretariat with an external and independent final evaluation of a cluster of small grants: *Empowering Survivors of Domestic Violence in the Tetovo Region* (North Macedonia), *Improving Access to Life with No Violence for Women Survivors in Central and Northern Montenegro* and *Actively and Publicly Combating Discrimination – Gender-Based Violence* (Serbia). External evaluation is a mandatory stage of project cycle management for all large grantees and a selection of small grants[23].

In addition, the evaluation should provide information on UN Trust Fund's contribution in the region. Moreover, given that all three projects have invested in campaigns as part of their intervention strategy, combined with their own unique constellation of accompanying project activities (Serbia being primarily prevention, Montenegro combining campaigns with support to survivors and North Macedonia combining campaigns with direct support to survivors as well as essential services

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[23] Small grants refer to UN Trust Fund awards of US$ 125,000 or less in 2017 and US$ 150,000 or less from 2018.

coordination), it provides a strategic opportunity to explore the potential impact of EVAW advocacy and awareness campaigns in different implementation modalities. A part of evaluation will be focused on the successful activities peculiar to each project in order to assess potential for upscaling or replication.

The evaluation results will be used to inform future programmatic decisions, organizational learning and accountability as well as for the identification of good practices in design, implementation and assessment of the impact of EVAW advocacy and awareness campaigns in Europe and Central Asia on prevention or reduction of violence and other intended program goals and outcomes.

Targeted users of the evaluation are UN Trust Fund Secretariat, implementing organizations: SOS Niksic, Women's Forum Tetovo and Center for Girls, programme staff and key stakeholders (donors, government partners, other regional actors, UN system) working on EVAW advocacy and awareness in Europe and Central Asia. Potential users of evaluation results could be also the EVAW practitioners in the region, including CSOs working on gender equality and EVAW.

**Evaluation objectives**:

- Evaluating the three-year projects against the effectiveness, relevance, coherence, efficiency, and sustainability, as well as the cross-cutting gender equality and human rights criteria;
- Identifying key lessons and promising or emerging good practices in the field of ending violence against women and girls, for learning purposes;
- Exploring the (likelihood of) impact of advocacy and awareness campaigns on ending violence against women;
- Providing recommendations to replicate or scale up innovative and effective practices.

**Evaluation scope** is defined in terms of time, geographical scope, and target groups coverage:

- Timeframe: entire project duration (1 March 2017 to 29 February 2020);
- Geographical coverage:
  - o SOS Niksic: 4 municipalities in Central and Northern Montenegro – Niksic, Pluzine, Zabljak and Savnik);
  - o Women's Forum Tetovo: North Macedonia, Tetovo region (Tetovo, Tearce, Zhelino, Brvenica, Bogovinje and Jegunovce);
  - o Center for Girls: Serbia, cities Nis and Uzice and municipalities of Vlasotince and Prijepolje
- Target groups: implementing teams, primary and secondary beneficiaries, as well as key stakeholders of each project.

**Evaluation organization**

The evaluation was implemented within the specific organization and coordination structure, consisting of:
- UN Trust Fund coordination team,
- Implementing partners task managers,
- Internal Evaluation Management Groups (IEMG),
- External Stakeholder Reference Groups and (ESRG)

- Evaluation team (ET).

**The UN Trust Fund team** was represented by Daniele Elizaire who lead on day-to-day management from the UNTF side, and Gemma Louise Wood, who co-managed the evaluation, mainly from procurement/budget perspective and oversaw the process to ensure it meetUN evaluation quality and provided guidance.

Implementing partners' task managers were the focal points in planning the evaluation process together with the evaluation team. They are:

- SOS Niksic: Jovana Vujacic;
- Wormen's Forum Tetovo: Antigona Alili;
- Center for Girls: Marija Virijevic and Tatjana Nikolic.

**The IEMG** was the main decision-making body for the evaluation and was composed of designated representatives from the implementing organizations:

- SOS Niksic:  Natasa Medjedovic, Jovana Vujacic and Dijana Pistalo;
- Wormen's Forum Tetovo: Antigona Alili, Arita Shaqiri;
- Center for Girls: Marta Stanojević, Tatjana Nikolić, Marija Virievič i Tatjana Obradović Tošić.

**The ESRG** was established in order to ensure that evaluation approach was relevant to stakeholders, and to make certain that factual errors or errors of omission or interpretation were identified in evaluation products. The ERG  provided inputs at key stages of the evaluation: inception report, draft and final reports. The group was composed by representatives of diverse stakeholders:

- SOS Niksic: Leonora Dukaj, Nada Koprivica and Jovana Hajdukovic;

- Wormen's Forum Tetovo: Xhane Kreshova, Slagjana Josifoska, Verica Timosieska, Aferdita Haxhijaha Imeri, Aferdita Jusufi, Memet Miftari, Nada Blazheska, Lejla Rexhepi, Rodona Shaqiri, Shpresa Dauti, Mamudije Xhemaili, Sanije Elmazi, Zorica Sterjoska, Radmila Angelkovska, Frosina Ivanovska, Nebi Jusufi, Salajdin Idrizi;

- Center for Girls: Aldina Luinović, Sofija Rvović, Svetlana Šarić, Milena Pljaskić, Milica Pejić,  Ružica Stamenić, Mila Stanojević, Vladana Grujić,  Sanja Krstić,  Marijana Prokopović.

**The ET** consisted of two evaluations experts: Dr. Marija Babovic, lead expert and Dr. Rastislav Vrbensky, the quality assurance expert. The lead expert was responsible for overall design of the evaluation methodology, conducting the data collection, the analysis and drafting evaluation report as well as preparation of its presentation. The quality assurance expert supported the lead expert in key stages of the evaluation, contributed in the analysis of findings on efficiency of the three projects as well as to the formulation of findings and recommendations in general, *inter alia* ensuring that they adhere to UN Trust Funds guidelines and  UN evaluation quality standards. He also supported lead expert in extracting and presenting the knowledge generated through three projects and innovative practices that could be used by UN Trust Fund in the future – i.e. sharing of knowledge and learning with EVAW/G practitioners, donors, and stakeholders. The evaluation team was supported by interpreters for Albanian and Roma languages.

# 3. Evaluation criteria and key questions

The evaluation is designed in line with evaluation criteria defined in ToR and grounded in the *UN Trust Fund Guidelines for Final External Project Evaluations*. The evaluation criteria are as follows:

1. Effectiveness,
2. Relevance,
3. Coherence,
4. Efficiency,
5. Sustainability,
6. Impact,
7. Knowledge generation,
8. Gender equality and human rights,
9. Comparison.

EEFFECTIVENESS is a measure of the extent to which a project attains its objectives/results, as set out in the project document and results framework in accordance with the theory of change. This is essentially a qualitative measure of immediate and observable change in the target groups/institutions/ as a direct result of implemented activities and the delivery of outputs. This includes an assessment of the appropriateness of measurable indicators, whether planned benefits have been delivered and received, the extent of behavioral and organizational change among beneficiary groups and target institutions, whether assumptions at the results level were relevant and adequate in explaining the achievement of the project purpose and whether any unplanned results have affected the benefits received.

Original evaluation questions related to the effectiveness presented in ToR are slightly revised:

- Question 2 (see table 4a) is newly added. The assessment of effectiveness is mainly based on the assessment of result framework. Therefore, prior to this assessment is very important to assess if indicators through which results are measured are appropriate.

- Two questions that were related to the identification of factors influencing the effectiveness are now grouped under the question 4 (a and b) and another sub-question is added (4c) with the aim to introduce the influence of external factors that might impact the effectiveness of three projects.

*Table 4a: Evaluation criteria and evaluation questions - Effectiveness*

| Evaluation Criteria | Evaluation Questions |
|---|---|
| **Effectiveness** | 1. Were the programme designs logical in:<br>a) taking into account the roles, capacities and commitment of stakeholders; and,<br>b) in realistically achieving the planned outputs? |
| | 2. Were the indicators for measuring results at outcome and output levels consistent, precise and measurable? |
| | 3. To what extent were intended project goals, outcomes and outputs (project results) achieved and how? |

| | |
|---|---|
| | 4. What were enabling and what hindering factors for the achievement of planned results?<br>a) To what extent did intervention strategies, specifically advocacy and campaign work, contribute to achieved results?<br>b) What evidence is there that awareness raising campaigns were a contributing factor for progress toward intended goals (i.e.: social marketing, entertainment media, face-to-face group-based education to reduce VAW)?<br>c) Which external factors (national and local policies, stakeholders) contributed or prevented smooth project performance and the achievement of planned results? |
| | 5. To what extent did campaigns shift (in any direction) norms and perceptions around gender-based violence (GBV) in implementation communicates? |
| | 6. What alternative strategies would have been more effective in achieving expected results? |
| | 7. How do different beneficiaries interpret the same advocacy / behavior change message? Are they all impacted the same way or differently? |

**RELEVANCE** is the extent to which the project is suited to the priorities and policies of the target group and the context.

*Table 4b: Evaluation criteria and evaluation questions - Relevance*

| Evaluation Criteria | Evaluation Questions |
|---|---|
| Relevance | 8. To what extent were the objectives and design of the intervention informed by needs and interests of diverse groups of stakeholders through in-depth consultation? |
| | 9. To what extent do the achieved results (project goal, outcomes and outputs) continue to be relevant to the needs of women and girls in project implementation sites across Macedonia, Montenegro and Serbia? |
| | 10. To what extent does the programme respond to the international framework to prevent and respond to violence against women, such as CEDAW, Beijing Platform Action and women's human rights principles? |

**COHERENCE** is the extent to which other interventions support or undermine the intervention, and vice versa. Includes internal coherence and external coherence.

Evaluation questions related to the coherence of the projects were complemented by the question 13 on internal coherence between activities, outputs and outcomes as this might often be the reason for lower or higher effectiveness and impact.

*Table 4c: Evaluation criteria and evaluation questions - Coherence*

| Evaluation Criteria | Evaluation Questions |
|---|---|
| | |

| | |
|---|---|
| **Coherence** | 11. How are these EVAW campaign strategies compatible with other interventions in their respective countries? In the region? |
| | 12. What are the synergies and linkages between the intervention strategies carried out across the grantee organizations? Compared to small women's led organizations within the same context? |
| | 13. How internal design of the project affects the achievement of the project goal? Are key components (outputs and activities) coherent and complementing leading to more effective achievement of results? Are there inconsistencies in project outputs and activities that might undermine the overall project coherence? |

EFFICIENCY measures the outputs both qualitative and quantitative, in relation to the inputs and refers to the extent to which the project has been implemented efficiently and cost-effectively. This section will therefore assess i) whether project outcomes, outputs and activities were designed to make best use of resources (financial resources, human resources, time, expertise), ii) how the decisions about allocation of the resources were made, iii) whether the activities were delivered on time and budget, iv) whether the project has been managed well to make best use of resources and to generate synergies and spill offs, and v) how efficiently the project management monitored the performance and results. The section will use the comparison between 3 evaluated interventions to formulate overall findings and forward-looking recommendations. In order to collect information on broader context of the interventions as well as potential adjustment to unforeseen circumstances, the original set of questions was complemented by question 17 and 18.

*Table 4d: Evaluation criteria and evaluation questions - Efficiency*

| Evaluation Criteria | Evaluation Questions |
|---|---|
| **Efficiency** | 14. To what extent was the project efficiently and cost-effectively implemented? |
| | 15. How efficiently does the programme management monitor programme performance and results? What was the management and oversight structure of the project? Was the distribution of roles and responsibilities among the project team and different stakeholders/ partners well defined to enable efficient implementation? |
| | 16. Have resources (funds, human resources, time, expertise, etc.) for integrating human rights and gender equality been allocated strategically to achieve results? What were the benefits, costs or consequences? |
| | 17. To what extent have additional resources been mobilized to contribute to broader results and impact? Or to what extend has the project utilize synergies with other activities implemented by your organization or partners? To which extend has the project contributed to institutional strengthening of your organization? |
| | 18. What were the elements that contributed to progress or delay in the project implementation and attainment of results? What were the mechanisms to adjust to unforeseen circumstances? |

SUSTAINABILITY is concerned with measuring whether the benefits of a project are likely to continue after the project/funding ends. This means that there is a strong correlation between impact and sustainability since the explanatory variables are often the same for explaining impact and sustainability. Impact and sustainability are positively correlated. Therefore, if overall impact is negative, then so is sustainability.

*Table 4e: Evaluation criteria and evaluation questions –Sustainability*

| Evaluation Criteria | Evaluation Questions |
|---|---|
| Sustainability | 19. To what extent are the achieved results, especially any positive changes in the lives of women and girls (project goal level), likely to continue? To what extent are policy and regulatory frameworks in place that will support the continuation of benefits? To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits? |
| | 20. How have stakeholders been involved in programme implementation? How effective has the programme been in establishing local ownership? |
| | 21. Can the programme approach or results be replicated or scaled up by national partners? What would support their replication and scaling up? |
| | 22. What indications are there that the outcomes will be sustained, e.g., through requisite capacities (systems, structures, staff, etc.)? Will the programme beneficiaries be able to rely on themselves (be resilient) after funding reduces or is withdrawn?<br><br>23. How COVID-19 pandemics and government measures adopted in response to it influenced the sustainability of results? |

IMPACT (likelihood of) assesses the changes that can be attributed to a particular project relating specifically to higher-level impact (both intended and unintended).

The question 24 related to the assessment of impact is revised in order to provide more nuanced insights in impact achieved at different levels (individuals, local community/groups, and system).

*Table 4f: Evaluation criteria and evaluation questions - Impact*

| Evaluation Criteria | Evaluation Questions |
|---|---|
| Impact | 24. To what extent has the project contributed to ending violence against women, gender equality and/or women's empowerment (both intended and unintended impact)?<br>a) What is the impact on individual, project beneficiaries? How they changed their norms, perceptions, life strategies?<br>b) What was the impact on the local community, different groups of populations? |

| | |
|---|---|
| | c) What was the impact on the system level? How institutional practices, capacities have changed due to the project intervention and how these changes impact on EVAW? |
| | 25. To what extent have EVAW campaigns generated significant positive or negative, intended or unintended, higher-level effects in the lives of women and girls in each intervention country? In the region? |

KNOWLEDGE GENERATION assesses whether there are any promising practices that can be shared with other practitioners.

*Table 4g: Evaluation criteria and evaluation questions –Knowledge generation*

| Evaluation Criteria | Evaluation Questions |
|---|---|
| Knowledge generation | 26. To what extent has the project generated knowledge, promising or emerging practices in the field of EVAW/G that should be documented and shared with other practitioners? |

GENDER EQUALITY AND HUMAN RIGHTS checks if these are incorporated in the project design and implementation.

*Table 4h: Evaluation criteria and evaluation questions –Gender Equality and Human Rights*

| Evaluation Criteria | Evaluation Questions |
|---|---|
| Gender Equality and Human Rights | 27. To what extent was a human rights-based approach and gender equality incorporated in the design and implementation of the programme? |
| | 28. To what extent does the intervention address the underlying causes of inequality and discrimination, including those experienced by vulnerable groups? |

COMPARISON is specific evaluation criteria which helps to compare strategies in the context of different project design but similar social and cultural contexts. It helps to identify what are effective and sustainable models of intervention.

*Table 4i: Evaluation criteria and evaluation questions - Comparison*

| Evaluation Criteria | Evaluation Questions |
|---|---|
| Comparison | 29. How do these three projects compare in terms of their strategies and both intended and unintended impacts/outcomes? |
| | 30. Given that these projects are operating in somewhat similar contexts and EVAW frameworks, how do they differ particularly when it comes to the advocacy /campaigns? |

| | 31. Given that these projects are operating in somewhat similar contexts and EVAW frameworks, can we identify good practices or "what works" when using campaigns/advocacy as a programmatic component to prevent/end violence against women? |
|---|---|

# 4. Evaluation methodology

## 4.1 Evaluation design

The evaluation methodology and approach are developed taking into account the evaluation purposes as defined in the ToR, UN Trust Fund Guidelines for Final External Project Evaluations, as well as *UN Women Evaluation Handbook* and OECD DAC[24] evaluation criteria adjusted to the UN Trust Fund evaluation framework. The evaluation methodology was aligned with the standards of gender-responsive evaluation and incorporates requirements related to fair relations of power, empowerment, participation and inclusion, independence and integrity, transparency, quality, credibility and ethics.

The evaluation methodology uses the 'hybrid'approach, combining **case study** with **comparative** and **quasi-experimental methods**. **The case study** is applied in the analysis of each project, enabling the comprehensive picture on the projects along evaluation criteria, based on data triangulation: the analysis of documentation, individual and group interviews, and secondary data relevant for understanding the context and stakeholders. **Comparative method** has been used in order to compare the similarities and differences of three projects. As these projects are quite different (particularly the project implemented by Center for Girls differs from two others), it was not possible to apply multi-case study approach, and comparative method was identified as more appropriate. This is also because comparative method enabled to select only comparable components of otherwise different projects, to control for various contextual variables that could impact comparable elements and to assess the effects of different approaches and strategies.

**The quasi-experimental method** enabled to assess the impact of different interventions (as independent variables) on changes in attitudes and behaviours (as dependent variables). The methods that will be applied will be mainly **post-test without comparison group**, but where available data from internal monitoring allow, this method will be combined with **pre-test and post-tests without comparison group**. These methods are selected due to the several reasons: as evaluation is conducted after the project implementation, the pre-test cannot be applied for entire project evaluation, but only for some segments, where data are available due to the internal monitoring. Secondly, due to the limited time-frame and resources it is not possible to conduct quasi-experimental study with control group as this would mean to include informants that are hardly reachable, such as women victims of violence that were not project beneficiaries and are not in contact with implementing organizations (so they are completely free from the influence of the project activities and messages), or high-school girls which would be fully equivalent to the beneficiaries of the Center for Girls' project, but were not at all exposed to the project interventions. In case of the latter, this would be particularly difficult since girls of that age have already completed high school making it very difficult to find them. Therefore, as the most realistic method, the post-test without control group will be applied, which is defined as a 'quasi-experimental research design in which a dependent variable is measured for one group of participants following a treatment.'[25] Having in mind the limitations of this method, it is of key importance to use it only as a part of more complex methodology including also case study and comparative analysis.

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[24] http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm
[25] Quasi-experimental and single-case experimental designs. [PDF]. (2019). Retrieved from https://us.sagepub.com/sites/default/files/upmbinaries/89876_Chapter_13_Quasi_Experimental_and_Single_Case_Designs.pdf

In addition to this, the methodological approach to project evaluation will combine principles of several influential evaluation methodologies:

- **Collaborative Outcomes Reporting** – it is an approach to impact evaluation based around a performance story that presents evidence of how a program has contributed to outcomes and impacts. Rather than focusing on general and abstract users, evaluators are able to provide recommendations based on participatory contribution of relevant stakeholders and thus facilitate decision-making and implementation of activities among those who will use the evaluation findings.
- In terms of lessons learned and best practices, the evaluation team will apply **Appreciative Inquiry and Positive Deviances** approach that focuses on the existing strengths, but which also identifies the main weaknesses and challenges facing the implementation of the project to achieve the desired results and effects.
- To ensure maximum utilization of the evaluation, **Utilization-focused Evaluation** approach will be used and the evaluation be planned and conducted in a manner its results are easily utilized in the coming period with the aim of improving the program and activities.

The evaluation was implemented through four phases: inception, data collection, reporting and validation (chart 3).

*Chart 3: Phases of evaluation*
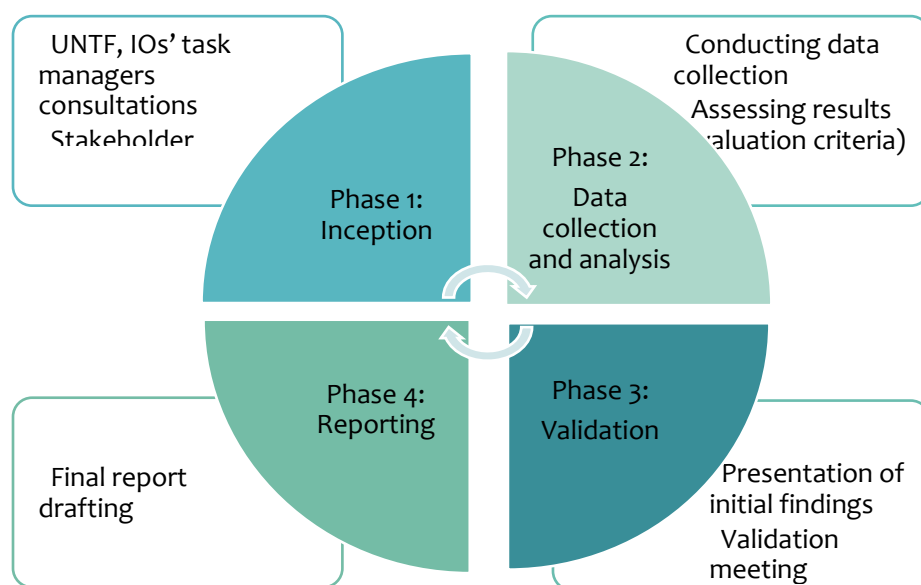


### 1) INCEPTION PHASE

During the inception phase the overall evaluation methodology as well as data collection and analytical instruments was designed. This phase included several components:

1) Desk research of project documentation, UN Trust Fund, UN Women and other relevant guidelines, relevant reports and studies that enabled understanding of the context in which projects were implemented.

2) Inception meeting with UN Trust Fund team and implementing organizations' task managers with the purpose of introduction and setting the initial schedule for preparatory consultations.

3) Collection of information needed for drafting Inception Report from implementing organizations, particularly data needed for stakeholders' analysis, development of sample plan, as well as data on project results in line with result matrix indicators for the purpose of evaluation of effectiveness and preparation of interviews. This was done through questionnaire followed by the online interviews with task managers.

4) Drafting Inception Report which contained all necessary elements for launching the evaluation: description of projects and context in which they were implemented, presentation of methodology design, sample plan, evaluation questions with identified indicators and sources, list of documents, data collection tools and detailed workplan. The Inception Report was approved by the IEMG, ESRG and UN Trust Fund team.

### 2) DATA COLLECTION AND THE ANALYSIS

This phase included:

1) **Data collection** is described in more details in the section 3.3. It is important to emphasize that due to the exceptional circumstances related to the COVID-19 pandemics, and closure of borders between Serbia, Montenegro and North Macedonia, data collection was conducted remotely, using various communication methods. Data collection phase was organized in the way that allowed full focus on one project during the given time period. For each project one week for the data collection was dedicated.

2) **Data analysis** (described in details in section 3.3).

### 3) DRAFTING FINAL REPORT

During this phase the Evaluation Report was developed in line with UN Trust Fund guidelines.

### 4) VALIDATION WORKSHOP AND FINALIZATION OF EVALUATION REPORT

Online workshop was held with UN Trust Fund, IEMG and ESRG with the aim to validate findings and to discuss recommendations. Prior to the workshop, all organizations had the opportunity to review the first draft of the Evaluation Report, to check and indicate possible factual errors and insufficiently clear findings or recommendations. Based on the discussion during the workshop and written comments, the report was revised and final version submitted to UN Trust Fund.

## 4.2 Data sources

For the evaluation process purposes, multiple data sources were used:

- Project documents, including progress reports, baseline and end line reports, monitoring reports, reports on knowledge and skills test, training or service evaluations and others (list of documents is presented in the Annex 6);
- Publications, articles, reports, databases, relevant legal and strategic documents regarding EVAW in the implementing countries and communities;

- All relevant 'raw', or primary data collected during the project (databases, material collected for the purpose of the project monitoring, meeting minutes, etc.);
- Structured questionnaires designed for the inception stage of the evaluation filled by task managers;
- Interviews with implementing organizations and their partners;
- Interviews with representatives of primary project beneficiaries, such as women survivors of gender-based violence who were supported by the project activities, girls trained to conduct peer workshops in Serbia.
- Representatives of secondary project beneficiaries, such as professionals in the system for support to victims of VAW, CSOs.
- Data on attitudes towards VAW in local communities where project was implemented that can inform the evaluation about potential changes under the project intervention, including local media, social media, and opinion polls data bases where available.
- Stakeholders relevant for project implementation or for the sustainability of the project results, such as representatives of local self-government, government institutions, CSOs, etc.

## 4.3 Data collection methods and analysis

**Data were collected** using mixed methods:

- **Content analysis** provided the data on project design, implementation, but also data on the relevant contexts. It was conducted on project documentation, reports, relevant literature, baseline and end-line studies, monitoring reports, relevant policies and strategies, media content analysis. This was not content analysis in strict, quantitative form as implemented in the fundamental research, but more in the loose form which enables collection of different types of information, including data on the project design and implementation, data needed for the indicators for measuring project results, for monitoring projects' budgets, information on the process of the implementation, and similar. Content of relevant policies was also analysed as well as media campaigns content, which constituted important component of the projects.
- **Structured questionnaires** were used during inception phase in order to collect information needed for the inception report that was not readily available from the project related documents.
- **Online interviews** were conducted with different stakeholders: implementing teams and their partners, primary and secondary beneficiaries as well as relevant stakeholders at local and national levels.
  - The interviews with implementing teams and their partners were aiming at getting the information about project implementation, its effectiveness, relevance, efficiency, coherence, impact and sustainability. They also provided information on project design, rationale behind it and process of defining the log frame, including the participation of target groups, division of tasks during implementation, challenges faced, mitigation strategies, reflection on used strategies and alternatives, perception of effectiveness, impact and sustainability, lessons learned from the processes, and particularly in relation to the changes of norms, values and attitudes. Data collected through interviews complemented the information available in progress reports and other project documents, and enabled deeper insights in processes of choosing between alternatives, dilemmas, factors that influenced certain choices, and similar.

- o  Online semi-structured interviews with representatives of primary beneficiaries were of great importance as they provided the information on effects, impact and sustainability of the project achievements. The data collected by this method also enabled insights in obstacles and challenges faced by the beneficiaries to enjoy or apply fully benefits obtained due to the project interventions.
- o  Interviews with representatives of secondary beneficiaries provided information on changes initiated by the project intervention among different stakeholders whose actions define the environment in which women are protected from violence or which welcome or discourage the changes in norms, values and attitudes. These data complement data obtained from primary beneficiaries, as they revealed the picture on the most relevant environment in which primary beneficiaries could better use prevention and protection services or behave in accordance with newly acquired gender equitable norms and values.
- o  Interviews with representatives of key stakeholders in local communities where projects were implemented or at national level provided insights in broader picture on the environment influencing change of norms, attitudes, and behaviours. They indicated how (un)favourable was overall legislative and policy environment, and how projects related to other EVAW initiatives.
- • **Structured questionnaires** were used for primary beneficiaries – women who are survivors of VAW and were beneficiaries of project activities implemented by WFT. This data collection method had the same purpose as in case of online interviews with beneficiaries of other projects, but due to the language barriers and difficulties to organize online interview with interpreter, the self-administered structured questionnaires were additionally used.

Since data collection was conducted during the peak of COVID-19 pandemic and due to the restrictive measures implemented in all three countries (including closure of borders, introduction of quarantines, curfews, closure of public services and similar), data were collected remotely in agreement with UN Trust Fund and implementing organizations. Various channels for interviews, such as online platforms (Skype and zoom), mobile phone applications (such as Viber and WhatsApp), or in case where internet was not available, traditional phone calls to mobile or landline phones. FGDs were simulated by using zoom platform that enables participation of larger number of respondents, and it was conducted only in case of high school girls who were beneficiaries of project implemented by Center for Girls Nis. The choice of the communication method depended on the region (availability of internet was different in urban and rural areas), age of respondents (younger persons use more digital technologies, different apps, while older population relies more on phone) and type of stakeholders (NGOs use more diverse online tools and mobile applications, while representatives of public institutions more often rely on Viber or phone).

During the data collection ethical and safety considerations were fully applied (elaborated more in the chapter 4).

**The analysis** was conducted using the software for mixed method analysis MAXQDA. As some interviews were conducted in Serbian/Montenegrin, all interviews were translated to English and inserted in the data base. They were coded using code list in line with the plan of analysis (Code list available in the Annex 7). The analysis was multistage. In the first step all text was coded by the main codes which in addition to several characteristics of respondents are defined in line with evaluation questions. During the first cycle of coding patterns of findings emerged, which lead to further elaboration of coding system, creating different modalities of one aspect, classifications, typologies,

etc. In second round sub-coding was done to enable more detailed coding of text that will lead to findings. Each project was treated as a case study, with its own intervention logic, background, context, results, factors, impact, sustainability, coherence, knowledge that was generated, etc. However, in agreement with UN Trust Fund team it was agreed to present findings in comparative manner, providing comparative findings for each evaluation question instead of analysing each project along all evaluation questions and then to conduct comparison at the end. This seemed as more appropriate way of the analysis for the cluster evaluation.

Although initially it was decided not to present any colouring system of tracking achievements of results in order not to create atmosphere of competition between projects, after the analysis it appeared that all three projects were very effective. Therefore, in the analysis of the achievement of results, the simple method of coloured coding was used with green colour indicating full achievement or over-achievement of planned targets and yellow colour indicating results slightly below planned targets.

## 4.4 Sample and sampling design

The sample design was based on the project design and stakeholder analysis, which was specific for each project. The sample was purposive, multi-layered, including several categories of respondents in each country:

- the representatives of implementing organizations/lead organization;
- representatives of partner organizations;
- representatives of primary beneficiaries;
- representatives of secondary beneficiaries;
- representatives of other stakeholders that were not involved in the project implementation, but which are of key importance because they i) influence main policy and legal frameworks, ii) shape the system in interaction with such initiatives, as well as ii) represent key donors in the area of EVAW.

The selection of respondents was done with assistance of implementing organizations, but in line with evaluation team requirements. In total 73 persons were interviewed during data collection phase: 27 in Montenegro, 20 in North Macedonia and 26 in Serbia. Numbers of different categories of respondents are presented in the table 4.

*Table 5: Number of respondents per category and project*

| Type of stakeholders | Number of respondents | | | |
|---|---|---|---|---|
| | SOS Niksic | Women's Forum Tetovo | Center for Girls | Total per category |
| Implementing organization | 3 | 8 | 4 | 15 |
| Implementing partners | 7 | 3 | 4 | 14 |
| Primary beneficiaries | 3 | 3 | 10 | 14 |
| Secondary beneficiaries | 7 | 4 | 7 | 18 |
| Other stakeholders | 7 | 2 | 1 | 10 |
| **Total per country** | **27** | **20** | **26** | **73** |

It is important to emphasize that categories of respondents are not always clear-cut as some roles overlap. For example, in the project implemented by SOS Niksic, women who became trusted persons in order to provide information on support to women in northern municipalities are here classified as implementing partners, but they were also project beneficiaries. These are women working in other institutions or companies who perform role of the trusted person on the voluntary basis. They participated in trainings and some of them were even former domestic violence survivors who were supported by SOS Niksic and then decided to become volunteers for their communities.

Among respondents interviewed for the evaluation of project implemented by SOS Niksic there were 74% female, and 26% of male, 19% younger than 30 years, 41% old between 30 and 44 years, 33% old between 45 and 59 years and 7% 60 and more years old. By living area, 37% is from rural areas and three persons declared as belonging to the minority (Roma and Albanian).

Among respondents interviewed about Women's Forum Tetovo project, 83% were female, 17% younger than 30 years, 50% between 30 and 44 years old, 17% between 45 and 59 years old and 17% 60 or more years old. One respondent lives in the rural area and three identified themselves as belonging to the minority.

Among respondents interviewed about project implemented by Center for Girls Nis, except one person all were female (96%), 46% were younger than 30 years, 27% were between 30 and 44 years old, 15% were between 45 and 59 years old and 8% were 60 or more years old.

Full list of respondents was delivered separately to UN Trust Fund in order to preserve the anonymity and confidentiality of respondents.

## 4.5 Limitations of methodology and mitigation strategies

As previously indicated, the main limitations are related to the lack of possibility to conduct fully quasi-experimental research with control groups, which would enable to measure the impact of the project interventions more precisely. Without control group, the evaluation must rely on the data which show the change among beneficiaries. For this purpose, it would best to have data collected pre and post intervention (pre-test and post-test), but since the independent evaluation was not initiated before the project activities, it has to rely on data available through the internal project monitoring. As the pre-test and post-test data are not available for all groups of beneficiaries for all aspects of change, only post-test one group method was used for the stakeholders and aspects for which pre-test is not available.

Another limitation is related to the selection of beneficiaries. As the implementing organizations provide the contacts with beneficiaries, they can already create bias by choosing those that are more in favour of the project and excluding those that are more critical. However, as the interviews with beneficiaries serve more to provide inputs for the analysis of impact and sustainability, gender equality and human rights, and not primarily the project effectiveness (which will be assessed mainly using the result indicators), the mediating role of implementing organizations was not considered as problematic in terms of impacting the honesty of the beneficiaries testimonies. In addition, the main objective is to learn from the experiences that had the empowering effects and to identify where the limits to this method of intervention are in order to learn lessons and generate knowledge that will lead to interventions with stronger impact in the future.

Especially important limitations come from the situation related to COVID-19 pandemics and government measures imposed in response to it which prevented cross-border movements, face-to-face communication, and possibilities to organize group interviews and focus group discussions. These limitations were mitigated by conducting phone and online interviews as previously explained. Remote interviewing had limitations but also benefits, providing good lessons for future similar situations. The limitations are related to the absence of face-to-face communication which enables to build better relationship between interviewer and respondent, to create atmosphere of trust and to develop communication that will go 'beyond the surface'. This is particularly important with interviews on sensitive topics, but also in case of interviews where respondents are not very motivated to participate or they have not sufficiently developed their opinions. The value of non-verbal communication is lost, gradual guidance to the core questions, going back to the issues respondents skipped or were not interested to elaborate, is much harder to achieve through phone or other means of communication without visual contact.

On the other hand, remote interviewing enabled to expand coverage and to interview more diverse stakeholders in different locations for the same time span, as travel time is eliminated. This enabled to get more contextualized insights in the project implementation, particularly in case of Northern Montenegro municipalities and four locations in Serbia. In case of field work it would not be possible for this amount of time to talk to almost all key stakeholders in four locations. For example, it would not be possible to organize FGD with girls facilitating workshops in 4 different locations in Serbia, and to have their joint discussion and comparison of experiences. Or to talk to all secondary beneficiaries in northern Montenegro municipalities, which was enabled by remote communication, when schedules were fully adjusted to respondents, so they did not have to be available on the same day, which would be the practice during the field visits.

# 5. Safety and ethical considerations and protocols to be put in place

Taking appropriate care of ethical considerations is one of the key norms defined in the *Norms and Standards for Evaluation* (UNEG, 2017). The evaluation was designed with high level of attention to ethical considerations, and ensuring safety of all who are directly or indirectly involved in the process. With respect to the project dealing with gender-based violence, which is a highly sensitive topic, the requirements related to observing ethical considerations are of special significance.

Not only that ethical and safety standards were applied during the evaluation process, but also the evaluation team had the opportunity to observe and assess how ethical and safety standards were applied by organizations during the project implementation. The evaluation team assessed whether all individuals involved in the project have been completely protected, whether data collection has been conducted in a way that did not violate the rights of respondents, including privacy and confidentiality, whether the informed consent was requested from participants, the procedures regarding participation of minors were defined, as well as how various data were stored, analyzed and interpreted.

The evaluation was conducted in compliance with "do not harm" principle, i.e. the rights of the individuals involved in the process were completely protected and evaluation did not result in further victimization or violation of their rights. Full anonymity of all participants in the process and

confidentiality of all information shared with the evaluation expert was guaranteed. At the beginning of an interview, or a questionnaire, the participants were informed about the purpose data are collected for (they received relevant information about the project and the evaluation), the reference was made to data being used only for the evaluation process, that they will be stored in internal protected system and analyzed appropriately and that they will not be misused in any way. Also, it was emphasized that participation of every individual is on voluntary basis, that respondents are not obliged to answer the questions they do not want to, and they can stop the interview/filling out the questionnaire at any moment, if they feel for any reason unpleasant to continue with answering questions. All participants signed the consent to participate in the evaluation though this was rather challenging task due to the remote interviewing. This was the most problematic with beneficiaries who do not have technical preconditions to print, sign and send scanned or photographed version. In some cases, implementing organizations organized printing of the consent form for respondents, or in case of the high school girls, innovative mode was applied by the Center for Girls. The online FGD participants got consent form on mail or Viber, they sent messages with photo of consent or agreement to participate in the FGD.

Respondents are guaranteed that their names will not be disclosed in relation to the information presented and analyzed in the report. In case of few respondents who are minors, the parental consent was obtained.

Tools used for data collection were adapted to groups of respondents to whom they are intended. The special attention was paid to the fact that the language is comprehensible, and the questions are clearly defined. Also, special attention was given to designing the questions in a way that they are culturally appropriate, so that their formulation does not create any distress with respondents nor that a question is understood as offensive.

In addition, the evaluation team ensured that, when feasible, the interviewing of women with experience of violence was organized in places they perceive as safe and appropriate. They also choose the platform for communication and time of the interview.

A number of safety measures were applied in order to guarantee safety of participants during the online and phone communication. Primary beneficiaries, who were victims of violence were interviewed in Montenegro using Viber in two cases and Skype in one case. The latter interview was conducted with assistance of interpreter as woman speaks only Albanian language. As interpreter is consultant at the helpline service, her presence was also beneficial in ensuring trust of the beneficiary and to assist when she had emotional reactions. Primary beneficiaries with experience of violence in Tetovo self-completed the questionnaires. For the primary beneficiaries in Serbia, precautions were taken. Zoom link was sent to the participants by the Center for Girls using channels of their regular communications. Waiting room was set in the zoom platform, so nobody could join the discussion if not admitted by the evaluation expert. Girls were also informed that they can change names in zoom link and disable video, but interestingly, they did not want to do any of these. They turned on cameras and left their names and talked without any hesitation. The fact that they know each other from previous trainings and monitoring meetings helped to have successful zoom FGD.

The files related to the interviews and FGDs with primary beneficiaries are stored without any names in offline hard drive, which is protected by current high standard programs, such as Windows Defender and Malwarebytes.

# 6. Evaluation findings

## 6.1 Effectiveness

EVALUATION QUESTION 1A: Were the project designs logical in taking into account the roles, capacities and commitment of stakeholders?

> KEY FINDING: *Projects were designed fully in accordance with roles, capacities and commitments of stakeholders.*

EVIDENCE

There are two aspects important to assess if project was designed in accordance with roles, capacities and commitment of different stakeholders:
- Missions, experiences and capacities of implementing organizations to undertake the types of interventions planned within the project;
- Selection of target groups and types of activities that are in accordance with implementing organizations' capacities as well as with project objectives and intended outcomes.

Implementing organizations are women's grassroots organizations, fully dedicated to the promotion and protection of women's rights, and with special focus on elimination of violence and discrimination against women. They invest significant efforts in women's empowerment, WAVG prevention through campaigning, advocacy, awareness raising, and at the same time they provide specialized services to women victims of violence, including helplines (SOS Niksic, Center for Girls), shelter (SOS Niksic) and free legal aid (Women's Forum Tetovo).

SOS Niksic was established in 1998. It started as helpline for women who experienced gender-based violence, and since then the organization has grown impressively, becoming a strong organization providing specialized services to women victims of violence, including the shelter. Since 2015, the organization has become the coordinator of national helpline. They also work on awareness raising, prevention, as well as capacity building of diverse stakeholders with the aim to improve the prevention and protection of women and girls from gender-based violence. They are members of different national and international networks (for example WAVE), and participate in the national bodies responsible for development of gender equality and EVAW policies, such as Working Group for Combating Violence against Women, consisting of representatives of relevant ministries and NGOs. The organization has also long-standing experience working with women from Roma communities. Today organization has 10 full time employees, 3 employees with temporary contracts, 4 permanent volunteers and a number of occasionally honorary engaged persons for short term assignments according to the needs of concrete projects.

Women's Forum Tetovo was founded in 2001, and since 2002 focused mainly on EVAWG. The organization is renown by providing free legal aid for women who experienced violence (the only organization providing this service in Polog region), but it is also strongly dedicated to the prevention through campaigning, capacity building, advocacy. Currently there are 7 temporary employed persons and 13 active volunteers.

The Center for Girls was established in 1998, and since then the organization is strongly focused on awareness raising and prevention, particularly working with high school girls. They provide services of helpline, conduct diverse awareness raising and preventive activities, such as lectures, workshops, with focus on violence against women and girls. They are founders of ArtFemine festival, which is important feminist space for networking, empowerment and dialogue of feminists in the country and abroad. They regularly organize Feminist Art Colony, and their work is renown as innovative, particularly due to the Feminist Theatre. The project implemented with UN Trust Fund support is fully aligned with their core mission and experience due to its focus on VAWG prevention among high school girls. As explained during the interview by the organization founder and project coordinator, the raising awareness workshops with high school girls are traditionally their main activity, which was continuously maintained during over 20 years , regardless if funds are provided or not.

> *'We have been delivering workshops for more than 20 years. Even when we didn't have projects and offices. The girls would call after those workshops, so we continued to deliver them. When we had office, we had meeting place and a library, we could organize creative workshops and play movies, we could establish a SOS helpline. Simply, we could create a safe place for girls. But even when we didn't have offices, the workshops would still be implemented.'*
>
> (Center for Girls, project coordinator)

The projects are not only designed logically corresponding to the mission, experience and capacities of implementing organizations, but it is evident that roles of different stakeholders are also in line with their needs and capacities:
- Implementing partners are selected based on their mission, experience and role in the community as well as previous cooperation with lead implementing organization:
    - SOS Niksic invited Montenegrin Women's Lobby and Safe Women's House from Podgorica to contribute by participating in the awareness raising activities;
    - WFT invited Enterprise Support Agency to assist in economic empowerment of women victims of violence, which is their core mission and activity;
    - CfG invited three implementing partners: SOS Vlasotince, Center for Grils Uzice and Women's Forum Prijepolje, all women's and feminist organizations, active in three other regions of Serbia.
- Primary beneficiaries are defined by project design fully in accordance with organizations' main focus: SOS Niksic and WFT on women experiencing violence, and women potentially under risks of violence, and CfG on high school girls;
- Secondary beneficiaries were representatives of relevant institutions, which included representatives of local police, centers for social works (SOS Niksic and WFT), judges and health care institutions (WFT), high school professors, pedagogists and psychologists (CfG), as well as parents of high school children (CfG).

