

CHANGING ATTITUDES AND BEHAVIOUR OF POLICE OFFICERS THROUGH IMPLEMENTATION OF NORMS FOR PROTECTION OF VICTIMS OF VIOLENCE IN TUZLA CANTON



Funded by the
European Union



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Evaluation report
UN Women, 2022



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SUMMARY

- I. The present document is the evaluation report of the project „Changing the attitudes and behaviour of police officers through the implementation of norms for the protection of victims of violence in the Tuzla Canton”, with specific focus on the impact of the COMBI Strategy implemented
- II. This evaluation was managed by the project coordinator Ms. Aida Cipurković Mustačević and the directress of the Association Vive Žene Ms. Jasna Zečević, and implemented by the external evaluator Damir Bećirević, Ph.D. in Social Sciences in the field of economics, with assistance of Vive Žene staff appointed for monitoring and evaluation: Mima Dahić and Suzdina Bijedić.
- III. The objective of this evaluation is to assess the relevance, efficiency, effectiveness, impact and sustainability of project implementation and, in particular, to document the results of the project in relation to its specific objectives and expected results as defined in the project document. Additionally, the evaluation identified good practices and lessons learned, both of which can be used when designing similar interventions in the future.
- IV. The evaluation employed a mixed methodology of quantitative and qualitative research tools to enrich the process, and provided more insightful understanding. The evaluator applied the traditional evaluation tools in this order: the desk review; semi-structured interviews, focus group discussion and final review meeting organised with „control group”.
- V. For the process of analysing and editing quantitative data, Statistical Package for the Social Sciences (SPSS) has been used and for a qualitative, ATLAS.ti is used as tool for coding and analysing transcripts, field notes, reports from focus groups and individual interviews.
- VI. Conclusions: The conclusions are divided into sections related to the evaluation criteria and the evaluation questions around project design, relevance, efficiency, effectiveness, impact, and sustainability.
- VII. Lessons learned: The evaluation also reveals some lessons learnt that could be useful for the following purposes: (a) to improve the process of design and implementing COMBI methodology; (b) to develop better implementation plans; (c) to improve monitoring and reporting; (d) for better consideration of the implications of the project in terms of Covid 19 pandemic restriction measures.



Press conference during 16 days of activism campaign. Photo: Jasmin Jatić/ Vive žene

INTRODUCTION

Violence against women is a global issue of pandemic proportions, which has an impact on all societies. It violates the rights and fundamental freedoms of victims. Such violence can have a devastating effect on the lives of victims, their families and communities. Violence against women and girls continues to be a widespread social problem in Bosnia and Herzegovina and a serious violation of fundamental human rights. This type of violence is still tolerated and considered socially acceptable behaviour, and is justified by traditional and patriarchal conceptions of the role of women in BiH society. Since norms reflect deeper social structures, and since they are held in place and reinforced by numerous social institutions, changing norms is a daunting task.

Women victims of violence do not seek or they deeply hesitate to ask for support from referral institution, especially from the police. This is because majority of victims have negative experience with reaction of police officers. Police work with victims, offenders, witnesses and various forms of evidence. Their attitude and response to all involved can have a dramatic impact on ensuing developments, including the prevention of future violent acts and the protection of victims. According to the BiH legal framework and Law on Protection from Domestic Violence specifically, police officers have a key role in fast reaction on reported cases of violence, to suppress violence in order to protect the victims, and make an official note and submit a request for protection order. Even the role and responsibilities of police are clearly defined also by the laws, research that Vive Žene conducted in 2019, has shown that in only 20% of reported domestic violence cases police officers in Tuzla canton, proposed some of the protection measures prescribed by legislation (restraining order, eviction from home, mandatory psychosocial or addiction treatment, apprehension and temporary custody etc.). In order to improve adequate police response Vive Žene started to implement the project "Changing attitudes and behaviour of police officers through implementation of the norms for the protection of women victims of violence in Tuzla canton". The

project was implemented within the regional program on ending violence against women in Western Balkans and Turkey "Implementing Norms, Changing Minds", financially supported by the European Union and implemented by UN Women in cooperation with civil society organizations.

Using a methodology called Communications for Behavioural Impact (COMBI), the main objective is to increase the rate of proposed protection measures by police officers. Through market research, community mobilization, mass media, social media and policy advocacy, project has designed interventions that address poor practice and to achieve an expected behavioural outcome.

The specific behavioural objective of the project was to increase protection measures proposition rate from current 20% to at least 35%.

Expected specific results:

- Police officers in Tuzla canton increase the number of proposed protective measures,
- Key messages reach targeted public in all municipalities in TK,
- Ministry for Internal Affairs promotes the protection of the victims and Law on Protection from Domestic Violence.

In order to provoke and conduct change and impact the police behaviour the following set of activities has been conducted:

- ▶ Signing Memorandum of Understanding with Ministry of Internal Affairs of Tuzla Canton, COMBI Plan development,
- ▶ Conducting "market" analysis for the communication keys vis-à-vis preliminary specific behavioural objective,
- ▶ Development and implementation of COMBI strategy for achieving stated behavioural objective along with a validated impact evaluation plan.

Project was realized in the period 01/04/2020 – 30/04/2021.

1. EVALUATION METHODOLOGY

The COMBI strategy was developed within the project „Changing the attitudes and behaviour of police officers through the implementation of norms for the protection of victims of violence in the Tuzla Canton“. Therefore, the evaluation is an integrated assessment of the quality of implemented project activities within the Strategy through the assessment of their relevance, usefulness / impact, efficiency, effectiveness and sustainability. All these activities are viewed in the context of achieving the general and specific goals defined by the project itself.

The evaluation was conducted by the evaluation team, in the period from March to May 2021. The obtained findings are primarily based on the analyses of available documentation, secondary data obtained from the Ministry of Internal Affairs of the Tuzla Canton, and the qualitative and quantitative analysis of primary data obtained during the survey, and semi-structured individual and group interviews, focus groups with police officers from the Tuzla Canton Ministry of the Interior and citizens.

1.1. AIM OF THE EVALUATION

The purpose of the evaluation is to assess the overall progress of the project and COMBI Strategy (Communication for behaviour impact) against their intended goals and objectives. These benefits may be helpful to organizations that work in preventing gender based violence as participants in the regional project “Ending Violence Against Women in the Western Balkans and Turkey: Implementing Norms, Changing Minds”, funded by the European Union and implemented by the United Nations Agency for Gender Equality and Women’s Empowerment (UN Women) in cooperation with civil society organizations. The aim of the evaluation is to conduct an independent and objective analysis of the Strategy in terms of evaluating its quality and relevance, i.e. the results of implementation.

In this regard, it was necessary to conduct:

- An assessment of the degree of implementation of activities envisioned by the Strategy
- An assessment of the contribution of the Strategy in achieving the general and specific objectives of the project
- An assessment of the level and quality of institutional, organisational and other capacities needed for a more efficient implementation of the Strategy
- An analysis of the accomplished results, and to offer concrete proposals that could be used in the upcoming project proposals

The evaluation of the Strategy involves the analysis of the following key aspects:

- **Relevance** – the relevance of the Strategy is being assessed and so are its interventions in terms of impact on target groups, in the target area, in addition to the extent to which the strategic goals and programme priorities are still relevant in relation to the originally defined problems. A special part refers to the assessment of the impact and experience of a positive campaign within the Strategy
- **Effectiveness** - how effective are the activities implemented within the Strategy in terms of creating the desired behavioural changes in the target group. Additionally, it refers to the comparison of what was done with what was initially planned within the Project and Strategy. Within this aspect of the evaluation, the following issues will be analysed:
 - ▶ To what extent the general and specific goals defined by the Project and the Strategy have been achieved
 - ▶ To what extent the implemented activities from the Strategy were effective in relation to the previously set general and specific objectives of the Project
- **Efficiency** - how efficiently were the resources being used in the implementation of activities in order to achieve the set

goals? The evaluation aspect related to efficiency will be considered in this analysis primarily through the assessment of efficiency according to the number of realised activities compared to the number of planned activities. Were the activities carried out in accordance with the planned dynamics?

- ▶ Has a management and supervisory function been established regarding the Strategy?
- **Usefulness / impact** - the extent to which the effects of activities within the Strategy are useful is assessed both for the target groups defined by the strategy and also for the wider community in the manner envisioned within the Project and the Strategy. Within this aspect, the analysis of the effects of the application of the brochure "Guidelines for the conduct of police officers in cases of domestic violence" as a key measure/channel in the implementation of the set goals is especially emphasised.
- **Sustainability** - how sustainable are the impact and processes, which started during the implementation of the Strategy, going to be after the implementation of the Project and Strategy. This is assessed through the evaluation of how the achieved results can be made lasting in terms of targeted changes and interests of the wider community. In addition, it is important to assess the extent to which existing institutional capacities are adequate for the sustainability of the results achieved.

The evaluation of the Strategy is designed partly in the form of a formative evaluation in relation to the assessment of relevance, effectiveness and efficiency, and summative evaluation in the part referring to usefulness / impact, sustainability and recommendations.

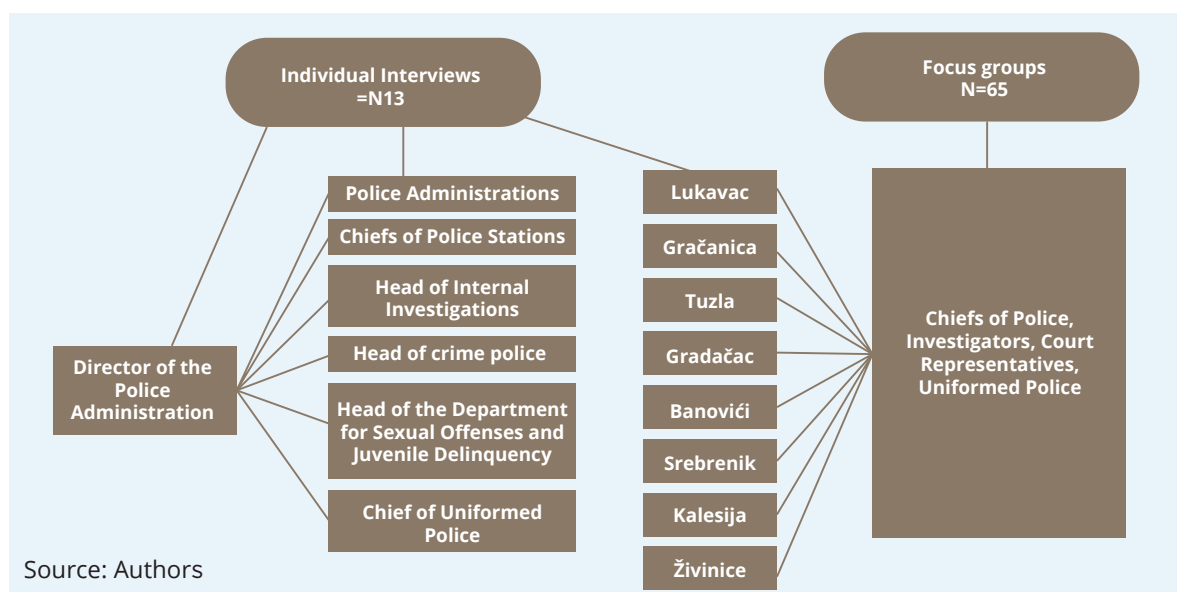
1.2. METHODOLOGY

The evaluation of the Strategy represents an independent and objective assessment and analysis of the achieved results in accordance with the previously set general and specific goals. While conducting an independent and participatory evaluation of the Strategy, it was necessary to involve various interested parties in the process, to participate in data collection, data analysis, and, finally, in formulating conclusions and making appropriate recommendations. The evaluation is based on the analysis of primary and secondary data.

1.2.1. EVALUATION PARTICIPANTS - SAMPLE

During the institution sample selection, we used the strategy of selecting police officers in order to obtain maximum information while meeting the set goals. Based on the analysis of collected documents on the existing organisation of the Ministry of Interior, we identified 13 heads of service for individual interviews, and focus group participants including 65 shift leaders, investigators, court representatives and uniformed police officers (Figure 1).

Figure 1
Sample structure while conducting semi-structured individual interviews and focus groups



The procedure for getting consent was based on sending a letter of intent sent directly to the Director of the Police Administration of the Tuzla Canton Ministry of the Interior, who gave consent and suggested persons who would participate in interviews and focus groups. The consent was obtained in June 2020 during the process of conducting a market analysis. Most of the respondents, who participated in procuring data for the purposes of this evaluation, were included in both the individual interviews and focus group and in the market analysis in July and August 2020.