The capacities of organizations to implement projects were also assessed by the UN Trust Fund and based on the assessment and project proposals, the decision was made to award small grants. As indicated during the interview by the UN Trust Fund Small Grants Portfolio manager, the key criteria due to which three organizations were awarded the grants in strong competition (thousands of applications around the world) were: the fact that organizations are well established, experienced organizations, small women-led organizations, they already cooperated with UN agencies, they have high expertise in EVAW and projects were well designed.

**EVALUATION QUESTION 1B:** Were the project designs logical in realistically achieving the planned outputs?

**KEY FINDING:** *The projects were designed with realistic, yet ambitious outputs in terms of scope of some of the activities, number of beneficiaries, activities, or products, as well as timeline.*

**EVIDENCE**

From both objective and subjective perspective, evidence indicates that outputs were realistically planned. The objective evidence is based on the achievement of targets measured by output level indicators, which are mainly quantitative. As presented in the details under the section related to the evaluation question 3, vast majority of planned outputs in all three projects were overachieved. In some cases, even multiple times over the planned output values, which might indicate the caution in planning in some components. The subjective perception of implementing teams corresponds to the objective picture, as they are all convinced that targets were planned realistically, that they were achievable though at the same time ambitious.

> *'We believe that the targets were set high enough relative to the given context. Both outcomes were balanced in terms of projected outputs and attached resources, projected change and expectatipon... So, we don't thing that the project lack the ambition. The project has brought new perspectives to the targeted communities. The project ensured multi-level changes and started the process that took good direction and needs to be continued due to its ambition.'*
>
> Woman, representative of SOS Niksic

The successful achievement of the output targets increases self-confidence, provides implementation team with clearer picture on their own capacities, but also picture on the size of the need in the target population which is satisfied through delivering outputs.

> *'At first, let me be honest, when I read the project, I was so worried where we will find all these women? But when we started... Only first workshop had 15 instead of 20 women survivors, and after that all other workshops had more than planned. When it starts, the number increase. We reach them more and more.'*
>
> Woman, representative of WFT

> *'The outputs were achievable and realistic. In the future, with the positive experience from this project and good practices we had, we can set up even more ambitious outputs. But for this time everything that was achieved as a result was enough.'*
>
> Woman, representative of WFT

Planning outputs is not an easy task even for experienced organizations knowing their own target groups and communities. Sometimes the enthusiasm and desire to induce change more effectively lead to the setting very ambitious targets. As reported by Center for Grils, the UN Trust Fund support was crucial in reconsidering the initially planned outputs. Project coordinator and task manager of the implementing organization shared their experience how initial idea transformed from too ambitious to realistic. That generally happened during the initial training in New York, through the joint work with small grant portfolio manager, who helped them to see that overly ambitious targets could

become achievable by extending the time frame of the implementation from two to three years. However, the support of UN Trust Fund was not limited to the 'quantity of outputs' (i.e. number of workshops), but also to the essential issue of designing the coherent logic of intervention. While the organization initially planned to work mainly with high school girls, during the inception workshop, they were suggested to extend the intervention targeting the environment in which high school girls live and form their norms, attitudes and shape behaviors, such as school professors and parents. With this redesign, however, planned outputs became even more ambitious as they required different strategies, different messages, and different methods of work.

**EVALUATION QUESTION 2:** Were the indicators for measuring results at outcome and output levels consistent, precise and measurable?

> **KEY FINDING:** *Although indicators for measuring results are appropriate and enable monitoring of the achievements, some of the indicators are suboptimal and make the monitoring and evaluation more difficult.*

**EVIDENCE**

The definition of indicators is methodologically demanding task, and it often happens that this kind of knowledge is not at disposal of grassroot civil society organizations. While generally the indicators defined in result framework of three projects enable monitoring of the progress and the final achievements at the outcome and output levels, there are certain shortcomings identified in regard to the indicators, including:
- Inconsistency in definition of indicators and method of measuring results;
- Lack of precision in definition of indicators;
- Inadequate formulation of indicators;
- Difficulties in measurement related to the indicator design;
- Fragmented measurement for the overall project cycle;
- Inadequate methods for measuring the impact.

The inconsistency is also found in several indicators as the way of measurement does not correspond to the definition of indicator. The examples include:
- The indicator measures result as percentage of certain target population, but in the reporting sometimes numbers and sometimes percentages are presented. The example is goal indicator which is defined as 'Percentage of women and girls survivors who benefited from the project intervention who reported feeling safer as a result of the project', while in full fledged proposal targets are defined inconsistently: for year 1 as 200 women, for year 2 as 20%, for year 3 as 30% and then as a total again as 200 women. This interchangeable use of numbers and percentages is confusing and makes measurement more difficult. The recommendation would be to choose one or the other, but in case of the percentages, it would be important to show total population based on which percentage is calculated and to provide clearly the percentage of the goal at the level of whole project cycle.
- Another instance is when indicator is defined as number of campaigns, but results are calculated as number of persons reached by the campaign. For example, the output level indicator is defined as 'One regional campaign on family violence conducted in 4

54

municipalities', but the target was defined as number of persons reached by the campaign (500 planed as target and reached 601).

- Sometimes values are not presented in the reports for the whole indicator, but just for its part. The example is 'Number and type of the feedback received after TV and radio shows broadcasting', while numbers are measured, the results are not presented by the type of the feedback.

Another challenge is related to the lack of precision in the definition of the indicator. This includes several types of indicators:

- In one case, the indicator is formulated as 'Perspective of women and girls survivors on their understanding of family violence and specialized support services', but the indicator does not state which type of perspective will be measured.
- In a similar example, the indicator is defined as 'Perspectives of programme participants (Women and girls at risk and survivors of DV in Tetovo Region) about their ability to access support services', but it does not state which perspective is being measured.
- In another case, the indicator is defined as 'Level of engagement of trained local trusted individuals (storekeepers, hairdressers, teacher, nurses, etc.) in informing and communicating with women and girls on family violence and available support services', but it does not state clearly if level means the number of engagements, or the type (strength, frequency) of engagement'. Also, 'Quality of discussion developed after performances', where the quality is not defined.
- Similarly to previous there are indicators such as 'Number and quality of workshops delivered by girls peer educators', 'Number and quality of delivered performances', where numbers are measured but quality was not defined precisely in the indicator.

In some cases indicators are not properly formulated:

- For example, the indicator defined as 'Level of satisfaction of survivors' actually is measured by the number of women that are satisfied and not by the level of satisfaction, which can be 'highly satisfied', 'moderately satisfied', etc.
- Similarly, the indicator defined as 'Level of skills and knowledge gained on trainings' was again measured by the number or share of target population and not by the level of skills which could be high or low.

Some indicators are fragmented, which makes it difficult to obtain picture of the result for the whole project duration. This is the case with indicators that are defined as percentages and monitored separately for each year or even shorter period, like in the example in the following table.

*Table 6: The example of fragmented indicators*

| Indicator | Targets | Achievement of targets |
|---|---|---|
| Proportion of project participants who can identify DV services available and institutions providing those services | Y1=40% Y2=60% Y3=80% | Y1=90% Y2=71% Y3=66% Q1-2 100% Q3-4 |

Finally, there are shortcomings in measuring impact by the inappropriate methodology of baseline and end-line surveys. In the case of SOS Niksic, the changes in attitudes among women in northern Montenegro municipalities are measured by the qualitative survey conducted on small sample of women (20 in total, 5 in each municipality).

This is insufficient sample to have reliable data on change. However, if women were the same in baseline and endline surveys, it would be at least possible to measure changes in the panel sample, and to interpret that as changes at individual or group level but not community level. Since this was not the case, the endline results could be taken only as illustrative, but not statistically significant and conclusive. The interpretations in the endline report disregarded these methodological principles. However this indicated that organizations that are service providers and activist, advocacy organizations, need more support in monitoring methodologies from the beginning. For them it is even difficult to know if methodologies proposed by consultants are valid, and there should be increased support of UN Trust Fund to approve methodologies in advance.

Presented gaps in indicators framework pose challenges for final evaluation, and lead to particularly fragmented annual reporting, without presentation of final overall results. In order to be sure that final results are measured properly**, the evaluation team calculated final values for all indicators and asked implementing organizations to validate or revise the final values**. The organizations introduced multiple revisions, which indicates that fragmented reporting system and not always clear understanding whether the numbers are related to one year or overall project can easily mislead the findings of final evaluation.

EVALUATION QUESTION 3: To what extent were intended project goals, outcomes and outputs (project results) achieved and how?

KEY FINDING: *All three projects were highly effective, with majority of outcomes and outputs achieved beyond planned targets.*

### EVIDENCE

The effectiveness of the projects is evaluated based on the result framework, comparing achieved values at the end of the implementation with targets set during the project design. In addition to this, subjective perspective of the effectiveness was explored through the interviews with implementing teams, project beneficiaries and other stakeholders.

As it can be noticed from results presented in the tables 6a, b and c, the goals, and majority of outcomes and outputs were achieved beyond planned targets. The few outcomes/outputs that were achieved slightly below the set targets are actually influenced by the environmental/contextual constraints. These constraints will be elaborated further in the section on the success factors, but here it is important to notice that results whose success was more dependent on the efforts of the implementing organizations and their partners were fully achieved or overachieved, indicating the high level of commitment, professionalism and dedication of implementing organizations. Targets that are not fully reached were more dependent on external factors.

The project implemented by **SOS Niksic** had the ambitious goal, to contribute to the reduction of family violence against women and girls in four municipalities in the Central and Northern Montenegro. The achievement of this goal is measured by the feeling of safety among women and girls in targeted areas, as well as by their better understanding of what constitutes family violence and being informed on available support services. Data from reports indicate that at the end of the project 85.9% of women felt safe from family violence, compared with the 95% at the beginning of the project, which indicates still high tolerance toward family violence, but represents a positive shift, as women who are more aware of violence perceive more risks and feel less safe. The effectiveness in

achievement of the project goal is also evidenced by the increase of share of women who recognize the existence of family violence from 35.4% to 53.5%, while share of women who would remain silent and not report violence has halved (from 10% to 5%). Much higher share of women at the end of project expressed dissatisfaction with support services (80% compared to 55% in the beginning), which indicates that they are after the project intervention more aware of their rights and better informed about the support services and standards they should meet, as well as procedures and protocols.

These findings were supported by interviewed stakeholders. Representatives of local institutions engaged in protection from VAWG indicated that unlike before the project, when there was no talk on VAWG, now the issues related to this area are much easier to raise in public space. Women, and particularly younger ones, are more ready to talk about it. When VAWG becomes public issue, it becomes more visible, creating impression that it increases. Also, the increased awareness on what constitutes violence can lead women to feel less safe as now they recognize more acts of violence as something that is prohibited, undermining their safety and wellbeing.

The effectiveness of the project is visible by the high number of women who contacted support services (415 instead of planned 160), the number of women who got some kind of specialized support (318 instead of 90), both far beyond the planned targets. Although the project was focused on four geographical and administrative areas, the benefits of the project were felt by women from Albanian speaking minorities (Albanian, Roma, Egyptian women) across whole Montenegro. Particularly high achievement was recorded in regard to the number of women who contacted support service available in Albanian language that was established through the project (770 instead of 12). This discrepancy between planned and achieved results was interesting and it shows the scale of the need among beneficiary group which was recognized by the implementing organization (see the relevance chapter), but also the caution when setting the targets and it represent **positive unforeseen result**. As explained by task manager, initially this service was dedicated to the Albanian women, living in closed and traditional communities, economically dependent on partners and families and exposed to high pressure of the community not to report violence. Therefore, it was expected that much more time will be needed to have full effect of the service, so targets were set relatively low (to 12 women speaking Albanian). However, the service was approached by much higher number of Albanian-speaking women, as well as not only Albanian women, but also by Roma women. As previously explained, many Roma women fled from Kosovo and speak Albanian, but not Montenegrin language. Therefore, this opened room for their better access to service. Roma women are one of the most vulnerable groups, exposed to early marriages, living in poverty and social exclusion and lacking basic information on available support services.

The outcomes and outputs related to the local coordinated response to violence against women were achieved beyond the planned results. The number of women and other stakeholders that were targeted with different types of awareness raising campaigns were also consistently higher than planned. However, some results are still fragile, and not fully effective: one is related to the effectiveness of the mechanism of trusted persons and the other to the effectiveness of antenna office in Zabljak. There is still significant reluctance of women to approach trusted persons who were trained and appointed during the project as focal point for the assistance to women in northern communities. Women performing role of trusted persons indicated that this reluctance is the consequence of still high stigma placed on women who dare to report violence, and more time, awareness raising and empowerment will be needed to encourage women to approach them and look for assistance. Similarly, women do not use effectively enough the services of the antenna office in Zabljak. The interviewees indicated that this is the effect of the strong pressure on women by the

communities, still very traditional and closed. Women do not like to be seen going to the antenna office, but they would rather call the helpline and remotely look for help, just not to be noticed and 'blamed' by the family and community.

The qualitative data collected through interviews with implementation team, beneficiaries and other stakeholders in local communities in which project was implemented, confirm the project success. The project has initiated processes that were previously absent: it raised the issue of violence against women and girls as important topic in private and public space, it empowered women to recognize the violence and look for the assistance, it created mechanism of local trusted persons to be at disposal to women in need, it gathered local institutions, including police, social protection systems, to provide more adequate and effective response to violence.

*Table 7a: Achieved results of the project implemented by SOS Niksic*

| Goal | Indicator | Targets | Achievement of targets | Colour mark |
|---|---|---|---|---|
| Contributing to reduction of family violence against women and girls in four municipalities of (Niksic, Zabljak, Savnik, and Pluzine) central and northern Montenegro by February 2020 | GI1: Percentage of women and girls survivors who benefited from the project intervention who reported feeling safer as a result of the project | 200 Baseline: 95% | 207 85.9 | |
| | GI2: Perspective of women and girls survivors on their understanding of family violence and specialized support services | 40 | 40 | |
| **Outcome** | **Indicator** | **Targets** | **Achievement of targets** | **Colour mark** |
| 1. Women and girls survivors of family violence in 4 local communities of Central and Northern regions (Niksic, Pluzine, Zabljak and Savnik) have improved access to specialized support services by 2020. | OI 1.1 Number of women in North municipalities who access and asked help to specialized support services against family violence | 160 | 415 | |
| | OI 1.2 Number and type of requests for help to specialized support services from 3 North municipalities | 90 | 318 | |
| | OI 1.3 Number and type of specialized support services provided in Albanian language | 12 | 770 | |
| 2. Local professionals (social workers, police officers) and other trusted locals (nurses, storekeepers, hairdressers, mailmen) in 4 local communities of central and northern regions are engaged and work to build coordinated local interventions to prevent family violence against women and girls by 2020 | OI 2.1 Number of local coordinated interventions against family violence in 3 northern municipalities that engaged police and social workers | 60 | 61 | |
| | OI 2.2 Level of engagement of trained local trusted individuals (storekeepers, hairdressers, teacher, nurses, etc.) in informing and communicating with women and girls on family violence and available support services | 18 | 17 | |
| **Outputs** | **Indicator** | **Targets** | **Achievement of targets** | **Colour mark** |

| | | | | |
|---|---|---|---|---|
| 1.1 Resources of National Helpline for Family violence run by SOS Centre have been expanded with bilingual service | OTPI 1.1.1 Number of Roma survivors who speak Albanian and who approached service | 60 | 95 | |
| 1.2 Women and girls in four municipalities gained information and raised awareness on family violence | OTPI 1.2.1 Number of reports of women's support services, police and centres for social care on family violence against women in 4 municipalities during and after campaign | 405 | 825 | |
| | OTPI 1.2.2 Number of women who were covered and involved in campaign activities (public events, contests, info days…) by Feb 2020 | 400 | 406 | |
| | OTPI 1.2.3 One regional campaign on family violence conducted in 4 municipalities | 500 | 761 | |
| 1.3 SOS antenna office in Zabljak and outreach service for better response to family violence against women and girls in 3 communities have been established. | OTPI 1.3.1 Number and type of requests for support from antenna office in Zabljak and from outreach team | 95 | 63 | |
| | OTPI 1.3.2 Level of satisfaction of survivors | 0 | 63 | |
| 2.1 Local stakeholders are better informed about available human and infrastructural resources that can serve against family violence. | OTPI 2.1.1 Number of informative meetings held in 3 communities on human and infrastructural resources | 0 | 12 | |
| | OTPI 2.1.2 Number of local institutions, decision makers, NGO, agencies informed on human and infrastructural resources | 4 | 140 | |
| 2.2 Local trusted professionals who participated in trainings have increased knowledge and skills on ending family violence against women and girls. | OTPI 2.2.1 Level of skills and knowledge gained on trainings | 50 | 93 | |

The project implemented by the **Women's Forum Tetovo** succeeded to contribute to the better access of women survivors of violence to the support services. As a result of the project intervention, the coordinated multisectoral support was established, the women experiencing violence increased knowledge on women's legal rights, available services and legal sanctions against perpetrators. Particularly effective were activities related to the awareness raising campaigns and skills development among women who experienced violence. The achievement of the project goal is evidenced through the series of case stories of women who were primary project beneficiaries. Instead of planned 8 cases of success, the WFT collected 11 case study stories demonstrating the effect of project on empowerment of women which were able to improve their lives and lives of their children by breaking the life in violence and gaining independence, including the economic independence.

Simultaneously, project contributed to the more favourable environment in which women experiencing violence can find support. The Service Provider Working Group was established as local coordination mechanism and was functional, with increased capacities of its members to respond to violence increased due to the project activities. Awareness raising campaign aiming at improved understanding of VAWG and information in broader community also achieved results beyond initially planned targets (Table 7b).

*Table 7b: Achieved results of the project implemented by Women's Forum Tetovo*

| Goal | Indicator | Targets | Achievement of targets | Color mark |
|---|---|---|---|---|
| Women and girls at-risk of and survivors of DV in Tetovo Region have better access to support services and improved help-seeking attitudes. | GI: Perspectives of programme participants (Women and girls at risk and survivors of DV in Tetovo Region) about their ability to access support services. | 8 | 11 | |
| **Outcome** | **Indicator** | **Targets** | **Achievement of targets** | **Color mark** |
| 1: Enabling environment is established for women experiencing violence to access a coordinated, multi-sectoral DV support service system response, prioritizing their protection and experiences in Tetovo by December 2020. | OI 1.1: Number of women using VAW/G Services | 75 | 74 | |
| | OI 1.2: Existence of coordinated, multi-sectoral support services and response | 0 | 54 | |
| 2: Women in the Tetovo region are empowered to demonstrate improved DV help-seeking attitudes that do not tolerate VAW/G by December 2020 . | OI 2.1 Proportion of project participants who know any of women's legal rights, legal sanctions for DV perpetrators, and/or services available. | 85% | 85% | |
| **Outputs** | **Indicator** | **Targets** | **Achievement of targets** | **Color mark** |
| 1.1 Community members, participating in project workshops and presentations, increase their awareness on women's rights, understanding VAW as a human rights violation, and the services and resources available to survivors. | OTPI 1.1.1: Proportion of project participants who can identify DV services available and institutions providing those services | Y1=40% Y2=60% Y3=80% | Y1=90% Y2=71% Y3=66% Q1-2 100% Q3-4 | |
| 1.2 Service providers work together to draft, implement, and monitor a coordinated, multisectoral | OTPI 1.2.1: Number of service providers trained in the coordinated service strategy, victim identification referral, gender sensitivity, and the survivor experience | 40 | 43 | |

| | | | | |
|---|---|---|---|---|
| support service, with increased victim identification-referral, gender sensitivity, and services. | OTPI 1.2.2: Number of working group meetings to develop and implement multisectoral support service | 30 | 29 | |
| 1.3 Public awareness increases with dialogue about domestic violence in the Tetovo Region through various media outlets. | OTPI 1.3.1: Number of brochures and posters distributed throughout the Tetovo Region | 1500 | 1740 | |
| | OTPI 1.3.2: Number of community members who had seen and/or heard DV preventative messaging | 60 | 362 | |
| 2.1 DV women survivors demonstrate greater self-esteem, confidence, and personal agency, participating in personal and financial development workshops, learning personal skills in decision making, conflict management, communication, gender equality; entrepreneurial skills; vocational skills (IT, Hairdressing, or Sewing); and personal financial skills (budgeting, banking, etc.). | OTPI 2.1.1: Proportion of project participants, DV women survivors, who have learned new personal skills. | 85% | 85% | |
| | OTPI 2.1.2: Proportion of participants, DV women survivors, who have gained knowledge in personal finances, vocational trades, and entrepreneurship. | Y1=65% Y2=65% Y3=65% | Y1=65% Y2=65% Y3=0 | |
| 2.2 Women survivors of DV gain the tools and knowledge to develop and facilitate their own support group. | OTPI 2.2.1: Proportions of project participants who have learned the skills in peer counselling and facilitating their own DV support group. | Y1=50% Y3=85% | Y1=77% Y3=100% | |
| 2.3 Women at-risk demonstrate greater help-seeking attitudes and personal agency, participating in personal and financial development workshops, where they will have learned personal skills in decision making, conflict management, and communication and gained entrepreneurial skills; vocational skills (IT, Hairdressing, or Sewing); and personal financial skills (budgeting, banking, etc.). | OTPI 2.3.1: Proportion of project participants, at risk women, who have learned new personal skills. | Y2=85% Y3=85% | Y2=100% Y3=100% | |
| | OTPI 2.3.2: Proportion of participants, at risk women, who have gained knowledge in personal finances, vocational trades, and entrepreneurship. | Y2=65% Y3=65% | Y2=100% Y3=100% | |

The project implemented by the **Center for Girls** succeeded in empowering high school girls to recognize risks of gender-based violence and to be able to react against such violence. The girls were empowered through workshops, forum theatres, social and traditional media campaigns, and some of them became new community leaders in promoting zero tolerance to violence and discrimination against women and girls. During the project cycle, 1262 girls benefited from the project activities through participation in workshops. In addition to this, 2033 young people participated in the theatres,

while broader awareness raising campaign reached out to 297,247 persons. Over 230 professors participated in the project activities and were informed about the VAWG and project activities. This in total makes around 300,770 persons who benefited from the project and were influenced by its messages at least to some extent. This is important to keep in mind as the project goal and indicator measuring effectiveness are much narrower, measuring mainly effect on main target group – high school girls.

Out of 1,262 girls who participated in the workshops, 90% increased knowledge on VAWG, and about 20% claimed they were ready to react and report violence. There were 27 girls who became peer educators, who were trained to deliver workshops and the change among them was even more effective as 90% of them said they would react in the situation of violence.

The awareness raising activities were also effective in broader communities, often provoking reactions and discussions on social media.

*Table 7c: Achieved results of the project implemented by Center for Girls*

| Goal | Indicator | Targets | Achievement of targets | Color mark |
|---|---|---|---|---|
| Secondary schools girls in 4 towns in Serbia are empowered to recognize the risks of and to react on GBV against girls by March 2020 | GI1: Percentage of girls in secondary schools in 4 towns of Serbia who were involved in the project who are able to recognize at least 3 indicators of psychological and physical violence and percentage of them react on GBV by the March 2020 | 1200 | 1262 | |
| **Outcome** | **Indicator** | **Targets** | **Achievement of targets** | **Color mark** |
| 1. Secondary school girls from 4 towns in Serbia have improved confidence, attitudes, behavior of GBV by March 2019. | OI1.1: Number of secondary school girls who participate in at least 40 workshops on GBV in 4 towns in Serbia confirming improvement of recognizes of GBV by the March 2019 | 1200 | 1262 | |
| | OI1.2: Number of secondary schools girls empowered to become peer educators and prepare performance in 4 towns in Serbia by March 2019 | 24 | 27 | |
| | OI1.3: Perception of empowered secondary school girls for workshops and performance on their ability to react to GBV | 24 | 27 | |
| 2. Secondary school youth, parents, teachers and citizens in 4 towns in Serbia have improved awareness about GBV by March 2020 | OI2.1 Number of secondary school youth who watched performance on GBV and TV spots and jingles on GBV in 4 towns in Serbia | 2000 | 2033 | |

| | OI2.2: Number of parents, teachers and citizens who watched TV spot and jingles on GBV in 4 towns in Serbia | 5000 | 297567 | |
| --- | --- | --- | --- | --- |
| **Outputs** | **Indicator** | **Targets** | **Achievement of targets** | **Color mark** |
| 1.1.Secondary schools girls from 4 towns in Serbia who participated in workshops have improved knowledge about problem of GBV by March 2019. | OTPI1.1.1: Number of high school girls participated at all workshops | 1200 | 1262 | |
| | OTPI1.1.2: Number of workshops delivered per town | 80 | 84 | |
| | OTPI1.1.3: Number of high school girls confirming improvement in confidence and_knowledge about GBV | 1000 | 1100 | |
| 1.2 Secondary school girls from 4 towns in Serbia who participated in workshops and training for peer educators have improved knowledge and skills for delivering of peer-based workshops on topic of GBV by March 2019 | OTPI1.2.1: Number of girls participated in peer education program | 8 | 11 | |
| | OTPI1.2.2: Number and quality of workshops delivered by girls peer educators | 80 | 84 | |
| 1.3 Secondary school girls from 4 town in Serbia who participate in workshops and training have improved knowledge and skills for delivering performance on topic of GBV by March 2019 | OTPI1.3.1: Number of high school girls participated in creation of performances | 16 | 16 | |
| | OTPI1.3.2: Number and quality of delivered performances | 40 | 46 | |
| 2.1 Secondary school youth from 4 towns who participated in the performances are more informed of GBV by March 2019 | OTPI2.1.1: Number of young people viewed performance | 2000 | 2033 | |
| | OTPI2.1.2: Quality of discussion developed after performances | 0 | 46 | |
| 2.2 Secondary school parents, teachers and citizens in 4 towns in Serbia have improved understanding and are more informed of GBV by March 2020. | OPTI2.2.1: Number and type of TV spot, radio jingles and brochure prepared | 4 | 11 | |
| | OTPI2.2.2: Number of TV and radio stations broadcasted campaign material | 16 | 17 | |
| | OTPI2.2.3: Number and type of the feedback received after TV, radio jingles and brochure broadcasting | 5000 | 11,973 | |

> **KEY FINDING:** *Intervention strategies were very effective and enabled the achievement of results. Empowerment and awareness raising strategies were particularly effective, innovative, and well contextualized and adjusted to the specific target groups.*

**EVIDENCE**

Although three projects were different, there is similar rationale behind their implementation strategies: to induce changes in awareness, attitudes and behaviors of the main target group (women and girls) while simultaneously providing better environment which will enable the main target group to use newly acquired knowledge, skills and powers in order to live lives free from gender based violence. While SOS Niksic and WFT focused on women who experienced violence as primary target group, CfG focused on prevention among high school girls. Despite the differences, all three projects had strong strategy of awareness raising, changing understanding and attitudes related to VAWG and equipping women and girls with information, but also with power and skills to react, counter violence and change patterns of behavior and livelihood practices.

The strategies of the SOS Niksic were based on the principle 'strength based and needs led'. The strategies were designed as multiple interventions:

1) Extending and enhancing capacities of local communities of the Central and Northern Montenegro to facilitate access of women and girls survivors of family violence to specialized support services. This was mainly done by introducing bilingual helpline service for Albanian speaking women and establishment of network of trusted persons and antenna office in Zabljak for better outreach to women in Northern municipalities.
2) Improvement of the local coordinated prevention and response to violence, by increasing capacities, and improving cooperation practices among professionals working in different institutions in the system for prevention and protection.
3) Increasing awareness and encouraging women in targeted communities to recognize violence, be familiar with their rights and available services.
4) Increasing awareness of broader community in order to create more favorable environment for women to be able to report violence they experience and look for support.

Women's Forum Tetovo used multilevel ecological strategy of empowerment. Acknowledging empowerment as process encompassing both the individual and surrounding social structures, this project was implemented through strategies focused at both individual and at the community.

1) At individual level, the empowerment of women vulnerable to violence was implemented by equipping them with skills and knowledge to believe in their abilities to live their lives confidently with greater economic and personal autonomy, where they are aware of their rights, knowledgeable of services available and willing to demand action in the case of rights violations.
2) At a community level, the empowerment included multi-sectoral services and awareness raising on VAWG and human rights of women

3) Research was also used as a strategy to provide information on survivors' help-seeking experiences in order to understand how support services operate in Tetovo region and to build future empowerment intervention strategies on this knowledge.

Center for Girls used two key strategies:

1) Working directly with high school girls in grades 3 and 4 as primary beneficiary group, using different methods, such as peer learning and performances with the aim to increase their knowledge on GBV, women's rights, support services and empower them to behave in accordance with this knowledge, not tolerating VAWG.
2) Awareness raising on GBV in broader environment in which girls live, including professors, parents and citizens in their communities, using different methods, such as public performances and social and traditional media.

Evaluation found that implemented strategies were highly effective and very much appreciated by the beneficiaries and other stakeholders. Some of the methods of intervention used within specific strategies were very innovative and contributed highly to the achievement of results. Examples of best, most effective strategies implemented in awareness raising and empowerment of women and girls as primary beneficiaries include:
- 'Door to door' outreach campaign in the Northern Montenegro;
- Holistic combination of awareness raising, legal support, economic empowerment and self-help support among women victims of violence in Tetovo region;
- Peer-lead workshops with high school girls.

**'Door to door' outreach campaign in Northern Montenegro** was the part of strategy focused on providing extended services and better local multisectoral protection of women against violence. Already in the project proposal, the implementing organization was aware that it is not enough to improve supply of specialized services which were lacking in the targeted municipalities, or just to improve the capacities of local prevention and protection systems to prevent and respond to VAWG. There was strong need to intervene on the 'demand side', empowering women to use these services and local mechanisms for their improved safety. Evaluation data indicate that SOS Niksic was very thorough in preparation of adequate approach to this issue. It used its own experience working with women from vulnerable groups, it conducted mapping of local resources in targeted communities in order to design the appropriate strategy and also consulted local stakeholders about specific social and cultural context in these communities. It was clear that it would be very difficult to apply more conventional approach to women living in these areas, and to organize traditional workshops, as women are scattered in mountainy villages, living in very small communities and in relatively closed family circles. Their everyday life patterns are shaped by patriarchal norms, assigning main decision making power to men, guarding privacy, denying that violence against women exists and if it happens it should remain private thing and kept in the family.

In such a context, 'door to door' outreach campaign proved as the best choice. It was conducted in forms of informal visits to rural households, just chatting about the life conditions which are harsh due to the economic deprivation, underdevelopment and depopulation. The outreach teams organized by SOS Niksic and partner organizations were welcomed as people in these communities did not have many opportunities to discuss their living conditions with representatives of state or civil society.[26]

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[26] Civil society organizations are few in this region and there are no local women's organizations.

Chat would gradually focus on women and then men who were usually participating in the conversation would withdraw, opening room to focus the conversation on violence. The atmosphere of trust was already created, and it was good opportunity to inform women about what constitutes violence, their rights to be protected from it and available services. Info brochures, leaflets cards with contacts of different service providers and national helpline were distributed.

Stakeholders recognized the value of such approach. The campaign was evaluated as appreciative towards local knowledge and culture, sophisticated in sensitivity by which women were approached so their position is not harmed or they did not feel frustrated by some messages that are far from their current understanding.

*'You cannot enter these communities shouting 'Long live feminism', you won't do anything. Particularly in the communities where it was alarming that something has to be done as they had several cases of femicide that were not even identified as gender- based violence by local institutions.'*

Representative of international organization

This not only led to significant gains for women living in these communities, but it was also great learning experience for implementing partners which enabled to tailor activities in the way that leads to the more effective achievement of results.

*'It is hard to work there because people think you came to help* (note: provide some social protection) *and then there's always a male family member with those women and girls, so it was difficult to talk about violence. We literally went from house to house because those are small places. I had extensive experience working with women from vulnerable groups and that helped me. I would start with an informal chat, how life is going on here…. They would say there is no violence here, and we would not oppose that. We would say ''good but take this number* (note: helpline number)*, maybe someone will need it''. We approached them with some social mimicry. So, they accepted that explanation, and took numbers so if it is needed to help someone. And when the men saw that they were not interested in that topic, they would leave, and we were left alone with the women to talk. Then they would tell us that it happened to a neighbor there, so slowly they would start to talk about it in their own specific way. And that's how we accepted that specific way, like we came for coffee, so we could talk over coffee. The men would leave quickly, but those who stayed would agree to talk about it, but only as someone who would help if something like that happened in the village. Only in this way could it be discussed with them.'*

Woman, activist, member of implementing partner and outreach team

Similar strategy was implemented in the Roma settlements in Niksic. For this component the partnership with Roma women's organization was used, the organization which was established with support of SOS Niksic, so it was easier to enter the communities and to talk to women.

*'We went from house to house, introduced the women to the project, handed out visit cards with support numbers. Some women were already acquainted, they knew the members of the SOS Niksic. Most of the community knew me too. We were well received. We were not allowed to visit some homes because a woman was already in the shelter. It was riskier to approach those houses, but we tried to leave those cards everywhere. Even when we could not approach the house, we would leave it in the*

**Holistic empowerment strategy of women survivors of violence in Tetovo region** was the key strategy leading to the successful project results. Women were targeted by the awareness raising workshops, economic empowerment workshops, free legal aid and psychosocial support within the self-help group. Similarly to SOS Niksic, WFT carefully tailored the awareness raising activities taking into account the composition of workshop groups. As explained by the workshop facilitator, there were basically two groups of women, one with a bit older woman, victims of violence and the other composed of young women, more prevention oriented. While work with first group was more shaped as empowerment (training and acquiring employment skills, legal support and representation, psychosocial support), work with second group was designed as discussion about sexual violence, sexuality, gender- based violence, etc. The work with group of older women was more complex as they already experienced long term consequences of violence, and they had to struggle with lack of family support, taking at the same time care of children.

*'I had pretty much the same basic principle. In our Center we have good experience in group work with women survivors. I had to feel what groups are. When I finish one session, I propose topic for next session, so they can choose. I was checking if they are more interested in getting information or if they want to express themselves. First group* (note: victims of VAW) *needed time to express their emotions, to open up, to feel understood, supported. They were lacking support for years. Younger group wanted more interaction.'*

Psychologist, workshop facilitator

In combination with awareness raising, women were supported through economic empowerment strategies. There were 4 cycles of workshops for personal and financial development and vocational trainings which included 20 women per cycle, plus 15 women considered as at risk of violence. Third component of the empowerment strategy was self-help group, where women have been meeting two times per months in groups of 15 members supporting each other emotionally, socially, and psychologically.

**Peer-lead workshops with high school girls** implemented by CfG are based on feminist principles. This is a method of work implemented by the organization for more than fifteen years. The workshops are tailored only for girls, based on building circle of trust and creating safe space in which girls can open and discuss, ask, learn or share experiences about GBV and system for protection. During these workshops, the girls reexamine certain learned patterns of behavior and discuss some attitudes, norms and values that prevail in the communities in which they live, with assistance of peer educators. The workshops address in-depth issues of GBV and try to induce changes with long-term effects. Girls who participated in the workshops recognize their distinctive nature and emphasize that they are not comparable to any workshop they attended before.

*'It was interesting. I have never had such a workshop at school. It was interesting.'*

High school girl, workshop participant, Vlasotince

*'It was interesting to me, unlike any other workshop. We usually sit and listen and have no such interaction in the workshop. The workshop was about violence and the question of whether alcoholism*

*affects violence. It was very interesting for me because we don't talk so much at school and in community about violence and a lot of things are covered up, we should talk about it!'*

High school girl, workshop participant, Uzice

*'It was innovative, the girls* (note: peer educators) *really tried to bring it closer to us in a way that suits our age. To open the world to us. They brought it quite close...'*

High school girl, workshop participant, Nis

**Strategies focused on the improvement of the multisectoral response** to violence were grounded in more conventional approaches, such as conferences, trainings, meetings. The important element of this strategy was the development of local protocols which provided framework for better coordination and referral, but also increased knowledge and capacities of local institutions to respond to violence. In Tetovo, regular meetings of the multisectoral teams and their joint work on concrete cases was the appropriate way to enhance local coordination as confirmed by all professionals participating in this group.

EVALUATION QUESTION 4B: What evidence is there that awareness raising campaigns were a contributing factor for progress toward intended goals (i.e.: social marketing, entertainment media, face-to-face group-based education to reduce VAW)?

KEY FINDING: *Awareness raising campaigns significantly contributed to progress towards intended goals, they served as a channel to inform different stakeholders' groups about the project and motivate them for participation, they increased awareness among women and girls from primary target groups about VAWG, women's rights for protection and available services, they contributed to the change of norms and attitudes in broader environment, making it more favorable for preventing and combating VAWG, so women and girls could more openly and easy recognize and report violence and look for protection.*

EVIDENCE

All three projects had broader awareness raising campaigns as important component with several functions:

- To inform about the project and to increase local ownership, engagement of local stakeholders, particularly from institutions;
- To increase awareness among women about VAWG and available services and to increase the outreach of services by stimulating women to report violence and access services;
- To create more favorable environment for combating violence by raising awareness on what is violence, promoting zero tolerance of violence, stimulating debates, opening communities to recognize that violence exist and that everybody is responsible to respond to it

Of course, often campaigns had more than one function, combining, for example, sharing information about project and raising awareness on VAWG, but some were predominantly focused on single function. Stakeholders particularly positively evaluated **'treasure hunt' in Zabljak** which mobilized youth and citizens in northern local communities of Montenegro.

Women's Forum Tetovo used campaigns for awareness raising purposes, for sharing information about the project and for outreaching women from primary target group. For the awareness raising among broader target groups, the Center for Girls implemented forum theatres and generalized campaigns on social and traditional media. These different strategies were designed having in mind different purposes and all were assessed as successful and effective by implementing partners.

> *'Each strategy had a slightly different but good effect. The most detailed work was done with the girls through workshops. We went with the girls in details, there was an opportunity to explain some things more deeply, to explain, to initiate a change in their attitudes. That was really good. Forum theaters are an interesting form, both girls and boys participated in it, so we also influenced the boys' opinion. Through the media campaign, we have reached out to parents and teachers. Each strategy had its own reason why it is just like that and I think it was good that there were more different strategies so we reached more generations and groups of people.*
>
> Woman, activist, CfG implementing partner

**Forum theatres** were used as awareness raising strategy for high school students (both girls and boys). They are based on some scenario that is close to the experience of the students and presents a case of GBV through role playing of girls activists in a form of theatre, followed by the discussion moderated by a facilitator. Activists (girls recruited among primary beneficiary group and trained for this role) who performed the 'play', participate in the discussion based on their acting roles. Interviews with various stakeholders indicated high interest for these performances and strong effects they had on attitudes. As one high school professor described, some of these performances attracted tremendous interest from students and particularly boys. Many of them becoming aware of harm of the violence against women and girls when confronted with situations in which their mothers or sisters could find themselves as in performance.

The forums were often followed by passionate and intense discussions. In the audience, there were often those who resist or oppose the messages of the performance, so it was at the same time the challenge for the girls who took the role of peer educators, but also opportunity to empower and develop argumentation skills.

> *'I was in a situation where I could barely refrain from leaving the character because I heard comments that were very unpleasant. The facilitator did not manage to calm down the situation easily. As a facilitator, you try to lower the tension or to reformulate unpleasant comments and questions in better way, and then to ask the characters. So, the discussion continues where the character can keep talking in line with its role and then the tension goes down.'*
>
> High school girl, performing in forum theaters

For implementing organization this was actually good sign, a sign of success.

> *'A good workshop is where it is difficult, where you struggle with something, where you initiate change. It is easy to work with schools where the team is completely receptive. The point is not to go where it is easy, but exactly where it is difficult. When there is resistance or when someone laughs, there is something in the background, those are the challenges and that is the most important result.*
>
> Woman, representative of implementing organization

Broad awareness raising campaigns were conducted using diverse channels, such as printed materials broadly distributed, posters, cards, social and traditional media. These campaigns were very effective judging by the outreach numbers and also by the impressions of various stakeholders participating in the evaluation, who were campaign message recipients. Some of the campaigns went much further in outreach than initially planned.