Furthermore, the same respondents were also administered two questionnaires created for police officers in order to collect samples. A total of 78 police officers answered questionnaire 1, and 72 police officers answered questionnaire 2.

The control group within the revision of the Strategy included 21 police officers who participated in a group discussion (focus groups) and who were surveyed by using identical questionnaires given to the target group.

The sample related to citizens involved 789 respondents in the first round of the survey and 326 respondents in the second round of the survey.

1.2.2. DATA COLLECTION

The approach used in developing evaluation questions is based on an experimental design that includes a treatment group (project participants) and a non-intervention group (control group).

In addition, a before-and-after design was used to measure attitude change in the general population (citizens).

In accordance with the two mentioned designs of this evaluation, it was necessary to collect quality and relevant data so that all planned analyses could be conducted in a transparent and methodologically sound manner. Secondary and primary data were used in the analysis. During the process of secondary data collection and analysis, available documentation and published reports were used (desk research method), while primary data were collected through focus groups, group discussions and the use of specially-developed

measuring instruments, survey questionnaires, and semi-structured survey questionnaires designed for key target group interviews, encompassed by this Project and Strategy. Semi-structured interviews are based on the use of guidelines, i.e. a written list of questions. The interview guidelines are a set of clear instructions regarding the set main goal. The purpose of this type of interview was to get as complete and detailed an understanding of the set evaluation as possible. The guidelines were flexible enough and allowed the interviewer and the interviewee to freely follow new ideas and deepen them. In order to ensure the most uniform way of collecting data, we established an interview procedure that included first contact procedures, interview settings, flexibility, and adherence to ethical principles. All the questions were the same for all police officers. The interviews were conducted on the premises of the police administrations and stations where the interviewees work. Each interview lasted 60 minutes. Also, in leading the focus groups, unique starting topics were used in accordance with the previously set goals of the evaluation. Representatives of the Tuzla Canton Ministry of the Interior did not consent to audio recording the interviews and focus groups, but allowed for written records to be kept.

Secondary data collection (Desk Research method) included the following tools / methods:

- Review of available documentation related to the implementation of the Strategy (Project, Strategy, operational plans and reports, statistical bases and records, etc.)
- Statistical reports and documentation from the Police Administration and the Tuzla Canton Ministry of the Interior regarding cases of reported domestic violence, and the quantity and type of proposed measures
- Table for analysis of implemented activities within the Strategy, which includes preparation of data for tabular overview of the implementation of the Strategy with basic information: planned / implemented activities and achieved results

Primary data collection refers to qualitative and quantitative data. When it comes to collecting qualitative data, the following are used:

- Semi-structured in-depth individual interviews and focus groups
- Three original survey questionnaires were

developed. Two questionnaires were intended to analyse the attitudes and opinions of police officers, while a special questionnaire was designed for the general population, in this case it was a repeated survey, to be conducted before and after the implementation of the Strategy with the aim to analyse the impact of the Strategy on the general population. Questionnaire 1 for police officers was created with “yes” and “no” questions, while Questionnaire 2 referred to the attitudes of respondents using a five-point Likert scale (from 1 “strongly disagree” to 5 “strongly agree”). This questionnaire contained 16 questions, and the calculation of Cronbach’s Alpha (0.908) determined the high internal consistency of this measuring instrument. The questionnaire intended for the citizens was created with questions of the “yes” and “no” type.

The process of collecting primary data was taking place at the time of the second wave of Covid-19 infections in the Tuzla Canton area, which extremely complicated the conditions of the process itself. This was primarily related to movement restrictions and stay-at-home orders, which logistically made it very difficult to organise focus groups and conduct surveys. Additionally, there were also problems with obtaining secondary data from the Tuzla Canton Ministry of the Interior. This process required lengthy written correspondence, and the received data structure did not correspond to the required one in full.

1.3. ANALYSIS OF COLLECTED DATA

Data collected by reviewing the documentation, through the organisation of focus groups, group discussions, questionnaires and interviews were analysed in relation to the previously set key aspects of the evaluation of the Strategy and starting from the set general and specific objectives of the Project using indicators, i.e. specific results defined within the framework of the Project itself.

Data analysis was performed using qualitative and quantitative scientific methodology. When it comes to quantitative data, a descriptive statistical analysis of respondents’ answers obtained through surveys was conducted. In order to compare the responses from the

population before and after the implementation of the strategy, a T-test of independent samples was used. Data processing was performed using SPSS software.

The obtained material is mostly of a qualitative nature due to our belief that a qualitative approach to the topic „Changing the attitudes and behaviour of police officers through the implementation of norms for the protection of victims of violence in the Tuzla Canton” can give a more detailed insight into effected changes in personal contacts with police officers.

In the analysis, we adhered to the research method of Grounded Theory (Glaser and Strauss, 1967), in which we went from the specific to the more general, i.e. we used an inductive approach in an effort to develop a theory from the obtained data. Data acquired by the technique of using semi-structured interviews and focus groups with guidelines were processed in the Atlas.ti computer programme for qualitative analysis (version 6.2.18). In accordance with the requirements of the Atlas.ti programme, we prepared the gained material technically. The preparation process involved transcribing the material and storing it in the .rtf format. Three hermeneutic units (HUs) were formed: Director General of the Police heads of departments and police administrations (HU1), shift leaders, investigators, legal representatives in court (HU2) and uniformed police (HU3).

The collected transcripts were the basis for qualitative analysis through coding. Coding is an analytical process in which data are synthesised, conceptualised, and integrated to form a theory. Coding aims to form concepts and categories, as well as to establish a conceptual order between them. In the coding process, we followed the method of consensual qualitative research (CQR) (Hill et al., 1997).

We first created a list of deductive codes for all three sample groups as is the norm for semi-structured interviews. We used the same code for the same questions in different sample groups, because we wanted to be able to compare the answers to the same questions.

We based our code analysis on our knowledge of the individual code, which we came to by analysing the code one by one. We had previously defined the codes in relation to the saturation with citations for the first-, second-, and third-level codes and defined their interrelationship.