*'The campaign was closely linked to other components. Everything we did during the previous two years, we then got the essence out of it and presented to young people and the general population. We sent basic messages that were important to send.'*

Woman, representative of the TV Forum Prijepolje

*'SOS phone, Facebook, Instagram, e-mails, everything exploded after the campaign. Women from other countries also started calling, so we referred them to colleagues providing services in their countries. Women called from other regions in Serbia, we did referrals. Women started to share their own experiences with violence even if we did not ask them to do so. That simply happened in that virtual space. Obviously, we managed to set that space as a safe space, because they managed to open up in the space like that.'*
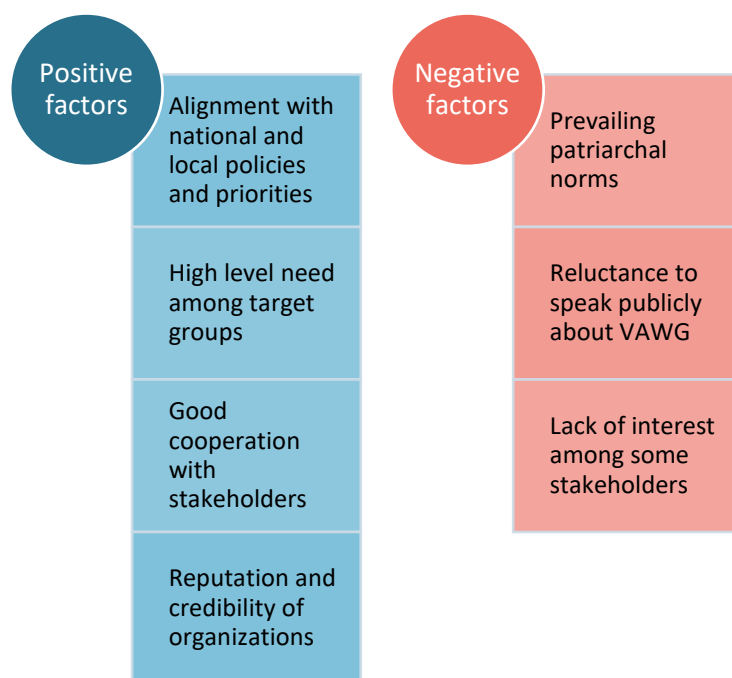
Woman, representative of Center for Girls

**EVALUATION QUESTION 4C:** Which external factors (national and local policies, stakeholders) contributed or prevented smooth project performance and the achievement of planned results?

**KEY FINDING:** *Alignment of three projects with national and local policies and priorities, high level need of such interventions among primary target groups, good cooperation with local institutions, their reputation and credibility in local communities or nation-wide, were key factors that contributed to the smooth implementation. At the same time, the projects faced some strong limiting factors such as prevailing patriarchal norms in the communities, reluctance to speak publicly about VAWG (in all communities where three projects were implemented with the most inhibiting effects in villages in Northern Montenegro), lack of interest among some stakeholders groups, such as parents or professors in case of project implemented by CfG, or lack of national stakeholders to contribute more directly to the better local framework, such in case of project implemented by WFT.*

**EVIDENCE**

Several external factors have positively contributed to the success of all three projects, namely their alignment with national policies and priorities in gender equality and EVAW, good cooperation with local institutions and self-governments, high interest of diverse stakeholders, including target groups and citizens to learn about VAWG and participate in project activities. The respectability and credibility of implementing organizations which were recognized as important actors, contributing to the women's rights, EWAV and gender equality in their communities or even nation-wide, was recognized as particularly important factor by all interviewed national and local stakeholders.

*Chart 4: Positive and negative factors influencing achievement of results*

| Positive factors | Negative factors |
|---|---|
| Alignment with national and local policies and priorities | Prevailing patriarchal norms |
| High level need among target groups | Reluctance to speak publicly about VAWG |
| Good cooperation with stakeholders | Lack of interest among some stakeholders |
| Reputation and credibility of organizations | |

Cooperation with local stakeholders ranged from stronger involvement in the project activities, such as in the case of professionals from police, social protection and other local institutions in the projects implemented by SOS Niksic and WFT, through participation in more generalized campaigns, to placing local resources at disposal of the implementing organizations for project related activities. The examples include provision of office for SOS Niksic Pluzine, opening library and gallery in Vlasotince for forum theatre, or hosting meetings of Service Provider Working Group in Tetovo.

> '*I participated in the project activities as a representative of the Municipality. Tetovo Municipality has a Memorandum of Understanding signed with WFT and it is a big supporter. I took part at the Service Provider Working Group activity for 2.5 years, once a month. I took part at the awareness campaigns activities and the press conferences of the project and of the organization.*'
>
> Woman, Municipality of Tetovo

However, the overall impact of some factors was not always straightforward, as their impact can be found on both, positive and negative side. While it was very positive that all three projects were aligned with national policies and priorities (more on this is in the section on relevance), at the same time, the lack of national support, for example of the national gender equality mechanisms, or relevant line ministries was limiting for achieving even better results. This was for instance emphasized by the WFT representatives, as limiting factor in several aspects. On one hand the participation of representatives of local institutions was mainly on voluntary basis and established due to the previously developed cooperation with local institutions and WFT. As explained by the several representatives of implementing organization, the local institutions are actually offices of central institutions, without authority to make autonomous decisions about initiatives in the Tetovo region. Although the local gender equality mechanism exists in the Tetovo municipality, the VAW policies and measures are under responsibility of the central government. Municipality has low capacities to implement such policies, and infrastructural development is most often prioritized over other issues.

The government never accepted numerous requests from the region to establish local shelter or to support economic empowerment of women victims of violence in the region. Women from Polog region have to go to Skopje to shelter, and often there is no free spot in the shelter or it is difficult to travel there because the children have to go to local school.

> 'So all in all, not very supportive environment. WFT was left to its own credibility and persistence. When we were inviting representatives of the institutions to coordinate together response to violence, they responded not because they felt obliged by their official position, profession, their supervisors would never evaluate them based on that, but because women from WFT and because they felt they can do something. It was more their individual motivation than professional responsibility or requirement'.
>
> Representative of WFT

Another example of same factors acting as supportive and inhibiting is the role of high schools in the project implemented by CfG. While cooperation with schools was key to the project success and it was very good in many cases, leading to smooth achievement of results, in other cases there was resistance to the project activities by school principals or psychologists, which prevented participation of children from these schools in project activities. Resistance was sometimes caused by the reluctance to engage with additional topic, sometimes because of already dense schedules, overburden with extracurricular activities. In some cases, the lack of adequate premises prevented to have more participants in forum theatres. However, where cooperation was already previously established with schools and where professors were looking forward to engage with the topic, it was much easier to plan and implement the activities.

The weak cooperation of parents and sometimes professors did not impact the effectiveness of the project implementation and only limited the scale of impact on the target groups considered as secondary beneficiaries. Lack of cooperation of parents was noted by implementation team as well as professors that were involved in the project implementation. Professors with longer experience indicate that this is general trend and not something specifically related to the project. Parents do not attend even parental meetings, and even less they show the interest towards the topics that are not narrowly related to the student's marks. That was surprising for implementing organization. When they realized the difficulty to mobilize parents in larger numbers, they intensified their work with professors who can pass on the knowledge and information on parents.

On the other hand, resistance of some schools to participate in the project posed more challenges to smooth implementation. In some instances, school directors were not willing to approve school participation in the project, in other cases school psychologists acted as gatekeepers preventing the collaboration. Some professors who succeeded to convince school director to accept the invitation to collaboration think that resistance comes from too dense school schedules, lack of available space in the school, too many extracurricular activities, but also from the reluctance to talk about gender based violence.

> 'I am not sure where this resistance comes from, most likely because the story about violence in general is unpleasant. Very often when I talk about it with students, (note: she is the coordinator for the protection of students from violence),[27] I notice a finely packaged psychological and verbal violence that is the most difficult to prove. Resistance lies in a lack of consciousness and willingness to address it.'

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[27] This is national mechanism in Serbia, established by the Ministry of Education, Science and Technological Development. Every school has the team or coordinator for protection from violence.

'Teachers are overwhelmed, I don't believe that they are very interested in such activities. It is difficult to find time for that with all the workload. Teachers now need some digital training to teach, rather than listening to some other topics. Maybe everything will stop.

High school professor, Uzice

'One school director did not want to cooperate with us. She said that there is no violence, and if there is, more violent are girls. She does not understand why girls are violent, that it stems from the violence to which they are exposed. She thinks that she knows better than us. She wanted to impose the topic, to be either human trafficking or peer violence. Nevertheless, we tried to include children from these schools that did not want to cooperate in activities outside of the school.'

Representative of the implementing organization

Girls who were trained to act as peer educators during the CfG project, made the observation that majority of professors are not aware of the GBV and some of them even behave violently towards the students. Although schools have mechanisms to address violence, which were established years ago through protocols defined by the Ministry of Education, Science and Technological Development, these mechanisms are not always effective and they work with peer violence, and are not mandated to work with professors. Girls indicated that it is very important to influence professors more and make them aware of the nature of VAWG and importance of prevention and protection. Same observation came from the representatives of the implementing organization.

'Usually at school we contact a couple of people, this was an opportunity to include a larger number of teachers, 30-50 people sat there and listened. The whole professors' team had the opportunity to hear who they can turn to if a student reports violence. We educated them minimally, but we educated them. But you cannot imagine which comments have I heard from professors in typically 'male schools'. There are very few girls in these schools and they are in a very unfavorable position. Comments from professors…. There was everything… a great misunderstanding of what we were doing. Completely inappropriate comments and jokes. At some point, I was very embarrassed that they didn't understand so much. They do not have the opportunity to attend such education (note: on gender equality, VAWG).'

Representative of the implementing organization

This environment is not favorable, and can limit the enthusiasm and efforts of activists, high school girls that were recruited through the project and trained to act as peer-educators facilitating workshops or participating in forums. They are surrounded by the lack of understanding in the family, in the immediate social networks, schools.

Similar environmental hindering factors were noted in case of SOS Niksic project. Northern Montenegro communities still have prevailing patriarchal cultures, which places strong pressure on women to keep experience of violence as private matter. Therefore, there is still reluctance to report violence as noted by the trusted persons who are not approached by women in need to the extent that it was expected.

> *'I still didn't have the opportunity to assist women victim of violence in Zabljak. These women are not yet ready to talk about violence... This is hindering factor, the tendency that women place below the carpet these problems... When I experienced violence, four guys were watching while he was beating me and didn't react. In our society this is a private problem.'*
>
> Woman, trusted person, Zabljak

Described situation was confirmed multiple times in the interviews with different stakeholders. There were cases that women would rather call helpline that is outside of their communities then to look for the support in the antenna office or in local police or center for social work.

Another hindering factor for the project implemented by SOS Niksic was the difficulty to find premises for the antenna office in Zabljak. As this is the tourist place and everybody rents their apartments and houses daily, the project couldn't find the adequate premises for rent on annual basis. This caused a slight delay in project activities related to the antenna office, but at the end, the problem was solved by finding premises for renting through personal contacts of activists.

**EVALUATION QUESTION 5:** To what extent did campaigns shift (in any direction) norms and perceptions around gender-based violence (GBV) in implementation communicates?

> **KEY FINDING:** *Projects' implementation communicates were numerous and diverse in formats, and systematically carried strong messages that reveal many faces of violence enabling various target groups to recognize all of its forms; pointed to the women's human rights to be protected from violence and discrimination, informed about available services, and with other similar content have contributed to the shift in norms and perceptions of GBV.*

**EVIDENCE**

Project implementation communication channels were numerous and had diverse forms, such as leaflets, posters, cards, brochures, Facebook posts, Instagram photos, radio jingles and TV video spots. Different tools were used for different purposes and target groups, adjusted to the specific features of the group and occasion or purpose.

> *'I really liked our awareness raising campaigns. We started with distributing fliers in the community, and then we were immediately invited in local media to speak about violence. That was taboo in our community. After that, the interest increased enormously. Everybody saw that, even people on the street, in the neighborhood recognized and told me they hear about this.*
>
> Woman, representative of WFT
>
> *'The campaign was especially important for achieving the goals. We made leaflets, brochures, in our* (note: Montenegrin) *and Albanian language. We distributed it to a large number of women speaking Albanian. With the press conference, we introduced out project to broad audience, not just to local communities. There was a good media response during the project. We placed billboards that still stand in some municipalities. The "violence free zone" stickers were great, so women could see where they can seek help. Trusted local people were also there.'*

As indicated by the representatives of the CfG, one of the most successful communication products was the postcard with 'wheel of control'. Women were invited to send this postcard to their relatives and friends. Due to the very positive feedback, this was used later for Facebook and was printed as poster and placed in schools. Radio jingles were produced above planned number as during the project the idea emerged to produce radio jingles based on the experiences and ideas of girls playing or moderating forum theaters and workshops with girls. Namely, girls who were peer educators, activists, came with many ideas what would be good to send as a message to the broader audience based on the experiences in workshops and forum theatres. Messages were short and authentic and recorded by the girls activists. They are used in radio and remembered by different stakeholders who were interviewed, but they were also used as education material in classes in schools where jingle would be played and then discussion developed around it.

*'The media campaign was very broad and diverse due to the fact that many girls who participated in the project and became both activists and volunteers shared a lot of posts on social media. The posts were short and effective. The messages were strong and were shared a lot. Also, the video that we made was focused on those key messages. It was also black and white so that there would be no distraction from the messages we wanted to send. These messages could be very clearly received by viewers and listeners. The fact that a lot was broadcast on TV, radio, YouTube, social networks. It is important how many people we reach, but also what kind of content we deliver, whether they are understandable to everyone. We believe that we have managed to reach both the elderly population and the basic target group.'*
Representative of TV Forum Prijepolje

**EVALUATION QUESTION 6:** What alternative strategies would have been more effective in achieving expected results?

**KEY FINDING:** *Implemented strategies were fully appropriate and based on long standing experience and high expertise of implementing organizations, as well as good knowledge on specific context and needs and characteristics of target groups. Evaluation evidence points more towards the possibility of further fine tuning of same strategies than shifting to alternative strategies in the future. **Alternative strategies were proposed in reaching out to specific target groups such as professors, parents or younger children.***

**EVIDENCE**

CfG workshops and forum theatres are the authentic awareness raising methods that were shaped during years of experience of CfG and were used in this project with a lot of success. As the representatives of the organizations said, the workshops with high school girls are 'their first and last name' and they would not replace it with some other form of work with girls. Forum theatres also proved as highly effective and positively evaluated by all stakeholders participating in the evaluation. There were few suggestions that CfG could in the future include as additional method, for instance authentic testimony of women who survived violence, similar to living library. According to opinions

of these stakeholders (high school professors), the real stories would have potentially stronger effect on those who resist to the messages delivered through fictious scenarios, although these scenarios are very realistic and grounded in real experiences.

*'Such projects are needed. Although a lot is heard about violence. Maybe I would be better off talking to someone who really experienced it. Let's say I have those situations in the family. If there were any real testimonies, then a child would be released to report.'*

Woman, professor, Nis

The project implemented by the CfG was expanded to include more secondary beneficiary groups, parents and professors, without expanding resources, so it was not possible to apply more elaborated or complex strategies for broader and more dynamic involvement of parents and professors. If this is the objective in future interventions, different mobilization strategies should be used. Based on the knowledge about the education system in Serbia, higher motivation for the participation by the professors could be generated either by the explicit instruction from the central level (Ministry), or by accrediting certain points for the professors licenses by attending such events. Otherwise, it would require more creative and costly both in terms of (time and money) ways to engage professors in more dynamic ways. As for the parents, alternative strategy would also be needed, but how this strategy should be shaped, this should be further explored with children, through exchange of experience with organizations who implemented projects involving parents. One of the alternative strategy could be to include younger children, in higher grades in primary school and their parents, as at this age, parents are more involved in school activities than in the high schools. Some of stakeholders (professors and psychologists) also proposed that alternatively, instead of focusing only on high school girls, it would be important to focus on younger girls, at 7th and 8th grade of primary school.

Another alternative method to be considered by CfG is to hire professional agency to monitor the campaigning effects. This is relatively demanding for small organizations and takes a lot of their resources.

Representatives of SOS Niksic also indicated some additional strategies not as alternative but as complementary. As the work with Northern communities was just initiated through the project, they need to find other resources to continue what they started. With the support of the Ministry of Human and Minority Rights, they continued to work on VAW and DV prevention protocols, training local professionals to apply procedures in line with these protocols. Also, improved monitoring of VAW and DV using women's social cards are important strategy in better protection of women.

WFT indicated that important strategy to improve the protection of women would be the advocacy to establish shelter for Polog region. This represents big gap in the system for protection, mentioned not only by the implementing organization, but by all stakeholders representing different institutions in the local multisectoral coordination group.

*'The sore point of all representatives of institutions at our local level is that we lack a center for victims where they could take shelter at a given moment when there is danger, when they need to be dislocated from a violent environment, a shelter center.'*

Woman, representative of Center for Social Welfare

> *'It is important, really needed to be established as a service and it is obligation by Istanbul Convention. We need to provide whole package of service. Now they* (note: representatives of institutions) *learned how much is needed to introduce new services in order to provide comprehensive package that is more effective than single service'.*
>
> Woman, representative of WFT
>
> *'The priority problem is the shelter. No other problems, we have a strong multisectoral mechanism, the only problem is that there is no shelter.'*
>
> Woman, representative of local self-government
>
> *'The municipality needs to find a solution, to organize services. To make a centre for women and children, a shelter.'*
>
> Woman, police officer, Tetovo
>
> *'The project is very good but needs to be integrated in the system with full referral mechanism. Our cooperation has significantly improved the referral system, but there should also be a shelter, where we can protect victims.'*
>
> Woman, judge, Court in Tetovo

**EVALUATION QUESTION 7:** How do different beneficiaries interpret the same advocacy / behavior change message? Are they all impacted the same way or differently?

> **KEY FINDING:** *Implementing organizations are fully aware of differences between diverse groups of women and other stakeholders and they invested great efforts to adjust the methods of influencing the awareness, attitudes and behaviors of these groups in suitable ways.*

**EVIDENCE**

Representatives of implementing partners within the project lead by SOS Niksic indicated many times that there are significant differences between groups of beneficiaries based on their local culture, education, norms specific to their immediate communities. Specific situation in Northern Montenegro communities, in terms of strong traditionalism, refusal to speak about violence, was already previously described. According to the experience of activists implementing the project, there was important difference also based on age of women. Older women were more conservative and reluctant to hear campaign messages. As one of the awareness raising activity, a movie was played for women, but some women refused to watch it because it was promoting values very opposite to what they internalized during their socialization in these communities.

> *'Yes, it all depends on the age, woman's education, employment status. There were women who left in the middle of the movie, probably due to their patriarchal upbringing. When there were certain scenes with women fighting for their rights, they were still showing revolt. Older women still see us as ''marriage breakers''. According to their value system, the woman was given to be a housewife and a mother, primarily. As older women have been accustomed to living that way for years, they have refused to receive*

> *messages.* Then we used different methods, not feminist films and messages, but café meetings, where we could hear what these women think, what they face, so we could see that they think very differently.
> *With younger women, more educated, who follow social networks, it is completely different. They recognize what is gender equality, what is violence against women, they recognize different forms of violence. After our campaign, most of them recognize that it is not just physical violence, they even point out that it is much more severe psychological violence.'*
>
> <div align="right">Woman, activist, SOS Niksic</div>

It is important to note that regardless the differences, implementing organization delivered messages to all women they covered by outreach campaign. They knew that even if women do not see the value at the time of the campaign, one day, when they are ready, they could use this information.

> *'We had women who, when we talk to them, say ''we don't have violence, but leave the card''* (note: card with information about available services, helpline numbers)*. Another time they say ''I will tell mine* (note: husband)*, touch me and I'll call the card.'' They still consider to have some protection available, to have someone standing by them. Which was both a project plan and a goal for us to make them feel safer in their communities.'*
>
> <div align="right">Woman, activist, SOS Niksic</div>

Representatives of WFT indicated that differences were noticeable between rural women, which were older and with experience of violence and younger women in city of Tetovo. Although basic information material was printed for all in the same way, the workshops were organized differently, with different approach and with different sensitivity in raising awareness on VAWG. The approach to rural women was more 'cautious', since the organization learned through working for decades with rural women that issue of violence is still kept dominantly in private family circles. Also, different approach was used with Roma women, which are the most vulnerable and lack even basic understanding of what constitutes violence.

Girls acting as peer educators in CfG lead project had the opportunity to compare forum theatres participants from different schools, or in urban and rural areas. According to their experiences, sometimes schools are different just because there is specific school peer culture. For example, in art school participants were serious while in other schools they would make inappropriate jokes. They also indicated the differences between rural and urban areas, with rural areas being more conservative, with less awareness of what constitutes violence.

> *'We pay a lot of attention to whether the girls are Roma, or not, whether they come from the village or from poor families. We take care who is sitting in our workshops, who is discriminated and even possibly discriminated among same group of peers, in the same class. Some are not functionally literate, some can't read or can't read well enough. Our goal is to empower them. We are very careful with that.*
>
> <div align="right">Woman, representative of CfG</div>

Activists engaged in campaigns noticed that social media were more aiming at young people, while TV spots and radio jingles were adapted to general population.  The CfG had different approach in tailoring messages for primary target group of high school girls, and particularly those who were later recruited as activists and trained to be peer educators. Messages used in work with them were more explicitly feminists, direct, bold. This was evident during the FGD with these girls as they were speaking

feminist language, placing women and girls and their rights in the center, showing zero tolerance towards violence and discrimination and pointing to the unacceptable norms and behaviors of different actors in their environments. However, when sending messages to other target groups, the communication was designed a bit differently. Messages were basically the same, but the way how they were presented was not so explicit and direct, adjusted to the capability of stakeholders to receive and not refuse the message as too far from their normative frameworks.

> *'We have chosen to show messages that have elements of feminism but not so explicit. During that presentation* (note: to professors and parents and in Facebook discussions), *the person would comment something, then we refer to them. The language was adapted to these specific target groups, the dialogue and interaction was different, but there are no deviations from the method and essence, the basic principles. There is no withdrawal, when comments appear on the posts, we do not give up. We stand behind the fact that the woman is not guilty for violence, that the abuser is primarily a partner or someone from the family, that is statistics, evidence. There are no negotiations, but the way how message is said, how it is brought in a particular discussion, with a given audience, it depends on the situation.'*
>
> Representative of Center for Girls
>
> *'The media campaign was very broad and diverse due to the fact that many girls who participated in the project and became both activists and volunteers shared a lot of posts on social media. The posts were short and effective. The messages were strong and were shared a lot. Also, the video that we made was focused on those key messages. It was also black and white so that there would be no distraction from the messages we wanted to send. These messages could be very clearly received by viewers and listeners. The fact that a lot was broadcast on TV, radio, YouTube, social networks. It is important how many people we reach, but also what kind of content we deliver, whether they are understandable to everyone. We believe that we have managed to reach both the elderly population and the basic target group.'*
>
> Representative of TV Forum Prijepolje

However, more systematic insights in differences in reception of messages between women and girls from different social groups could be obtained if some basic socio-demographic data on them are recorded in pre and post tests, or other monitoring and evaluation activities. For example, by adding question on women's age, area of living, education, employment status, or in case of girls, mothers education and employment status, which can be very important in gender socialization, could enable insights regarding differences in changing attitudes based on any of these characteristics.

**CONCLUSIONS**
- The projects were designed logically taking into account the roles, capacities and commitments of key stakeholders, including implementing partners which are experienced and fully dedicated to EVAW, primary beneficiaries whose needs were clearly recognized, aligned with roles and commitments of secondary beneficiaries who are representatives of different institutions engaged in response to violence in the community or in schools, and high school children parents (in case of CfG project).

- Indicators defined in the result framework enable monitoring of achievements. However, certain indicators are not optimal as they were measured by the inconsistent methods, others lack precision or are not adequately defined. The difficulties in monitoring and evaluation are also

related to the nature of some indicators that are difficult to measure, particularly in regard to the broader campaigns, and fragmentation of overall measurement of result during project cycle making it more difficult to measure the results at the level of whole project cycle.

- Three projects were highly effective and majority of results were achieved beyond planned targets. Few areas of somewhat more modest achievements are related to the external circumstances marked by the resistance to initiatives combating VAWG. Significant number of women and girls were empowered to understand GBV issue better, to report it and to look for the specialized support services. Local stakeholders, working within the institutions responsible for prevention and protection of women from violence, were supported in better multisectoral coordination and their capacities to recognize violence and to respond to it were increased. Broader groups of citizens and broader communities were influenced by the awareness raising campaigns, their system for protection of violence was improved due to the newly introduced services, such as antenna office in Zabljak, bilingual helpline services in Montenegro, and psychological support and economic empowerment courses delivered to women victims of VAW in Tetovo region.

- Intervention strategies were very effective and enabled achievement of results. Particularly effective were empowerment and awareness raising strategies which were innovative, well contextualized and adjusted to specific target groups. In general, intervention strategies combined direct work with women and girls in terms of awareness raising, support and empowerment, while simultaneously intervening in the institutional framework for support to women victims of VAW, and/or their immediate environment, such as school parents, and broader community.

- Awareness raising campaigns significantly contributed to the achievement of results. They were closely linked to the other components of the projects and were used in multifunctional way: to inform and motivate stakeholders to participate in the project, to increase awareness among women and girls empowering them to access available services, and to change norms and attitudes in broader environment, making it more favourable for preventing and combating VAW.

- High effectiveness of three projects could be attributed to the several external factors, such as alignment of the projects with national policies and priorities in gender equality and EVAW, good cooperation with local institutions and self-governments, high interest of diverse stakeholders, including target groups and citizens to learn about VAWG and participate in project activities, as well as respectability and credibility of implementing organizations recognized by all stakeholders. The inhibiting factors manifested mainly as resistance of certain actors to participate in the project due to the prevailing patriarchal norms and lack of awareness, reluctance of women to report violence due to the strong community pressure that violence is a private matter and should be kept in the family, and sometimes problems with finding appropriate offices or facilities of project activities.

- In order to contribute to the norm shift, three project used diverse communication strategies, such as leaflets, posters, cards, brochures, Facebook posts, Instagram photos, radio jingles and TV video spots with clear messages about the nature of VAWG, women's rights to lives free from violence and discrimination and availability of various forms of protection.

- The implementing organizations emphasized that with their previous track record, they were rather certain that intervention strategies were fully appropriate, based on long standing experience. These strategies, indeed, led to the high achievements. Therefore, there are only few proposals for alternative strategies: they included need to reconsider how to engage parents of high school girls who lack the interest in most of the cases and to achieve stronger motivation of high school professors in case of CfG project. In case of SOS Niksic, the idea was to continue to further advance system for protection in the Northern municipalities by introducing multisectoral cooperation protocols and training professionals to apply the procedures. In case of WFT project, the advocacy to establish regional shelter was mentioned as important alternative strategy, as without it the system is not complete and it is difficult to provide 'full package' of protection services.

- Messages promoting changes in attitudes and behaviors were differently interpreted by different beneficiary groups. Older, rural women from less developed and more traditional communities were more difficult to make aware about VAWG and needs for protection, and in some cases women from these groups completely resisted these messages. Younger, more educated, urban women were more ready to be open for new insights and they became often new promoters of change.

## 6.2 Relevance

**EVALUATION QUESTION 8:** To what extent were the objectives and design of the intervention informed by needs and interests of diverse groups of stakeholders through in-depth consultation?

**KEY FINDING:** *Projects were designed based on in-depth knowledge about diverse stakeholders groups, particularly women and girls as primary beneficiaries, as well as representatives of local institutions within the system of prevention and protection from VAWG. Knowledge was not based on one-off consultations, specifically organized for the purpose of project design, but comes from the years of experience working with target groups enabling much more solid knowledge about their needs, potentials for change and environmental factors relevant for project success. In some cases, where needed, additional consultations or mapping was organized to better understand contextually specific needs of stakeholders, such in the case of Northern Montenegro where situation in some municipalities was unknow for implementing organizations.*

**EVIDENCE**

In preparation of the projects, organizations relied on multiple data sources:
- **their own long-standing experience** working in EVAW with different groups of women and girls (survivors of violence, under the risks of violence, women from marginalized groups, etc.);
- **available administrative and research data**, such as data on reporting violence available in helpline services, police or other administrative data, and data from specific studies, such as study conducted by ESE and Akcija Zdruzenska in North Macedonia and gender analysis of security in the city of Nis conducted in 2014 by CfG;
- **consultations with key stakeholders,** which was particularly important for the SOS Niksic as they for the first time implemented project in the Northern Montenegro municipalities.

As it was explained under the evaluation question 1a, implementing organizations are fully dedicated to the prevention and protection of women and girls from discrimination and gender-based violence. Their knowledge on needs of women and girls for raising awareness about violence, their rights, available support services, as well as empowerment towards changing attitudes, norms, behaviors, and life circumstances, was generated during decades of experience in such work. This is clearly explained in the project proposals, where justification of the project was presented. Regarding the needs of the primary beneficiaries – women and girls – there is a common knowledge that was incorporated in all three project designs:

- **Women and girls do not recognize violence**, they are not aware that violence is severe violation of women's human rights, they do not perceive diverse forms of violence and often misconceive that violence is only a physical harm. For example, high school girls often do not identify different forms of control as violence, such as controlling phones by partners, or providing access to their private Facebook pages to their boyfriends, and similar.
- **Women and girls are not empowered to report violence and look for support.** The reason for this is the still strong patriarchal culture which treats violence against women as private matter that should be kept in the family, but also lack of the support services in the local communities, or lack of information about these services, or lack of proper response to violence of the responsible institutions.
- **Women from marginalized groups** are particularly in unfavorable position in both previous aspects, due to the language barriers that prevent adequate access to services, as well as multifaceted social exclusion which keeps them in relatively closed communities, with oppressive patriarchal structures.

> '*From our experience we knew about needs of women. We are always in the field, working directly with women, and especially with women survivors of violence in rural areas. They face more obstacles than women in towns. They need more information. They need direct contact. So based on that knowledge were designed our rural workshops with women survivors. This was the best practice to reach them. We found from our center for free legal aid that better cooperation between institutions at local level is needed. So we planned some improvement of referral mechanisms. All of that was based on our experiences. There were also some researches that were done by other organizations.*
> Woman, representative of WFT

**The knowledge of systems for prevention and protection**, the way how institutions such as police, centers for social work, courts, health and education institutions address the issue of GBV was the important part of the project design. Again, the long-standing experience in work with these institutions enabled to design project in the appropriate way to address the needs of these stakeholders to improve their knowledge and practices. However, different preparatory practices were implemented in the projects. While WFT had already good knowledge and continuous cooperation with local institutions, and key advantages and gaps were familiar to the organization, SOS Niksic entered new region, the region that was not covered by protection services, the region from which women significantly underreport violence in comparison to other regions, which was visible from administrative data and helplines. In order to design project accordingly to the specific situation in three Northern municipalities, SOS Niksic conducted resource mapping and consultations with different stakeholders, including police, local self-governments, centers for social work. They learned that low reporting is rooted in strong local patriarchal cultures, specific geographical features of the region, with small, scattered, mountainy villages and protection services that on the surface

know what is their job, but do nothing in particular to raise awareness or to motivate women to report violence. They just acknowledge the fact that women do not report violence justifying it with presence of strong patriarchal culture.

*'The idea for the service in Albanian language came from experience. There are a lot of Roma settlements in Montenegro. These are not nomadic settlements, but settlements in which people have lived for years. Much work has been done on Roma inclusion. That's how the bilingual service started. Looking at the statistics from the line, we came up with the idea to work beyond Nikšić and that central part of Montenegro. Looking at the statistics, we saw that only one woman from Zabljak, Savnik, Plužine has reported violence. This is nothing. So, we decided to dedicate ourselves to the North of Montenegro. The challenge was the very communities that are small, still living a patriarchal life. These are very small communities where everyone knows everyone. At the beginning, everybody said that there is no violence, but then, after some time, it turns out that everyone knows someone who is experiencing violence. The problem is that there is often a brother-in-law, or other relative in the police. And then in the end, they intervene by "reconciling them". Changes are not easy to achieve, especially not in such communities. That is why this opportunity seemed ideal for us to activate that work.*

Woman, representative of SOS Niksic

*'These communities* (note: Northern municipalities) *are devastated from an economic point of view. Savnik currently has 2,000 inhabitants, but the question is whether that number resides during the winter months. Industrial structures were destroyed there. There are families living on the edge of poverty. They belong to those generations who migrated from distant mountainous regions of the former Yugoslavia. They live in the mountainy areas that have great potential for agritourism, mountain tourism, which, unfortunately, was not supported by policies. That economic situation together with political turmoil and patriarchal culture, all of this together, must lead to an escalation of violence, but when you see that there are no calls from these parts of the SOS line, then it just screams at you that there is some kind of problem.'*

Woman, representative of international organization

*'Why are these communities different from others? What surprised me in these environments is complete denial. Huge unwillingness to disclose violence. It was seen in all three communities that it was a huge pressure on those women, that if they disclosed it, they would be expelled from those communities. They did not know about the services, how the shelters work, that there is a national line.*

Woman, representative of SIS Niksic

On the other hand, the experience with institutions in Niksic served as great example of evidence-based project design.

*'We talked many times… we had a good practice to sit down and talk after the event and see what could be different, better, to intensify some activities, to cover most of the local communities. They* (note: SOS Niksic) *accepted it and I was pleasantly surprised by that responsiveness.'*

Man, representative of the police, Niksic

WFT saw the need of local institutions for prevention and protection through multisectoral cooperation as priority. This knowledge was based on the collaboration with institutions responsible for the response of DV since 2001, and particularly during mapping women's security concerns which was conducted in collaboration with police, meetings with mayors from the Polog Region to petition

municipal fiscal support to WFT free legal clinic, hosting women's health workshops with health care providers and referrals from local centers for social work of women victims of violence to WFT legal clinic. Based on these diverse opportunities to learn how local institutions work, and an understanding where are the gaps in response to violence and what are the priority needs, WFT focused on multisectoral cooperation as one of key project intervention strategies.

**EVALUATION QUESTION 9:** To what extent do the achieved results (project goal, outcomes and outputs) continue to be relevant to the needs of women and girls in project implementation sites across Macedonia, Montenegro and Serbia?

**KEY FINDING:** *Project goals, outcomes and outputs are fully relevant for given contexts. Projects intervene in structures and processes that are very deep and structurally rooted, and therefore, initiated changes require further interventions in order to achieve more sustainable and thorough changes: in Northern Montenegro communities the issue of VAWG has just opened up and changes in attitudes and services have just been initiated; in Tetovo region, additional elements of support framework are needed for better protection and further empowerment of women; and in regard to high school girls, new generations are coming with need to be supported in awareness on VAWG, particularly in environment which is marked by prominent gender inequalities being intergenerationally transferred.*

**EVIDENCE**

Despite the fact that all three projects were effectively implemented, and with important impact, the changes they induced are not sufficient to alter the reality of women and girls permanently. These changes have to be seen as part of longer term processes, continuous, simultaneous changes that should be further supported through different interventions coming from similar projects, or even more important, from the systems of state institutions, laws and policies. These projects have the value because they make direct impact, responding to the needs of women and girls, but also interfere with the needs of the systems to be improved. When the improvement does not come internally from the system, the external pressure and support are of particular importance. All interviewed stakeholders agree that these projects are answering the needs that are still relevant in targeted communities and will probably be relevant for a longer period of time.

*'All activities and goals are still relevant and should be carried out in the same places and in other places. Maybe a new sub-topic should be included, but even this unchanged is completely relevant. For example, femicide, which is also very relevant as this year so far, over 14 women have been killed. Also digital violence is a new topic. There are no appropriate mechanisms to respond to cyber violence. This work needs to be repeated in order to make progress, changes are not adopted at once.'*

*Woman, representative of CfG*

*'I think there is still a need for a project like this. We have done projects with many girls and boys. But new generations are coming, we need to work constantly. Prijepolje is a more conservative environment, in the schools they do not address the issue of GBV. It is precisely the high school age that is best so that it can be influenced to prevent violence, before they enter into violent relationships or marriages, or if they have already entered to be able to recognize it.*

Woman, representative of Women's Forum Prijepolje

*'It is very good if the activities could continue, Tetovo region is still in need for a work like this.'*
Woman, representative of the police, Tetovo

*'Yes, the results of the intervention still address the needs of survivors of violence in our region. Needs include free legal aid, multisectoral services by all relevant stakeholders in the region, support group for survivors of violence.'*
Woman, representative of WFT

*'The project is still very relevant. Our presence in these communities* (note: Northern municipalities in Montenegro) *is very important. Through three years of work, the importance has been recognized by local governments. They received support around the activities, which indicates that their needs are strong and relevant.*
Woman, representative of SOS Niksic

*'Given that SOS Niksic is the only one that provides such a service* (note: bilingual service, in Montenegrin and Albanian languages)*, it is important to continue because there is a need for such a service to exist.'*
Woman, representative of SOS Niksic

**EVALUATION QUESTION 10:** To what extent does the programme respond to the international framework to prevent and respond to violence against women, such as CEDAW, Beijing Platform Action, Istanbul Convention and women's human rights principles?

**KEY FINDING:** *All three projects fully correspond with national and international frameworks and priorities for gender equality, elimination of discrimination and violence against women ang girls.*

**EVIDENCE**

Three projects are fully aligned with international framework to prevent and respond to violence against women. Montenegro, North Macedonia and Serbia are signatories of CEDAW convention. Montenegro has submitted Second Periodic Report to the CEDAW Committee in 2016 and next one is due in 2021, North Macedonia has submitted Sixth Periodic Report in 2017 and next one is due in 2022, while Serbia has submitted Fourth Periodic Report in 2017 and next one is due in 2022. CEDAW Committee welcomes the progress made to date by state parties in relation to the EVAW and recommends further actions. Projects are aligned with some of these recommendations. Committee recommended to Montenegro to address the underlying causes of gender based violence against women and develop specific measures to sensitize women and men, including from the Roma, Ashkali and Egyptian women, to allocate adequate resources to combat stereotypical attitudes and tolerance for GBV, and to take awareness-raising measures to combat any approach which gives preference to preserving the family over women's rights (Concluding Observations on the Second Periodic Report of Montenegro, 2018, para 23). Committee recommended to North Macedonia to guarantee free legal

aid to women victims of violence, and the increase of the number of shelters and ensured access of women victims of violence to counselling and rehabilitation services (Concluding Observations on the Sixth Periodic Report of former Yugoslav Republic of Macedonia, 2018, para 24). In case of Serbia, CEDAW Committee recommended to undertake different steps to improve protection of women from gender-based violence (Concluding Observations on the Fourth Periodic Report of Serbia, 2019, para 24).

All three countries are signatories of Istanbul Convention: Montenegro signed in 2011 and ratified in 2013, Serbia signed in 2012 and ratified in 2014, while North Macedonia signed in 2012 and ratified in 2017. Serbia and Montenegro submitted first reports to the GREVIO in 2017, while North Macedonia still did not submit the first report. Recommendations issued by GREVIO include the elimination of discrimination faced by Roma and Egyptian women, disabled and women living in rural zones when seeking protection from violence and ensuring their access on equal basis, to specialist support services (Council of Europe, Recommendation on the implementation of the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence by Montenegro, 2019). In GREVIO recommendations for Serbia, it is strongly recommended to develop and sustain the awareness-raising efforts on all forms of violence covered by the Istanbul Convention, including through campaigns and by partnerships between women's specialist support services, community-based grass-roots organizations, media and the state (GREVIO, Baseline Evaluation Report, Serbia, 2019).

Projects are fully consistent with and integral to the EU pre-accession reform process that has been aligning national standards with the Acquis Communautaire of the EU, particularly Chapter 19 on social policy and employment, Chapter 23 on judiciary and fundamental rights and Chapter 24 on justice, freedom and security. Projects target the areas that the European Commission identifies as weak spots in the reforms related to EVAWG in three countries, as presented in respective EU progress reports.

Projects are aligned with UN Development Agenda 2030 and SDGs, particularly corresponding to the SDG 5, particularly targets 5.1, and 5.2.

Projects are also in line with national frameworks and priorities. In Montenegro, there is Action Plan for Gender Equality 2017-2021, which sets gender-based violence as one of the key priorities, and there is also Strategy on Protection from Domestic Violence 2016-2020. In North Macedonia, there is Gender Equality Strategy 2013-2020 and there is National Action Plan for Implementation of the Istanbul Convention 2018-2023. Serbia has no specific strategy for combating gender-based violence against women, but this is recognized as one of the national priorities within the Strategy for Gender Equality 2016-2020.

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**CONCLUSIONS**
- Three projects are fully relevant, addressing the needs of women and girls for better protection from gender based violence, but also the needs of other stakeholders, such as institutions responsible for VAWG prevention and protection, local self-governments,  targeted communities and broader groups of citizens.
- The project was designed based on in-depth knowledge of the needs of primary beneficiary groups (women and girls), including those that belong to the marginalized groups, based on long lasting experience in work with these women and girls. Knowledge of the needs of professionals from institutions was also grounded in long cooperation and joint work. In addition to the organizational experience, available studies were used to inform project design as well as targeted consultations

- where additional information were needed, such in the case of Northern Montenegro municipalities.
- Goals, outcomes and outputs of three projects continue to be fully relevant for targeted areas and with respect to the needs of the beneficiaries and other stakeholders' groups. All evaluation participants confirmed that awareness raising on VAWG among diverse stakeholders, empowerment of women to recognize and report violence, improved access to services and better systems for protection in local communities are still very much needed, as well as broad campaigns that will impact the change of norms and attitudes in broader groups of citizens which are still marked by strong patriarchal cultures, particularly in less developed and more rural areas.
- Three projects are fully aligned with international frameworks for combating VAWG and gender equality, EU accession process, UN SDG agenda, as well as national priorities as defined in the most relevant policies.

## 6.3 Coherence

EVALUATION QUESTION 11: How are these EVAW campaign strategies compatible with other interventions in their respective countries? In the region?

KEY FINDING: *There is high compatibility of campaigns implemented through three projects and other regional, national and local campaigns. Projects are compatible with large regional programme implemented by UN Women ECA Regional Office 'Implementing Norms, Changing Minds'. Campaigns implemented by WFT and SOS Niksic are pioneering in targeted local communities and simultaneously contributing to the national wide initiatives for EVAW. CfG campaigns are compatible with various similar campaigns, but especially provide synergetic effect with two other campaigns implemented with high school youth in different regions of Serbia.*

EVIDENCE

Projects are compatible with different other interventions in the region and in the countries. Currently, the largest programme in the region of Western Balkans and Turkey - the Regional EVAW Programme 'Implementing Norms, Changing Minds' - is implemented by UN Women Regional Office for Europe and Central Asia and supported by European Commission. This is a three year program (2017-2019) aimed at ending gender-based discrimination and violence against women, implemented in all three countries. Three projects are fully compatible with two out of three programme objectives: promoting realization of favorable social norms and attitudes preventing discrimination and VAW at community, national and regional levels and empowering women and girls (explicitly from disadvantaged groups) experiencing discrimination or violence to advocate for and use available, accessible and quality services. Projects are also compatible with three out of four strategies: strengthening women's organization, changing norms and exclusionary practices and increasing access to women centered and quality essential services. The SOS Niksic is one of the organizations supported through this programme, as well as its' partner Montenegrin Women's Lobby, which creates particular links between two parallel initiatives.