2. EVALUATION FINDINGS

The evaluation of the Strategy refers primarily to the evaluation of the success of the conducted campaign "If you hear, see or know - React!" The campaign itself is the core of the Strategy and is the result of all previous activities defined within the project.

Taking into account all the specifics of the Strategy, the target population, and the set goals, the evaluation is based primarily on the qualitative and quantitative analysis of the obtained data.

The analysis of both primary and secondary data was conducted in relation to the five previously mentioned key aspects, i.e. evaluation criteria: relevance, effectiveness, efficiency, usefulness / impact and sustainability. The manner of data collection, the instruments and methods used in the process of collecting primary and secondary data are described in the methodology section of this report. In the following section, the basic findings of the evaluation of the Strategy are presented separately for each of the previously defined key criteria, i.e. aspects of the evaluation. Additionally, within this section, the following are distinguished: analysis of research results related to the change of attitudes of the general population-citizens, analysis of data obtained by the control group as part of the revision of the Strategy, as well as a special section dedicated to analysing the impact of the Covid-19 pandemic on police work related to domestic violence cases.

2.1. RELEVANCE

Analysis of the relevance of the Strategy refers to the relevance in terms of impact on the target groups, in the target area, as well as the extent to which the strategic goals and programme results and priorities are still relevant in relation to the originally defined problems. In addition, within this aspect of the evaluation, we analysed the support of all relevant actors in the implementation of the Strategy. As part of the analysis of the relevance of the Strategy, an assessment of the impact and experience of a positively-oriented campaign within the Strategy was given.

The actions of responsible agents of protection in cases of domestic violence are defined by

the Law on Protection from Domestic Violence of the Federation of Bosnia and Herzegovina. The police are part of the formal system responsible for investigating and prosecuting cases of violence, and police officers are the most important and often the first contact for victims as they seek protection and assistance. According to the Law on Protection from Domestic Violence of the Federation of Bosnia and Herzegovina, the police administration or station is obliged to send a police officer to the scene of reported domestic violence. This police officer is obliged to protect the victim of violence, immediately take all measures to prevent violence, and then determine the facts related to the case and to make a report about it (Article 16, paragraph 2 of the Law). The police have a duty to request that a protective measure be imposed, and this should ensure that any case of domestic violence that poses a danger is recorded in court within 12 hours. Although the law clearly and precisely prescribes the proposal of protective measures in cases of domestic violence, the situation in practice and in the field do not demonstrate that this part of the law is being unconditionally implemented. According to the data collected during the preparation of the project (2019) Vive Žene received data from the Tuzla Canton Ministry of the Interior that, during 2018 and the first six months of 2019, there were 465 reports of domestic violence, and only 92 requests for protective measures were submitted to municipal courts. That is only 19.8%. This indicator shows that police officers do not consistently implement the Law in all cases of reporting domestic violence, and only the implementation of the Law provides greater protection for women and children who are victims of domestic violence.

The fact that the number of proposed protective measures still does not correspond 100% to the number of cases of domestic violence, if clear legal procedures are to be followed, then it should be said that the problem of proposing protective measures is still relevant, especially in the broader context of combating domestic violence as a problem of today's society.

When it comes to the support of competent institutions, primarily the Police Administration of the Tuzla Canton Ministry of the Interior,

the first step in the implementation of this project was the signing of the Protocol on Cooperation with the Police Administration of the Ministry of Interior of the Tuzla Canton which ensured their support and voluntary participation in all segments of the Project, and thus all segments of the implementation of the Strategy. Additionally, during the preparation and implementation of the Strategy, several meetings were held with representatives of the Police Administration, that, it can be said, had a visible impact on the structures of the Police Administration of the Ministry with regard to understanding the importance of the problem of not proposing protective measures in cases of domestic violence. This, in turn, had the

effect that the participation in the campaign itself, as well as further support from the Police Administration, was at the expected level. The results of the survey of police officers regarding their position on the role of the Police Administration and promoting the police as part of the Strategy are shown in Table 1. 75.8% of respondents agree that the support of the Police Administration is important for the campaign, and as many as 86.1% of them agree with the statement that the Police Administration, by taking an active role in the campaign, gave an incentive to police officers to approach the problem of domestic violence with more attention.

Table 1
Attitudes of respondents about the role of the Police Administration of the Tuzla Canton Ministry of Interior and police promotion through the Strategy

Statement	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Mean value
The Police Administration of the Tuzla Canton Ministry of the Interior gave greater importance to the protection of victims from domestic violence through active participation in the campaign.	0%	0%	12,5%	31,9%	55,6%	4,43
The Police Administration of the Tuzla Canton Ministry of the Interior encouraged police officers to approach the problem of domestic violence with more attention, by taking an an active role in the campaign.	0%	2,8%	11,1%	38,9%	47,2%	4,31
It is important that the campaign is supported by all superiors within the Police Administration of the Tuzla Canton Ministry of the Interior.	0%	1,4%	2,8%	25,0%	70,8%	4,65
The campaign promotes the police as an important agent of protection for victims of domestic violence.	0%	0%	1,4%	26,4%	72,2%	4,71

What is extremely important in terms of evaluating the relevance of the campaign itself is the finding from this survey that 98.6% of respondents agree that the campaign itself promotes the police as an important agent of protection of victims of domestic violence.

Based on the above, we can draw several conclusions regarding the evaluation of the

Strategy from the aspect of its relevance:

- Strict observance of the Law on Protection from Domestic Violence, especially concerning proposing protective measures, is very important in the fight against this social problem. Earlier data show that there was no consistency, and that this issue is certainly very relevant in the context of protection from domestic violence;

- This evaluation indicates significant improvements when it comes to proposing protective measures, but until this happens in 100% of the cases, this problem remains open and significant;
- The Police Administration of the Tuzla Canton Ministry of the Interior provided the support defined through the signing of the Protocol on Cooperation;
- Police officers believe that the campaign promotes the police as an important agent in the process of protecting victims of domestic violence.

2.2. EFFECTIVENESS

As part of the analysis of the effectiveness of the Strategy, we observed how the implemented activities, planned and executed through the Strategy, were effective in terms of the desired change in behaviour of the target group. The basis of the analysis of the Strategy effectiveness is the focus on the extent to which the general and specific goals (specific results defined by the Project) have been achieved, whereby the Strategy represents the backbone of the entire project. It strives to show whether the implemented activities listed in the Strategy have been effective in relation to the set general and specific objectives of the project.