Although there are similar campaigns in the North Macedonia, according to the representatives of WFT, the organization is the only one of that kind in the Polog region. They invited other organizations from other regions in North Macedonia to conduct activities in the region and provide them support

when needed as they are well networked with local stakeholders. These types of cooperation are perceived as 'mutually supportive and reinforcing'. At the national level, WFT is complementary with other campaigns, and contributes jointly with organizations conducting these campaigns to the EVAW across the country.

Similarly, there were no previous or similar parallel campaigns in Northern Montenegro municipalities. Therefore, the role of the project implemented by group of organizations lead by SOS Niksic was pioneering in this region as there is no women's civil society in the region at all. Their campaign was compatible with various similar campaigns implemented in Montenegro.

In Serbia, there were many similar campaigns and initiatives and CfG joined some of them. They also engaged in regional or cross border activities. As examples of very good campaign they mentioned the campaign conducted by Women for Peace, but unlike that campaign, which was guided and mentored by CRTA (note: very strong organization from Belgrade), CfG's campaign was 'self-guided'.

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EVALUATION QUESTION 12: What are the synergies and linkages between the intervention strategies carried out across the grantee organizations? Compared to small women's led organizations within the same context?

KEY FINDING: *Similarly to campaigns, the other intervention strategies used in three projects are compatible with some of the other initiatives implemented in the countries. Capacity building of institutions responsible for prevention and protection from VAWG, which is in focus of WFT and SOS Niksic projects, is particularly intense in the countries after the ratification of Istanbul Convention and legal changes in alignment with the Convention. CfG project is compatible with interventions linked to the programme implemented by UNICEF 'School without violence' and reforms undertaken in the education system aiming at combating peer violence in schools, including gender-based violence, as well as some other CSOs EVAW initiatives focused on high school children.*

EVIDENCE

The projects implemented by SOS Niksic and WFT are unique in the targeted regions not only in their campaigning strategies but also in regard to the improvement of support services strategies. When observed from the national level, this is exactly why they provide great contribution to the overall initiatives focused on the improvement of the system for prevention and response to violence. Not only that two projects fill the gaps in local coordination covering regions with gaps in the protection systems, but also they do so during the period of important reforms, as legal framework has been changing due to the ratification of Istanbul Convention.

In addition to that, the WFT intervention aiming at economic empowerment of women is complementary to similar initiatives implemented by the National Employment Agency, and Enterprise Support Agency. By focusing on one of the most vulnerable groups (victims of violence, and particularly in rural areas) it contributes to overall initiatives aiming at increasing employment and fostering economic development in the region. What makes WFT different compared to other similar organizations in North Macedonia is the holistic approach to the task and combination of strategies. Instead of focusing only on campaigns or only on service provision, based on experience, the WFT

implementing team is convinced that the combination of campaigns and direct support activities, combination of prevention and protection interventions (as in their project) gives the best results. In addition to that, their particular contribution is the operation in one of the least developed region of North Macedonia, the region with still significant gaps in the system of prevention and protection.

When comparing SOS Niksic to similar organizations, it is clear that their comparative advantages lie in the fact that they are highly professional, licensing their services, ensuring ISO standards and designing services in line with Istanbul Convention, while some other organizations do not have license which hinders referral from public social protection institutions. Another important advantage is the diversified expertise and engagement, as in addition to the service provision (national helpline and shelter) SOS Niksic is one of the strongest organizations contributing to the policy making (participation in working groups), is active in shadow and alternative reporting (to CEDAW, GREVIO, UN rapporteur on VAWG), organizes strong campaigning organization and is one of the key organizations building capacities of professionals in public EVAWG services and civil society organizations.

> '*This* (note: contribution of SOS Niksic to national priorities through their work) *has led to the raising of standards for other women's organizations as well. They look up to each other and thus move and raise their own standards. Through this project, SOS Nikšić also gave an example of how to expand their services, on strictly partnership principles, in a way that they introduce excellent standards in their work and activities, and at the same time to provide extremely strong mentoring support to other women's NGOs. They quite selflessly shared their experiences, knowledge, on numerous forums that we* (note: UNDP) *organized or they organized themselves. This experience of how to work in these communities* (note: northern municipalities)*, how to do campaigns, these are all things that are very important both for local communities and for the learning process among NGOs.*'
>
> Woman, representative of international organization

The CfG is also the organization whose work complements works of others creating important synergies, but also covering distinctive areas. There were two other similar projects in Serbia, targeting mainly high school children, one implemented by Center for Modern Skills, 'Youth combating violence against women', primarily focused on engaging young men in the EVAW, and the other one implemented by Fenomena, 'Gender lab – power of change', focused mainly on high school girls. Both projects were using innovative campaigning methods for behavioral change, such as COMBI method, and Fenomena also used living libraries as method for awareness raising. There is clear compatibility with these projects and complementarity as they cover different regions in Serbia. However, the Center for Girls is distinctive when compared to these or similar organizations, by their combination of feminist activism and art, use of theatre for awareness raising (vagina monologues and forum theatres) as well as other forms of art (feminist art colonies, etc.). Intervention strategies used in the project supported by UN Trust Fund are compatible and provide synergies with reforms related to the establishment of mechanisms for combating violence in schools, including gender-based violence. This is part of the reform of the educations system in Serbia initiated by UNICEF more than ten years ago. Multiannual programme 'School without violence' resulted in the establishment of mechanisms for prevention and combating violence in schools. Each school has team for monitoring and responding to violence. As it was indicated by the evidence collected for the purpose of evaluation, these mechanisms are in some schools not fully functional. There is misconception of violence as physical violence, there is reluctance to engage in the topic of gender-based violence or even open resistance,

there are also no prevention activities and girls are not ready to report GBV to the school mechanisms. Therefore, the CfG project contributes to the improvement or revitalization of these mechanisms, even if this was not intended as specific project objective.

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**EVALUATION QUESTION 13:** How internal design of the project affects the achievement of the project goal? Are key components (outputs and activities) coherent and complementing leading to more effective achievement of results? Are there inconsistencies in project outputs and activities that might undermine the overall project coherence?

> **KEY FINDING:** *The projects are internally coherent and activities under specific outputs were leading to the achievement of the outcomes and project goals.*

**EVIDENCE**

The internal coherence of three project is apparent. As it can be seen in the result framework, there is high logical consistency between activities, outputs, outcomes and project goals. The internal coherence of the projects is also visible from high consistence and compatibility of key intervention strategies as already presented in the question 4a.

The empowerment of primary beneficiaries (women and girls) was achieved through workshops, psychosocial support and trainings. The improvement of the local systems for support was conducted through meetings of professionals, conferences and participation in campaign activities. Broader awareness raising was conducted through field actions, forum theatres, workshops as well as social media and traditional media. These activities and strategies are mutually reinforcing, contributing to the results (i.e. campaign on available services and provision of quality services, training of peer educators and using them for further outreach).

> **CONCLUSIONS**
> - Evaluation evidence points to coherence of all three projects. They are coherent in their campaigning components and complementarity with similar initiatives in three countries.
> - Coherence is visible in terms of strengthening institutional capacities for response to violence, whether they are local multisectoral coordination systems, or schools. Contribution to the improvement of the system is of particular importance in the period of reforms instigated by the ratification of Istanbul Convention and alignment with EU Acquis iun the framework of pre-accession processes. Projects implemented by WFT and SOS Niksic contribute highly to the similar initiatives in the country, their added value is also that they are the only organizations implementing such initiatives in targeted communities. In case of CfG, the initiative is similar to other initiatives focused on high school children, and even if not intended as primary objective, they contribute to the reforms of education system in regard to the establishment and functioning of the violence response school mechanisms.
> - All three organizations are distinctive in comparison to other grass roots, women's organizations in their countries, by covering regions that are not covered by other initiatives, combining prevention with protection, implementing high standards in line with Istanbul convention, and introducing innovative approaches and methods of interventions.

## 6.4 Efficiency

**EVALUATION QUESTION 14:** To what extent was the project efficiently and cost-effectively implemented?

**KEY FINDING:** *The projects were implemented efficiently, and allocated resources were adequately spent. Given the complexity of the issues addressed by the interventions, all the projects have achieved significant results with relatively limited resources. In most of the cases, the implementing partners had to invest significant additional effort, time and resources beyond the projects remit.*

**EVIDENCE**

The review of the documents and interviews shown that all three projects were implemented efficiently, and allocated resources were spent adequately. Having in mind the complexity of the issues addressed by the interventions and overall resources the implementing organizations had at their disposal, within and outside of the project, all the projects have achieved significant results with relatively limited financial and human resources. In most of the cases, the implementing partners stated that they had to invest additional effort, time and resources beyond the envisaged projects framework. The respondents agreed that the reason for that was not the conceptualization of the projects or bad project planning, rather it is related to such type of complex and often sensitive interventions, requiring additional engagements. The need for additional resources also originated in the fact that the projects were initially planned for two years and has been extended to three years upon the UNTF suggestion. As the allocated resources remained the same, especially the management budget, which needed to be spread for longer period, was under significant strain. The respondents also mentioned that the dynamics of the inflow of funds was not always optimally harmonized with the planned activities, which led to shifts in some activities, but in overall it did not represent a significant problem for the project implementation. The management ratio of 80/20 was roughly kept in all projects, with the allocation of significant part of management budget predetermined by required fixed allocation for the audit, final evaluation and capacity development training (3.5% of the budget for audit and 10k USD for other two). Financial reporting by the implementing partners, which is rather demanding (for instance, the first 6-month progress report requires support documentation for all the payments to assess the administrative strength of partner organization and build the trust), was considered by UNTF as adequate.

*Table 8: Key efficiency related data*

|  | SOS Niksic | Women's Forum Tetovo | Center for Girls Nis |
|---|---|---|---|
| **Annual Organizational Budget (in thousands of US Dollars)** | 105.7 – 170.3 | 45.5 – 52.7 | 21.9 – 51.4 |
| **Project/ Outcome Related Costs** | 64.412 | 51.996 | 20.852 |
| **M&E** | 13.014 | 15.385 | 19.550 |

| | | | |
|---|---|---|---|
| Audit | 4.367 | 4.000 | 2.605 |
| Personnel | 49.320 (1 PM, 1 assistant, 1 officer) (24.660 as organisation's contribution) | 22.680 (1 PM, 1 assistant, 1 attorney) | 14.740 (1 PM, 3 local coordinators, web and translation services) |
| Equipment | 2.670 | 0.190 | 1.360 |
| UNTF Workshop | 10.000 | 10.000 | 10.000 |
| Indirect Costs | 28.688 (20.000 as organisation's contribution) | 7.704 | 5.195 |
| Management Costs (sum of 5 lines above) | 95.045 | 44.574 | 33.900 |
| M&E and Management Costs | 108.059 | 59.959 | 53.450 |
| Contribution from Applicant | 47.480 | 0.355 | 0 |
| Grand Total | 172.471 | 111.955 | 74.302 |
| Management Ratio (Management Costs)/ Project Related Costs) | 1.475 | 0.857 | 1.625 |

The table shows that, as mentioned above, significant results were achieved with rather limited project resources. Although some differences can be notices across the organizations and budget lines, evaluation team considers the allocations as reasonable given the local conditions. Management ratio, which is in two cases rather high, is influenced by relatively small size of the interventions, where management budget usually represents significant portion due to issues related to economy of scale. It is also due to fixed management related allocations required by the UNTF regulations (for instance UNTF workshop, audit and final evaluation).

The UNTF procedures were perceived by participating organizations as complex and demanding, but as a result the learning process associated with their implementation led to building new capacities and institutional strengthening, which will be beneficial for further functioning of the organizations and new projects. Respondents admitted that at the beginning it took significant time to learn new ways of thinking and reporting, according to the donor requirements. This influenced the implementation of certain activities at the beginning, but when the teams have learned the procedures and requirements, the implementation was generally on time. Support from UNTF was considered as efficient and timely, several respondents mentioned that they regretted that previous portfolio manager, very knowledgeable about the region and specific context, has left, but agreed that the staff changes and some delays in replacement did not influence successful implementation of the project. The respondents particularly appreciated UNTF team's constant availability, on-line meetings, training in New York, a visit from the team to project sites, additional training for the project team especially on the financial management and the successful international conference in Bosnia and Herzegovina. All of these activities organized and supported by the donor were considered as very important for the institutional strengthening of the implementing organizations.

All participating organizations agreed that the project benefited enormously from knowledge gained and adjustment made during the capacity building training in New York. The training led to reformulation of the goals as well as revisions in indicators and elements of the result framework. This generally strengthened overall monitoring and reporting framework and made it more measurable.

The unanimous conclusion of representatives of all partners as well as the donor is that human component and dedication of the staff and volunteers of implementing partners was crucial for successful project performance. Despite the fact that all the leading organizations were institutionally strong with good track record in implementation of similar activities, the human component was crucial for successful implementation of the project. The management has shown the maturity and flexibility, understanding of the complexity and importance of culture of transparent and proactive communication among all project team members, as well as finding compromise solution in critical situation and linking different actors and encouraging them towards mutual cooperation.

**EVALUATION QUESTION 15:** How efficiently does the programme management monitor programme performance and results? What was the management and oversight structure of the project? Was the distribution of roles and responsibilities among the project team and different stakeholders/ partners well defined to enable efficient implementation?

> **KEY FINDING:** *Participation in capacity building training in NY at the beginning of project implementation has been unanimously mentioned as key contributing factor to project design improvement and staff capacity development. Adjustment made at the training did not only improve the results and monitoring framework, but also significantly strengthened M&E aspect of project implementation. The project monitoring was done in a coherent manner using existing systems and procedures developed by implementing organizations and incorporating the UNTF requirements. In all three cases, the projects were successfully implemented in several locations with involvement of multiple partners and were supported by efficient management structure and sound coordination and communication practices.*

**EVIDENCE**

The project performance monitoring was done in coherent manner using existing systems and procedures developed by implementing organization in combination with UNTF requirements. The adjustments in result and monitoring framework made during the capacity development training in NY significantly strengthen the M&E aspect of the project implementation. In Center for Girls Nis, the project monitoring was realized by the internal team members using different methods, such as collecting baseline data, regular meetings with project team, monitoring meetings with all staff, discussions with the beneficiaries of the project, participatory assessments and monitoring of the campaigns. During implementation of the workshops, the team has used pre- and post-intervention questionnaires assessing the overall knowledge of the participants of the topics related to gender-based violence. Similar methodology was used for the performances. Throughout implementation the team held several monitoring meetings facilitated by the external consultant aimed at updating RRF and recording key accomplishments, comparing actual accomplishments with initial objectives and performance indicators, and assessing if targets were not met and why. Participatory assessment was done at the partners meeting in second year of the implementation, where staff members, peer

educators and performance players assessed the changes occurring as a result of the intervention from their own perspective. The annual monitoring meetings were organized in participatory way with all organizations, regardless of they role in the project implementation, being treated as equal. The respondents noticed that it was not always easy, because there are leaders of organizations and peer educators, who are not at the same level of knowledge and experience, but it was very important in order to create the opportunity for everyone to share their experience to see the project from all perspectives. The importance of qualitative analysis was emphasized by several respondents, especially the stories from girls on what happened during and after the workshops, but also the workshop workers and peer educators on what they learned from working with the girls.

The M&E framework in the project led by Women Forum Tetovo was based on extensive needs assessment, which build on previous GBV researches, but focused specifically on domestic violence survivor's help-seeking experiences, service provider perceptions, and community members' knowledge and attitudes towards domestic violence. The Project Assistant with the M&E Consultant overseen the overall M&E system based on quarterly project monitoring, which included data collection through surveys, sectoral records and facilitator observations. Subsequently, the collected data were analyzed and included in the progress reports. The respondents mentioned that the monitoring framework and indicators in the result framework were adjusted and further fine-tined during and based on capacity development training in NY. Based on agreed RRF with clear indicators, the team developed 'integral questionnaire' aimed at capturing results at outcome and output level. This integral questionnaire was sent to representative of UN TF and based on their feedback finalized and approved. In addition to questionnaire, the team developed the case stories approach to collect the impact level evidence. The collected data were placed in the matrix and analyzed, where hard data on number of participants and number of positive and negative responses were complemented by more qualitative evidence on the effects of learning experience and participants' feelings. Commenting on this approach, the respondents stressed that understanding of the numbers is needed, but often words and qualitative data are more meaningful and illustrative of results.

The SOS Niksic has also based their M&E framework on baseline data collection and assessment of current situation through standard methods such as field work and interviews. During the project, the team has monitored the project implementation in the communities through gathering and analysing both quantitative and qualitative indicators. The monitoring was conducted by SOS Center staff every six months, using the standard tools of pre- and post-assessments, questionnaires, observations, field visits and focus group discussions. The information collected was used to examine the effectiveness of the specific project phases, its timeliness and results. This provided further insight into unexpected circumstances and guided additional support actions. The information was compiled into a report and made periodically available to the staff. As emphasized by the respondents, the Center has many years of experience in planning, budgeting and monitoring. These processes are always consultative, building on the experience from previous projects.

In all three cases, the projects were successfully implemented in several locations with involvement of multiple partners and was supported by efficient management structure functioning as one team. Additional added value identified by the respondents was the fact that the members of participating organizations got to know each other better, the cooperation and networking is now strong as a result and can potentially lead to new joint projects in the future. The evaluation team also observed a strong and constant mentoring support from bigger implementing organizations to smaller, which faced various challenges, among others replacement of senior staff by less experienced colleagues.

**EVALUATION QUESTION 16:** Have resources (funds, human resources, time, expertise, etc.) for integrating human rights and gender equality been allocated strategically to achieve results? What were the benefits, costs or consequences?

> **KEY FINDING:** *All implementing partners are well established with strong record of implementation of similar initiatives. In the project implementation, all partners have relied on their existing and well-established structures and processes, as well as internal personnel, which was complemented by additional staff hired specifically under the project.*

**EVIDENCE**

Management structure of the projects largely followed the similar pattern: the portfolio managers in UN TF was responsible for approving key strategic decisions about project implementation. In the organizations, the executive director and project coordinator were the main decision makers, with task manager being responsible for daily implementation of the project. The task manager was also in charge of scheduling and organizing all the activities according to the workplan, prepared on monthly, sometimes even weekly bases. The work plans prepared by the task manger were approved by project coordinator and executive director. The bigger financial allocations required approval of UN TF. In all organizations, the evaluation team have observed an 'organic' project management, not over-formalized, building on existing structures and processes of the implementing organizations.

All organisations are well established with strong record of implementation of similar initiatives. In the project implementation, all partners have relied on their existing and well-established structures and processes as well as their staffing, which was complemented by other colleagues financed by the project.

The Center for Girls Nis was established in 1998, and since then the organization is strongly focused on awareness raising and prevention, particularly working with high school girls. They provide services of helpline, conduct diverse awareness raising and preventive activities, such as lectures, workshops, with focus on violence against women and girls. They are founders of ArtFemine festival, which is important feminist space for networking, empowerment and dialogue of feminists in the country and abroad. They regularly organize Feminist Art Colony, and their work is renown as innovative, particularly due to the Feminist Theatre. The project implemented with UN Trust Fund support is fully aligned with their core mission and experience due to its focus on VAWG prevention among high school girls. At the local level in Vlasotince, Prijepolje, Uzice and Nis, 4 local coordinators were chosen to coordinate and organise specific activities. Internal trainers from the project partners were contracted to deliver training in peer education and preparation of the performances. External expert was also hired to facilitate process of data collection, as well as monitoring and evaluation meetings of partners. The respondents emphasized that the collaboration among project partners was very good, with clear common understanding of goals and activities being an important prerequisite for that. Although the situation is different in different locations, the communication was smooth both by phone as well as through different meetings. When the team had questions about administration of the project or management of the finances, it received timely instructions from the Center for Girls, especially as it relates to records and documentation. It was felt that this project had a lot of specifics compared to other projects in terms of administrative requirements. In general, it was more

demanding than other projects. In the same time the procedures were clear. The team used monthly reports, including financial, which were based on pre-agreed formats. Both planning and reporting was made on time, the annual monitoring meetings were used to elaborate detailed work plans for the coming year.

Women's Forum Tetovo was founded in 2001, and since 2002 focused mainly on EVAWG. The organization is renown by providing free legal aid for women who experienced violence (the only organization providing this service in Polog region), but it is also strongly dedicated to the prevention through campaigning, capacity building, advocacy. Currently there are 7 temporary employed persons and 13 active volunteers. The project coordinator manages on-going projects and the domestic violence legal clinic. WF's attorney has 15 years of experience in working with survivors of GBV in the Tetovo region. For the implementation of the project, a project assistant was added to the WF staff to assist in range of activities and monitoring. Personal and financial development facilitators, a researcher and vocational trainers were also recruited. The project has formalized working relations among service providers including Tetovo Municipality, Tetovo Police, Tetovo Center for Social Work, and health care providers via MOUs and working group meetings.

SOS Niksic was established in 1998. It started as helpline for women who experienced gender-based violence, and since then the organization has grown impressively, becoming a strong organization providing specialized services to women victims of violence, including the shelter. Since 2015, the organization has become the coordinator of national helpline. They also work on awareness raising, prevention, as well as capacity building of diverse stakeholders with the aim to improve the prevention and protection of women and girls from gender-based violence. They are members of different national and international networks (for example WAVE) and participate in the national bodies responsible for development of gender equality and EVAW policies, such as Working Group for Combating Violence against Women, consisting of representatives of relevant ministries and NGOs. The organization has also long-standing experience working with women from Roma communities. Today organization has 10 full time employees, 3 employees with temporary contracts, 4 permanent volunteers and a number of occasionally honorary engaged persons (this requires explanation), depending on the current needs. Executive coordinator is a person authorized to represent the organization and she is also the main leader and manager of the organisation, maintaining the work efficiency and cohesion within the team. Program coordinators are responsible for coordination of project activities on daily base as well as coordination of program staff and volunteers. Financial officer is responsible for daily financial operation. SOS Centre has its own office space and a shelter facility of 570 square meters, in addition it also operates a SOS telephone line managed three licensed consultants.

**EVALUATION QUESTION 17:** To what extent have additional resources been mobilized to contribute to broader results and impact? Or to what extend has the project utilize synergies with other activities implemented by your organization or partners? To which extend has the project contributed to institutional strengthening of your organization?

**KEY FINDING:** *Despite the effort, the implementing partners have not been able to mobilize additional financial resources for project implementation but has all invested significant additional internal resources for successful project implementation. All implementing partners have emphasized that the*

All implementing partners have emphasized that the project implementation has led to significant institutional strengthening, broaden their network of partners and strengthen cooperation and communication among them. The participation in capacity building training in NY at the beginning of project implementation has been unanimously mentioned as key contributing factor to project design improvement and staff capacity development, especially in relation to understanding the rules and procedures. Capacity development and institutional strengthening was also emphasized by UNTF as one of their key priorities.

Despite the effort, the implementing partners were not able to mobilize additional financial resources for project implementation. The only success was the allocation of additional resources for Northern Montenegro by the Ministry of Human and Minority Rights to continue the work on VAW and DV prevention protocols and training local professionals to apply these procedures and protocols initiated by the project.

In terms of synergies with other activities, Center for Girls Nis was providing their space/ gallery for other lectures and book promotions for both NGOs and state institutions. In the same time, they were receiving free space from elementary schools, Student's Cultural Center, Gallery and other institutions. They also offered their electronic portal, and services of the media houses for other organizations. Women's Forum Tetovo used their other activities to promote the project goals and results and to disseminate material from the project. SOS Niksic emphasized that the project strongly supported their position in relation with the Government and state Institutions, potentially leading to new initiatives.

**EVALUATION QUESTION 18**: What were the elements that contributed to progress or delay in the project implementation and attainment of results?  What were the mechanisms to adjust to unforeseen circumstances?

**KEY FINDING:**  *There were no significant delays in project implementation. The necessary changes were made in reaction to emerging needs and continuous mentoring support was provided by bigger implementing organizations to the smaller with less capacities.*

**EVIDENCE**

In essence, all activities were carried out within the timeframe set. The teams had to build in the flexibility to react to unforeseen circumstances such as school holidays, flu season, weather conditions, absence of the parents in the meetings and some others, but they did not significantly influence project implementation.  At the beginning, it took significant time to learn new ways of thinking and reporting, according to donor requirements. This has influenced the initial implementation of certain activities, but afterwards as the teams have learnt, the implementation became smooth. As mentioned previously, the dynamics of the inflow of funds was not completely optimally harmonized with the plan of activities, timing of some activities had to be adjusted, but this did not lead to significant problems in the implementation of activities. In other case, the first year of

the project was slightly delayed for three months due to the elections, this was later mitigated by higher frequency of planned meetings afterwards. As the example of best practice, SOS Niksic introduced regular six-month internal monitoring plan, which included monitoring tools for activities and indicators, timeline and responsible person. Additionally, in order to avoid any delays in implementation or unforeseen circumstances, the monitoring plan was accompanied by six-month internal risk assessments plan, which included both internal and external risk factors as well as corresponding mitigation plan.

All organizations exercised openness to innovate and think outside of standard frameworks. This is especially remarkable as all the organizations have encountered the project of this size for the first time. This openness to learning and innovation is considered by evaluation team as important contributing factor to project success.

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**CONCLUSIONS**

- All data collected during the evaluation process and materials/documents reviewed by the evaluation team show that the projects were implemented efficiently with all project activities executed on budget and according to the planned schedule.
- Project management was relying on existing and well-function structures, processes and staffing of experienced implementing partners and was characterized by smooth communication and effective collaboration with mentoring of other participating organizations.
- Some challenges caused by demanding new rules and reporting system requested by the donor were gradually overcome through additional learning and support from the donor.
- Human component was assessed by many respondents as a key success factor that contributed to effectiveness and efficiency of the interventions, including significant additional effort, time and resources invested by implementing partners beyond the project resources.
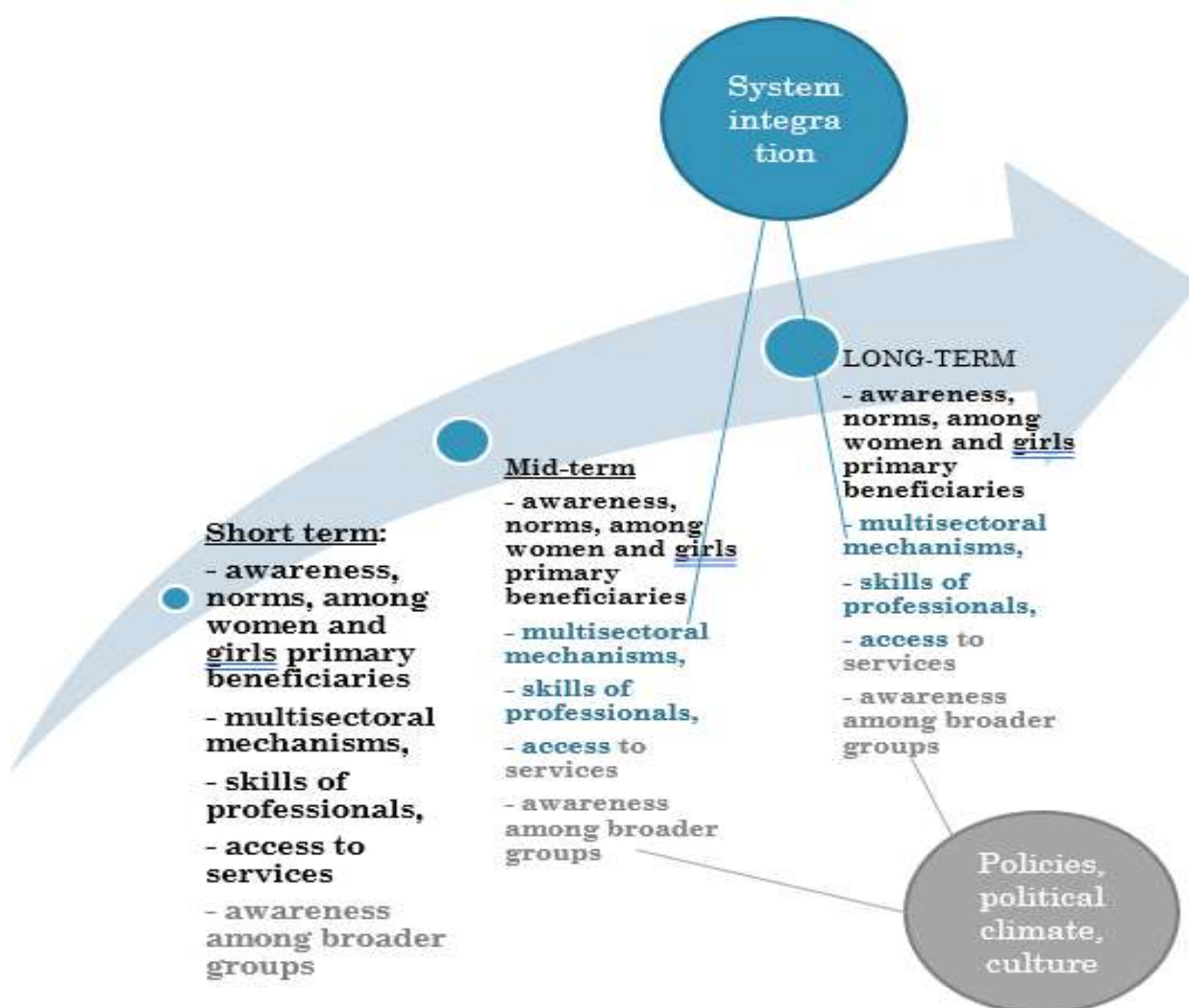
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## 6.5 Sustainability

**EVALUATION QUESTION 19:** To what extent are the achieved results, especially any positive changes in the lives of women and girls (project goal level), likely to continue? To what extent are policy and regulatory frameworks in place that will support the continuation of benefits? To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits?

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**KEY FINDING:** *Sustainability of project goal and results partly depend on changes in awareness among beneficiaries and partly on the surrounding system made of institutions, policies and cultures that will support or undermine their sustainability. The awareness raising and changes in norms and attitudes that are achieved, particularly among women and girls are permanent and durable. The sustainability of results related to the multisectoral mechanisms, access to services are secured short term, but their mid and long term sustainability depends on the integrating them in the system for protection. Evidence points that institutional factors are not so favorable in the targeted local communities.*

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The sustainability of achievements related to the project goals is dependent both on the changes in awareness as well as the institutional and policy frameworks. Achievements whose sustainability depends on the increased awareness are more durable and permanent. Women that have developed awareness and that were empowered through project interventions have experienced irreversible shift that can be considered sustainable. However, the other part of the sustainability of goal level achievements is related to the institutional, policy and cultural but also economic environment. Depending on this enabling environment, women have better or worst chances to recognize, report and combat violence. In that respect for all three projects it can be said that although there are elements of conducive environment, but the sustainability dependent on the current legal, policy and institutional frameworks is still very fragile.

*Chart 5: Short-term, mid-term and long-term sustainability*

System integration

LONG-TERM
- awareness, norms, among women and girls primary beneficiaries
- multisectoral mechanisms,
- skills of professionals,
- access to services
- awareness among broader groups

Mid-term
- awareness, norms, among women and girls primary beneficiaries
- multisectoral mechanisms,
- skills of professionals,
- access to services
- awareness among broader groups

Short term:
- awareness, norms, among women and girls primary beneficiaries
- multisectoral mechanisms,
- skills of professionals,
- access to services
- awareness among broader groups

Policies, political climate, culture

In the case of project implemented by SOS Niksic, evidence points to the high probability of sustainable goal level achievements. The national level stakeholders are well informed about the project results

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and they recognize the importance of improvement of safety of women in northern Montenegro municipalities. As indicated by the representative of the Ministry of Social Policy, the project achievements are fully in line with policy initiatives focused on the development of social protection services, particularly in less developed municipalities. The representative of national gender equality mechanism emphasized that the project has contributed significantly to the understanding of the situation in the targeted communities and now measures will be tailored within the gender equality and EVAW policies that will enable further improvement of prevention and protection in these geographical areas. According to her expectation, SOS Niksic activists, who are the members of working group for drafting new strategic document on gender equality will be able to use this experience and lessons learnt in design of measures and activities that will further improve the response to violence in similar regions. In addition to this, the commitment of Montenegro to implement CEDAW and GREVIO recommendations is a good sign of further investment in targeted municipalities which can further contribute to sustainability of results. However, having in mind the cultural factors, especially strong patriarchal cultures, in northern municipalities, and knowing that these factors change very slowly, the achievements could still be undermined.

The sustainability of goal level results in the case of the WFT project are also relatively high, but in the same time fragile. The better access of women victims of violence to the protection and empowerment services will be sustainable as long as awareness of women on violence and availability of services can be sustained. The development of local multisectoral mechanism and presence and work of WFT as one of the most significant stakeholders in the region working on VAWG prevention and protection, will significantly contribute to the sustainability of goal level results. But this is not without challenges as will be elaborated under the question 22 and depends on local capacities to build up further system for protection and maintain already established mechanisms, but also on closing the gaps between national and local policies.

> *'The project is very good but needs to be integrated in the system. Our cooperation* (note: multisectoral working group) *has significantly improved the referral system, but there should also be a shelter center, where we can protect victims. We in court, when we make decisions, we have to know that the victim can live safely in a safe place, to be safe. To have her own job, to be economically independent. These are the weaknesses of the system.'*
>
> Woman, representative of the court Tetovo

In case of goals achieved by the CfG project, as it is related mainly to the change induced among predefined groups of girls, it could be stated that the change is fully sustainable. Evidence points to the profound and irreversible changes which girls participating in the project experienced, as well as changes in attitudes among girls who just participated in the workshops, forum theatres or were affected by campaigns. However, in order to sustain this achievement over time and to expand it to more girls in same or new communities, these achievements requires new initiatives and more functional institutional mechanisms - schools that will systematically work on awareness on VAWG among students and that will have effective mechanisms for protection from GBV. This, however, could be very variable, often depending on local settings and not only in terms of local communities, but even in terms of individual schools, as it was evidenced by the experience during the project implementation. This is due to the fact that national mechanism introduced in the education system, as well as education program reforms are still not sufficiently effective in promoting gender equality and creating environment with zero tolerance to violence, including GBV.

**EVALUATION QUESTION 20:** How have stakeholders been involved in programme implementation? How effective has the programme been in establishing local ownership?

> **KEY FINDING:** *Projects were implemented with dynamic engagement of the local stakeholders and were undoubtfully effective in establishing local ownerships, which is visible through establishment of local cooperation mechanisms, development of local policies, stronger ties with schools, local media.*

**EVIDENCE**

Three projects were designed and implemented with strong and dynamic involvement of stakeholders. Local self-governments were informed and participated in activities (WFT and SOS Niksic), representatives of local institutions, such as police, centers for social welfare, courts, schools, were mobilized for and around project activities.

Representatives of local institutions responsible for the prevention and protection from VAWG were involved in the project as secondary beneficiaries. Their individual and institutional capacities were increased during projects, enabling sustainability of results related to the availability and quality of services. All interviewed stakeholders coming from local institutions were very positive about project effects and according to their opinions, they will be able to implement newly acquired knowledge and skills in the future. The evidence on local ownership include local coordination mechanisms that are established (Tetovo, northern Montenegro municipalities), development of local policies with support of implementing organizations and with experience generated through project, as well as new local services, such as antenna office in Zabljak.

Cooperation and participation of local media was present in all three projects, but in case of CfG generated even stronger local ownership. Local TV, internet portals, radio stations, social media, that were used for the campaigns, are still important stakeholders that continue to publish information relevant for the sustainability of project results.

**EVALUATION QUESTION 21:** Can the programme approach or results be replicated or scaled up by national partners? What would support their replication and scaling up?

> **KEY FINDING:** *Multisectoral coordination is the mechanism that should be scaled up and CSOs should be the key stakeholder advocating and monitoring such process. Project implemented in Northern Montenegro could be replicated in other similar municipalities, particularly of North Eastern Montenegro. Awareness raising and empowerment of high school girls could be replicated in lower grades, through time and in other schools and regions.*

**EVIDENCE**

The project implemented by SOS Niksic could be replicated in the similar municipalities, particularly North-Eastern municipalities which are also underdeveloped and traditional. This was also recognized

by some of the national level stakeholders as good model and important opportunity. However, additional funds would be needed either from national budget or international donor community. As it was indicated by the representatives of government, there are budget lines that can be used for that. The difficulty can be however associated with the fact that Ministry of Social Policy finances services, while campaigning activities could be financed by the Ministry of Human and Minority Rights. The positive fact is that legal framework and policies provide good framework for financing CSOs initiatives from public budget in line with priorities and social protection services and EVAW is among national priorities.

The components of the WFT implemented project could be replicated as well. The multisectoral cooperation is something that should be implemented as regular local coordination mechanism country wide, but this is not always the case. Using external actor, for instance CSO as the stakeholder that should foster this cooperation is not sustainable. The effective cooperation mechanisms should be established by the system, with the participation of CSOs and CSOs should be supported to advocate for such outcomes, not to coordinate them. Holistic service would be much more suitable for further replication, a service that combines different forms of support, including general counseling/awareness raising, legal, psychosocial, economic empowerment, so women can choose which ones to use in line with their needs. As it was evidenced by the project, the results were the best when women choose multiple forms of support on continuous basis. It is important that these services are available in one organization or in group of organizations with good referrals, so women can be supported consistently.

There were proposals during the evaluation process to replicate such project to Roma communities with some adjustments, as it would perfectly match their needs and such interventions have been missing in Tetovo region.

The project implemented by CfG could be replicated in additional schools in same communities, or in new local communities. It could be also scaled up, if there will be willingness to include workshop with high school girls as regular in schools across the country, that would however require support from the line ministry. Having in mind current reform of education and general trend of low cooperation between state and CSOs, as well as lower prioritization of gender equality and EVAW issues, it is difficult to imagine that such initiative would be realistic. As proposed by some stakeholders, the project could be replicated also among a bit younger population, last grades of elementary school, with stronger involvements of parents. In the current context it is difficult to expect that local self-governments would finance such initiatives, with an exception of few, therefore the additional funds needed for this replication would have to come from donor resources.

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EVALUATION QUESTION 22: What indications are there that the outcomes will be sustained, e.g., through requisite capacities (systems, structures, staff, etc.)? Will the programme beneficiaries be able to rely on themselves (be resilient) after funding reduces or is withdrawn?

KEY FINDING: *Project outcomes are sustainable on shorter run, but on the longer run their sustainability depends on the effectiveness of systemic solutions in regard to the established coordination mechanisms, availability of national or local funds, continued projects or additional projects that will enable co-financing already established mechanisms, prioritization of EWAV at central and local levels,*

> *'density of interventions' leading to the changes of norms and attitudes, particularly among young generations.*

### EVIDENCE

The improved specialized support to women against VAWG and established local coordination by the professionals and local trusted persons are two outcomes achieved by SOS Niksic and its partners. In order to sustain the outcomes, it is important to further empower women to report violence, which is currently the weakest link in the sustainability aspect. New services are established, such as antenna office in Zabljak and bilingual service. Based on the interview with representative of the Ministry for Social Policy, it is likely that bilingual service will be supported from the public budget, since SOS Niksic is already supported in coordinating national helpline. Also, the cooperation between SOS Niksic and northern municipalities has been established, new initiatives have been planned, their presence is now regular and it is driving the changes in these local communities. However, local antenna office has faced many challenges during the establishment and even now it is not fully effective based on the information obtained from different stakeholders. The implementing organization is aware of this risk and they already planned to support the office from other projects. Their activities in municipalities of Pluzine and Savnik will be sustained as already now the new initiatives are planned with local stakeholders.

Trusted persons are trained and equipped with information they need to refer women in need of support. However, major risk for sustainability of this network is low usage by local women and potential changes among women performing this role. Some of them got the employment in other cities, so their presence in project municipalities is less regular. In addition, the cooperation between trusted persons and local institutions was not very visible as shown by the evidence collected during the data collection process.

Definitely, sustainability of outcomes, mechanisms established in northern municipalities, will depend on future interventions. Some of them might come from the local self-governments, particularly those that have relatively active gender equality mechanisms. Development of local gender equality plans with support of SOS Niksic are good indicator of such intention. However, having in mind that these municipalities struggle with other development priorities there is a risk that this will not be implemented soon.

Similar challenges to sustainability are related to WFT outcomes, especially access of women to coordinated multisectoral DV services and empowerment to seek support. Although the members of local multisectoral working group were convinced that they will continue with cooperation after the project, there are risks identified by representatives of implementing organization. Risks for sustainability are rooted in the way how system is organized in Northern Macedonia. Local institutions are administrative offices of central institutions so their representatives at local level do not have the authority to undertake activities in local communities independently. All decisions about victim protection are centralized, so basically the representatives of local institutions participated in the mechanisms on voluntary basis. According to the opinion of respondents, this is not sustainable mechanism because individuals will be replaced and new people will not be obliged to respects protocol. These types of protocols are local and if not implemented from the central level, they just depend on personal engagement of persons who participated in the project.