What should have been the basic effect of all activities executed within the Strategy is related to the achievement of the set specific goal of the Project and the Strategy, which reads:

That 100% of police officers in charge of working on cases of domestic violence in at least 70% of cases do not use methods of arbitration, mediation and counselling of victims and perpetrators of violence, and that they act legally and professionally instead, submitting requests for protective measures to the court when they document the elements of the crime, which, in addition to physical violence, include emotional, psychological, economic and sexual violence, 12 hours after the report of violence at the latest, which will increase the protection of victims by at least 50% of cases, compared to data and indicators collected in 2018 - 2019.

This goal is connected to the specific result of the Project (SR 1) which refers to the increase in the number of proposed protective measures by police officers in the Tuzla Canton, and the indicator of measuring the results is the percentage of submitted requests in relation to the total reported cases with proven elements of domestic violence.

Table 2

Relation between the number of reports of domestic violence and requests for the imposition of protective measures

	2018, I-VI 2019	2020	I-III 2021*
Reports of domestic violence	465	215	54
Requests	92	85	32
Proposed protective measures	-	143	60
Requests against reports (%)	19,8%	39,5%	59,3%

Source: Authors and Report form the Ministry of the Interior of Tuzla Canton

*At the time of finalization of this report (March 2022), the most recent data from the Mol came through to show that during the entire year of 2021, police registered a total of 236 reports on domestic violence. Out of this number, in 88 cases victims evoked Article 97 of the Law on Criminal Procedure of FBiH (declining to testify). In response to the remaining 148 reported cases of domestic violence, a total of 138 requests for protective measures were filed, demonstrating a rate of 93% of requests against reports.

According to the information based on which the specific goal of the Strategy and the Project was set, and on the basis of the memo from the Police Administration of the Tuzla Canton Ministry of the Interior, Table 2 presents data on

the number of reports of domestic violence, the number of requests for protective measures, and the number of measures proposed. Considering that it is possible to impose several measures per one reported case of domestic

violence, the number of requests and the number of proposed protective measures are not equal.

The data in the table clearly indicate the trend of positive changes if we observe 2018-2019 as a starting point. After the beginning of the implementation of most of the activities envisioned by the Strategy (November 2020), already in 2020 there was an increase in the percentage of requests for the imposition of protective measures in relation to the number of reports from 19.8% to 39.5%. We see that in the period when the results of these activities are anticipated, i.e. the first quarter of 2021,

there were significant positive changes, and the percentage of requests for protective measures in relation to the number of applications in this period was as high as 59.3%.

- ▶ **Thus, statistics clearly show that there has been a significant increase in the percentage of requests for protective measures in relation to the number of reports where elements of domestic violence were identified, wherein the minimum 50% increase in victim protection defined in the specific goal was significantly exceeded.**

Table 3
Respondents' attitudes about the impact of the entire campaign on proposing protective measures

Statement	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Mean value
The campaign contributed to an increase in the number of requests for protective measures in cases of domestic violence.	0%	7%	11,0%	41,7%	40,3%	4,15
The campaign increased the awareness of police officers that protective measures are the best way to prevent domestic violence.	1,4%	4,2%	13,9%	45,8%	34,7%	4,08
Thanks to the campaign, police officers are more determined to request protective measures to be issued.	0%	5,6%	9,7%	51,4%	33,3%	4,13
The campaign messages convinced police officers to protect families from violence by proposing protective measures.	0%	6,9%	16,7%	47,2%	29,2%	3,99

Source: Authors

A survey of 72 police officers found that 82% of police officers felt that the campaign had contributed to an increase in the number of proposed protective measures in cases of domestic violence (Table 3). As many as 84.7% of respondents believe that owing to the campaign, police officers are more decisive when it comes to proposing protective measures. The most significant progress,

taking into account the previous attitudes of police officers, in our opinion, has been made in terms of the impact the campaign had on seeing protective measures as the best way to protect families from violence. Now 76.4% of respondents agree with the statement "that by requesting protective measures to be issued they protect the family from violence".



Top to bottom: Mural painted in Tuzla during the campaign to encourage people to report violence. Photo: Jasmin Jatić/ Vive žene; Promotional material distributed during workshops with police. Photo: Jasmin Jatić/ Vive žene

Table 4
Police officers' level of familiarity with the campaign

	Yes	No
Are you familiar with the campaign conducted by the citizen association Vive Žene within the project "Prevention and stopping domestic violence in the Tuzla Canton?"	100%	0%
Are you familiar with the campaign slogans?	100%	0%

Source: Authors

Starting from the specific result of the Project (SR 2) "Broadcast key messages reach the target public in all municipalities", we conducted an analysis of communication channels and their reach toward the target group. Activities within the Strategy refer to an integrated marketing campaign that involved the simultaneous use of different communication channels. The results of the survey, which included 77 police officers, show that the level of familiarity with the campaign, i.e. the campaign slogans, is 100% (Table 4).

Figure 2 shows that the campaign was visible through all communication channels used. Respondents marked billboards, posters and LED displays as the communication channel which familiarised them with the campaign the most. Also, this communication channel

was the most liked within the campaign itself (Figure 3).

This was somewhat expected, given that the campaign was based on the visibility of police officers and representing them in a positive light, and the billboards and posters, which were distributed in each municipality of the Tuzla Canton, were actually depicting real police officers.

As many as 94.7% of respondents said that the campaign had a positive impact on their awareness of the problem of domestic violence. Therefore, considering the specific result of the project (SR 2), we can state that key messages broadcast through various communication channels reached the target population.

Figure 2
Communication channels through which police officers were informed about the campaign

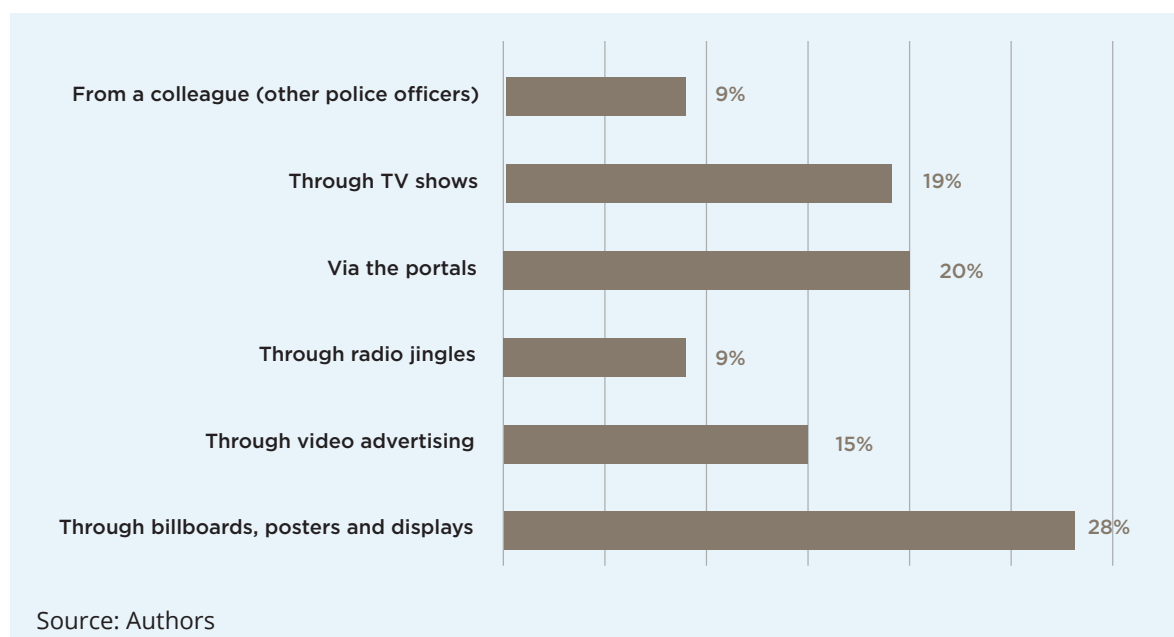
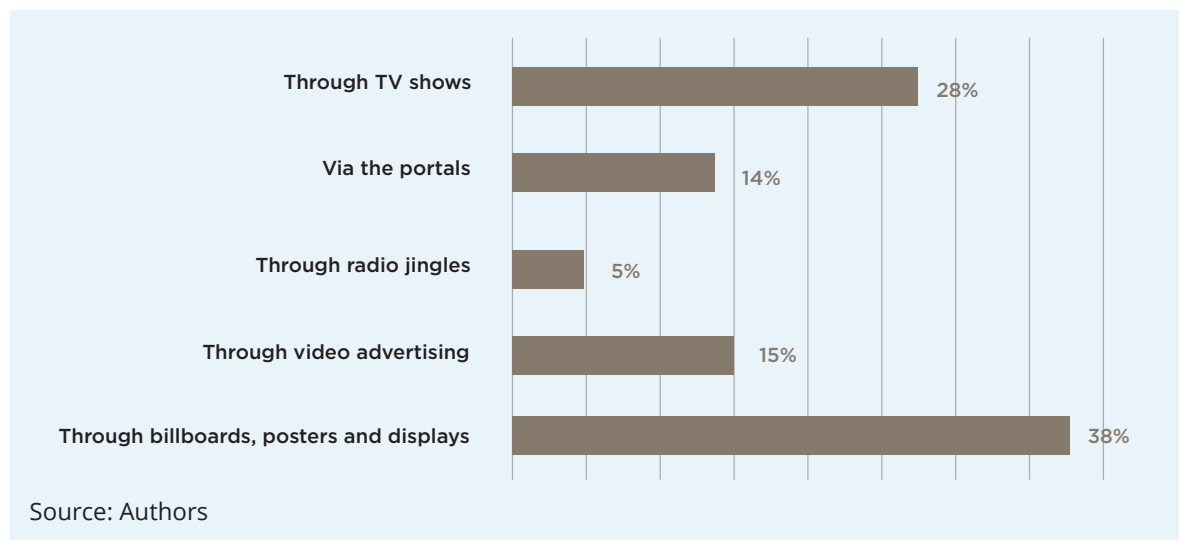


Figure 3
Communication channels that police officers liked the most



In terms of effectiveness, we additionally observed the effects of the Strategy on the work of the police, but also on the perpetrators of violence.

Table 5 shows the additional effects of the Strategy on the work of the police in general, isolated on the basis of semi-structured in-depth interviews and conducted focus groups. It should be noted here that three effects can be observed that are directly related to the work of the police:

- The first refers to the fact that the campaign contributed to raising awareness about the importance of proposing protective measures when it comes to domestic violence, which is confirmed by the results of the survey shown in Table 3, where 79.5% of respondents have the same opinion.
- The second effect refers to a change in the attitude and behaviour of police officers. It should be emphasised here that a special effect was achieved within the police structures of the Tuzla Canton Ministry of the Interior, which is reflected in the launch of internal educational and inspection supervision, which significantly influenced a more serious approach to the problem of (not) requesting protective measures to be issued in cases of domestic violence. As many as 84.7% of the surveyed police officers stated that it was important for them that the Police Administration of the Tuzla Canton Ministry of the Interior initiated internal control regarding the submission of requests for the imposition of protective measures and the conduct of police officers in cases of domestic violence.
- The launch of internal educational and inspection supervision. Throughout the campaign, various activities were carried out, with the aim of changing the attitudes and behaviour of police stations through the implementation of norms for the protection of female victims of violence in the Tuzla Canton, which significantly affected the Tuzla Canton Ministry of the Interior, which launched internal inspections and oversight regarding procedures in domestic violence cases.