*'What this project did is extra step and this is very good example for other municipalities. From the positive side this is very good model that should be replicated in other areas of the country. However, if there is no willingness of local institutions or central government is not willing to support more this, than this protocol will remain only in Tetovo. Nothing will oblige the new members to respect the protocol. WTF pushed them to cooperate, they established already the mechanisms, but these mechanisms are informal and their sustainability is under question.'*

Woman, representative of WFT

The outcomes of the CfG are manifested in increased confidence, attitudes and behavior related to GBV among high school girls and increased awareness on GBV among high school youth, parents, teachers and citizens. As it was previously indicated, the increased awareness among girls who participated more intensively in the project activities is the achievement that is sustainable. However, the sustainability might be influenced by the fact that there was no significant impact on parents. The question of sustainable change in awareness among broader groups of youth, professors and citizens is also influenced by the policy context which is currently not favorable in Serbia. There are no specific policies addressing GBV, the public discourse on women, including women in high position is often violent and institutional framework for protection is not fully effective, including the mechanisms addressing the violence in schools. On the positive side, presence of similar initiatives, supported by international organizations, promote changes in awareness among youth, both boys and girls, contributing to the intergenerational changes in gender related attitudes and norms.

**EVALUATION QUESTION 23:** How COVID-19 pandemics and government measures adopted in response to it influenced the sustainability of results?

**KEY FINDING:** *COVID-19 pandemic undermined the sustainability of results, mainly those which are in form of local coordination mechanism, where closure of activities prevented regular work of mechanisms. Some services have been cancelled, such as self-help groups, vocational trainings and some of the women project beneficiaries empowered through the project lost their jobs. Helplines and legal aid continued to be provided. CfG continued campaigning on social media, building on lessons learned during UN Trust Fund project.*

**EVIDENCE**

The outbreak of COVID-19 pandemic just after the end of project cycle was not favorable for the sustainability of project results. Montenegro, North Macedonia and Serbia introduced very restrictive measures in response to pandemics, with lockdowns, reduced mobility, closure of public services, or at least interruption of their direct work with citizens. While service providers had to cancel majority of face-to-face support service, transferring support to remote forms, via phone, mobile applications, or internet portals, social media, or other chatting applications. The recent research on VAW services during pandemics implemented by the regional UN Women program 'Implementing norms, changing minds', revealed many challenges CSOs service providers have been facing as well as women in need of such services.

Pandemic prevented women to report violence as they were closed in homes with perpetrators, sometimes for days. Although SOS Niksic organized shift in the antenna office in Zabljak, there were

no requests for assistance by local women. Bilingual service continued to work, but the question is how women could access it in the situation of lockdown. Coordination between local institutions and trusted persons was reduced.

> *'Corona did the job. We didn't meet, didn't work, but I saw that violence has increased in the families during that time.'*
>
> Woman, local self-government and trusted person, Savnik municipality

Similar effects of pandemic were found in case of WFT project results. Local multisectoral coordination mechanism was not functional, some women beneficiaries that got employment after vocational trainings lost their jobs due to the business closure, WFT continued to provide legal help only remotely. Expectations are different regarding the sustainability of results after the pandemic measures. According to some of the participants in multisectoral working group, the group will continue to work, but according to some more skeptical stakeholders, the question remains who will initiate the meetings since WFT project has ended. This indicates somewhat weak exit strategy which should be planned during the project design.

> No, if the pandemic ends, we will start cooperating again. But the question is who will initiate those meetings. The protocol exists, but will it be extended? Who will pay the lawyers, who will pay for the service? The meeting was organized by the WFT and I don't know about the procedures how to organize meetings without WFT.'
>
> Woman, member of multisectoral working group Tetovo

The CfG continued to provide helpline, transferring calls to mobile phone of organization staff. They used the opportunity opened by the UN Women office to continue online campaigns. UN Women Serbia has opened the call for organizations providing helpline services and out of 22 such services, 20 of them were supported, including CfG. UN Women representative confirmed high influence of CfG through social media, and evaluated positively the three month campaign. As explained by the CfG representatives, this campaign has continued even when the campaign implemented with support of UN Trust Fund stopped. They build campaign during COVID based on the lessons learned from previous campaign.

**CONCLUSIONS**
- Sustainability of results which appear in the form of changed attitudes, norms, behaviors is high, while the sustainability of results in form of local mechanisms and services varies, depending on further funding sources and prioritization in national and local policies.
- Project outcomes are sustainable on short run, but on the longer run their sustainability depend on the effectiveness of systemic solutions related to coordination mechanisms, availability of national and local funds, additional projects dedicated to the same objectives, and 'density or frequency of campaigns' that can induce more profound and prevalent changes in awareness on VAWG. – item, one and two somehow overlap.
- Sustainability was ensured by dynamic participation of key local stakeholders and their feeling of ownership was clearly evidenced during the evaluation.
- There is great potential for scaling up and replication, particularly of multisectoral coordination mechanisms, project interventions implemented in northern Montenegro municipalities could be replicated in similar areas of North East Montenegro, while awareness raising and empowerment

of high school girls could be replicated in lower grades, in other schools, for longer time and in other geographical areas.

• COVID-19 pandemic undermined the sustainability of some results due to the restrictive measures, closure of public service, and restrictions in movement. Multisectoral coordination was interrupted, some women empowered through project who got employment after the vocational trainings lost their jobs, but helpline services, including bilingual one, continued to be provided. CfG used the opportunity of funds allocated to mitigate effects of pandemic in provision of helpline services and conducted social media campaign further increasing awareness on VAW, building the campaign on lessons learned during UN Trust Fund supported project.

## 6.6 Impact

EVALUATION QUESTION 24A: To what extent has the project contributed to ending violence against women, gender equality and/or women's empowerment (both intended and unintended impact)? What is the impact on individual, project beneficiaries? How they changed their norms, perceptions, life strategies?

KEY FINDING: *The impact at individual level varied from strongest impact on women that were targeted by multiple support interventions which managed to change their lives and leave the situation of violence, through strong impact on women and girls who shifted roles from beneficiaries to activists, to mild impact on individuals who participated in single or few campaigning activities.*

EVIDENCE

*Chart 6: Impact at individual level*



Profound impact on women victims of violence who were supported, girls who became activists

Mild impact on participants in one-off awareness raising activities, large scale campaigns
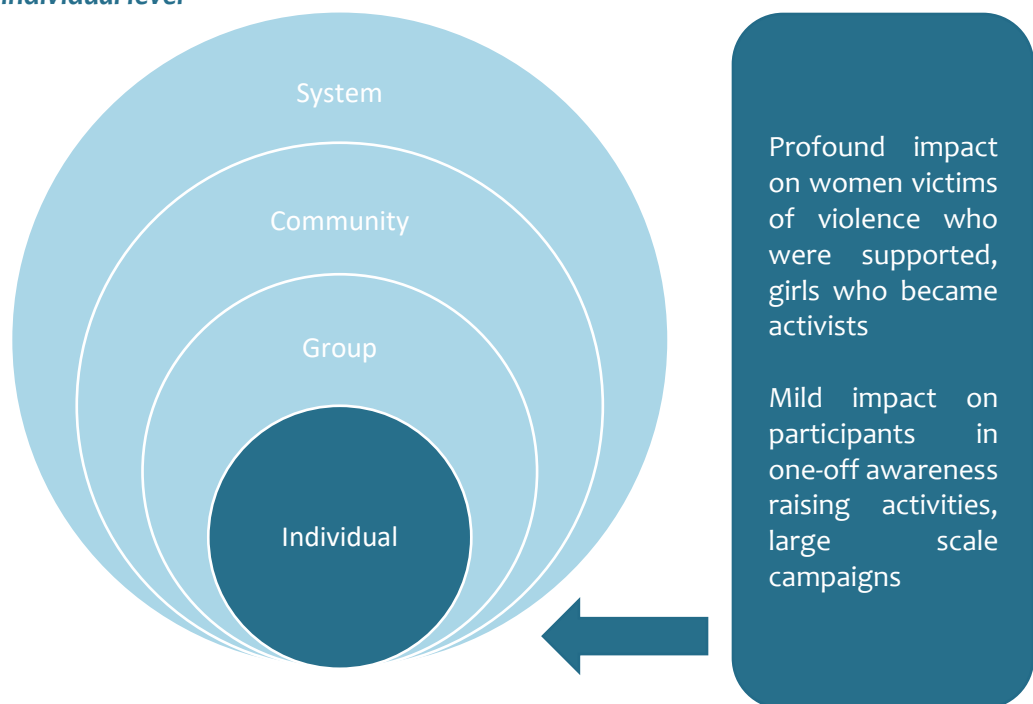
## Profound change of individual lives

The most profound impact was identified among women experiencing violence who were supported through project activities and managed not only to become aware of their experience of violence and shift the norms and attitudes, but to exit the situation of violence and change their lives significantly. Examples of such impact are documented in the case stories collected by WFT during the project implementation, as well as by the evidence collected during evaluation, particularly from the interviews with women victims of violence who were project beneficiaries.

As testified by beneficiaries of WFT, the different types of support provided simultaneously are the major success facto. Providing at the same time legal, psychosocial and economic empowerment support enables women to go successfully through very difficult period of divorce and to be able to start independent lives free of violence in challenging circumstances related to the economic participation of lone mothers.

> *'From the organization* (note: WFT)*, firstly, I got legal advice, then legal support for the court proceedings, the attorney represented me at the court, and she and the team helped with the Centre for Social Work where they referred the case and I got the social assistance. Other than that, I participated in the peer support group and cycle of personal, financial workshops and vocational trainings for hairdressing and sewing where I got a certificates. All of that was for free. when I decided to get divorce and to break the circle of violence, I decided to become part of all activities at the WFT. They helped me to get through that difficult period in my life. The peer support group became a routine that we all needed, a therapy with a professional on how to deal with everyday problems as single moms in a society like ours. On longer term, it helped me to develop a strong personality.'*
>
> Woman, 45 years old, Tetovo, WFT project beneficiary
>
> *'There are several cases I am particularly proud of. We succeeded to save women from the vicious circle of violence. They manage to get employment and they took children with them. I have one woman victim of violence from rural area, with 5 children, which succeeded to get rid of her husband (now already ex-husband), to get employment and organize her life with children completely. Children go to school, they are not anymore victims of violence. I am especially proud on another case where we succeeded to save woman from trouble. She is now well, working, and she won at the court proceedings and gain full guardianship over children. She completed vocational training and opened hairdressing saloon. This is success story. Two of them are the greatest results of our project. We are all proud of them.'*
>
> Woman, representative of WFT

## From beneficiary to activist

Some of the women not only managed to change their lives but became the activists with strong desire to help other women to succeed as well. For instance, one of the WFT beneficiaries became the facilitator of self-help group. Another example is woman beneficiary of SOS Niksic who became trusted person in one of the Northern Montenegro municipalities. Her testimony indicates how profound change was induced by the support she got through the project.

> *'I am more than satisfied with support of SOS Niksic. They helped me a lot. I felt much safer when talking to them than talking to my mother. They saw my problem as women and then as professionals… I got*

> *full guardianship over my son due to their help. And ten days ago, I met my ex-husband in Podgorica. He literally escaped from us (note: her and son). My victory is in that when I saw him, I was not afraid of him anymore. He was like total stranger to me. The feeling of safety due to my volunteering with SOS and due to what I learned with them, gave me the strengths and self-confidence as single mother. That's what should happen to other women as well.'*
>
> Woman, trusted person, SOS Niksic

Numerous testimonies of girls who became activists in the project implemented by CfG reflect similar feelings of empowerment, enlightenment, new strength, and perspective of life. Although they were not victims of violence, at least not in the way in which beneficiaries of WFT and SOS Niksic experienced violence, the benefits they got through the project are especially important.

> *'During the project, I improved myself so much and I learned so many things about violence and the skills I acquired I can use. I can't tell anyone what to do, but I can only offer options. I am no longer facilitating workshops with Centric (note: CfG), but I would love to, because this is a really good way to reach out to people and to somehow help the community. That is my contribution, and it is a valuable experience that cannot be compared to anything.'*
>
> Woman, 19 year old, workshop facilitator
>
> *'I will enrol college, but I will continue to work on this. I will never get out of this. This has become a part of me, and I am unconsciously spreading knowledge about it. I can recognize violence and give advice.'*
>
> Woman, 18 years old, workshop facilitator
>
> *'When I got involved in this project, I was sure that violence happens only to those women who allow it. I was sure that if a boyfriend hit me it would be the end of relationship. I am very glad that I played a role of victim in the forum theatre. By playing that role, I understood that violence can happen to a woman in a million different ways... Now I understand much better. I also learned how to talk to the woman experiencing violence. They are very sensitive. There are indirect ways to address the issue, to reach that person. A direct way would hurt her. She would deny it, saying that it didn't happen to her.'*
>
> Woman, 19 year old, participant in forum theatres

Some girls reported that participation in the project helped them to decide what they want to study, selecting legal studies or psychology, as they would like to work in the EVAW area in the future. Among the important skills they learned are also the communication skills.

> *'I learned how not to respond to people arrogantly, not to be aggressive, but to calmly respond to them and lower the tension.'*
>
> Woman, 18 years old, participating in forum theatres

### Touched by campaigns

The impact on individuals participating in one or few campaigning activities could not objectively be so strong. According to the impression of professors, the impact was visible on high school students participating in workshops or forum theatres. The indicator of positive impact considered here were especially expressions of gratitude after the workshop or forum theater by students who participated

for which they credited professor who coordinated events in the school, desire to discuss the topic during the classes and readiness to report cases of violence among class mates.

> *'We may not be able to change much with them with these few activities, but they may wonder. To start thinking about it, to start recognizing. To think about their lives and to recognize what they did not recognize as violence before.'*
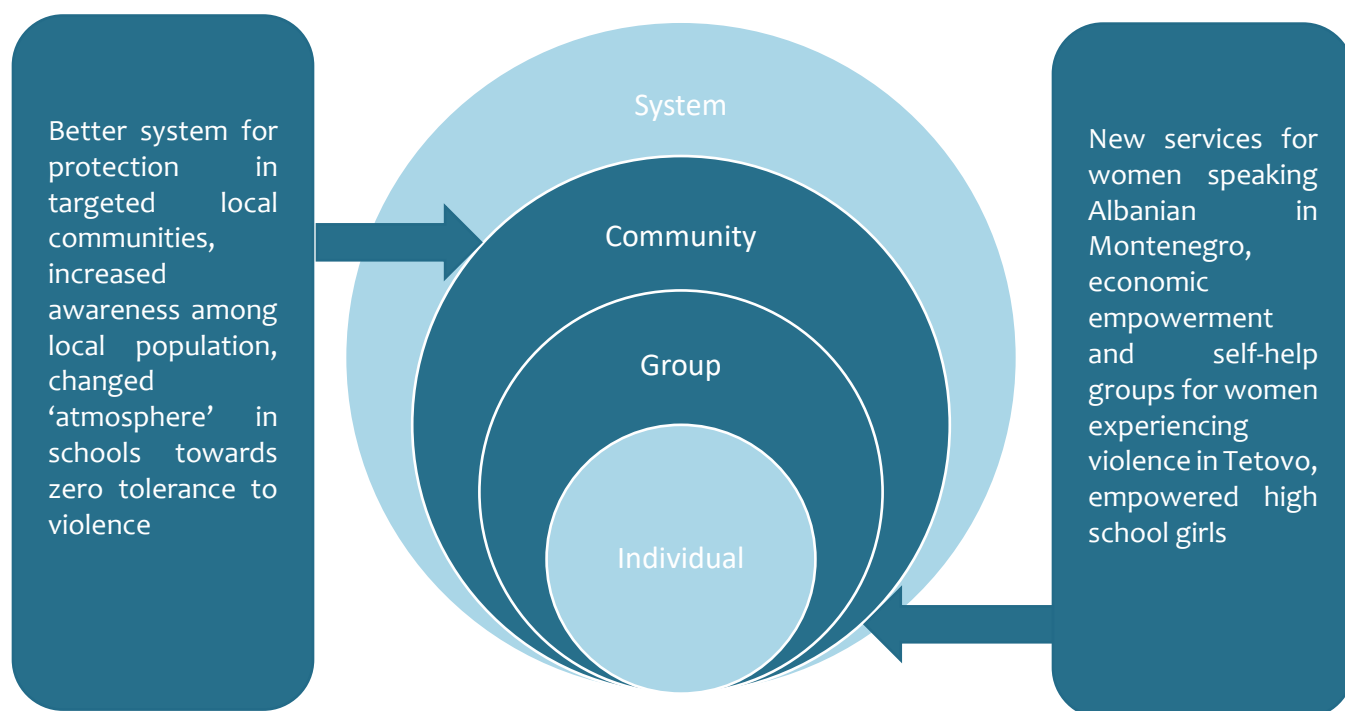>
> Woman, 19 years old, forum facilitator

**EVALUATION QUESTION 24B:** To what extent has the project contributed to ending violence against women, gender equality and/or women's empowerment (both intended and unintended impact)? What was the impact on the local community, different groups of populations?

**KEY FINDING:** *The impact on the communities is visible in terms of new services available for local population, especially women experiencing violence, making VAWG as public issue which is in the focus of attention of the local communities, higher awareness on VAWG and women's rights for protection among certain groups in communities.*

**EVIDENCE**

*Chart 7: Impact at group and community levels*



Better system for protection in targeted local communities, increased awareness among local population, changed 'atmosphere' in schools towards zero tolerance to violence

System
Community
Group
Individual

New services for women speaking Albanian in Montenegro, economic empowerment and self-help groups for women experiencing violence in Tetovo, empowered high school girls

## New services

One of the most direct impact on local communities is availability of new services. This will be elaborated more under the question 24c, as it is mainly related to the system level impact. However, it is important to notice that at the level of the community, the availability of new prevention and protection services is the driver of other changes as well. With better institutional framework for protection, women are encouraged to claim their protection rights, and empowered to negotiate power relation in everyday life, which is usually slow change and not always visible at the surface as it occurs in everyday life practices in families and other interpersonal relations. This impact is particularly visible in regard to the availability of trusted persons and antenna office in Northern Montenegro municipalities, availability of bilingual helpline which provided the access for women speaking Albanian language and through establishment of self-help group in Tetovo, where women with experience of violence get continuous psychosocial support.

## VAWG as public issue

This is important impact achieved by the project in Northern Montenegro municipalities, where prior to the project implemented by SOS Niksic, the topic of VAWG was big taboo, not discussed publicly and with no previous projects that would aspire to change this situation. As perceived by all stakeholders who participated in the evaluation process, one of the biggest impact of the project is the fact that the issue of violence is no longer a taboo topic. Now it is acceptable to talk about it in public space, but also in private circles. It is acknowledged that VAWG is a part of those communities, something that everybody knows exists, that is there, that has gender based nature. And this is the first step towards addressing it properly.

> *'The change is that we have people who are interested in hearing the story of domestic violence and that the focus has now shifted from saying that violence is not good because children suffer, the focus has shifted to women. They know that it mostly affects women in partnerships and marriages.'*
>
> Woman, representative of SOS Niksic
>
> *'The project had a positive impact. People became a little more relaxed about the issue, violence started to be talked about more openly. It would be good to continue the project like this. If SOS representatives are present here regularly, then women are safer. It is also good for institutions, police, CSR when you know that there is an organization that deals with it professionally.'*
>
> Woman, representative of local self-government in Zabljak municipality
>
> *'Our patriarchal upbringing and the general situation in society, the condemnation of women who point out the problem, lead to women being silent. The project influenced women to start talking openly about it. Women learned about their rights and did not even know what rights they have in a situation of violence. It was considered normal for a husband to shout, to strike, to forbid. They have now become aware of their rights. Get acquainted with the team and which institutions you can contact. They are aware that there is also an SOS line.'*
>
> Woman, representative of local self-government in Savnik municipality

**Increased awareness on VAWG and rights for protection**

The increased awareness is the effect of all three project as indicated by the monitoring reports and perception of different stakeholders.

The full impact of the project is not easy to measure without the larger scale opinion polls in the targeted communities. And even then, it would be difficult to measure specific contribution of the projects. However, even unsystematic insights reveal how the impact was done. According to the girls who became activists of the project implemented by CfG in Serbia, the impact is not only visible by public campaigns (more oj this is elaborated under the question 25), but it follows the pattern of snow-ball influence.  This is the influence through personal networks, the transfer of knowledge and information in everyday life to friends, parents and broader families. Girls are convinced that it had and still have significant impact not only on the persons who attended the workshops and forums, but also through these everyday life contacts. Their testimonies include numerous examples when they gave advice, helped some friend to recognize violent relationship and provided information or advice.

As reported by WFT, during the project intervention almost 400 community members were influenced by project intervention through direct participation in the activities. They are now more knowledgeable about women's rights, VAW as human right violation and availability of  DV services. This contribution of the project is perceived as creating critical mass of the community members that can further request more available, accessible and quality VAW services.

**Differential impact on different groups of population**

Generally, the impact was easier to achieve in urban communities, among younger women. Smaller communities, rural areas, women from groups faced with multifaceted social exclusion, living in close communities were less prone to immediately showing the changes under the influence of project intervention. CfG activists, high school girls who had the opportunity to compare the effects of their activities in different environments pointed to these differences. Their performances were better received in cities of Nis and Uzice and there was less resistance and opposition to the messages. In smaller communities, more people reacted negatively, in particular young men.

In case of the project implemented by SOS Niksic, women in Northern municipalities did not access trusted persons as much as s expected, and also establishment and functioning of the antenna office in Zabljak faced different challenges. The implementing organization is fully aware of these challenges. From the project design stage it was obvious that these communities are very traditional, small, closed and VAWG was taboo theme not debated publicly. The changes achieved so far enabled to open up the topic, inform and make women aware of what is the violence, how it should be treated, and what are available services. The representatives of different institutions now know better how to address cases of violence, how to process and do referrals, although there is still significant reluctance to report violence due to strong stigma in the community. The norms, cultures and power structures in these communities do not change fast and women are still afraid to report violence as they will be accused by the family and community. However, the changes were clearly initiated by the project and need further support and time. The similar situation is observed among women from rural areas of Tetovo municipality, which are still reluctant to report violence despite efforts invested through campaigns and other awareness raising and capacity building activities.

However, even in these more closed communities changes have occurred. As reported by WFT representative, compared to their previous experiences during work in rural areas, there is visible improvement. Before it was difficult to mobilize even women to attend workshops or similar awareness raising activities, but now it is much easier and there is also more young men showing initiative to engage on this issue.
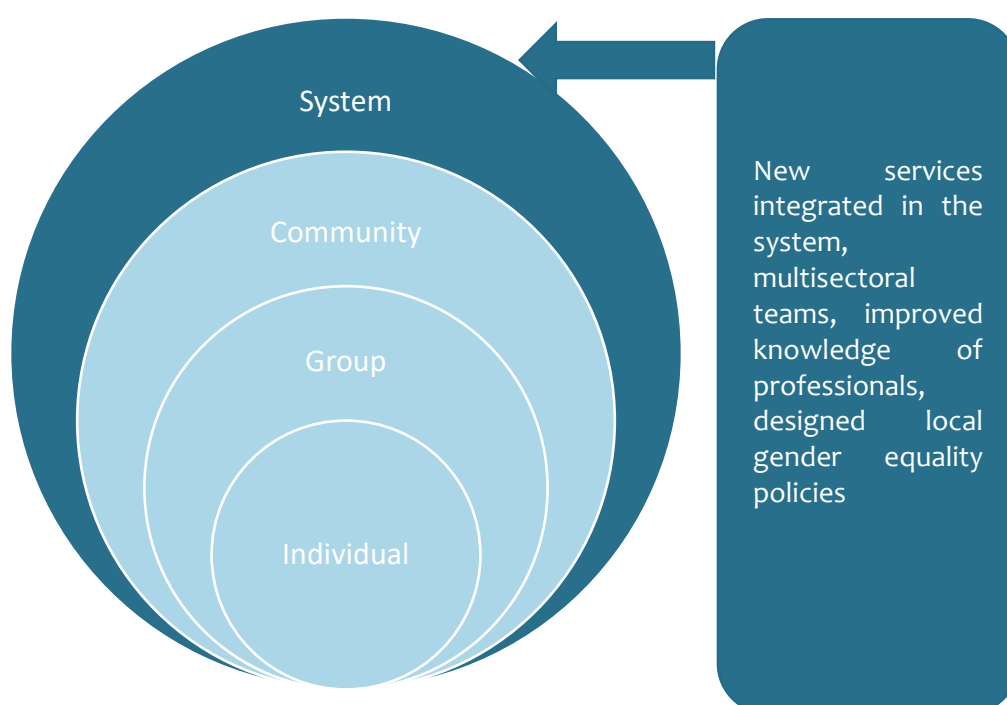
Another important impact is visible in increased number of reported cases of VAWG among Albanian women after opening of the helpline in Albanian language. According to the statements of representatives of the SOS Niksic, while Roma women reported violence at least to some extent before the service was introduced, the reporting of Albanian women was initiated only when service was introduced.

**EVALUATION QUESTION 24C:** To what extent has the project contributed to ending violence against women, gender equality and/or women's empowerment (both intended and unintended impact)? What was the impact on the system level? How institutional practices, capacities have changed due to the project intervention and how these changes impact on EVAW?

**KEY FINDING:** *The impact of the projects at system level is visible in establishment of new protection services and improved system for response to VAWG through establishment of multisectoral coordination mechanisms, improved capacities of professionals and improved service standards.*

**EVIDENCE**

*Chart 8: Impact on system level*



System

Community

Group

Individual

New services integrated in the system, multisectoral teams, improved knowledge of professionals, designed local gender equality policies

## New protection services

Project implemented by WFT enriched the local community with new service: self-help support group through which women can get the continuous psychosocial support. Benefits of this group are already indicated in the question 24a, as perceived by beneficiaries of this kind of support. The peer exchange of experience, getting advice during painful processes of divorce is something that contributes significantly to women's capacities to successfully cope with situation and change their lives.

New service established through project implemented in Montenegro include bilingual helpline service and antenna office in Zabljak. While bilingual services has strong impact on the protection of women from Albanian speaking communities, evidenced through increase in reporting VAW, the antenna office still faces challenges of providing stronger impact on Northern communities. According to the statements of various stakeholders, the reason for that is strong reluctance of women to report violence in these municipalities, and especially to do so in the antenna office. Even just entering office can be sufficient to be stigmatized and therefore, they would rather call helpline and look for support remotely. Regardless, the service is there and slowly being used for entire region, and will further encourage women to report violence.

> *'What we noticed is that it was harder for women to come to the office because they are afraid that someone will see them. What is interesting is that they preferred to call the national helpline when they received information from a consultant from the office than to come to the office and get the support in person. What is positive for is that there are two small towns: Savnik is 15 minutes by car from Zabljak and Pljevlja. So office became a regional office. It now covers that region better.'*
>
> <div align="right">Woman, representative of SOS Niksic</div>

## Improved system for response to VAWG

Projects contributed to the improvement of the systems for prevention and protection from VAWG. Projects implemented in Tetovo and Central and Northern Montenegro contributed to the improved local coordination of response to violence. In Tetovo, multisectoral team with representatives of all local institutions engaged in the response to violence was established and the protocol of multisectoral cooperation was developed. The body had regular meetings, planning solutions for concrete cases, and through that work a new local mechanism emerged that was particularly beneficial for effective local response to violence. The benefits of the body were praised by all stakeholders who represent different institutions and are part of that body. According to some views, this is especially good practice at the national level, as intersectoral cooperation between institutions in North Macedonia is weak. Even if the cooperation is established, this is mainly at the central level but not in local communities.

> *'I came to the conclusion that we in Tetovo have established the best cross-sectoral cooperation. We cooperated and I think that cooperation will continue.'*
>
> <div align="right">Woman, representative of Center for Social Work Tetovo</div>
>
> We used to be a little skeptical that it might not be like that when a case of violence comes. Now we look differently. It is clear to us that the victims are at the center, that we need to understand their

> perspective. The problem is that there are no shelters in Tetovo, we do not have all services. The private sector does not provide opportunities to employ victims of violence.
>
> Woman, representative of the court in Tetovo

Projects contributed to the increased standards of services, aligned with Istanbul Convention. Stakeholders interviewed for the evaluation have emphasized that both implementing organizations (WFT and SOS Niksic) are respectable in their areas of work as they are the 'leaders' in introducing standards of service provision. In case of SOS Niksic, interviewees pointed to the fact that this contribution is not only direct, in work with public service providers, but also through exchange, mentoring and motivating other CSOs service providers, to improve their services. Professionals working in different institutions in the system for prevention and protection stated that their own skills were improved due to the project activities.

> *'One always acquires some new experiences and knowledge. The project helped me to see better how closed the rural area is, how difficult access is. How many women will be silenced in the presence of others, they will not say about their experience of violence. It was a good experience, every police officer should have that experience, to see what it looks like and how to act in such conditions.'*
>
> Men, police, Niksic

Due to the nature of the project implemented by CfG, there was no similar system level impact. However, the evaluation evidence pointed to the benefits project brought in schools who were participating in the project. Firstly, the school 'atmosphere' has changed, with promotion of zero tolerance to violence. Cases are more easily reported and addressed. Secondly, the topic of VAWG and knowledge, materials, used during project activities were also used in schools contributing to broader and more systematic impact of project intervention.

> *'I have to praise the whole atmosphere in the school, which implies zero tolerance for violence, so that we solve individual and sporadic cases quickly and successfully.'*
>
> Woman, professor, high school Nis
>
> *'Students wrote different messages. It helps me in sociology classes, in civic education classes. Everything that has been heard can be applied. And even on philosophy. We have very few women philosophers.'*
>
> Woman, professor, high school Vlasotince

Even without intention of the implementing organization and its partners, the project has contributed to the strengthening of in-school mechanisms for response to violence, as previously indicated. This is the mechanism established by UNICEF multiannual program 'School without violence', which is however not fully functional in many schools. Schools that participated in the project activities had the opportunity to strengthen these mechanisms.

## Local (and national) policies

Contribution to the development of local gender equality and EVAWG policies is also visible in case of the project implemented by SOS Niksic. During the project intervention, the organization assisted municipalities in developing local action plans. Another, more indirect contribution is related to the SOS Niksic participation in national initiatives, in which they bring the experience from the project implemented in Northern municipalities.

**EVALUATION QUESTION 25:** To what extent have EVAW campaigns generated significant positive or negative, intended or unintended, higher-level effects in the lives of women and girls in each intervention country? In the region?

> **KEY FINDING:** *EVAW campaigns impact was not measured precisely enough, but based on available qualitative and quantitative evidence, the outreach of campaigns was good and the information about positive impact although not systematic, points to important positive changes in understanding, recognizing and not tolerating VAWG.*

**EVIDENCE**

The impact of campaigns is not easy to measure as previously indicated. The SOS Niksic measured the changes in attitudes and norms by conducting the qualitative survey among 20 women in four municipalities. This is small sample to have statistically valid conclusions about the scale and direction of change, but nevertheless, these qualitative insights point to the changes which can be attributed at least to some extent to their outreach campaigns. .

According to the survey findings, women in targeted municipalities recognize that women are marginalized and do not accept the traditional position of women in families as 'natural'. They identified different patterns of relations as harmful and violent and they were more convinced that measures for change of gender relations towards equality and protection from violence are important.

WFT has reported at the end of the project that awareness campaigns were very successful. In the last stage, the poster and brochure were distributed throughout the Tetovo city and rural areas surrounding it. Very dynamic discussions on DV were developed around campaigns and their positive impact is visible from the fact that all participants of the project (100%) were impacted by the messages delivered through these campaigns. The impact on broader community was not precisely measured, but due to media attention project recieved and spreading of campaign messages through media, it can be assumed that positive impact went much further.

The representatives of CfG indicated the difficulties in monitoring the impact of campaigns more precisely. They emphasized that they know relatively precisely how many persons were reached by campaigns, but to know what was the precise impact is not possible without more complex surveys of these campaigns, especially as it relates to changes in attitudes and behaviors induced through these campaigns and what proportion of people, particularly among different groups. However, the insights in the impact of campaigns are available due to the pre-test and post-test questionnaires filled by project participants, as well as through the analysis of Facebook reactions, such as likes, comments, sharing, and similar indicators. The TV and radio campaigns impact was monitored in terms of outreach, but also some sporadic reactions were noted when they reached the implementing organizations by different members of their communities. Some of the discussions triggered by the social media posts were very dynamic and intense.

*'There were several posts on social networks where there were comments. I heard from some friends that the posts helped them a lot because they realized that they are or were in a violent relationship. You could also see some changes in attitudes during discussion on social media, but it is even more important when you see changes like this in a real environment.'*

Woman, representative of CfG

**CONCLUSIONS**

- The impact of three project is visible and positive at level of individuals, communities, and systems for prevention and protection.
- Evidence points to the variable impact at individual level, with the strongest impact among women who were victims of violence and directly supported through diverse forms of support. Many of them managed to change not only attitudes but also their lives. Strong impact is evidenced by preventive activities as well, as women and girls who were beneficiaries became activists contributing to the awareness raising, information and referral to women and girls in need. The weakest impact was among individuals participating in only one or few activities, with providing new insights and information on VAWG that could change their awareness or at least to open their minds for reconsidering some attitudes they developed previously
- The impact on the community level manifested as introduction of new services available in targeted communities, making the VAWG public and legitimate topic in among local population, recognizing its existence and increasing awareness on what is VAWG and how to protect women's rights.
- The impact on systemic level was manifested through availability of new services within the system for protection, improvement of the system for prevention and protection, by developing multisectoral coordination, increasing skills of professionals in the system, improving standards of services and introducing EVAW in local policies.
- The full impact of campaigns was not measured, but based on the data on the outreach and more qualitative information about the effects of different campaigns, it can be concluded that they had very positive effects on project participants, they increased the visibility of VAWG issue, often provoked very dynamic discussions in social media or live events, which all contributes to the environment with higher awareness on VAWG and less tolerance towards it.

## 6.7 Knowledge Generation

**EVALUATION QUESTION 26:** To what extent has the project generated knowledge, promising or emerging practices in the field of EVAW/G that should be documented and shared with other practitioners?

**KEY FINDING:** *Projects generated impressive knowledge about prevention and protection practices as well as about project management and implementation that should be shared with other practitioners and could also be used by UN Trust Fund in its further work with small grant beneficiaries.*

**EVIDENCE**

Projects generated significant knowledge that can be used in the future interventions and shared with other CSOs or stakeholders. This knowledge could be classified in three categories:
- Knowledge related to the prevention and protection practices;
- Knowledge related to the project management, coordination, and implementation;
- Lessons learnt in relation to the UN Trust Fund framework and cooperation.

## Knowledge on prevention and protection practices

SOS Niksic generated important knowledge working in marginalized communities. Their knowledge led to specific interventions strategies that could be defined as **'rooting and bridging strategies'**. 'Rooting' strategy includes a series of activities that lead to the embeddedness of the organization in the local communities. It starts with good preparation (such as mapping of resources, consultations), which requires the openness of the organization to learn from the stakeholders from these communities, and listening their advices (which villages to choose, how to approach women), and after the project closure continued engagement in these communities. The continuous presence of SOS Niksic was made easier due to the antenna office in Zabljak and the office given by local self-government in the municipality of Pluzine. That made the planning of new initiatives easier, but also, as reported by stakeholders, it generated some feeling of increased safety due to the presence of expert organization in the matter.

> *If SOS Niksic representatives are present here* (note: in Zabljak) *regularly, then women are safer. It is also good for institutions, police, CSR when you know that there is an organization that deals with it professionally.*
>
> Woman, representative of local self-government in Zabljak

'Bridging strategy' is based on the assumption that it is not optimal to work with one community as outsider. In order to be well accepted in the community, to understand it better, and to respond better to its needs, it is important to engage persons from these communities in the project implementation. Based on that SOS Niksic designed the trusted persons mechanisms, an informal network of women who live in the northern municipalities, work in the places where women can reach them easily and have personal experience of violence. These women were trained for the role of trusted persons. Similarly to this, the work with Roma communities was organized in partnership with Roma Women's organization. In case of women from Albanian minority, the situation was relatively challenging as it was important to find the person who will not only be someone who lives in that community and knows women, but also someone who is qualified to work as consultant in helpline provided in Albanian language. That was not an easy task, and after failed attempts, SOS Niksic signed the memorandum of cooperation with the Faculty of Philosophy which proposed several candidates. After the testing, the best candidate was selected and recruited. This recruitment process indicates how seriously SOS Niksic takes the preparations to initiate the work with a new community.

The experience in northern Montenegro municipalities enabled implementing organizations to test and learn different approaches to women from relatively closed communities living in scattered, mountainy villages, surrounded with family and patriarchal norms. Usual approaches were not particularly effective in work with these women (FGDs, seminars, workshops), so they decided to change the approach to something they described as 'social mimicry'. Instead of inviting women to gather in the workshop, the outreach teams would go to the houses and talk to women. The starting point of conversation would be their life perspective, their everyday livelihoods, and not messages

that are at the core of awareness raising campaign. Conversation would be opened with friendly, informal chat related to different livelihood issues (economic situation, living standards, hardships of the living in such area, etc.), and when appropriate the conversation would be directed towards issue of VAW. This has proved as very successful strategy that could be applied in work with similar communities not only across Montenegro, but whole region of Western Balkans, as similar communities exist in other countries as well.

*'The biggest challenge was to design appropriate strategy to establish trust among people in local communities. They often say when someone comes from the outside, that you do not understand the way of life there. Then we designed the mechanism of trusted women. These women went through trainings, they were involved in all activities, in campaigns, in outreach activities. When a woman from the community sees a woman from her community, she will open up more, she will have trust more than if she only saw the representatives of the organization. We also wanted have a woman who lives in Roma settlement in our team, a woman who lives among them.'*
Woman, representative of SOS Niksic

*'Through our work, we learned that women's empowerment is an ongoing process, process that can last one or two years and even sometimes for lifetime, so this project made us to learn that gaining trust is also a process. This process can take years, especially in this northern communities where people keep up with strong cultural consideration against disclosure of family violence and with rigid social norms.'*
Woman, representative of SOS Niksic

The experience of WFT was somewhat different. The impression from the workshop by psychological support consultant who was engaged from another organization and different region, was that women and particularly younger girls appreciated the fact that she was outsider. That enabled them to be more open in communicating their problems and needs.

*'In general, I was surprised how much women in this region* (note: Tetovo) *need this kind of space* (note: awareness raising workshops)*. Even if it was not very structured, just to have discussion, to open up. They never really shared important things prior to these workshops. They contacted me, they really needed space for sharing. Younger women need some kind of open centre that can be always there and it is important for long term changes. To make easier the process of growing up as woman. I was mentoring them, I think that really helped the fact that I was not from their community, but from Skopje. That was easier for them and more productive.'*

Woman, psychologist, consultant of WFT

Another important lesson learned by the WFT was that the effects of the support are strongest when different forms of support can be provided simultaneously to women victims of violence – the holistic approach, which offers to women a set of support services, including legal assistance, psychosocial support, economic empowerment, support in access to other institutions (sometimes just to help with administrative issues needed for social assistance). They learned that self-help group was particularly needed by women during the difficult times of making decision on divorce, going through divorce, or adjusting to the life of single mothers. This group was highly appreciated by WFT beneficiaries.

CfG has identified another important lesson to 'replace scale of intervention by the depth of impact'. They learned that it is better to work with smaller group of girls but during longer period and more in depth. According to their experience, in order to justify to the donors that the project is important, the organizations often set very ambitious targets in terms of number of beneficiaries. That was also the case with their project. Later, during the negotiations with UN Trust Fund, the project was extended to three years instead of two, which made it somehow easier to implement all activities, but with fewer resources (as costs of human resources were extended to one more year). But with such ambitious targets, the effects can be more superficial for majority of beneficiaries. Now they want to work with smaller group of girls, to have more workshops on different topics, to track their development and measure the occurred changes better.

Another important knowledge is related to the age of beneficiaries. They learned that some of the girls in high schools already experienced partner violence. Therefore, it would be important to work with girls of younger age, last grades of primary school, before they start dating, in order to prevent entering violent relationships.

Use of radio jingles proved as very effective, so they will use this form of communication for awareness raising campaigns in the future much more. They also learned that approach to professors was well designed, as presentation and not education, so they could raise their awareness in subtle way. This also created safer space for girls in the schools. Finaly, CfG become aware that it is important to dedicate more efforts in raising awareness on LGBT rights, which will be more in the focus of their future activities.


## Project management and implementation

Implementation depends on the availability and readiness of key stakeholders to participate in the project and perform their roles as envisaged by the project design. Therefore, certain situations that prevent local stakeholders to participate should be avoided. As pointed out by the representative of WFT, the periods around referendum, or elections should be whenever possible avoided for engagement with representatives of national and local self-governments and public institutions. Even other stakeholders could be preoccupied by the elections and their participation could be complicated. Experience of CfG indicated that all activities with schools should be ideally finished before a New Year holidays. Based on the experience of last several years, the months after the New Year and Christmas holidays were significantly disturbed by prolonged holidays due to the extreme weather conditions, flu epidemics and similar causes. SOS Niksic learned that it is good to avoid winter months to conduct activities in mountainy regions as the snow and adverse weather conditions could prevent or delay project activities.

Some monitoring and evaluation practices were used without proper justification according to the opinion of some implementing teams. They are just introduced as a standard in the monitoring of project implementation, but they do not provide meaningful results. This is mainly related to the pre-tests and post-test, which are often used in a formalistic way, not providing essential insights.

*'For every activity we had the questionnaire that was given to participants. They would respond before and after the activity. I am not big fun of the pre and post-test. They are not always appropriate. But that methodology was pre-agreed, during New York workshop, so I applied it. It was required to have pre and post-test even for simple roundtable. So, it is two hours difference, and in my opinion this is mechanical,*

> *formalistic. What would you learn during two hours of discussion? In my opinion this makes sense when you do more thorough capacity building, longer one, as learning is a process. At the same time that places huge burden on implementing team. Fortunately enough, I was being privileged to attend some of the activities and I was talking the participants, so I provided more qualitative evidence on the effects of the events. More evidence on how women were feeling. We tried to compensate those purely formalistic numbers. I understand that you need numbers, but sometimes words and qualitative data are more meaningful.'*
>
> <div align="right">Woman, M&E consultant of WFT</div>

Some of the technical or administrative rules or procedures were found by implementing teams as difficult and time consuming, One of them is the requirement to provide written consent of all participants, which is not always easy to obtain. This had to be applied also among high school students, who participated in the events in very larger numbers.

Another difficulty found was somewhat formalistic counting of beneficiaries according to their different characteristics which is not always of crucial importance and can disturb the trust atmosphere during project activities as it requires to ask questions about different elements of participants identity, such as age, belonging to certain minorities, etc.

> *'The donors keep asking us how many of these…, how many of these…, different target groups you have. The girls' center is a girls' center. We are a safe place for girls, girls and women. Our target group was 15-30, so when we started working with schools, it became 10-40. But women over 40 also call us. We are there for them, whether they are Roma or lesbian, we don't ask, we don't count. Sometimes some of them says, but that's not the point. This is a bit violent count out. We have a poor understanding of this among donors who like to count. It would be sufficient to say who benefited the activities without counting and classifying individuals. This is not in line with this emancipatory, universalist, feminist approach.'*
>
> <div align="right">Woman, representative of CfG</div>

## UN Trust Fund framework and cooperation

The experiences in the implementation of three projects confirmed the great importance of the UN Trust Fund support. The way how this support is organized was very beneficial for implementing organizations. The initial workshop in New York enabled them to develop understanding of the framework and rules, procedures that should be applied. It also helped to additionally redesign projects so everyone is certain that implementation will be adequate for planned results and properly monitoried and reported. Mentoring support and supervision were also great and contributed to the feeleing of the organizations that they developed new capacites through project implementation .

On the weak side, the organisations pointed out the occasional problems with the platform for uploading results and reporting.

The organizations indicated that there was no systematic cooperation among them organized during the project implementation. Regardless, they jointly participated in the conference organized in Serbia initiated by CfG. The links between organizations are important asset for the regional level impact, and thus this type of cooperation should be more stimulated through the future projects desgn and

included in project funding. The representatives of the implementing organizations as well as other stakeholders who had the oportunity to participate in the conference, highly appraciated the opportunity to exchange the experience. Another occasion to meet and exchange experience was during the conference in Sarajevo, after two years of implementation, the event was highly appreciated by the implementing organizations.

> *'That meeting with colleagues from other countries with whom they were in NY for training and after two years at a conference in Sarajevo, that meeting is something fantastic. Seeing each other again, live, exchanging, talking, it was fantastic.'*
>
> Woman, representative of CfG

There is a learning process also on the side of UN Trust Fund based on the work with implementing organizations. Through their reports UN Trust Fund team was able to confirm that civil society working in the field of EVAW has been saying for long time: that working with survivors takes time because it is needed to build trust if you want them to come forward, activists are worked and organizations understaffed, and they have to deal with factors that are outside of their hands, including elections and the replacement of their allies in local authorities they have spent educating. This was opportunity for UN Trust Fund to see that type of support providing to the implementing organizations strengthens them institutionally.

**CONCLUSIONS**

Impressive knowledge was generated through three projects, related to the improved prevention and protection practices, but also to the project management, implementation and monitoring. Major take-aways in regard to the first aspect include:

- Sophisticated strategies to enter and work with communities which are specific, often marginalized, which bring some kind of rooting of the organization in the local community, providing much stronger impact and long term opportunities for changes, as well as bridging, including people from these communities in the implementation who can act as both – representatives of communities, but also of implementing organizations with needed 'know how'. Sensitive strategies in approaching women from vulnerable groups, among which 'social mimicry' strategy was quite effective and innovative.
- Holistic support by offering simultaneously set of different types of support (legal, psychosocial, economic empowerment, referral to other institutions, etc.), which women can select and use according to their needs and be empowered continuously through harsh times and difficult processes of divorce and starting independent and self-reliant lives.
- In order to have stronger impact, preventive activities with high school girls should be slightly redesigned: to work with smaller group but for longer period and more in depth, in order to be able to guide, support and monitor their development as women who are aware of their rights and risks of VAWG. Also, it is advisable to start at younger age.

In regard to the project management, implementation and monitoring, there were different lessons related to events influencing dynamics and circumstances of participation of key stakeholders, such as election cycles, school breaks, epidemics, or climate challenges.

Some lessons could be useful for UN Trust Fund especially in relation to some monitoring practices that are seen as formalistic and without essential insights in the effects of certain activities, such as testing or counting and classifying beneficiaries. Although organizations developed significant

knowledge and skills to implement, monitor and report in line with UN Trust Fund procedures, some challenges are still present, particularly in relation to the use of online platform for reporting. The links between projects implemented at the same time in the same region could be stimulated more to generate more synergy and the UN Trust Fund region-wide impact.

On the other hand UN Trust Fund was able to confirm based on the implementation of these projects that work with VAWG survivors takes time, activists are over worked and organizations understaffed, and they have to cope often with unfavourable circumstances in their communities. The approach UN TF implements in support to the implementing organizations is effective and organizations are strengthened.

## 6.8 Gender Equality and human Rights

EVALUATION QUESTION 27: To what extent was a human rights-based approach and gender equality incorporated in the design and implementation of the programme?

KEY FINDING: *Three projects were designed and implemented with highest human rights standards and integrated gender equality principles, which were operationalized through women's rights promotion and women's empowerment. Highest ethical standards were applied guaranteeing safety of women and girls and preventing the secondary victimization of survivors of violence.*

EVIDENCE

Three projects are fully based on the human rights approach and by the essence committed to gender equality. The projects are aligned with key international human rights instruments, designed based on the principles that every human being is entitled to all the rights and freedoms, 'without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status' as stated in Universal Declaration of Human Rights (UDHR) (UN General Assembly 1948). They are aligned with International Covenant of Civil and Political Rights (ICCPR), particularly in regard to the Article 3 stating requesting from State Parties to ensure the equal right of men and women to the enjoyment of all civil and political rights set in the Covenant (including inherent right to life, safety from cruel, degrading treatment, right to liberty and security, etc.). They are aligned with International Covenant on Economic, Social and Cultural Rights (ICESCR) which requires State parties to guarantee that the rights enunciated in the Covenant will be exercised without discrimination of any kind, including right to work, remuneration, right to social protection, education, etc. As it was indicated in the chapter on relevance, projects are aligned with CEDAW, Istanbul Convention and they are fully in line with Beijing Declaration and Platform for Action.

Three projects are grounded primarily in the safeguarding and improving women's rights as human rights, which is operationalized in the approach of elimination of discrimination against women, removing disadvantage that is faced by women and their empowerment. Through focusing on women and improving their safety, projects contribute to their improvement of position, empowerment and consequently to improved gender equality.  They are based on the principles which place women at the center of intervention, making sure that no project intervention does any harm to women. Although their primary focus is on VAWG, and therefore, rights to safety, liberty and independence,

they also contribute to other women's rights, such as right to work, through economic empowerment within the WFT project and right to social protection in project implemented in North Macedonia and Montenegro.

The projects were implemented respecting women's rights, and applying ethical standards, placing their safety as priority in all activities that were conducted, and preventing secondary victimization of women.

Human rights approach was also evident in addressing the needs and promoting rights of women from marginalized groups, such as women from remote, rural areas, women belonging to the minorities facing multiple social exclusion, lone mothers and victims of violence.

**EVALUATION QUESTION 28:** To what extent does the intervention address the underlying causes of inequality and discrimination, including those experienced by vulnerable groups?

**KEY FINDING:** *The interventions implemented through three projects address very important and persistent root causes of VAWG: norms, attitudes and value systems that underpin unbalanced power relation and contribute to the reproduction of structural gender inequalities and VAWG.*

**EVIDENCE**

The major contribution of three projects to the elimination of root causes of VAWG is the change of norms, attitudes, and behaviors related to the perception and practices of gender roles and relations. As norms, attitudes and value systems underpin structural inequalities, grounded in the unequal distribution of power of men and women in private and public lives, the interventions targeted the core factors causing VAWG. The changes of norms, attitudes and behaviors influenced by the projects occurred not only among women but also among men through broader campaigns, as well as among stakeholders working in different institutions responsible for prevention and protection from VAWG.

In addition to this, projects targeted other causes of gender inequalities, such as economic dependence of women from their partners or other family members, supporting them through vocational trainings and in finding employment or starting their own business. Empowerment was also psychological, supporting women to gain self-confidence and to negotiate power relations with new position, or to leave the relations which cannot be restructured and continuously harm them through GBV.

**CONCLUSIONS**
- Projects are fully based on the human rights and gender equality principles, promoting women's rights, and empowering them to achieve more equal position in comparison to men and lives free from GBV.
- Projects were implemented with highest human rights, feminist and ethical standards, placing women and girls at the center of interventions, ensuring their safety and preventing their secondary victimization in case they were victims of violence.

- Project address root causes of VAWG, primarily harmful, patriarchal norms, values and attitudes, which underpin women in submissive position, and reproduce structural gender inequalities. Some project contributed also to the economic independence of women, since economic dependence is one of the factors increasing risks of VAWG.

## 6.9 Comparison

EVALUATION QUESTION 29: How do these three projects compare in terms of their strategies and both intended and unintended impacts/outcomes?

KEY FINDING: *Three projects have more similarities than the first glance of their design reveals: they are strongly focused on altering understanding of violence among women and girls and on stimulating their reporting and help seeking behavior, or even life situation (this is not clear). They work with diverse population of women and girls including those from marginalized communities, such as rural women and women from minorities. At the same time, through different methods, three projects intervene in the environment in which women and girls live, attempting to make it more favorable for their safety, whether just by increasing awareness of broader groups of stakeholders and citizens, or providing better, more available and effectively coordinated protection services.*

EVIDENCE

There is basic similarity in project strategies: all three projects work with women and girls in order to improve their safety and at the same time they intervene in the environment in which women and girls live in order to provide more favorable environment for the prevention of VAWG and their protection. Beyond this basic similarity, there are differences in methods and outcomes. SOS Niksic and WFT projects are more similar as they are primarily focused on women victims of violence and their better access to improved support services, while the CfG project is fully focused on prevention among specific population – high school girls, to empower them not to be exposed to violence in relationships or if that happens to recognize it and react fast. Also, to react when witnessing some other woman or girl are being exposed to violence in relationship. Similarities between projects are presented in the following table.

*Table 9: Similarities between projects*

| Strategies and outcomes | SOS Niksic | WFT | CfG |
|---|---|---|---|
| Increasing awareness on VAWG and services among women and girls | ✔ | ✔ | ✔ |
| Increased safety of women and girls | ✔ | ✔ | ✔ |
| Improved services for protection | ✔ | ✔ | |
| Increased outreach towards different groups of women and girls | ✔ | ✔ | ✔ |
| Improved multisectoral coordination, better response of the system for protection | ✔ | ✔ | |

| | | | |
|---|---|---|---|
| Increased awareness among citizens, broader communities on VAWG | ✔ | ✔ | ✔ |
| Targeting women and girls from marginalized groups, such as rural population, ethnic minorities | ✔ | ✔ | ✔ |

Although all three projects targeted women and girls from some marginalized population, in case of SOS Niksic and WFT there was strong predetermined focus on rural women and in case of SOS Niksic on women from Roma and Albanian communities, while CfG had more 'universalistic' approach, selecting girls through schools and not by other characteristics. Regardless, the project targeted girls from rural areas studying in urban high schools, and also girls from ethnic minorities, as some of schools were placed in the multiethnic communities.

Another important common feature of three projects is the emphasize on trust. Interviews with implementing teams repeatedly pointed to the importance of the trust. In the social contexts marked by strong oppressive patriarchal norms imposed to women and weak institutional protection, the trust is necessary for any kind of work with women and girls experiencing violence.

EVALUATION QUESTION 30: Given that these projects are operating in somewhat similar contexts and EVAW frameworks, how do they differ particularly when it comes to the advocacy /campaigns?

KEY FINDING: *Differences in campaigns appear in objectives of campaigns, methods, outreach and channels. Campaigns in the CfG project were aiming more at increasing understanding of VAWG and responsibility to report it, while in case of WFT and SOS Niksic, in addition to the increased understanding, the objectives were to stimulate women under risk or experiencing violence, to report it and access services. Different methods were used, such as forum theatre, 'door to door' outreach campaign, public events, and social and traditional media. The broad campaign targeting all citizens was more prevalent in the CfG project than in two other projects.*

EVIDENCE

All three organizations had more narrow and focused campaigns, which were aiming at increasing awareness of women and girls, empowering them to report violence and access services. While in CfG project these campaigns were mainly focused on recognizing VAWG, unpacking it, and showing many different forms, including those that are not easily recognized and are very frequent among young population, WFT and SOS Niksic campaigns were more than CfG focused on informing women about available services and increasing the outreach of these services. The broad awareness raising campaign that was targeting citizens was more important component of the CfG project than in two other projects. It was conducted on much larger scale and with use of diverse channels, and methods, such as social media, radio jingles, TV, etc. For smaller groups, the forum theatres were used. WFT and SOS Niksic were present in the media, but they did not implement media campaigns specifically tailored for the project.

Resistance to campaign messages was visible in all three cases, and it was stronger in more conservative communities. Organizations tailored very effective campaigning strategies for different groups. CfG shaped campaigns with strong participation of girls, using their experiences and ideas, as

well as tools and channels that are used by young people. SOS Niksic implemented 'door to door' strategy in outreach campaign, in order to open the gap in closed world of women living in patriarchal families in rural areas and supporting their experience of violence in silence. WFT parallelly worked with women experiencing violence and girls with whom the accent was on prevention, and therefore, had the similarities with both other projects. It is important to note that the differences in campaigning components were grounded in the different objectives behind the campaigns, so they are not fully comparable.

**EVALUATION QUESTION 31:** Given that these projects are operating in somewhat similar contexts and EVAW frameworks, can we identify good practices or "what works" when using campaigns/advocacy as a programmatic component to prevent/end violence against women?

**KEY FINDING:** *Campaigns that were very successful and innovative, that should be used in the future include 'door to door' outreach campaign very suitable for remote, closed, traditional communities, 'treasure hunt' which successfully mobilizes young people around unpleasant topic such as VAWG, street campaigns that mobilize local women and other stakeholders to take part in the project, forum theatres that combine methods of theatre and public debate, media campaigns with authentic content coming from field work.*

**EVIDENCE**

As illustrated in the previous chapters, there were very successful practices in regard to campaigns. The 'door to door' outreach campaign implemented by SOS Niksic was very good example how to initiate activities starting 'from the scratch' in the communities that are very closed and resistant to topic of VAW. 'Treasure hunt' was exceptionally well evaluated by stakeholders and it is very appropriate way to target young people by EVAWG campaign.

Street campaign organized by WFT also proved as very successful and took significant space in local media, contributing significantly to the effective outreach to women and girls who later participated in the activities, but also raise the importance of the project, which in turn stimulated representatives of local institutions and self-government to take active role in the activities.

Forum theatres were very impressive and highly praised by all stakeholders. Combination of theatric and public debate enable to have not only one directional education, but stimulates the process of learning, based on concrete opinions, stereotypes and experiences that are exchanged by the participants. Authentic radio jingles, based on campaigning experiences of girls activists and broadcasted broadly, is another good practice that can be used in the future. Social media campaign is another example of successful practice, that could be integrated in diverse future projects, even with no prominent campaigning component.

**CONCLUSIONS**

Although the design of three projects looks quite different, they are basically similar in their main objectives and strategies: they are strongly focused on altering understanding of violence among women and girls and on stimulating their reporting and help seeking behavior, or even changes in their

life situations. They target also women and girls in marginalized communities, such as rural women, women from minorities. They intervene in the environment in which women and girls live, attempting to make it more favorable for their safety, whether just by increasing awareness of broader groups of stakeholders and citizens, or providing better, more available and effectively coordinated protection services.

Differences in campaigns between three projects appear in objectives of campaigns, methods, outreach, and channels. Campaigns in the CfG project were aiming more at increasing understanding of what constitutes VAWG and responsibility to report it, while in case of WFT and SOS Niksic, in addition to the increased understanding, the objectives were to stimulate women under risk or experiencing violence, to report it and access services. Different methods were used, such as forum theatre, 'door to door' outreach campaign, public events, and social and traditional media. The broad campaign targeting all citizens had more room in the CfG project than in two other projects.

Campaigns that were very successful and innovative, that should be used in the future include 'door to door' outreach campaign very suitable for remote, closed, traditional communities, 'treasure hunt' which successfully mobilizes young people around such unpleasant topic as VAWG, street campaigns that mobilize local women and other stakeholders to take part in the project, forum theatres that combine methods of theatre and public debate, media campaigns with authentic content coming from field work.

# 7. Conclusions

| Evaluation criteria | Conclusions |
|---|---|
| Overall | Projects implemented through small UN Trust fund grants in Montenegro, North Macedonia and Serbia during 2017-2020 were successful, achieving goals, outcomes and majority of outputs beyond planned targets. Projects contributed to the increased awareness of women and girls of gender based violence, improved services available to women, particularly in the areas where such services were lacking, empowered women to reach out to these services when needed and equipped them with various forms of support which resulted in changing lives of some women, who are experiencing violence.<br><br>Although small in terms of resources, three projects had important influence on their communities, also inspiring other stakeholders to contribute or further advance changes initiated through these projects.<br><br>Projects are recognized as important contribution of UN Trust fund, with majority of stakeholders participating in the project being aware that this was possible due to the UN TF support.<br><br>Wherever possible, work started through three projects should be continued with UN Trust Fund or other donor support as there is relatively small part of the results that will be continued due to the state support. |

| Effectiveness | • The projects were designed logically taking into account the roles, capacities and commitments of key stakeholders. They were grounded in the implementing organizations' missions and experience, responding well to the needs of beneficiaries, taking into account specific contexts. |
|---|---|
| | • Indicators defined in the result framework enabled monitoring of achievements. However, certain indicators are not optimal as they were measured by the inconsistent methods, others lack precision or are not adequately defined. The difficulties in monitoring and evaluation are also related to the nature of some indicators that are difficult to measure, particularly in regard to the broader campaigns, and fragmentation of overall measurement of result during project cycle making it more difficult to measure the results for whole project cycle. |
| | • Projects were highly effective and majority of results were achieved beyond planned targets. Few areas of somewhat more modest achievements are related to the external circumstances marked by the explicit or implicit resistance to initiatives combating VAWG. |
| | • Intervention strategies were very effective and enabled achievement of results. Particularly effective were those related to empowerment and awareness raising strategies which were innovative, well contextualized and adjusted to specific target groups. |
| | • Awareness raising campaigns significantly contributed to the achievement of results. They were closely linked to other components of the projects and were used in multifunctional way: to inform and motivate stakeholders to participate in the project, to increase awareness among women and girls empowering them to access available services, and to change norms and attitudes in broader environment, making it more favorable for preventing and combating VAW. |
| | • High effectiveness of three projects could be attributed to the several external factors, such as alignment of the projects with national policies and priorities in gender equality and EVAW, good cooperation with local institutions and self-governments, high interest of diverse stakeholders, including target groups and citizens to learn about VAWG and participate in project activities, as well as respectability and credibility of implementing organizations recognized by all stakeholders. The inhibiting factors manifested mainly as resistance of certain actors to participate in the project due to the prevailing patriarchal norms and lack of awareness, reluctance of women to report violence due to the strong community pressure that violence is a private matter and should be kept in the family, and sometimes problems with finding appropriate offices or facilities for project activities. |
| | • In order to contribute to the shift of norms, three project used diverse communication strategies, such as leaflets, posters, cards, brochures, Facebook posts, Instagram photos, radio jingles and TV video spots with clear messages about the nature of VAWG, women's rights to lives free from violence and discrimination and availability of various forms of protection. |
| | • Messages promoting changes in attitudes and behaviours were differently interpreted by different beneficiary groups. Older, rural women from less developed and more traditional communities were more difficult to make |

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| | aware about VAWG and needs for protection, and in some cases women from these groups completely resisted these messages. Younger, more educated, urban women were more ready to be open for new insights and they often became new promoters of change. |
| **Relevance** | • Three projects were fully relevant during the design phase and and continue to be fully relevant, addressing the needs of women and girls for better protection from gender based violence, but also the needs of other stakeholders, such as institutions responsible for VAWG prevention and protection, local self-governments,  targeted communities and broader groups of citizens.<br>• The project was designed based on in-depth knowledge of the needs of primary beneficiary groups (women and girls), including those that belong to the marginalized groups, based on long lasting experience in work with these women and girls. In addition, all available studies as well as targeted consultations were used to inform project design where additional information was needed.<br>• Projects are fully aligned with international frameworks for combating VAWG and gender equality, EU accession process, UN SDG agenda, as well as national priorities as defined in the most relevant policies. |
| **Efficiency** | • All data collected during the evaluation process and materials/documents reviewed by the evaluation team show that the projects were implemented efficiently with all project activities executed on budget and according to the planned schedule.<br>• Project management was relying on existing and well-function structures, processes and staffing of experienced implementing partners and was characterized by smooth communication and effective collaboration with mentoring of other participating organizations with lower capacities.<br>• Some challenges caused by demanding new rules and reporting system requested by the donor were gradually overcome through additional learning and support from the donor.<br>• Human component was assessed by many respondents as a key success factor that contributed to effectiveness and efficiency of the interventions, including significant additional effort, time and resources invested by implementing partners beyond the project resources |
| **Sustainability** | • Sustainability of results which appear in the form of changed attitudes, norms and behaviors is high, while the sustainability of results in form of local mechanisms and services varies and is depending on further funding sources and prioritization in national and local policies.<br>• Sustainability was ensured by dynamic participation of key local stakeholders and their feeling of ownership was clearly evidenced during the evaluation.<br>• There is great potential for scaling up and replication, particularly of multisectoral coordination mechanisms. Project interventions implemented in Northern Montenegro municipalities could be replicated in similar areas of North East Montenegro, while awareness raising and empowerment of high school girls could be replicated in lower grades, in other schools, for longer time and in other geographical areas. |

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| | • COVID-19 pandemic undermined the sustainability of some results due to the restrictive measures, closure of public service, and restrictions in movement. Multisectoral coordination was interrupted, some women empowered through the project who were employed after the vocational trainings lost their jobs, but helpline services, including bilingual one, continued to be provided. CfG used the opportunity of funds allocated to mitigate effects of pandemic in provision of helpline services and conducted social media campaign which was built on the campaign and lessons learned during the UN Trust Fund project. |
| **Impact** | • The impact of three project is visible and positive at all levels - individuals, communities, and systems for prevention and protection.<br>• Strongest impact among women who were victims of violence was found among those who were directly supported through multiple forms of support. Many of them managed to change not only attitudes but also their lives. Strong impact is evidenced by preventive activities as well, since women and girls who were project beneficiaries, participating in the workshops, after initial awareness rising decided to join the team as activists and to contribute further to awareness raising of their peers. The weakest impact was among individuals participating in only one or few activities. As indicated by implementing teams and their monitoring reports, even if they could not change attitudes or behaviors after such a short intervention, they could at least open up for the EVAWG topic and reconsider their previous attitudes on the issue.<br>• The impact on the community level manifested through introduction of new services available in targeted communities, making the VAWG public and legitimate topic among local population, recognizing its existence and increasing awareness on VAWG and how to protect women's rights.<br>• The impact on systemic level was manifested through availability of new services within the system for protection and improvement of the system for prevention and protection, by developing multisectoral coordination, increasing skills of professionals in the system, improving standards of services and introducing EVAW in local policies.<br>• The full impact of campaigns was not measured, but based on the data on the outreach and more qualitative information about the effects of different campaigns, it can be concluded that they had very positive effects on project participants, they increased the visibility of VAWG issues, often provoked very dynamic discussions in social media or live events, which all contributes to the environment with higher awareness of VAWG and less tolerance towards it. |
| **Knowledge Generation** | Impressive knowledge was generated through three projects, related to the improved prevention and protection practices, but also to the project management, implementation and monitoring. Major take-aways related to the first aspect include:<br>• Sophisticated strategies to enter and work with communities which are specific, often marginalized, through kind of 'rooting' of the organization in the local community, providing much stronger impact and long term |

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| | opportunities for changes, as well as 'bridging', including people from these communities in the implementation acting as both representatives of communities, but also of implementing organizations with required 'know how'. Sensitive strategies in approaching women from vulnerable groups, especially 'social mimicry' strategy, were effective and innovative.<br><br>• Holistic support by offering simultaneously set of different types of support (legal, psychosocial, economic empowerment, referral to other institutions, etc.), from which women can select and use according to their needs and be empowered continuously through difficult times and processes of divorce and starting independent and self-reliant lives.<br><br>• In order to have stronger impact, preventive activities with high school girls should be slightly redesigned by working with smaller group for longer period and more in depth, in order to be able to guide, support and monitor their development as women who are aware of their rights and risks of VAWG, potentially starting at younger age.<br><br>In regard to the project management, implementation and monitoring, there were lessons related to events influencing dynamics and circumstances of participation of key stakeholders, especially election cycles, school breaks, epidemics, or climate challenges.<br><br>Some lessons could be useful for adjustment of UN Trust Fund procedures, especially in relation to monitoring practices that are seen as formalistic and without essential insights in the effects of certain activities, such as testing or counting and classifying beneficiaries. Although organizations developed significant knowledge and skills to implement, monitor and report in line with UN Trust Fund procedures, some challenges are still present, particularly in relation to the use of online platform for reporting. The links between projects implemented at the same time in the same region could be better stimulated to generate more synergy and region-wide impact of the UN Trust Fund interventions.<br><br>On the other hand, based on evidence from three projects, UN Trust Fund was able to confirm the knowledge generated through other similar projects, that work with VAWG survivors takes time, activists are over worked and organizations understaffed, and they have to cope often with unfavourable circumstances in their communities. The approach UN TF implements in support to the implementing organizations is effective and organizations are strengthened. |
| **Gender Equality and Human Rights** | • Projects are fully based on the human rights and gender equality principles, promoting women's rights, and empowering them to achieve more equal position in comparison to men and lives free from GBV.<br><br>• Projects were implemented with highest human rights, feminist and ethical standards, placing women and girls at the center of interventions, ensuring their safety and preventing their secondary victimization in case they were victims of violence.<br><br>• Project address root causes of VAWG, primarily harmful, patriarchal norms, values and attitudes, which underpin women in submissive position, and reproduce structural gender inequalities. Some projects also contributed to |

| | the economic independence of women, since economic dependence is one of the key factors increasing risks of VAWG. |
|---|---|
| **Comparison** | Although the design of three projects looks different, they are in principle very similar in their main objectives and strategies: they are strongly focused on altering understanding of violence among women and girls and on stimulating their reporting and help seeking behaviour, or even changes in their life situations. They target also women and girls in marginalized communities, such as rural women and women from minorities. They intervene in the environment in which women and girls live, attempting to make it more favourable for their safety, whether by increasing awareness of broader groups of stakeholders and citizens, or providing better, more easily available and effectively coordinated protection services.<br><br>There are differences in campaigns implemented by three projects especially in objectives of campaigns, methods, outreach, and channels. Campaigns in the CfG project were predominantly aiming at increasing understanding of what constitutes VAWG and responsibility to report it, while in case of WFT and SOS Niksic, in addition to the increased understanding, campaigns aimed to stimulate women under risk or experiencing violence, to report it and access services. Different methods were used, such as forum theatre, 'door to door' outreach campaign, public events, and social and traditional media. The broad campaign targeting all citizens was more prevalent in the CfG project than in two other projects.<br><br>Campaigns strategies that were very successful and innovative and should be used in the future include 'door to door' outreach campaign very suitable for remote, closed, traditional communities, 'treasure hunt' which successfully mobilizes young people around such unpleasant topic as VAWG, street campaigns that mobilize local women and other stakeholders to take part in the project, forum theatres that combine methods of theatre and public debate, media campaigns with authentic content coming from field work. |

# 8. Recommendations

| Evaluation Criteria | Recommendations | Relevant Stakeholders |
|---|---|---|
| **Effectiveness** | Small grants should be supported by external evaluation expert from the beginning. The expert should be commissioned by the UN Trust Fund among the pool of experts with sound knowledge on monitoring and evaluation methodologies in order to establish more solid monitoring framework including proper baseline and end line indicators and data collection methodologies. External expert can provide | UN Trust Fund |

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| | initial training for implementing organization how to conduct monitoring and provide further mentoring support as needed at later stages. | |
| | Baseline and endline surveys are very important and useful for monitoring the effectiveness and impact of the projects. In order to achieve proper endline and baseline surveys, organizations should either implement surveys on representative samples of targeted population (not necessarily panel sample), or if there is no possibility to fund such demanding surveys, then convenience sample could be used, but in that case the sample should be panel, and include persons from targeted population that were exposed to the project intervention in order to measure the effect. | SOS Niksic, Women't Forum Tetovo, Center for Girls |
| | Indicators that are used for monitoring results if defined as percentages, should include the information on the total population for which percentages was calculated, and for the purpose of final evaluation should be calculated at the level of overall project not only for different phases. | Women's Forum Tetovo |
| | If optimal larger scale baseline and endline surveys are not feasible (due to the lack of funds, time constraints or similar), then UN Trust Fund should consider possibility to allow for different monitoring indicators that are closer to the experience of implementing organizations. The implementing organizations should propose simpler and easier to obtain indicators, such as number of reported cases or number of women asking for support, average number of assistance interventions per woman, or other measures that can show increased outreach or more dynamic support that are available from organization's records. | UN Trust Fund SOS Niksic Women's Forum Tetovo |
| | In order to obtain more disaggregated insights in the effects of the projects and particularly of campaigns for final evaluation, indicators and instruments for data collection for the purpose of monitoring of project implementation should be introduced from the onset. This concretely means that, for example, pre-test and post-test questionnaires should contain some questions on basic socio-demographic data of beneficiaries, such as age, area of living, education level, employment status, or in case of girls, mother's education and mother's employment status, which can be very important factors in gender socialization. This could enable insights in different potential to change attitudes and behaviours under the influence of campaigns. | UN Trust Fund SOS Niksic Women's Forum Tetovo Center for Girls |

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| | In some cases, better responsiveness and cooperation of local institutions could be achieved by more administrative, top-down approach. For example, the instruction from the Ministry of Education could make some schools more willing to cooperate. This could be done with help of national gender equality mechanisms, or UN Women country office which can mediate between the implementing organization and national stakeholders to enable smoother implementation of activities at the local level. Similarly, Ministry in charge for social policy could be included from the beginning of the project with the aim to foster the cooperation of local institutions for social protection. This is applicable for other sectors as well, such as Ministry of Interior, Ministry of Justice, Ministry of Health, whose local institutions are engaged in multisectoral response. | Center for Girls Women's Forum Tetovo SOS Niksic UN Women country offices National mechanisms for gender equality |
| | Some stakeholders (i.e. professors) are motivated to participate in awareness raising and education activities only if they bring accredited points needed for their licenses. The organizations can advocate among relevant national institutions to recognize the participation in similar projects as part of the experience needed for professional licenses. In addition to the professionals in education, this can be applied also to social workers and health workers. | Center for Girls Women's Forum Tetovo SOS Niksic National mechanisms for gender equality |
| **Relevance** | In order to have more precise picture on how proposed intervention aligns with national priorities, after section on alignment with UN Trust Fund strategic objectives (section II, F.) the related sections could be introduced in the full-fledged project proposal format. It could be also useful to introduce the section on alignment with last CEDAW recommendations to the country and in Europe context with on alignment with GREVIO, if country has ratified this convention. | UN Trust Fund |
| **Efficiency** | The allocated financial resources and project activities should be better align and the allocation of additional resources especially for management should be considered in the case of project extension suggested by the donor. | UN Trust Fund |
| | The simplification of the administrative requirements should be considered by the donor given the size of the grants and capacities of the implementing partners. | UN Trust Fund |
| | The donor should also consider the increase in management budget, which is now largely pre- | UN Trust Fund |

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| | committed by fixed requirements for training, audit and evaluation, allowing for more appropriate remuneration of project staff and consultants. | |
| **Sustainability** | Sustainability should be planned with more elaborated exit strategies already during the project design. The sustainability strategy should be described for each outcome and project goal. This is particularly important when outcomes are related to the establishment of new mechanisms or services. | UN Trust Fund<br>SOS Niksic<br>Women's Forum Tetovo<br>Center for Girls |
| | Projects should be presented to the national stakeholders and donor community at the beginning of project implementation, during mid-term review and after results are achieved at the end of the project. This could strengthen the awareness of and interest for the project, creating new opportunities for securing additional resources for project implementation. This could be one of the UN Trust Fund requirements and incorporated in the project design, with appropriate activities and budget (i.e. presentations, conferences, meetings, newsletters, etc.). | UN Trust Fund<br>SOS Niksic<br>Women's Forum Tetovo<br>Center for Girls |
| | The mechanism of trusted persons should be slightly adjusted towards more proactive role, not just to be at disposal if and when women need the information and advice, but to continuously promote services and encourage women to report violence. Women's organizations could advocate among local self-governments to finance at least to some extent this proactive approach of trusted persons as local service. This proactive approach can include occasional seminars, leaflets, and posters placed in public places with contact of trusted person. | SOS Niksic |
| | The economic empowerment of women victims of violence should become a regular component of protection services. This could be achieved through an agreement that number of active labour market measures (training, support to self-employment or other) would be 'reserved' for women victims of violence who are not employed. This initiative could be launched jointly by Women's Forum Tetovo and local self-government. | Women's Forum Tetovo |
| | The self-help group of women experiencing violence proved as very beneficial form of support. Women's Forum Tetovo should look for resources to incorporate this as regular service if possible. It could also advocate with the local self-government to finance this service from the local budget. | Women's Forum Tetovo |

| | If possible, UN Trust Fund should consider possibilities to support follow up, replication of activities that are particularly successful, or need additional support to pass the threshold of sustainability. This would not only increase the impact of the projects, but also enhanced the overall UN Trust Fund presence and contribution to the EVAWG initiatives in particular region. In this respect, UN Trust Fund could also benefit from stronger and systematic cooperation with UN Women local offices. | UN Trust Fund UN Women/UNDP |
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| | If UN Trust Fund has been considering to establish some kind of specific support to mitigate the COVID-19 pandemic impact on results achieved by the small grants projects, then organizations who implemented project immediately before or during pandemic could be supported to sustain results. | UN Trust Fund |
| **Impact** | As stronger impact in terms of changes in attitudes and behaviours is achieved with multiple support activities, more in-depth work and during longer period of time, the project should balance the scale of outreach with depth of intervention. Smaller number of beneficiaries but targeted with higher number and intensity of interventions could represent more effective approach for such objectives. | Center for Girls |
| | In order to increase impact on the communities, it would be beneficial to organize activities where communities can exchange experience and learn from others, especially those with more advanced services, better protection of women and more gender equality. Or even better, through partnering with these communities in the project implementation, so they can learn by implementing activities jointly with communities that have higher achievements in EVAW. | SOS Niksic, Center for Girls, Women's Forum Tetovo |
| | The mechanism of trusted persons should be adjusted with stronger and proactive outreach elements in communities where there is still reluctance of women to report violence and to approach local persons for information. The exchange of experience, advice between trusted persons in neighbouring communities, or broader network of trusted persons could further increase the impact in these communities. SOS Niksic as coordinator of national helpline could provide continuous support to this cluster or network of trusted persons. | SOS Niskic |
| **Knowledge Generation** | UN Trust Fund could consider the possibility to organize knowledge sharing platform where organizations can share generated knowledge and | UN Trust Fund |

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| | good practices. Also organizations that face certain challenges in implementation could ask for advice and be supported by organizations who have already successfully addressed these or similar challenges. | |
| | The knowledge sharing could be advanced by organizing more cooperation between implementing organizations clustered either by region or topic, or both. Conferences, workshops, online webinars could be used for such activities and would bring more synergy and bigger impact of UN Trust Fund. | UN Trust Fund |
| | Local dissemination of knowledge generated through small grants should be planned already during the project design. This does not have to be large component, it can be simply achieved through presentation to national or local stakeholders and , other CSOs, newsletter, conference, round table, media promotion or similar, but should certainly be planned in advance. | SOS Niksic<br>Women'st Forum Tetovo<br>Center for Grils |
| | Valuable asset of the three projects is the way how campaigns and awareness raising activities were designed. The strength based and needs led, grounded in the knowledge of women's help seeking behaviours, tailored to different groups of women, subcultures, and regions. This know-how should be replicated in the future campaigns, but also disseminated among other women's CSOs. | SOS Niksic<br>Women'st Forum Tetovo<br>Center for Grils |

# Annex 1: Result matrix

## SOS Niksic result matrix

| Project goal | Goal indicators | Data collection methods | Baseline | Target | Endline |
|---|---|---|---|---|---|
| Contributing to reduction of family violence against women and girls in four municipalities of (Niksic, Zabljak, Savnik, and Pluzine) central and northern Montenegro by February 2020 | GI1: Percentage of women and girls survivors who benefited from the project intervention who reported feeling safer as a result of the projectt | Own survey with women and girls survivors | 3 women per 1000 of women in targeted region report family violence to SOS National Helpline | 30% or 200 women | |
| | GI2: Perspective of women and girls survivors on their understanding of family violence and specialised support services | Interviews with women and girls | no baseline | 40 women | |

| Outcomes | Outcome indicator | Data collection methods | Baseline | Target | Endline |
|---|---|---|---|---|---|
| 1. Women and girls survivors of family violence in 4 local communities of Central and Northern regions (Niksic, Pluzine, Zabljak and Savnik) have improved access to specialized support services by 2020. | OI 1.1 Number of women in north municipalities who access and asked help to specialised support services against family violence | Reviewing reports and statistics | no baseline | 160 | |
| | OI 1.2 Number and type of requests for help to specialised support services from 3 North municipalities | Reviewing reports, data base, comparing statistics | no baseline | 90 | |

| | OI 1.3 Number and type of specialised support services provided in Albanian language | Reviewing reports and data of SOS Helpline Niksic | no baseline | 12 level of activity, quality of intervention, type of feedback received from beneficiaries, competence | |
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| 2. Local professionals (social workers, police officers) and other trusted locals (nurses, storekeepers, hairdressers, mailmen) in 4 local communities of central and northern regions are engaged and work to build coordinated local interventions to prevent family violence against women and girls by 2020 | OI 2.1 Number of local coordinated interventions against family violence in 3 northern municipalities that engaged police and social workers | Observation, reporting | no baseline | 60 | |
| | OI 2.2 Level of engagement of trained local trusted individuals (storekeepers, hairdressers, teacher, nurses, etc.) in informing and communicating with women and girls on family violence and available support services | Reviewing reports, observation, questionnaires | no baseline | 18 | |
| **Outputs** | **Output indicator** | **Baseline** | **Target** | **Endline** | **Activities** |
| 1.1 Resources of National Helpline for Family violence run by SOS Centre have been expanded with billingual service | OTPI 1.1.1 Number of Roma survivors who speak Albanian and who approached service | 19 women in past 12 months | 60 | | 1.1.1 Organizing trainings for work on helpline bilingual free helpline service / Montenegrin / Albanian language 1.1.2 Launching regular work of bilingual helpline service / Montenegrin-Albanian/, 4 hours x 2 times per week 1.1.3 Creating web presentation of bilingual free helpline service in Albanian |

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| | | | | | language<br>1.1.4 Creating a handbook My Legal Rights in Albanian language |
| 1.2 Women and girls in four municipalities gained information and raised awareness on family violence | OTPI 1.2.1 Number of reports of women's support services, police and centres for social care on family violence against women in 4 municipalities during and after campaign | Niksic 83, Zabljak 2, Pluzine 1, Savnik 0 | 405 | | 1.2.1 Regional competition for general public in 4 communities for the best slogan against VAW in family<br>1.2.2 Launching regional campaign in 4 communities through an opening conference<br>1.2.3 Promo events as public lectures, infor days scheduled at least 2 per year in 4 communities<br>1.2.4 Promo leaflets and installing 4 billboards on support services against VAW in family |
| | OTPI 1.2.2 Number of women who were covered and involved in campaign activities (public events, contests, info days...) by Feb 2020 | no baseline | 400 | | |
| | OTPI 1.2.3 One regional campaign on family violence conducted in 4 municipalities | no regional campaign | 500 people reached | | |

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| 1.3 SOS antenna office in Zabljak and outreach service for better response to family violence against women and girls in 3 communities have been established. | OTPI 1.3.1 Number and type of requests for support from antenna office in Zabljak and from outreach team | no baseilne | 95 | | 1.3.1 Launching work of SOS antenna office with regular opening time for hours per day and monthly supervision visit from main SOS office 1.3.2 Organizing work of outreach service for information, referrals, advice to women and girls in 4 communities 1.3.3 Providing outreach legal help and advice once per two months period to women and girls survivors of family violence |
| | OTPI 1.3.2 Level of satisfaction of survivors | no baseline | 0 | | |
| 2.1 Local stakeholders are better informed about available human and infrastructural resources that can serve against family violence. | OTPI 2.1.1 Number of informative meetings held in 3 communities on human and infrastructural resources | no baseline | 0 | | 2.1.1 Organizing group /individual interviews in 4 communities to collect facts, information and picture human and infrastructure resources for work against family violence 2.1.2 Making of situational analysis for 4 communities and plans based on identified strengths and needs in 4 communities |
| | OTPI 2.1.2 Number of local institutions, decision makers, NGO, agencies informed on human and infrastructural resources | no baseline | 4 | | |