Table 5

Basic effects of the Strategy selected on the basis of semi-structured interviews and focus groups

Effects	Statements
Raising awareness within the police force about the importance of proposing protective measures in cases of domestic violence	<p><i>"The police were familiar with the subject, but with the accompanying materials, more attention is being paid to the issue."</i></p> <p><i>"There are other crimes in focus, but this has brought this crime closer to them."</i></p> <p><i>"The very promotion of that problem increases its importance because it draws attention to it."</i></p> <p><i>"Campaigns like this make sense; they raise awareness of this issue."</i></p> <p><i>"The campaign has opened everyone's eyes and it really has an effect."</i></p> <p><i>"Now, there is progress."</i></p> <p><i>"We investigate other types of crime: drugs, smuggling, but never domestic violence, why not do the same?"</i></p> <p><i>"The difference is that now the police are more efficient... in general, there is some progress with the imposition of protective measures, it is being taken more seriously."</i></p> <p><i>"Yes, we approach the problem more seriously. A little bit has changed. The work needed to be a little more up-to-date before, now there is progress."</i></p>
Changing attitudes and conduct of police officers	<p><i>"There is a change of attitude among police officers in 98% of cases."</i></p> <p><i>"Yes in every case, good communication contributes to it, surely the police officers changed their behaviour or thought about their actions."</i></p> <p><i>"The campaign has effected a change in behaviour and responsibility, to see things differently, and we do not give anyone leeway to act differently from what is legally prescribed."</i></p> <p><i>"We have been instructed that we must propose a protective measure; there is to be no report without a protective measure."</i></p> <p><i>"It's hard to say that officers working on domestic violence cases have perfected their technique, but it has contributed a lot to their understanding and approach to domestic violence."</i></p> <p><i>"I know of a colleague who worked the night shift, and there was a case of domestic violence, and she said 'Normally I wouldn't go, but I saw it [the campaign] on TV.'"</i></p> <p><i>"If the victim is not ready to make a statement, but all the elements indicate that it is a crime, the conditions for a protective measure are automatically met - you do not need a statement, she will tell the prosecution that she wants to give up, if she wants to."</i></p> <p><i>"A police officer has to inform the victim about Article 97, and whether they want to use it or not, the officer needs to forward with proposing a protective measure."</i></p> <p><i>"I think the problem is that a lot of police officers confuse domestic violence with disturbing the peace. I was here for education and I was the initiator. When I tell my colleagues 'This is domestic violence, and not disturbing the peace,' my colleagues can't really understand. I'm the younger one here, but in the end they accept it. "</i></p> <p><i>"I notice that we used to give less importance to domestic violence and protective measures, but I hear from colleagues that we need to listen to the victims better and help them."</i></p>

Launching internal education and inspection supervision

"It certainly had its significance, as soon as it was launched we ordered an inspection and oversight and we saw that there were quite a few deviations, and now when I see the numbers I see that it was nearly 100% successful."

"Immediately after your meeting with the director, an inspection was made and it yielded results."

"Yes, executives have been informed and they will monitor it in addition to the supervisory inspection that happens every 6 months."

"I think that monitoring and analysis are very important for the work and I am satisfied with the quality of the monitoring of police officers in domestic violence cases so far."

"It's good to have a check, we need to find a way to encourage the officer to do their job, if there were obstacles."

"I think this is the first time this issue was being controlled."

"Every control is good. Where there is no control, there is no work. Let it be controlled, I support that. Controls should not be about intimidation; they should be more about coordination and education."

"Inspections have been carried out, after we finish the report on them, we will try to eliminate all the found defects and shortcomings in the coming period."

"To me, this model is good and we will continue using it internally."

Source: Authors

The interviewees believe that removing the perpetrator of violence from the residence can have the greatest effect on them. They believe that these measures significantly affect changes in the behaviour of the perpetrators themselves. During the interview, they stated the following:

"When the perpetrator sees that one person has been removed from their residence, then he will wonder if he will also be on the receiving end of such a measure for his actions!"

"Violent people, when they face their first protective measure, especially due to stalking, they change, start behaving differently, they avoid conflicts ... citizens are much more informed."

"I had a case of a man who sobbed at the station; he was drunk and a bit violent. I talked to him all night, he regrets it, and he cried all night."

The specific result of the Project (SR3) implies that the Tuzla Canton Ministry of the Interior is the initiator of the protection of victims of domestic violence. One of the indicators of having achieved this specific result was posting the Law on Protection from Domestic Violence on the official website of the Tuzla Canton Ministry of the Interior, which was done, and the results of our research showed that 96% of surveyed police officers support it. Another indicator of having achieved this

specific goal is the improvement of the system of reporting, reacting to and monitoring cases of domestic violence in the Tuzla Canton. It is difficult to expect that this system has been significantly improved in such a short time, but it is important that the advocacy and activity of the Project team influenced the launch of the internal control system within the Tuzla Canton police force. Furthermore, the internal control system has an educational part to it concerning cases of domestic violence, and how to act and propose protective measures for victims of domestic violence.

A story from one of the participants in our focus groups can serve as a good illustration of the effects of the campaign on changing the behaviour of police officers:

"After the first lecture, I had a case of domestic violence in a family where violence used to happen often. The perpetrator started with the usual spiel, in the sense of what can you do to me, this is my house. We conveyed this to the shift leader, let them make an official report, and we detained this person. He protested: 'What can you do to me, this is my house.' However, after bringing him to the station, it was a different story. He said, 'I didn't know this was going to happen.' There was only mediation before in those cases, but now a measure was imposed immediately, and the case did not come up again."

Based on the above, we can draw several conclusions regarding the evaluation of the Strategy from the aspect of its effectiveness:

- The set specific goal concerning the increase in the percentage of proposed protective measures in relation to reports of domestic violence by 50% compared to the previous period has been achieved and exceeded, according to the data submitted by the Tuzla Canton Ministry of the Interior;
- Key messages were broadcast and reached the target population;
- There has been raise of awareness within the police when it comes to protective measures that are being proposed in cases of domestic violence;
- There has been a noticeable change in the attitude and behaviour of police officers when it comes to proposing protective measures;
- The Law on Protection from Domestic Violence has been posted on the website of the Tuzla Canton Ministry of the Interior;
- Internal educational and inspection supervision was launched by the Tuzla Canton Ministry of the Interior.

2.3. EFFICACY

Through the aspect or criterion of evaluation, efficacy is assessed based on how efficiently the resources were used in the implementation of activities in order to achieve the set goals. This aspect of the evaluation of the Strategy was considered primarily through the assessment

of efficiency according to the criterion of the number of implemented activities compared to the number of planned activities. The evaluation of the efficiency aspect of the Strategy in this case does not include the analysis of the efficiency of the use of financial resources. The reason for this is that the efficiency of the use of funds is evaluated through quarterly reports on the implementation of the Project and the use of funds which are regularly sent to donors. The Strategy itself was developed on the basis of previously set key communication goals that are the result of the conducted market analysis. All planned activities within the Strategy, i.e. the campaign are aimed at achieving communication goals, and we observed their efficiency in relation to the communication goal indicators.