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| 2.2 Local trusted professionals who participated in trainings have increased knowledge and skills on ending family violence against women and girls. | OTPI 2.2.1 Level of skills and knowledge gained on trainings | no baseline | 50 communication and giving support and information to survivors | | 2.2.1 Conducting 8 trainings for 50 local professionals based on LAST model principles<br>2.2.2 Producing 200 info packages with description of roles, information on national and local services in Montenegro, with communication guide.<br>2.2.3 Organizing local informal targeted consultation half yearly for interested professionals |

## WOMEN'S FORUM TETOVO RESULT MATRIX

| Project goal | Goal indicators | Data collection methods | Baseline | Target | Endline |
|---|---|---|---|---|---|
| Women and girls at-risk of and survivors of DV in Tetovo Region have better access to support services and improved help-seeking attitudes. | GI: Perspectives of programme participants (Women and girls at risk and survivors of DV in Tetovo Region) about their ability to access support services. | Case study stories from girls at risk and survivors of DV who tried to/accessed support services | | 8 case studies on perspectives of women at risk and DV survivors for their ability to access the system. | |
| **Outcomes** | **Outcome indicator** | **Data collection methods** | **Baseline** | **Target** | **Endline** |
| 1: Enabling environment is established for women experiencing violence to access a coordinated, multi- | OI 1.1: Number of women using VAW/G Services | Sectoral Records from institutions involved such as: Centre for Social Work and Women's Forum's Legal Clinic | 0 - To be obtained in needs analysis via sectoral records | 75 women | |

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| sectoral DV support service system response, prioritizing their protection and experiences in Tetovo by December 2020. | OI 1.2: Existence of coordinated, multi-sectoral support services and response | Establishment of multi-sectoral working group; number of meetings of the working group; shared vision statement of the system among participating sectors; anual work plan of the working group for implementation of multi-sectoral support service system develop and implemented. | no | Coordinated multi-sectoral support services and response in place and functional | |
| 2: Women in the Tetovo region are empowered to demonstrate improved DV help-seeking attitudes that do not tolerate VAW/G by December 2020 . | OI 2.1 Proportion of project participants who know any of women's legal rights, legal sanctions for DV perpetrators, and/or services available. | Project participant pre/post surveys. | 0 - to be obtained by project participant pre/post surveys | 85% of project participants | |
| **Outputs** | **Output indicator** | **Baseline** | **Target** | **Endline** | **Activities** |
| 1.1 Community members, participating in project workshops and presentations, increase their awareness on women's rights, understanding VAW | OTPI 1.1.1: Proportion of project participants who can identify DV services available and institutions providing those services | 0 | 80% of community members participating in project activites who can identify Institutions and services | | 1.1.1 Community Workshops in 12 Rural Villages (10-12 persons) 1.1.2 3 youth workshops for 15 participants |

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| as a human rights violation, and the services and resources available to survivors. | | | provided for DV issues. | | |
| 1.2 Service providers work together to draft, implement, and monitor a coordinated, multisectoral support service, with increased victim identification-referral, gendersensitivity, and services. | OTPI 1.2.1: Number of service providers trained in the coordinated service strategy, victim identification referral, gender sensitivity, and the survivor experience | 0 | 40 representatives of service providers | | |
| | OTPI 1.2.2: Number of working group meetings to develop and implement multisectoral support service | no baseline | 30  meetings of the working group | | 1.2.1 Working Group of service providers, facilitated by WF, creates and monitors a coordinated support services strategy<br>1.2.2 Working group representatives conduct training for 10-15 service providers from each sector on the coordinated strategy, women's rights, victim identification-referral, and gender sensitivity |
| 1.3 Public awareness increases with dialogue about domestic violence in the Tetovo Region through various media outlets. | OTPI 1.3.1: Number of brochures and posters distributed throughout the Tetovo Region | 0 | 1500 | | 1.3.1 2 Panel Discussions/Press Conferences for 10-15 persons<br>1.3.2 Brochure/Poster Design and Distribution<br>1.3.3 CSO Roundtable Discussion<br>1.3.4 Billboard Advertisement: Design and Publishing |
| | OTPI 1.3.2: Number of community members who had seen and/or heard DV | 0 | 60 | | |

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| | preventative messaging | | | | |
| 2.1 DV women survivors demonstrate greater self-esteem, confidence, and personal agency, participating in personal and financial development workshops, learning personal skills in decision making, conflict management, communication, gender equality; entrepreneurial skills; vocational skills (IT, Hairdressing, or Sewing); and personal financial skills (budgeting, banking, etc.). | OTPI 2.1.1: Proportion of project participants, DV women surviviours, who have learned new personal skills. | 0 | 85% of project participants | | 2.1.1 Cycle of Financial Development, Personal Development, and Legal Literacy Workshops 2.1.2 Developing Curriculum for Personal Development, Financial Development, and Legal Literacy Workshops with Facilitators 2.1.3 Recruitment of DV Survivors for Cycle of Workshops |
| | OTPI 2.1.2: Proportion of participants, DV women surviviours, who have gained knowledge in personal finances, vocational trades, and entrepreneurship. | 0 | 65% fof DV women survivors participating in project activities | | |
| 2.2 Women survivors of DV gain the tools and knowledge to develop and facilitate their own support group. | OTPI 2.2.1: Proportions of project participants who have learned the skills in peer counselling and facilitating their own DV support group. | 0 | 50% of DV women survivors participating in project activities | | 2.2.1 Group counselling |

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| 2.3 Women at-risk demonstrate greater help-seeking attitudes and personal agency, participating in personal and financial development workshops, where they will have learned personal skills in decision making, conflict management, and communication and gained entrepreneurial skills; vocational skills (IT, Hairdressing, or Sewing); and personal financial skills (budgeting, banking, etc.). | OTPI 2.3.1: Proportion of project participants, at risk women, who have learned new personal skills. | 0 | 85% of project participants | | 2.3.1 Cycles of financial development, personal development, and legal literacy workshops to 60 at-risk women (20 women/cycle) <br> 2.3.2 Recruitment of at-risk women for each cycle of workshop <br> 2.3.3 Check-in with facilitators about workshop curriculum for the at-risk women |
| | OTPI 2.3.2: Proportion of participants, at risk women, who have gained knowledge in personal finances, vocational trades, and entrepreneurship. | 0 | 65% of project participants | | |

### CENTER FOR GIRLS RESULT MATRIX

| Project goal | Goal indicators | Data collection methods | Baseline | Target | Endline |
|---|---|---|---|---|---|
| Secondary schools girls in 4 towns in Serbia are empowered to recognize the risks of and to react on GBV against girls by March 2020 | GI1: Percentage of girls in secondary schools in 4 towns of Serbia who were involved in the project who are able to recognize at least 3 indicators of psychological and physical violence and | facilitated discussion social media statistics | to be determined | 8200 High school youth raised awareness on GBV, that it does not belong to the private sphere, prevention methods and reaction to the | |

| | | | | | violence. General public encouraged to change attituted toward GBV and provide support to victims. | |
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| Outcomes | Outcome indicator | Data collection methods | Baseline | Target | Endline |
|---|---|---|---|---|---|
| 1. Secondary school girls from 4 towns in Serbia have improved confidence, attitudes, behavior of GBV by March 2019. | OI1.1: Number of secondary school girls who participate in at least 40 workshops on GBV in 4 towns in Serbia confirming improvement of recognizes of GBV by the March 2019 | Pre and post intervention questionaire among workshop participants. Evaluation of workshops | to be determined | 1200 high school participants at workshops | |
| | OI1.2: Number of secondary schools girls empowered to become peer educators and prepare performance in 4 towns in Serbia by March 2019 | Post intervention participatory assessment focus group with peer educators | to be determined | 8 girls | |
| | OI1.3: Perception of empowered secondary school girls for workshops and performance on their ability to react to GBV | Post intervention participatory assessment focus group with these 16 girls. | to be determined | 16 | |

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| 2. Secondary school youth, parents, teachers and citizens in 4 towns in Serbia have improved awareness about GBV by March 2020 | OI2. Number of secondary school youth who watch performans on GBV and TV spots and jingles on GBV in 4 towns in Serbia attitudes and behaviors against GBV | informal group discussion after performance | to be determined | 2000 | |
| | OI2.2: Number of parents, teachers and citizens who watched TV spot and jingles on GBV in 4 towns in Serbia | Discussion and comments of people who saw TV spot, radio jingles and posts of campaign. Discussion and statistics on social networks on the TV spot, radio jingles and posts of campaign. | to be determined | 5000 Engagement of listeners and discussion after radio shows improved during implementation of the campaign | |

| Outputs | Output indicator | Baseline | Target | Endline | Activities |
|---|---|---|---|---|---|
| 1.1.Secondary schools girls from 4 towns in Serbia who participated in workshops have improved knowledge about problem of GBV by March 2019. | OTPI1.1.1: Number of high school girls participated at all workshops | to be determined | 1200 | | 1.1.1 Meeting of workshop facilitators 1.1.2 Preparation and delivery of the workshops by high school girls peer educators |
| | OTPI1.1.2: Number of workshops delivered per town | to be determined | 80 workshops (15girls x15 workshops in Nis and Uzice and 15 girls x 5 workshops in Vlasotince and Prijepolje) x 2 years | | |

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| | OTPI1.1.3: Number of high school girls confirming improvement in knowledge about GBV | to be determined | 1000 | | |
| 1.2 Secondary school girls from 4 towns in Serbia who participated in workshops and training for peer educators have improved knowledge and skills for delivering of peer based workshops on topic of GBV by March 2019 | OTPI1.2.1: Number of girls participated in peer education program | to be determined | 8 | | 1.2.1 Preparation and delivery of the peer education training program for 8 high school girls<br>1.2.2 Delivery of the workshops by high school girls peer educators |
| | OTPI1.2.2: Number and quality of workshops delivered by girls peer educators | to be determined | 40 (8 girls, 2 per town will deliver total of 40 workshops for their peers, high school girls) | | |
| 1.3 Secondary school girls from 4 town in Serbia who participate in workshops and training have improved knowledge and skills for delivering performance on topic of GBV by March 2019 | OTPI1.3.1: Number of high scholl girls participated in creation of performances | to be determined | 16 (4 girls per town (16 in total) will prepare performance on GBV, more sepcificaly on psychological and sexual violence nadfemicid.) | | 1.3.1 Preparation of the performance with 16 high school girls<br>1.3.2 Delivery of the performance in 4 towns |
| | OTPI1.3.2: Number and quality of delivered performances | to be determined | 40 (40 performances delivered in total - 15 in Nis and Uzice and 5 in Vlasotince | | |

| | | | and Prijepolje x2) | | |
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| 2.1 Secondary school youth from 4 towns who participated in the performances are more informed of GBV by March 2019 | OTPI2.1.1: Number of young people viewed performance | to be determined | 2000 | | 2.1.1 Active enrollment of high school youth in the discussion after the performance |
| | OTPI2.1.2: Quality of discussion developed after performances | to be determined | Facilitated discussion shows level of understanding and knowledge on the subject of the high school students | | |
| 2.2 Secondary school parents, teachers and citizens in 4 towns in Serbia have improved understanding and are more informed of GBV by March 2020. | OPTI2.2.1: Number and type of TV spot and radio jingles prepared | to be determined | 3 (1 TV spot and 2 radio jingles prepared) | | 2.2.1 Preparation of media campaign 2.2.2 Preparation ov TV spot and radio jingles and pdf brochure for web 2.2.3 Broadcasting of the TV spot and radio jingles on TV and ardio stations and on social network 2.2.4 Final press conference presenting project results and final evaluation of the project |
| | OTPI2.2.2: Number of Tv and a radio stations broadcasted campaign material | to be determined | 8 (4 Tv stations (one per town) and 4 radio stations broadcasted TV show and radio jingles for 1 month) | | |

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| | OTPI2.2.3: Number and type of the feedback received after TV and radio jingles broadcasting | to be determined | 5000 (4 TV stations and 4 radio stations monitored activities and number of views, as well as 4 Facebook pages of partners) | | |

# Annex 2: Evaluation Matrix

| Evaluation Criteria | Evaluation Questions | Indicators | Data source and Data Collection Methods |
|---|---|---|---|
| **Effectiveness** | 1. Were the programme designs logical in:<br>a) taking into account the roles, capacities and commitment of stakeholders; and,<br>b) in realistically achieving the planned outputs? | - Mission, experience, human and other resources of implementing organizations compared to assigned roles<br>- Under or over-achieving of set targets<br>- Perception of under or over-achievement of targets | - Project documents, result frameworks, progress reports<br>- Websites of implementing organizations<br>- Interviews with representatives of implementing organizations |
| | 2.Were the indicators for measuring results at outcome and output levels consistent, precise and measurable? | - Indicators are defined adequately to measure outputs and outcomes;<br>- Indicators are sufficiently precise<br>- Data needed for indicators are available and reliable | - Project documents, result framework<br>- Data sources for indicators as defined in result frameworks |
| | 3. To what extent were intended project goals, outcomes and outputs (project results) achieved and how? | - Most significant changes achieved<br>- Variation between project targets and achieved results<br>- Number of stakeholders that have positive perception of the results achieved by projects | - Projects progress reports<br>- Interviews with implementing organizations<br>- Interviews with beneficiaries<br>- Interviews with key stakeholders |

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| | 4. What were enabling and what hindering factors for the achievement of planned results?<br>a) To what extent did intervention strategies, specifically advocacy and campaign work, contribute to achieved results?<br>b) What evidence is there that awareness raising campaigns were a contributing factor for progress toward intended goals (i.e.: social marketing, entertainment media, face-to-face group-based education to reduce VAW)?<br>c) Which external factors (national and local policies, stakeholders) contributed or prevented smooth project performance and the achievement of planned results? | a) Degree to which project strategies are complementary and mutually reinforcing<br>b) Degree to which implementing partners and other stakeholders perceive implementation strategies positively or negatively<br>c) Number and types of factors perceived to have facilitated project implementation and positively contributed to achievement of results<br>d) Number and types of factors perceived to have negatively affected project implementation and the achievement of results<br>e) Number and type of positive effects of campaigns to achievement of project goals<br>f) Number and type of external factors positively contributing to the achievement of results<br>g) Number and type of external factors negatively impacted, hindered achievement of project results | - Project design documents<br>- Projects progress reports<br>- Interviews with implementing organizations<br>- Interviews with beneficiaries<br>- Interviews with other key stakeholders |
| | 5. To what extent did campaigns shift (in any direction) norms and perceptions around gender-based violence (GBV) in implementation communicates? | Change in norms and perceptions of primary and secondary beneficiaries | - Interviews with beneficiaries<br>- Content analysis of social media<br>- Pre-test and post-test reports, evaluation of project activities reports |
| | 6. What alternative strategies would have been more effective in achieving expected results? | Number and type of strategies that could be used for achieving expected results | - Interviews with implementing organizations<br>- Interviews with beneficiaries<br>- Interviews with other stakeholders |

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| | 7. How do different beneficiaries interpret the same advocacy / behavior change message? Are they all impacted the same way or differently? | - Number and types of modalities of reception of advocacy, campaign messages among beneficiaries and stakeholders<br>- Level of consistency in perception of messages among beneficiaries | - Interviews with beneficiaries<br>- Interviews with stakeholders |
| **Relevance** | 8. To what extent were the objectives and design of the intervention informed by needs and interests of diverse groups of stakeholders through in-depth consultation? | - Type and extent of mechanisms used o the identification of needs and priorities of beneficiaries and key stakeholders<br>- Type and extent of consultations with beneficiaries and key stakeholders on project design<br>- Comparison between the needs and priorities identified and the components of the projects<br>- Comparison between the needs and priorities identified and the selection of implementation strategies<br>- Organizational experience with target groups and understanding of needs and interests manifested through previous similar projects | - Documents containing analysis and rationale that informed project design<br>- Documents containing organizational project and activities portfolio<br>- Implementing organizations' web sites |
| | 9. To what extent do the achieved results (project goal, outcomes and outputs) continue to be relevant to the needs of women and girls in project implementation sites across Macedonia, Montenegro and Serbia? | - Comparison between the needs of women in regard to EVAW and the project outcomes and outputs<br>- Comparison of attitudes and norms related to gender equality and VAWG and project outcomes and outputs | - Relevant studies and reports on prevalence of VAW and needs for support<br>- Relevant studies and reports on norms and attitudes related to gender equality and VAWG |
| | 10. aTo what extent does the programme respond to the international framework to prevent and respond to violence against women, such as CEDAW, Beijing Platform Action, Istanbul | - Number and type of similarities of the projects and key national EVAW policies<br>- Number and type of similarities between projects and key international policies - CEDAW, | - Project design documents<br>- National EVAW policies<br>- International policies - CEDAW, Beijing platform, Istanbul Convention, SDGs |

| | Convention and women's human rights principles?<br>10.b To what extend does the programme respond to the national/local priorities | Beijing Platform for Action, Istanbul Convention, and SDGs | |
|---|---|---|---|
| **Coherence** | 11. How are these EVAW campaign strategies compatible with other interventions in their respective countries? In the region? | - Number and type of EVAW campaign strategies in the implementing countries with which projects are compatible, similar<br>- Number and type of EVAW campaign strategies in the Region with which projects are compatible, similar. | - Interviews with national mechanisms for gender equality<br>- Interviews with representatives of UN Women country offices<br>- Interviews with implementing organizations<br>- Interviews with main EVAW donors in the countries |
| | 12. What are the synergies and linkages between the intervention strategies carried out across the grantee organizations? Compared to small women's led organizations within the same context? | - Number and type of linkages between intervention strategies across grantee organizations<br>- Number and type of linkages between intervention strategies compared to other small women's led organizations in same contexts | - Interviews with national mechanisms for gender equality<br>- Interviews with representatives of UN Women country offices<br>- Interviews with implementing organizations<br>- Interviews with main EVAW donors in the countries |
| | 13. How internal design of the project affects the achievement of the project goal? Are key components (outputs and activities) coherent and complementing leading to more effective achievement of results? Are there inconsistencies in project outputs and activities that might undermine the overall project coherence? | - Comparison between activities, outputs and outcomes | - Project design document<br>- Progress reports |
| **Efficiency** | 14. To what extent was the project efficiently and cost-effectively implemented? | - Ratio of resources allocated for programme activities and management (so called management ratio) | - Project documents: final report, progress reports, etc. |

| | | - % of allocated resources delivered on time (or % of unspent resources) | |
|---|---|---|---|
| | 15. How efficiently does the programme management monitor programme performance and results? What was the management and oversight structure of the project? Was the distribution of roles and responsibilities among the project team and different stakeholders/ partners well defined to enable efficient implementation? | - frequency of interactions of monitoring bodies, - clarity of the decisions and rate of their implementation | - Interviews with task managers, consultants responsible for monitoring, implementing partners - Project documents, monitoring reports |
| | 16. Have resources (funds, human resources, time, expertise, etc.) for integrating human rights and gender equality been allocated strategically to achieve results? What were the benefits, costs or consequences? | - Amount of resources spent on gender equality and human rights | - Interviews with task managers, consultants responsible for monitoring, implementing partners - Project documents, monitoring reports |
| | 17. To what extent have additional resources been mobilized to contribute to broader results and impact? Or to what extend has the project utilize synergies with other activities implemented by your organization or partners? To which extend has the project contributed to institutional strengthening of your organization? | - Amount of additional resources mobilised - Capacity of implementing partner at the beginning and end of the project implementation. | - Project documents, monitoring reports - Interviews with task managers, consultants responsible for monitoring, implementing partners |
| | 18. What were the elements that contributed to progress or delay in the project implementation and attainment of results? What were the mechanisms to adjust to unforeseen circumstances? | -Number and type of internal and external factors that contributed to the progress or delay - Number and type of strategies developed to mitigate unforeseen circumstances | - Interviews with task managers, consultants responsible for monitoring, implementing partners |

| Sustainability | 19. To what extent are the achieved results, especially any positive changes in the lives of women and girls (project goal level), likely to continue? To what extent are policy and regulatory frameworks in place that will support the continuation of benefits? To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits? | - Number and type of regulatory mechanisms in place that are beneficial for continuation of results<br>- Number and type of resources implementing organizations possess due to the project that increase likelihood of sustainability of results<br>- Number and type of external and internal (organizational) factors that pose the threat to sustainability of results | - National policies, institutional frameworks<br>- Interviews with representatives of national and local gender equality and EVAWG mechanisms<br>- Interviews with implementation partners |
|---|---|---|---|
| | 20. How have stakeholders been involved in programme implementation? How effective has the programme been in establishing local ownership? | - Number and types of activities in project implementation that included stakeholders<br>- Number and types of local mechanisms established to sustain the results<br>- Perception and commitment of local stakeholders to maintain results | - Progress reports<br>- Interviews with representatives of local gender equality and EVAWG mechanisms and other relevant stakeholders<br>- Interviews with implementation partners |
| | 21. Can the programme approach or results be replicated or scaled up by national partners? What would support their replication and scaling up? | - Perception of scalability of approach or results by key national stakeholders | - Interviews with representatives of national gender equality and EVAWG mechanisms |
| | 22. What indications are there that the outcomes will be sustained, e.g., through requisite capacities (systems, structures, staff, etc.)? Will the programme beneficiaries be able to rely on themselves (be resilient) after funding reduces or is withdrawn? | - Number and type of partnerships created by projects<br>- Extent to which capacities developed under the projects are institutional rather than individual (changes in work processes and organizational practices)<br>- number of stakeholders that consider that partnerships created under projects have enhanced effective needs to work with EVAW | - Interviews with implementing organizations<br>- Interviews with representatives of national and local gender equality and EVAWG mechanisms<br>- Interviews with beneficiaries |

| | | - Type of commitment of key stakeholders | |
|---|---|---|---|
| | 23. How COVID-19 pandemics and government measures adopted in response to it influenced the sustainability of results? | - Perception of impact COVID and government measures on potential of results to be incorporated in the system, scaled up, supported by additional funds<br>- Perception of possibility to implement newly acquired knowledge, new attitudes and behaviours within the context defined by measures in response to COVID | - Interviews with implementing organizations<br>- Interviews with representatives of national and local gender equality and EVAWG mechanisms<br>- Interviews with beneficiaries |
| Impact | 24. To what extent has the project contributed to ending violence against women, gender equality and/or women's empowerment (both intended and unintended impact)?<br>a) What is the impact on individual, project beneficiaries? How they changed their norms, perceptions, life strategies?<br>b) What was the impact on the local community, different groups of populations?<br>c) What was the impact on the system level? How institutional practices, capacities have changed due to the project intervention and | - Degree to which women feel more empowered to access survivor protection services<br>- Degree to which women feel more empowered in being independent in choices and living conditions<br>- Number and type of changes in institutional, organizational practices, cooperation models due to the project activities<br>- Number and type of changes in access to services among women from different groups in local communities<br>- Changes in norms and attitudes due to the project activities reported by beneficiaries | - Interviews with beneficiaries<br>- Interviews with local stakeholders, representatives of institutions engaged in response to VAWG<br>- Administrative data form services |

| | | | |
|---|---|---|---|
| | how these changes impact on EVAW? | | |
| | 25. To what extent have EVAW campaigns generated significant positive or negative, intended or unintended, higher-level effects in the lives of women and girls in each intervention country? In the region? | - Degree to which women and girls feel more empowered in political, economic terms, and achieving more independent life choices<br>- Number and type of unintended positive and negative changes<br>- Shifts in norms and values related to gender roles, gender equality and EVAWG | - Interviews with beneficiaries<br>- Opinion polls, surveys on gender related norms and attitudes |
| **Knowledge generation** | 26. To what extent has the project generated knowledge, promising or emerging practices in the field of EVAW/G that should be documented and shared with other practitioners? | - Number and type of promising practices in the field of EVAWG | - Progress reports<br>- Interviews with implementing organizations<br>- Interviews with stakeholders |

| Gender Equality and Human Rights | 27. To what extent was a human rights-based approach and gender equality incorporated in the design and implementation of the programme? | - Degree to which gender equality and human rights standards and principles related to non-discrimination and EVAWG are contained in the design of the projects<br>- Degree to which gender responsive principles are integrated in implementation strategies (consideration of power and gender relations, empowerment of women, especially disadvantaged women, among other principles).<br>- Degree to which HRBA principles of equality, participation and capacity building of rights holders and duty bearers, inclusion, and transparency are integrated in implementation strategies | - Project design documents<br>- Progress reports<br>- CEDAW<br>- Istanbul Convention<br>- Interviews with beneficiaries |
|---|---|---|---|
| | 28. To what extent does the intervention address the underlying causes of inequality and discrimination, including those experienced by vulnerable groups? | - Number and type of underlying causes of gender inequality and VAWG that are addressed through the projects | - Project design documents |
| Comparison | 29. How do these three projects compare in terms of their strategies and both intended and unintended impacts/outcomes? | - The level of comparability of three projects, similarities<br>- Degree of similarity in achievement of intended outcomes<br>- Degree of similarity in unintended outcomes | - Project design documents<br>- Project progress reports<br>- Interviews with implementing organizations |
| | 30. Given that these projects are operating in somewhat similar contexts and EVAW frameworks, how do they differ particularly when it comes to the advocacy /campaigns? | - Limitations to comparability, specific components that are not comparable<br>- Differences in advocacy and campaigns rationale, design and implementation<br>- Differences in advocacy and campaign outcomes in terms of | - Project design documents<br>- Project progress reports<br>- Interviews with implementing organizations |

| | | | |
|---|---|---|---|
| | | scope, sustainability, depth of changes (attitudes, norms, behaviours) | |
| | 31. Given that these projects are operating in somewhat similar contexts and EVAW frameworks, can we identify good practices or "what works" when using campaigns/advocacy as a programmatic component to prevent/end violence against women? | - Number and type of good practices in campaigns/advocacy<br>- Number and type of internal and external factors contributing to the success of good practices<br>- Transferability and scalability of such practices | - Project design documents<br>- Project progress reports<br>- Interviews with implementing organizations<br>- Interviews with key stakeholders<br>- Interviews with donors |

# Annex 3: Beneficiary data sheet

| Primary beneficiaries | SOS Niksic | WFT | CfG | Total |
|---|---|---|---|---|
| Women and girls victims of violence from general population | 91 | 20 | | 111 |
| Women and girls in general population | 407 | 60 | 1,262 | 1,729 |
| Girls workshops and forum facilitators | | | 27 | 27 |
| **Secondary beneficiaries** | | | | |
| Adult general population | 40 | 205 | 297,247 | 297,492 |
| Pupils | | | 2,033 | 2033 |
| Local professionals – male | 10 | 40 | | 63 |
| Local professionals – female | 13 | | | |
| Total | 561 | 325 | 300,569 | 301,455 |

# Annex 4: Data collection instruments

## Instrument 1: Implementing organization/lead partner

### 1. Organization profile and experience

a) For how long organization is engaged in EVAW activities? What is the role of service provision vs. advocacy, research, campaigning, capacity building?
b) How many employed persons are there (including permanently, temporarily employed staff) and how many volunteers are engaged on average during the year?
c) What is the resilience of the organization – for how long it would be able to maintain the core activities in case of crisis (fund interruption)?

### 2. Relevance

a) Please, explain how did you come to an idea to design such a project? What was the base, knowledge, perceived need that motivated you to design such a project?
b) Please, explain how did you take into account the needs of target groups? Have you conducted some specific research, consultations, used already existing studies, data, built on previous projects?
c) Do you think that results of your intervention still address the needs of target groups, same or others? Please elaborate, which needs and which groups?
d) To what extent the project corresponds with key international conventions (CEDAW, Istanbul Convention, Beijing Platform for Action, etc.)? To which extent the project corresponds with national and local policies for gender equality?

### 3. Effectiveness

a) Were all results achieved? Which ones are over-achieved and which ones possibly under-achieved?

b) From the perspective of completed project, what is the impression, were set targets realistic? Was it difficult to achieve them? Could it be achieved more, or could targets be set even more ambitious with same resources? Which ones were too ambitious and which ones could be set with hither 'threshold' (number of assisted women, included youth, etc.)?

c) Were interventions strategies effective in achieving planned results? Were some strategies insufficiently effective? Which ones? Were they replaced and how?

d) How awareness raising campaigns contributed to the achievement of goals? What was the role of social marketing, entertainment media, face-to-face group based education to reduce VAW? Please, indicate for each type of campaign how contributed to the EVAW and how did you measure that contribution?

e) What were external factors that contributed to the effective implementation of the project (national, local policies, stakeholders roles, etc.)?

f) To what extent did campaigns shift norms and perceptions around GBV? What was the evidence used to monitor these shifts?

g) Are there differences among different beneficiary groups in the ways how they received, interpreted same messages? Did some of them more readily embraced changes induced by the campaigns while some were more resistant? Who were the ones that were more resistant? Based on this experience, what do you think how these 'resistant' groups should be targeted by awareness raising campaigns, which messages, which approaches would be more appropriate for them?

h) Overall, based on this experience, do you have an idea of some alternative strategies that would be more effective in achieving same results? Which ones?

## 4. Coherence

a) Do you know other similar campaigns in the targeted communities or in the country or in broader region? How campaign strategies implemented with your project contributed to the EVAW in combination with these other initiatives?

b) Have you been cooperating with other two grantee organizations? What was the content and form of that cooperation? What were results of that cooperation? How the EVAW awareness raising can be built further based on that cooperation and its results?

## 5. Efficiency

a) Please describe how was the management and oversight structure of the project organized? Do you find that this organization enabled efficient implementation? Did you change organization of key management and supervision roles, personnel, ways of communication during the project implementation? If yes, why? Were there any bottlenecks in organization processes? Which ones, why (organizational or external factors)? How did you address them?

b) How did you decide about the allocation of resources for specific outcomes/outputs and activities and about the division between concrete project activities and management costs (including M&E and audit)?

c) Have you mobilized some additional resources to contribute to broader results and impact? To what extent the project utilized synergies with other activities implemented by your organization or partner organizations? To which extent has the project contributed to the institutional strengthening of your organization?

d) How monitoring process was organized? Who performed internal monitoring, how often? Were there any gaps in evidence for measuring results?

e) What were the factors that contributed to progress or delayed the project implementation and attainment of results? What were the mechanisms that were used to adjust to unforeseen circumstances?

## 6. Impact

a) What is the impact of your project at individual level (individual perceptions, behaviours, practices, norms, attitudes, life strategies) among primary and secondary beneficiaries? How did you measure that change?
b) What was the impact of your project on the group, community levels?
c) What was the impact on the system level? How institutional procedures, practices, have changed during the project implementation?
d) To what extent EVAW campaigns generated changes on women and girls in the community, in the country? What were positive changes? Were there any positive or negative unforeseen results?

## 7. Sustainability

a) When you planned and designed the project, what was your idea about period after the project, how the results will remain?
b) What are the factors contributing to the sustainability of the results? Are there policies and regulations in place that support the sustainability of project results? Please explain which and how? What are other factors, stakeholders that contribute to the sustainability of results (institutions, media, internalized changes at individual and group level
c) What do you think, can this project be replicated in some other communities or scaled up to the national level? What would be benefits of such intervention?
d) Do you think that results achieved at individual, community and system level could sustain after the project end?
e) Could you describe if and how COVID-19 pandemic impacted on the results of your project? Are some achievements undermined, temporarily or on long term, by the COVID crisis? What impacted mainly the results, is it health situation, government measures or both? Do you have any mitigation strategies to counter these challenges? What are the strategies?

## 8. Knowledge generation

a) Based on this experience, is there any new knowledge, new ideas that you developed due to that experience? Do you have any ideas how to continue further to contribute more to the same goals or some similar, complementary that would lead to stronger EVAW changes? What would be these ideas?
b) What were particularly good practices, solutions, that you are proud of?
c) How would you document and share this newly generated knowledge with other practitioners, other CSOs active in EVAW?

## 9. Gender equality and human rights

a) Was there any specific impact on groups exposed to the multiple discrimination? Which groups?

b) Did your project contribute to the elimination of underlying causes of those intersecting inequalities (based on living area, minority status, economic position, disability or similar)?
c) How much did you take into account the perspectives of different vulnerable groups of women during the project design?
d) In addition to the EVAW, which human rights were addressed through the project and how?

## Instrument 2: Implementing partners

### 1. Organization profile and experience

a) For how long organization is engaged in EVAW activities? What is the role of service provision vs. advocacy, research, campaigning, capacity building?
b) How many employed persons are there (including permanently, temporarily employed staff) and how many volunteers are engaged on average during the year?
c) What is the resilience of the organization – for how long it would be able to maintain the core activities in case of crisis (fund interruption)?
d) Please, explain the circumstances in which your organization joined the project? Whose initiative was that? On what was based this initiative, any previous cooperation?

### 2. Relevance

a) What was contribution of your organization to the project design?
b) If organization participated in the design of the project:Please, explain how did you take into account the needs of target groups? Have you conducted some specific research, consultations, used already existing studies, data, built on previous projects?
c) Do you think that results of project still address the needs of target groups, same or others? Please elaborate, which needs and which groups?

### 3. Effectiveness

a) Were all project results achieved? Which ones are over-achieved and which ones possibly under-achieved? What was specific contribution of your organization to the achievement of results?
b) From the perspective of completed project, what is the impression, were set targets realistic? Was it difficult to achieve them? Could it be achieved more, or could targets be set even more ambitious with same resources? Which ones were too ambitious and which ones could be set with hither 'threshold' (number of assisted women, included youth, etc.)?
c) Were interventions strategies effective in achieving planned results? Were some strategies insufficiently effective? Which ones? Were they replaced and how?
d) How awareness raising campaigns contributed to the achievement of goals? What was the role of social marketing, entertainment media, face-to-face group based education to reduce VAW? Please, indicate for each type of campaign how contributed to the EVAW and how did you measure that contribution?
e) What were external factors that contributed to the effective implementation of the project (national, local policies, stakeholders roles, etc.)?
f) To what extent did campaigns shift norms and perceptions around GBV? What was the evidence used to monitor these shifts?

g) Are there differences among different beneficiary groups in the ways how they received, interpreted same messages? Did some of them more readily embraced changes induced by the campaigns while some were more resistant? Who were the ones that were more resistant? Based on this experience, what do you think how these 'resistant' groups should be targeted by awareness raising campaigns, which messages, which approaches would be more appropriate for them?

h) Overall, based on this experience, do you have an idea of some alternative strategies that would be more effective in achieving same results? Which ones?

## 4. Coherence

a) Do you know other similar campaigns in the targeted communities or in the country or in broader region? How campaign strategies implemented with your project contributed to the EVAW in combination with these other initiatives?

## 5. Efficiency

a) Please describe what was the role of your organization in the management and oversight structure of the project? Do you find that this organization enabled efficient implementation? Did you change organization of key management and supervision roles, personnel, ways of communication during the project implementation? If yes, why? Were there any bottlenecks in organization processes? Which ones, why (organizational or external factors)? How did you address them?

b) How monitoring process was organized? What were obligations of your organizations to report on the project implementation? Were procedures for reporting clear? Were you able to provide adequate evidence for monitoring activities and results?

c) What were the factors that contributed to progress or delayed the project implementation and attainment of results? What were the mechanisms that were used to adjust to unforeseen circumstances?

## 6. Impact

a) What is the impact of your project at individual level (individual perceptions, behaviours, practices, norms, attitudes, life strategies) among primary and secondary beneficiaries? How did you measure that change?

b) What was the impact of your project on the group, community levels?

c) What was the impact on the system level? How institutional procedures, practices, have changed during the project implementation?

d) To what extent EVAW campaigns generated changes on women and girls in the community, in the country? What were positive changes? Were there any positive or negative unforeseen results?

## 7. Sustainability

a) What are the factors contributing to the sustainability of the results? Are there policies and regulations in place that support the sustainability of project results? Please explain which and how? What are other factors, stakeholders that contribute to the sustainability of results (institutions, media, internalized changes at individual and group level

b) What do you think, can this project be replicated in some other communities or scaled up to the national level? What would be benefits of such intervention?
c) Do you think that results achieved at individual, community and system level could sustain after the project end?
d) Could you describe if and how COVID-19 pandemic impacted on the results of your project? Are some achievements undermined, temporarily or on long term, by the COVID crisis? What impacted mainly the results, is it health situation, government measures or both? Do you have any mitigation strategies to counter these challenges? What are the strategies?

**8. Knowledge generation**

a) Based on this experience, is there any new knowledge, new ideas that you developed due to that experience? Do you have any ideas how to continue further to contribute more to the same goals or some similar, complementary that would lead to stronger EVAW changes? What would be these ideas?
b) What were particularly good practices, solutions, that you are proud of?
c) How would you document and share this newly generated knowledge with other practitioners, other CSOs active in EVAW?

**9. Gender equality and human rights**

a) Was there any specific impact on groups exposed to the multiple discrimination? Which groups?
b) Did your project contribute to the elimination of underlying causes of those intersecting inequalities (based on living area, minority status, economic position, disability or similar)?
c) How much did you take into account the perspectives of different vulnerable groups of women during the project design?
d) In addition to the EVAW, which human rights were addressed through the project and how?

## Instrument 3: Primary beneficiaries – women experiencing violence

**1. Basic information about the beneficiary**

Please, let me know some basic information about yourself: how old are you, where do you live (city or village), which is the highest level of education you completed, what is your employment status, are you married, with whom do you live, do you have children?

**2. Benefiting from project activities**

a) Please, explain how did you come into a contact with this organization? Please describe circumstances, when, why and how did you come into a contact?
b) How did you learn about availability of this service? Where did you get the information? Was the information clear, was it easy to reach them? If not, why?

c) Please, let me know what did you get from this organization, which kind of support? In which kind of activities you have participated?
d) Was that support/activity something that you needed? Please elaborate?
e) How that helped you? Temporary? Long-term?
f) What were the key messages that you get from the organization?
g) Is there any change in your opinions, views, your life situation due to this organization/support/project? What has changed? How do you feel with this change?
h) In addition to that, do you need something else to address your issue, to achieve what you would like to achieve? What would that be?
i) What would you tell women in similar situation to yours, what would you recommend them based on this experience?
j) Could you describe if and how COVID-19 pandemic impacted benefits that you got from the participation in the project? Are you able to use newly acquired skills, services in pandemic situation?

## Instrument 4: Primary beneficiaries – high school girls

**1. Basic information about the beneficiary**

Please, let me know some basic information about yourself: how old are you, where do you live (city or village), which is the highest level of education you completed, what is your employment status, are you married, with whom do you live, do you have children?

**2. Benefiting from project activities**

a) Please, explain how did you come into a contact with this organization? Please describe circumstances, when, why and how did you come into a contact?
b) What was your role in the project? In which kind of activities you have participated? How were you selected?
c) What were the key messages that you get from the organization?
d) Have you learnt something new? Is there any change in your opinions, views, your life situation due to this organization/support/project? What has changed? How do you feel with this change?
e) What was the most positive thing that you remember from this project?
f) Was there any disappointment during your participation in the project? What was that?
g) What were the main challenges and how did you address them?
h) Is there any message that you would like to send to other girls like you and that with the knowledge you got from this project? What would be that?
k) Could you describe if and how COVID-19 pandemic impacted benefits that you got from the participation in the project? Are you able to use newly acquired skills, services in pandemic situation?

## Instrument 5: Secondary beneficiaries – representatives of the institutions

**1. Basic information about the beneficiary**

Institution/organization
Position
Occupation
Gender

## 2. Benefiting from project activities

a) Please, describe how did you come into a contact with this organization?
b) How did you participate in the project activities? Which activities were that? How many times you have participated?
c) What is the benefit from the participation in this project? What is new knowledge, skills, attitudes that you developed due to the participation in this project activities? How this is related to the perception or situation related to the gender equality, elimination of VAW?
d) Do you work in your regular work with women from marginalized groups? Which ones? How this newly acquired knowledge, skills, attitudes are related to the specific position of women from these marginalized groups?
e) How can you apply these new skills, knowledge? Have you changed something in your professional work, daily practices? Please explain, what and how? If you did not apply, why? What were the obstacles?
f) Did you have the opportunity to provide feedback on your participation in the project activities? When and in which format (written, oral)?
g) Do you think some of these activities, should be replicated in other communities, or upscaled for whole country. Which ones? What would be the benefit?
h) Do you know who funded the project in which you participated?

## Instrument 6: Other stakeholders – representatives of gender equality mechanisms

## 1. Basic information about the beneficiary

Institution/organization
Position
Gender

## 2. Familiarity with project

a) Are you familiar with the project? How you have been informed about that project?
b) Were you consulted during the project design?
c) Did you participate in the project activities? If yes, please describe, which ones, what was your role?
d) Have your institution/organization or you personally cooperated with this organization before? What was the subject of that cooperation?

## 2. Alignment of the project with national policies, other interventions

a) To what extent this project contributes to the national/local priorities in regard to gender equality and EVAW?

b)  Are you familiar with similar projects/interventions? Do you think there is synergy between this project and these other initiatives?
c)  Do you think, your institution would take some of the project results and building on that implement some new initiatives? Which initiatives would that be?

## Instrument 7: Other stakeholders – UN Women

**1. Basic information about the beneficiary**

Position
Gender

**2. Familiarity with project**

e)  Are you familiar with the project? How you have been informed about that project?
f)  Were you consulted during the project design?
g)  Did you participate in the project activities? If yes, please describe, which ones, what was your role?
h)  Have UN Women/UNDP cooperated with this organization before? What was the subject of that cooperation?

**2. Alignment of the project with national policies, other interventions**

a)  To what extent this project contributes to the national/local/regional priorities in regard to gender equality and EVAW?
b)  Are you familiar with similar projects/interventions? Do you think there is synergy between this project and these other initiatives?
c)  Do you think, UN Women would take some of the project results and building on that implement some new initiatives? Which initiatives would that be?

## Instrument 8: UN Trust Fund

**1. Three projects in the broader grant giving framework**

1)  How the three small projects fit into the broader UNTF grant giving mechanism and particularly within the UNTF strategic framework?
2)  What was expected to be achieved by implemented projects? How this is related to the UN Trust Fund presence and impact in the implementation areas?
3)  How small grant framework looks like in terms of:
    a.  Number of funded projects
    b.  Geographical distribution of funded projects
    c.  Thematic focus
    d.  Project cycles/duration
4)  How is UN Trust Fund team organized? Was there change in staff, how that was reflected on the monitoring and guidance delivered to the implemented projects?

5) What is the role of UN Women country offices? Was there any cooperation in relation to the three projects?
6) Any cooperation with other UN agencies, entities?

## 2. Specific questions related to the three projects which are subject of the evaluation

i)  How three projects were selected? Was there strong competition? What were the evaluation criteria and why the three projects were selected, what was their comparative advantage? Why particular focus on EVAWG campaigns?
j)  How the process of contracting looked like? Was there interaction between UNTF and implementing organizations in (re)designing the projects, fine tuning?
k)  How do you assess the complexity of procedures and support provided to the implementing organizations to be able to align with procedures? Particularly having in mind small and grass roots organizations such as three organizations.
l)  How was monitoring of the implementation organized, were reporting procedures and tools adequate? Why there is no final report that accumulates all results during the project cycle, but it is fragmented? What was the rationale behind such a reporting procedure design?
m) What were the main problems in the implementation and reporting of three projects? How problems were addressed?
n)  What were your impression on the effectiveness and impact of three projects, based on so far available information? Where do you see achievements and where bottlenecks, under-achievements?
o)  To what extent were in your view the projects implemented efficiently and cost-effectively? To what extent has the objectives of the project been achieved with planned resources and delivered on time and budget? Any lessons learned in this respect?

## 2. Lessons learnt and future work

d)  What were the lessons learnt from three projects
    a. in terms of internal UNTF unit/team organization?
    b. in terms of technical procedures?
    c. in terms of selection of implementing organizations?
    d. in terms of capacity building and support to implementing organizations?
    e. in terms of monitoring/reporting procedures?
    f. in terms of strategies used by the programme to achieve stronger impact?
e)  Are some of these lessons already taken into account in redesigning some aspects of the programme?

## Consent Form for Participation in the Interview/FGD

My name is Marija Babovic and I am conducting the final evaluation of the project (title) implemented by (title of the organization). The project was implemented during 2017-2020, and I am collecting data from different stakeholders, including the representatives of implementing organizations, project beneficiaries and other relevant stakeholders in order to understand what are the project achievements, how it

impacted beneficiaries and broader communities and to draw some important lessons that can help to further advance this type of interventions and to improve gender equality and position of women.

Thank you for your interest and readiness in taking part in the project evaluation. Your opinion is of great importance, and it will help to draw unbiased and impartial conclusions about the project effects. All your personal data and information obtained during the interview/FGD will be stored and presented in accordance with the highest ethical research standards, and shall not be misused or used for any other purpose than for the purposes of the project evaluation.

Your participation or refusal to participate in this interview/FGD will not jeopardize services/activities you have access to in any way.

If you have any questions about the project or specifically project evaluation, please, do not hesitate to ask before you decide whether to take part in the interview/FGD.

By signing this form, you hereby acknowledge that you have given consent for participating in this interview/FGD.


**PARTICIPANT's STATEMENT:**
I agree that:
- I have read the above text and understand the purpose of conducting this interview/FGD.
- I understand that if I decide to refuse to take part in this interview/FGD, I can notify the researchers and withdraw immediately.
- I understand that information obtained during the interview/FGD will be treated as confidential in accordance with the Law on Personal Data Protection.
- I understand that my participation or refusal to participate in this interview will not jeopardize services/activities I have access to in any way.




                                                        _____
                                                           Signature

In _____(place), _____ (date)

# Annex 6: List of documents reviewed

| Project documents |
|---|
| **Center for Girls** |
| Center for Girls (2019) Annual Report, Year 2, 01/03/2018-28/02/2019 |
| Center for Girls (2019) Annual Report 01/03/2017-28/02/2018 |
| Center for Girls (2019) Second internal monitoring and evaluation meeting |
| Center for Girls (2019) Pre and post intervention questionnaires report |
| Center for Girls (2018) Pre and post intervention questionnaires report |
| Center for Girls (2018) First Monitoring Meeting Implementation of Activities on Project Actively and Publicly Combating Discrimination - GBV |
| Center for Girls (2019)Progress Report 01.03.-30.08.2019 |
| Center for Girls (2018) Progress Report 01.03.-30.09.2018 |
| Center for Girls (2017) Progress Report 01.03.-30.08.2017 |
| Center for Girls (2017) Baseline Report |
| Center for Girls (2016) Full Fledged Proposal, Application ID: 15774 |
| **SOS Niksic** |
| SOS Niksic (2019) Progress Report third year |
| SOS Niksic (2019) Annual Report 2019 |
| SOS Niksic (2018) Annual Report 2018 |
| SOS Niksic (2017)Stavoviipercepcijezenaidevojcica u Niksicu, Savniku, ZabljakuiPluzinama o nasilju u porodici I specijalizovanimservisimapodrske (Attitudes and perceptions of girls and women in Niksic, Savnik, Zabljak and Pluzine on domestic violence and specialized support services) |
| SOS Niksic (2017) Mapiranjeljudskih I infrastrukturnihresursa zaboljuzastituzena I djevojcica od nasilja u porodici u Zabljaku, Savniku, PluzinamaiNiksicu (Mapping human and infrastructural resources for better protection of girls and women from domestic violence in Zabljak, Savnik, Pluzine and Niksic. |
| SOS Niksic (2017) Monitoring and Evaluation, Baseline Data collection |
| SOS Niksic (2016) Full Fledged Proposal, Application ID: 15253 |
| **Women's Forum Tetovo** |
| Women's Forum Tetovo (2019) Annual report year 2 |
| Women's Forum Tetovo (2018) Annual report year 1 |
| Women's Forum Tetovo (2019) Progress report, year 3 |
| Women's Forum Tetovo (2018) Progress report, year 2 |
| Women's Forum Tetovo (2017) Progress report, year 1 |
| Women's Forum – Tetovo (2016) Full Fledged Proposal, Application ID: 14369 |
| Women's Forum Tetovo, Narrative reports on Free Legal Clinic, years 1-3 |
| Women's Forum Tetovo, Case studies, years 1-3 |
| ESA Tetovo (2019) Report on delivered consultancy services for the needs of the project 'Empowering survivors of domestic violence in the Tetovo region' |
| **Other documents and publications** |
|  |
| Convention on the Elimination of All Forms of Discrimination against Women New York, 18 December 1979 |
| Fourth World Conference on Women, Action for Equality, Development and Peace, Beijing September 1995 |

| | |
|---|---|
| | MONSTAT (2018) Women and Men in Montenegro, 7th edition |
| | OSCE (2019) OSCE-led survey on well-being and safety of women in South East and Eastern Europe, Main Results Report |
| | OSCE (2019)OSCE-led survey on well-being and safety of women, Montenegro results report |
| | OSCE (2019)OSCE-led survey on well-being and safety of women, North Macedonia results report |
| | OSCE (2019)OSCE-led survey on well-being and safety of women, Serbia results report |
| | Republic of North Macedonia State Statistical Office (2019) Regions in the Republic of North Macedonia, 2019 |
| | Statistical Office of the Republic of Serbia (2018) Demographic Yearbook, 2018. |
| | Tomanović, S, Stanojević, D. (2015) Young People in Serbia 2015. Situation, Perceptions, Beliefs and Hopes, Friedrich Ebert Stiftung. |
| | UN (2015) Transforming our World: the 2030 Agenda for Sustainable Development (A/RES/70/1) |
| | UNEG (2008) *Code of Conduct for Evaluation in the UN,* www.unevaluation.org/document/detail/100 |
| | UNEG (2008) *Ethical Guidelines,* www.unevaluation.org/document/detail/102 |
| | UNEG (2016) *Norms and Standards for Evaluation*: http://www.unevaluation.org/document/detail/1914 UNEG Guidance Integrating Human Rights and Gender into Evaluation: www.uneval.org/document/detail/1616 |
| | UNICEF (2006) *Child and youth participation guide*, https://www.unicef.org/adolescence |
| | UN Trust Fund to End Violence against Women (2018) *UN Trust Fund Guidelines for Final External Project Evaluations,* New York. |
| | UN Trust Fund Strategic Plan (2015-2020): https://untf.unwomen.org/en/digital-library/publications/2015/09/un-trust-fund-strategic-plan-2015-2020 |
| | UN Women (2015) *How to Manage Gender Responsive Evaluation. Evaluation Handbook,* www.unwomen.org/en/digital-library/publications/2015/4/un-women-evaluation-handbook-how-to-manage-gender-responsive-evaluation |
| | WHO (2016) *Ethical and safety recommendations for intervention research on violence against women,*https://www.who.int/reproductivehealth/publications/violence/intervention-research-vaw/en/ |
| | WHO/PATH (2005) *Researching violence against women*: *a practical guide for researchers and activists,* https://path.azureedge.net/media/documents/GBV_rvaw_complete.pdf |

# Annex 7: Code list

| Codes | modalities |
|---|---|
| Gender | Male, female |
| Age | Number of years |
| Type of respondent | Implementing organization, Implementing partner, Primary beneficiary, Secondary beneficiary, Other stakeholders |
| Country | Montenegro, North Macedonia, Serbia |
| Area of living | Urban, rural |
| Q1b.effectiveness.realistic targets | Realistic-ambitious, realistic, not realistic |
| Q3effectiveness.subjective | Perceived as effective, perceived as not effective |
| Q4a.factors.strategies | Empowerment and direct support, multisectoral coordination, awareness changes narrow, awareness changes broad campaigns |
| Q4b.factors.campaigns | Awareness on VAWG, norms, GE; outreach campaigns; informative campaigns on services; informative campaigns about project |
| Q4c.external factors | National and local policies and priorities; patriarchal norms and resistance; reputation of implementing organizations; good cooperation with stakeholders; lack of interest among stakeholders |
| Q5.effectivenes.shifting.norms | no modalities, all text that was describing communicates was coded |
| Q6.alternative.strategies | no modalities, all text on alternative strategies was coded |
| Q7.perception.different.beneficiaries | no modalities, all text on differences among beneficiaries was coded |
| Q8.relevance.consultation.stakeholders | Organizations' experience; administrative and research data; consultations with stakeholders |
| Q9.relevance.continued | no modalities, all text on current relevance was coded |
| Q10.relevance.international.national | International; national |
| Q11.coherence.campaigns.others | no modalities, all text referring to other campaigns was coded |
| Q12.coherence.synergies | no modalities, all text referring to synergies with other projects was coded |
| Q14.efficiency.cost-effectiveness | no modalities, all text referring to efficiency in cost effectiveness aspect was coded |
| Q15.efficiency.monitoring | no modalities, all text referring to monitoring was coded |
| Q16.efficiency.resources.GE.HR | Human resources; material resources; other resources |
| Q17.efficiency.additional.resources | no modalities, all text referring to additional resources was coded |
| Q18.efficiency.unforseen | no modalities, all text referring to unforeseen circumstances was coded |
| Q19.sust.results.continued | Results favorable environments; results multisectoral coordination; results outreach; results awareness |
| Q20.sust.local.ownership | no modalities, all text referring to local ownership was coded |
| Q21.sust.replication.scalingup | Replication; scaling up |

| | |
|---|---|
| Q22.sust.outcomes | Prioritization of EVAW; systemic solutions; available funds; density of interventions |
| Q23.sust.COVID | no modalities, all text referring to impact of COVID-19 was coded |
| Q24a.impact.individual | Profound change in individual lives; from beneficiary to activists; touched by campaigns |
| Q24b.impact.community | New services; VAWG as public issue; increased awareness; differential impact on groups |
| Q24c.impact.system | New protection services; improved system response; local and national policies |
| Q25.impact.campaigns.all.levels | no modalities, all text referring to impact of campaigns was coded |
| Q26.knowledge | Prevention and protection practices; project management and implementation; UNTF framework for cooperation |
| Q27.GE and HR | Human rights; gender equality; marginalized groups |
| Q28.underlying.causes | no modalities, all text referring to underlying causes coded |

# Annex 8: Terms of Reference

## <u>Terms of Reference:</u>
## Cluster Evaluation of UN Trust Fund projects (Macedonia, Montenegro & Serbia)

**<u>Background</u>**

The <u>UN Trust Fund to End Violence Against Women</u> (UN Trust Fund) is a global multi-lateral grant making mechanism supporting national efforts to prevent and end violence against women and girls (EVAW/G). The UN Trust Fund was established through the UN General Assembly Resolution 50/166 in 1996 with UN Women as its Administrator on behalf of the UN system. The UN Trust Fund provides grants to advance the development of innovative models and strategic interventions in the area of EVAW/G. Grantees – comprising governments and non-governmental organizations - have engaged diverse actors, such as women's, men's, adolescents and youth groups, indigenous communities, religious and traditional leaders, human rights organizations and the media. To date, the UN Trust Fund has awarded US $140 million to 493 initiatives in 139 countries and territories.

The UN Trust Fund introduced external evaluation as a mandatory stage of project cycle management for all grantees in 2012 in recognition of the importance of evaluation to align with UN Women policies and procedures. Since then more than 100 external evaluations have been produced. One of the key objectives set out in the <u>UN Trust Fund's Strategy 2015-2020</u> is to create an evidence and learning hub to collect and reflect on the depth of knowledge and lessons learned through the work of its grantees. This will be achieved partly through improving the UN Trust Fund's evaluation practice and results monitoring to produce high quality, useful evidence and supporting grantees to improve their own capacity in data collection, monitoring and evaluation, and in generating evidence

In 2016, the UN Trust Fund's commissioned a Meta Evaluation of final, external evaluations to assess the quality and to make recommendations on how evaluation practices could be improved. The analysis concluded that there were particular challenges for small organizations to produce good quality evaluations due to insufficient budgets and lack of capacity to manage the process. Due to this the UN Trust Fund made a decision to centralize final, external evaluations for projects implemented by small organizations receiving small grants1 —presenting an opportunity to build upon existing capacity development activities and move toward a coaching relationship with evaluation task mangers from small CSOs.

This is the second year the UN Trust Fund has centralized evaluations for small grants and is now seeking the services of a national consultant, or consultancy firm, to conduct a final external evaluation of three different EVAW grants in the same ECA region implemented between 1 March 2017 and 29 February 2020. The

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1 Small grants refer to UN Trust Fund awards of US$ 125,000 or less in 2017 and US$ 150,000 or less from 2018.

evaluation process will be initiated by 29 February 2020 and will be completed by 31 May 2020. The following projects in Macedonia, Montenegro and Serbia have been identified for this thematic cluster evaluation of EVAW projects funded by the UN Trust Fund.

| Country | Organization | Project Title |
|---|---|---|
| Macedonia, The former Yugoslav Republic of | Women's Forum - Tetovo | Empowering Survivors of Domestic Violence in the Tetovo Region |
| Montenegro | SOS Hotline for Women and Children Victims of Violence Niksic | Improving Access to Life with No Violence for Women Survivors in Central and Northern Montenegro |
| Serbia | Center for Girls | Actively and Publicly Combating Discrimination – Gender-Based Violence |

**Project Summaries:**

A. The **Women's Forum - Tetovo (Macedonia)** has been working to expand its free legal clinic for survivors of domestic violence to include financial skills courses, life skills trainings and group counselling. It also conducts research among survivors about their experiences with service providers to identify key areas for improvement and work with the police, social service workers, local municipalities and health-care providers to create a multisectoral strategy to better protect women at risk of domestic violence and to ensure a more streamlined process of victim support with better identification and referral. The aim of the UN Trust Fund project is that, through expanded multisectoral services, survivors of domestic violence will learn valuable life and financial skills and feel empowered to confidently re-enter society and break the cycle of violence. An awareness campaign, which includes youth presentations, round table discussions with Orthodox and Muslim clergy, public debates, and workshops on domestic violence, harassment, and discrimination have initiated dialogue about VAW/G and promoted an environment throughout the Tetovo Region with the aim of creating an environment in which VAW/G is not tolerated and women of all ages understand their legal rights and feel empowered to claim them. [See Annex A for results chain]

B. The **SOS Hotline for Women and Children Victims of Violence, Niksic (Montenegro)** operates in economically disadvantaged and geographically isolated communities with strong patriarchal social norms in the central and northern regions of Montenegro, where women are at high risk of violence and there is no available support. In three out of four of the targeted municipalities, there are no women's NGOs or specialized support services for VAW/G survivors. The UN Trust Fund project is designed to facilitate access for women and girls in three remote municipalities in the northern region to the national helpline, shelters, counselling, information and rehabilitation, with particular focus on Roma and Albanian speaking survivors. In addition, the project seeks to establish coordinated local community interventions in four towns in central and northern Montenegro and develop information packages to enable targeted information sharing, referral and communication with survivors and other stakeholders in the community. [See Annex B for results chain]

C. The **Center for Girls (Serbia)** aims to raise young women's awareness of the risks of violence and help them identify it and respond accordingly. The intended outcomes of the UN Trust Fund project are that in two years high-school girls in four cities in Serbia improve their confidence and are equipped with knowledge about gender-based violence prevention and about how to report

unwanted sexual activity and/or violence. In addition, eight girls will have gained the necessary knowledge and skills to deliver peer-based workshops in high-schools on gender-based violence. Through performances
delivered in high schools, the intended result is that students reduce prejudices and improve attitudes and behaviour with regard to women and girls' legal/human rights. A media campaign was delivered in the four target cities to help raise public awareness and encourage active responses to gender- based violence. [See Annex C for results chain]

**Justification for the consultancy**

This consultancy is intended *to provide the UN Trust Fund Secretariat with an external, independent, final evaluation of a cluster of small grants being implemented in Europe and Central Asia (ECA)—namely, Empowering Survivors of Domestic Violence in the Tetovo Region (Macedonia); Improving Access to Life with No Violence for Women Survivors in Central and Northern Montenegro; and Actively and Publicly Combating Discrimination – Gender-Based Violence (Serbia).*

The evaluation presents an opportunity to evaluate the UN Trust Fund's contribution in the region. Moreover, given that all three projects have invested in campaigns as part of their intervention strategy, combined with their own unique constellation of accompanying project activities – Serbia being primarily prevention (campaigns) only, Montenegro combining campaigns with support to survivors and Macedonia combining campaigns with direct support to survivors as well as essential services coordination –, it provides a strategic opportunity to explore the potential impact of EVAW advocacy and awareness campaigns in different implementation modalities.

**Scope and Objectives**

**Evaluation scope:**
- Timeframe: to cover the entire project duration (1 March 2017 to 29 February 2020)
- Geographical Coverage: Macedonia, Montenegro, Serbia
- Target groups to be covered: primary and secondary beneficiaries, as well as key stakeholders of each project

**Evaluation objectives include**:
- Evaluating the three-year projects against the effectiveness, relevance, coherence, efficiency, and Sustainability, as well as the cross-cutting gender equality and human rights criteria;
- Identifying key lessons and promising or emerging good practices in the field of ending violence against women and girls, for learning purposes; and
- Explore the (likelihood of) impact of advocacy and awareness campaigns on ending violence against women.

**Use of evaluation:** The findings will be used to inform future programmatic decisions, organizational learning and accountability as well as for the identification of good practices in design, implementation and assessment of the impact of EVAW advocacy and awareness campaigns in Europe and Central Asia on prevention or reduction of violence and other intended program goals and outcomes.

**Targeted users of the evaluation:** The targeted users of the evaluation are UN Trust Fund Secretariat, Women's Forum - Tetovo, SOS Hotline for Women and Children Victims of Violence – Niksic, and Center for Girls at intra- regional and country level, programme staff, and key stakeholders (donors, government partners, other regional actors, UN system) working on EVAW advocacy and awareness in Europe and Central Asia.

**Proposed evaluation questions[2] (to be determined and agreed during the inception phase):**

| Evaluation Criteria | Proposed Evaluation Questions |
|---|---|
| **Effectiveness**<br><br>*A measure of the extent to which a project attains its objectives / results (as set out in the project document and results framework) in accordance with the theory of change.* | 1. Were the programme designs logical in: a) taking into account the roles, capacities and commitment of stakeholders; and, b) in realistically achieving the planned outputs?<br>2. To what extent were intended project goals, outcomes and outputs (project results) achieved and how?<br>3. To what extent did intervention strategies, specifically advocacy and campaign work, contribute to achieved results?<br>4. To what extent did campaigns shift (in any direction) norms and perceptions around gender-based violence (GBV) in implementation communicates?<br>5. What mechanisms enabled or constrained project performance? What evidence is there that awareness raising campaigns were a contributing factor for progress toward intended goals (i.e.: social marketing, entertainment media, face-to-face group-based education to reduce VAW)?<br>6. What alternative strategies would have been more effective in achieving expected results?<br>7. How do different beneficiaries interpret the same advocacy / behavior change message? Are they all impacted the same way or differently? |
| **Relevance**<br><br>*The extent to which the project is suited to the priorities and policies of the target group and the context.* | 8. To what extent were the objectives and design of the intervention informed by needs and interests of diverse groups of stakeholders through in-depth consultation?<br>9. To what extent do the achieved results (project goal, outcomes and outputs) continue to be relevant to the needs of women and girls in project implementation sites across Macedonia, Montenegro and Serbia?<br>10. To what extent does the programme respond to the international framework to prevent and respond to violence against women, such as CEDAW, Beijing Platform<br>Action and women's human rights principles? |
| **Coherence**<br><br>*The extent to which other interventions support or undermine the intervention, and vice versa. Includes internal coherence and external coherence.* | 11. How are these EVAW campaign strategies compatible with other interventions in their respective countries? In the region?<br>12. What are the synergies and linkages between the intervention strategies carried out across the grantee organizations? Compared to small women's led organizations within the same context? |
| **Efficiency**<br><br>*Measures the outputs - qualitative and quantitative - in relation to the inputs. It is an economic term which refers to whether the project was delivered cost effectively.* | 13. To what extent was the project efficiently and cost-effectively implemented?<br>14. How efficiently does the programme management monitor programme performance and results?<br>15. Have resources (funds, human resources, time, expertise, etc.) for integrating human rights and gender equality been allocated strategically to achieve results? What were the benefits, costs or consequences? |
| **Sustainability** | 16. To what extent are the achieved results, especially any positive changes in the lives of women and girls (project goal level), likely to continue? To what extent are policy and |

| | |
|---|---|
| *Sustainability is concerned with measuring whether the benefits of a project are likely to continue after the project/funding ends.* | regulatory frameworks in place that will support the continuation of benefits? To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits?<br>17. How have stakeholders been involved in programme implementation? How effective has the programme been in establishing local ownership?<br>18. Can the programme approach or results be replicated or scaled up by national partners? What would support their replication and scaling up?<br>19. What indications are there that the outcomes will be sustained, e.g., through requisite capacities (systems, structures, staff, etc.)? Will the programme beneficiaries be able<br>to rely on themselves (be resilient) after funding reduces or is withdrawn? |
| **Impact (likelihood of)**<br><br>*Assesses the changes that can be attributed to a particular project relating specifically to higher-level impact (both intended and unintended).* | 20. To what extent has the project contributed to ending violence against women, gender<br>equality and/or women's empowerment (both intended and unintended impact)?<br>21. To what extent have EVAW campaigns generated significant positive or negative, intended or unintended, higher-level effects in the lives of women and girls in each intervention country? In the region? |
| **Knowledge generation**<br><br>*Assesses whether there are any promising practices that can be shared with other practitioners.* | 22. To what extent has the project generated knowledge, promising or emerging practices in the field of EVAW/G that should be documented and shared with other practitioners? |
| **Gender Equality and Human Rights** | 23. To what extent was a human rights-based approach and gender equality incorporated in the design and implementation of the programme?<br>24. To what extent does the intervention address the underlying causes of inequality and<br>discrimination, including those experienced by vulnerable groups? |
| **Comparison** | 25. How do these three projects compare in terms of their strategies and both intended and unintended impacts/outcomes?<br>26. Given that these projects are operating in somewhat similar contexts and EVAW frameworks, how do they differ particularly when it comes to the advocacy / campaigns?<br>27. Given that these projects are operating in somewhat similar contexts and EVAW frameworks, can we identify good practices or "what works" when using campaigns/advocacy as a programmatic component to prevent/end violence against women? |

**Outputs**

I. **Inception report: By 9 March 2020,** produce an inception report that sets out what, how and when the evaluator(s) will complete the Final Evaluation. This should be based on an initial desk review of background documents and a *participatory* consultation with Women's Forum – Tetovo, SOS Hotline for Women and Children Victims of Violence Niksic, and Center for Girls staff, as well as relevant stakeholders and respective evaluation management groups. At inception stage, the

evaluation team is expected to develop an evaluation matrix summarizing key questions, indicators, sources of information and methodology to guide the analysis and triangulation. Final evaluation matrix will be validated by the evaluation task managers and the evaluation reference group constituted in the framework of this evaluation processes and approved in the evaluation inception report. The inception report must also include ethical and safety protocols and a detailed timeline and deliverables.

II. **Draft the Final Evaluation Report: By 30 April 2020**, produce a draft evaluation report that covers the agreed evaluation questions in the format agreed at the inception phase. It must provide evidence, analysis, conclusions and recommendations, including - where necessary - annexed summaries of the evidence gathered, tables and graphics to illustrate the findings. This should be presented to the UN Trust Fund grantee organizations and select stakeholders for fact-checking and discussion to inform the final report. This should also be shared with the evaluation management group for quality assurance. The evaluator should collect feedback on the draft in a systematic manner to improve the final report.

III. **Final Evaluation Report: By 31 May 2020**, based on the feedback provided on the draft report, finalize the evaluation report, which must cover the agreed evaluation questions in the format agreed at the inception phase. It must provide evidence, analysis, conclusions and recommendations, including - where necessary - annexed summaries of the evidence gathered, tables and graphics to illustrate the findings. This should be presented to the UN Trust Fund grantee organizations, select stakeholders and the evaluation management group.

## Activities

### Inception phase: By 9 March 2020
**Desk review of background documentation** to develop the evaluation methodology, including, but not limited to: Project Documents, baseline survey data, monitoring data, progress reports, end line data and report (when available).
**Design of the evaluation and the methodology:** to include draft data collection methods. The methodological design and approach to the evaluation must be gender-responsive and therefore ensure that human rights and gender equality are respected, addressed and promoted throughout the exercise. Innovative and pilot approaches to evaluation are highly encouraged.
**Draft the inception report setting out the proposed evaluation questions and criteria, the evaluation design and methodology** including a description of the stakeholders who will be interviewed and surveyed and the rationale for selection (sampling framework). This should include a more detailed workplan, timeline and deliverables for the data collection and analysis stage of the process as well as any limitations and constraints to set expectations for the evaluation.

### Data collection, analysis and drafting phase: by 30 April 2020
**Data collection and analysis:** complete the data collection as proposed in the inception report including in-depth case studies, surveys, interviews, discussions and document reviews etc. This is may include missions to project site (to be agreed and confirmed during inception phase). All other data collection should be conducted remotely unless otherwise agreed during the inception phase.
**Synthesis and draft reporting:** produce the first draft of the evaluation that addresses all the agreed evaluation questions in the format agreed at the inception phase. It must provide evidence, analysis, conclusions and recommendations specific to each project, and broader if applicable, including - where necessary - annexed summaries of the evidence gathered, tables and graphics to illustrate the findings.

### Final reporting phase: by 31 May 2020

**Consultation and feedback:** the draft report should be presented to the UN Trust Fund grantee organizations and stakeholders for fact-checking and discussion to inform the final report. It should also be shared with the evaluation management group for quality assurance. The evaluator should collect feedback on the draft in a systematic manner to improve the final report.

**Final draft:** based on the feedback provided on the draft report, finalize the evaluation report that must cover the agreed evaluation questions in the format agreed at the inception phase. It must provide evidence, analysis, conclusions and recommendations, including - where necessary - annexed summaries of the evidence gathered, tables and graphics to illustrate the findings. This should be presented to the UN Trust Fund grantee organizations, selected stakeholders and the evaluation management group.

Inputs and Timing

*Contribution from the grantee organizations:* Women's Forum – Tetovo, SOS Hotline for Women and Children Victims of Violence Niksic, and Center for Girls will provide the consultant(s) with access to all the documentation required, key contacts and introductions to partners and stakeholders (and will introduce the consultant(s) when required to key partners and stakeholders). Travel (international and domestic), accommodation and allowances for the mission to project sites should be organized and managed by the contracted consultant(s). Office space, desk, access to internet and a printer will be provided by either Women's Forum – Tetovo, SOS Hotline for Women and Children Victims of Violence Niksic, or Center for Girls for the period of that mission.

*Consultants input:* **A total of 60 days (approximate, exact breakdown to be agreed in the inception phase)**
- 10 days for the inception phase
- 35 days for the data collection and drafting phase
- 15 days for the final reporting phase

The consultant is expected to cover the costs of the home-based activities within their daily rate.

To apply, applicants should provide a short proposal covering the technical and financial implications of conducting this exercise, including a suggested approach to the evaluation, proposed daily rate for the work and travel costs. All travel to and within the region is to be coordinated by the consultant, with guidance from the grantee organizations selected for evaluation (Women's Forum – Tetovo in Macedonia FYR, SOS Hotline for Women and Children Victims of Violence Niksic in Montenegro, and Center for Girls in Serbia).

This proposal must be included in the same attachment as your P11 and resume. Please note that the selected consultant may suggest that additional support is required, in the form of an assistant or data specialist, however this additional support must be organized and managed by the selected consultant within the daily rate agreed. Please provide details in your proposal when applying for the consultancy.

**Reporting**

The draft report should be shared with the UN Trust Fund Secretariat by 30 April 2020 for consultation and fact checking, and the final report to be completed by 31 May 2020.

**Required skills and experience**

Core Values:

- Respect for Diversity;
- Integrity;
- Professionalism.

**Core Competencies:**
- Awareness and Sensitivity Regarding Gender Issues;
- Accountability;
- Creative Problem Solving;
- Effective Communication;
- Inclusive Collaboration;
- Stakeholder Engagement;
- Leading by Example.

Please visit this link for more information on UN Women's Core Values and Competencies: http://www.unwomen.org/-/media/headquarters/attachments/sections/about%20us/employment/un-women-employment-values-and-competencies-definitions-en.pdf

## Required Qualifications

**Education:**
- Master's degree or equivalent in social sciences, human rights, gender/women's studies, international development, or a related field is required.

**Experience:**
- 10 years of working experience in evaluation and /or programmatic and operational performance assessments of development programmes;
- 5 years of experience and background on human rights-based approach to programming and gender equality rights and specifically on issues related to EVAW would be a distinct advantage;
- Proven experience of designing and leading or participating in gender-responsive and human rights- based evaluations utilizing participatory approaches and methodologies;
- Experience in designing, implementing or assessing EVAW awareness campaigns;
- Experience in working with NGOs, and multilateral/bilateral institutions and donor entities is an asset;
- Facilitation skills and ability to manage diversity of views in different cultural contexts;
- Ability to produce well written reports demonstrating analytical ability and communication skill;
- Ability to ensure that a high-quality product is delivered on a timely basis;
- Previous experience working in Europe and Central Asia; and
- Knowledge of any of the languages of the countries involved in this evaluation will be considered an asset.

**Language:**
Full proficiency in English (written and spoken).

**How to apply**
Applicants should provide a short proposal with a suggested approach, timeline and costs breakdown for the Cluster Evaluation, including your proposed daily rate for the work. The costs breakdown should also include all travels costs associated with completing this exercise. This proposal must be included in the same attachment as your P11 and resume. Note that all applications must include (as an attachment) the completed UN Women Personal History form (P-11) which can be downloaded from http://www.unwomen.org/about- us/employment. Kindly note that the system will only allow one attachment hence the need to add your proposal and resume

into the same document as the signed P11. Applications without the completed UN Women P-11 form will be treated as incomplete and will not be considered for further assessment. **Deadline for submission is 10 February 2020.**
Due to the large number of applications we receive, we are only able to inform the successful candidates about the outcome or status of the selection process.

**Ethical code of conduct**

It is expected that the consultant will ensure that the confidentiality and independence of judgment are maintained, and that findings and recommendations are independently presented. The consultant will operate in an impartial and unbiased manner and give a balanced presentation of strengths and weaknesses of the issues being assessed. The consultant must disclose in writing any experience, which may give rise to a potential conflict of interest, and to deal honestly in resolving any conflict of interest which may arise.

**Annexes**

**Annex A: Results Chain – Macedonia, Women's Forum – Tetovo, Empowering Survivors of Domestic Violence in the Tetovo Region**

| **Project Goal:** Women and girls at-risk of and survivors of DV in Tetovo Region have better access to support services and improved help-seeking attitudes. | | |
|---|---|---|
| **Outcome 1** Enabling environment is established for women experiencing violence to access a coordinated, multi-sectoral DV support service system response, prioritizing their protection and experiences in Tetovo by December 2020. | **Output 1.1** Community members, participating in project workshops and presentations, increase their awareness on women's rights, understanding VAW as a human rights violation, and the services and resources available to survivors. | **Activity 1.1.1** Community Workshops in 12 Rural Villages (10-12 persons) |
| | | **Activity 1.1.2** 3 youth workshops for 15 participants |
| | **Output 1.2** Service providers work together to draft, implement, and monitor a coordinated, multisectoral support service, with increased victim identification-referral, gender sensitivity, and services. | **Activity 1.2.1** Working Group of service providers, facilitated by WF, creates and monitors a coordinated support services strategy |
| | | **Activity 1.2.2** Working group representatives conduct training for 10-15 service providers from each sector on the coordinated strategy, women's rights, victim identification-referral, and gender sensitivity |
| | **Output 1.3** Public awareness increases with dialogue about domestic violence in the Tetovo Region through various media outlets. | **Activity 1.3.1** 2 Panel Discussions/Press Conferences for 10-15 persons |
| | | **Activity 1.3.2** Brochure/Poster Design and Distribution |
| | | **Activity 1.3.3** CSO Roundtable Discussion |

| | | **Activity 1.3.4** Billboard Advertisement: Design and Publishing |
|---|---|---|
| **Outcome 2** Women in the Tetovo region are empowered to demonstrate improved DV help seeking attitudes that do not tolerate VAW/G by December 2020. | **Output 2.1** DV women survivors demonstrate greater self-esteem, confidence, and personal agency, participating in personal and financial development workshops, learning personal skills in decision making, conflict management, communication, gender equality; entrepreneurial skills; vocational skills (IT, Hairdressing, or Sewing); and personal financial skills (budgeting, banking, etc.). | **Activity 2.1.1** Cycle of Financial Development, Personal Development, and Legal Literacy Workshops |
| | | **Activity 2.1.2** Developing Curriculum for Personal Development, Financial Development, and Legal Literacy Workshops with Facilitators |
| | | **Activity 2.1.3** Recruitment of DV Survivors for Cycle of Workshops |
| | **Output 2.2** Women survivors of DV gain the tools and knowledge to | **Activity 2.2.1** Group Counselling |
| | **develop and facilitate their own support group** | |
| | **Output 2.3 Women at-risk demonstrate greater help-seeking attitudes and personal agency, participating in personal and financial development workshops, where they will have learned personal skills in decision making, conflict management, and communication and gained entrepreneurial skills; vocational skills (IT, Hairdressing, or Sewing); and personal financial skills (budgeting, banking, etc.).** | **Activity 2.3.1 3 Cycles of financial development, personal development, and legal literacy workshops to 60 at-risk women (20 women/cycle)** |
| | | **Activity 2.3.2 Recruitment of at-risk women for each cycle of workshop** |
| | | **Activity 2.3.3 Check-in with facilitators about workshop curriculum for the at-risk women** |

**Annex B: Results Chain – Montenegro, SOS Hotline for Women and Children Victims of Violence Niksic, Improving Access to Life with No Violence for Women Survivors in Central and Northern Montenegro**

| **Project Goal:** Women and girls in four municipalities (Niksic, Zabljak, Savnik, Pluzine) of central and northern Montenegro feel more safe and protected from family violence by 2020. | | |
|---|---|---|
| **Outcome 1** Women and girls survivors of family violence in 4 local communities of Central and Northern regions (Niksic, Pluzine, Zabljak and Savnik) have improved access to specialized support services by 2020. | **Output 1.1** Resources of National Helpline for family violence coordinated by SOS Center have been expanded with bilingual service (Montenegro/Albanian) and responds to specific needs and provides adequate support to Roma women. | **Activity 1.1.1** Organizing trainings for work on helpline bilingual free helpline service / Montenegrin / Albanian language |
| | | **Activity 1.1.2** Launching regular work of bilingual helpline service / Montenegrin- Albanian/, 4 hours x 2 times per week |
| | | **Activity 1.2.3** Creating web presentation of bilingual free helpline service in Albanian language |
| | | **Activity 1.1.4** Creating a handbook My legal rights in Albanian language |
| | **Output 1.2** Women and girls in four communities gained information and raised awareness through regional campaign against family violence against women and girls | **Activity 1.2.1** Organizing regional competition for general public in 4 communities for the best slogan against family violence against women |
| | | **Activity 1.2.2** Lunching regional campaign in 4 communities through an opening conference |
| | | **Activity 1.2.3** Lunching regional campaign in 4 communities through an opening conference |
| | | **Activity 1.2.4** Creating promo flyers and installing 4 billboards on support services against family violence with awarded overall message against family violence |
| | **Output 1.3** SOS antenna office in Zabljak and outreach service for | **Activity 1.3.1** Launching work of SOS antenna office with regular opening |

| | better response to family violence against women and girls in 3 communities have been established. | time for hours per day and monthly supervision visit from main SOS office |
|---|---|---|
| | | **Activity 1.3.2** Organizing work of outreach service for information, referrals, advice to women and girls in 4 communities |
| | | **Activity 1.3.3** Providing outreach legal help and advice once per two months period to women and girls survivors of family violence |
| **Outcome 2** Local professionals (social workers, police officers) and other trusted locals (nurses, storekeepers, hairdressers, mailmen) in 4 local communities of central and northern regions are engaged and work to build coordinated local interventions to prevent family violence against women and girls by 2020 | **Output 2.1** Local stakeholders are better informed about available human and infrastructural resources that can serve against family violence. | **Activity 2.1.1** Organizing group /individual interviews in 4 communities to collect facts, information and picture human and infrastructure resources for work against family violence |
| | | **Activity 2.1.2** Making of situational analysis for 4 communities and plans based on identified strengths and needs in 4 communities |
| | **Output 2.2** Local trusted professionals who participated in trainings have increased knowledge and skills on ending family violence against women and girls. | **Activity 2.2.1** Conducting 8 trainings for 50 local professionals based on LAST model principles |
| | | **Activity 2.2.2** Producing and delivering 200 info packages with description of roles, information on national and local services in Montenegro, with communication guide. |
| | | **Activity 2.2.3** Organizing local informal targeted consultation half yearly for interested professionals |

**Annex C: Results Chain – Serbia, Center for Girls, Actively and Publicly Combating Discrimination -Gender-Based Violence**

| **Project Goal:** Secondary schools girls in 4 towns in Serbia are empowered to recognize the risks of and to react on GBV against girls by March 2020 | |
|---|---|
| **Outcome 1** Secondary schools girls from 4 towns in Serbia have improved confidence, attitudes, behavior | **Output 1.1** Secondary schools girls from 4 towns in Serbia who participated in workshops have improved knowledge about problem of GBV by March 2019. |

| of GBV by March 2019. | **Output 1.2**<br>Secondary school girls from 4 towns in Serbia who participated in workshops and training for peer educators have improved knowledge and skills for delivering of peer based workshops on topic of GBV by<br>March 2019 |
| --- | --- |
| | **Output 1.3**<br><br>**Secondary school girls from 4 town in Serbia who participate in workshops and training have improved knowledge and skills for delivering performance on topic of GBV by March 2019** |
| | **Output 2.1**<br><br>**Secondary school youth from 4 towns who participated in the performances are more informed of GBV by**<br>**March 2019** |
| | **Output 2.2**<br><br>**Secondary school parents, teachers and citizens in 4 towns in Serbia have improved understanding and are**<br>**more informed of GBV by March 2020.** |

**Annex D: Relevant references**

UN Trust Fund Strategic Plan (2015-2020): https://untf.unwomen.org/en/digital- library/publications/2015/09/un-trust-fund-strategic-plan-2015-2020

How to Manage Gender Responsive Evaluation. Evaluation Handbook: www.unwomen.org/en/digital- library/publications/2015/4/un-women-evaluation-handbook-how-to-manage-gender-responsive-evaluation

Norms and Standards for Evaluation: http://www.unevaluation.org/document/detail/1914

UNEG Guidance Integrating Human Rights and Gender into Evaluation: www.uneval.org/document/detail/1616

UNEG Ethical Guidelines: www.unevaluation.org/document/detail/102

UNEG Code of Conduct for Evaluation in the UN: www.unevaluation.org/document/detail/100

WHO Ethical and safety recommendations for intervention research on violence against women: https://www.who.int/reproductivehealth/publications/violence/intervention-research-vaw/en/

WHO/PATH Researching violence against women: a practical guide for researchers and activists: https://path.azureedge.net/media/documents/GBV_rvaw_complete.pdf

UNICEF's "Child and youth participation guide" (various resources): https://www.unicef.org/adolescence

Convention on the Elimination of All Forms of Discrimination against Women New York, 18 December 1979

Fourth World Conference on Women, Action for Equality, Development and Peace, Beijing September 1995 Beijing +20

Transforming our World: the 2030 Agenda for Sustainable Development (A/RES/70/1)