Appendix 3 provides a table of planned activities within the strategy, and their implementation. The operational plan of activities included preparatory activities, administrative mobilisation, community mobilisation, communication plan and plan of advertising, promotion and stimulation, personal sales and operationalisation of activities. It is evident that the planned activities have been realised almost completely, and the mobilisation of all interested parties and the Police Administration of the Tuzla Canton Ministry of the Interior in particular is especially pleasing.

Below is an overview of the publication of various media content through traditional and digital media, as well as their reach.

Table 7
Published texts and media which published them

Published texts	Media/web pages
Vive Žene sign a contract / agreement on cooperation with the Tuzla Canton Ministry of the Interior and RTVTK (November 23, 2020)	RTV TK, muprk.ba, vivezene.ba, reaguj-vivezene.ba, facebook vivezene
Vive Žene announce a big campaign: "If you hear, see or know - REACT!" (November 26, 2020)	Klix, RTV Lukavac, RTV7, aktuelno.ba, tuzlarije, startbih, BHRT, SAHAR TV, Nezavisne novine, nkp, RTV Slon, RTV TK, Faktor.ba, Fena, Oslobođenje, Tuzla.info, Tuzlanski.ba, Tip.ba, muprk.ba, vivezene.ba, reaguj-vivezene.ba, facebook vivezene
Visit the website vivezene-reaguj.ba (December 17, 2020)	Tip.ba, aktuelno.ba, rtv7, tuzlarije, tuzlainfo.ba, dobarportal.net, portal-udar.net, startbih.ba, fena, muprk.ba, vivezene.ba, reaguj-vivezene.ba, facebook vivezene

Announcement of "door-to-door" activities - a meeting of police and students was held (December 22, 2020)	Catbih.ba, tuzlainfo.ba, mupkt.ba, vivezene.ba, reaguj-vivezene.ba, facebook vivezene
Meeting with students as part of the campaign: "If you hear, see or know - React!" (January 27, 2021)	Tuzlarije, RTV Lukavac, Radio Srebrenik, RTV Slon, tip.ba, RTV Glas Drine, tuzlainfo.ba, aktuelno.ba, volimtuzlu.ba, vivezene.ba, reaguj-vivezene.ba,
Vive Žene and the Tuzla Canton Ministry of the Interior in a joint mission for the prevention of domestic violence - handover of materials (February 2, 2021)	RTV TK; RTV SLON; RTV7; Federalna TV; Sahar TV; Tuzlarije, RTV Glas Drine, tip.ba, tuzlanski.ba, tuzlainfo.ba, aktuelno.ba, boljatuzla.ba, vivezene.ba, mupkt.ba, vivezene-reaguj.ba and facebook vivezene
Vive Žene: Domestic violence is not a private matter but a social problem (February 13, 2021)	RTV TK, Tuzlarije, tuzlanski.ba, tuzlainfo.ba, aktuelno.ba, vivezene.ba, volimtuzlu.ba, ntv.ba, RTV Lukavac.ba, RTV Slon, Radio Srebrenik, mupkt.ba, vivezene-reaguj.ba and facebook vivezene
Police and students discuss the problem of domestic violence with citizens (February 25, 2021)	vivezene.ba, mupkt.ba, vivezene-reaguj.ba and facebook vivezene
Increased number of imposed protective measures in domestic violence cases in the Tuzla Canton area (March 20, 2021)	Tuzlainfo.ba, RTV TK, tip.ba, Federalna, sourse.ba, RTV7, tuzlarije, RTV Lukavac, vivezene.ba, mupkt.ba, vivezene-reaguj.ba and facebook vivezene
Campaign "If you hear, see or know - React! Call 122" is over (May 07, 2021)	Tuzlarije, Tip.ba, RTV Slon, RTV TK, vivezene.ba, mupkt.ba, vivezene-reaguj.ba and facebook vivezene

Source: Authors

The presented Table 7 shows that in the period from November 2020, when the campaign "If you hear, see or know - React!" started, until the end of April 2021, when it was officially completed, 10 text-based press releases with photographs were published in the media, which is an average of two texts per month. The publishing media were mostly from the Tuzla Canton (80% of cases), while about 20% were the media which cover the area of the

Federation of Bosnia and Herzegovina and the whole of Bosnia and Herzegovina. All the texts were also published on the official websites of the project, the Tuzla Canton Ministry of the Interior and Vive Žene, as well as on the Vive Žene Facebook page. A total of 33 different media, including web portals, newspapers, radios, TV stations, transmitted information related to the activities within the Strategy.

Table 8
Media partners

Published texts	Media/web pages
Glas Drine	Radio Glas Drine broadcasts its programme 24 hours a day, on five FM frequencies, and covers the entire area of the North-eastern Bosnia and Herzegovina, and is also listened to in parts of Serbia and Croatia. FM frequencies: 88.80 MHz, Zvornik 104.20 MHz, Kalesija 99.60 MHz, Teočak 106.40 MHz and Čelić 103.80 MHz.
NEON Televizija	It covers Kalesija and Živinice.
Radio Srebrenik	Today, with its signal, in accordance with the rules of the CRA, it covers the Tuzla and Doboj regions, as well as the Brčko region. Radio Srebrenik broadcasts 24 hours a day on the following frequencies: 90.8 Mhz for the municipalities of Srebrenik, Gradačac, Gračanica, Zavidovići, Tešanj, and parts of Kakanj and Zenica, and 103 Mhz for Tuzla, Živinice, Kalesija, Kladanj, Banovići and Lukavac.
Radio Gradačac	Radio Gradačac covers the area of Posavina, the Zenica-Doboj Canton and Brčko District. There are about 138,619 potential listeners.
Radio Gračanica	In addition to Gračanica, it also covers the Zenica-Doboj Canton and the Posavina Canton. The potential number of listeners is 216,054.

RTV Lukavac	The television network is available on cable. The programme of Radio Lukavac is broadcast on the frequency 96.7 MHz between 6AM and 10PM. The programme is available in the Tuzla Canton (Lukavac, Tuzla, Banovići, Gračanica, Srebrenik, Kalesija), the Zenica-Doboj Canton (Zavidovići, Žepče, part of Zenica), as well as in Republika Srpska (Doboj) and the Brčko District.
RTV TK	RTV TK repeaters and transmitters cover the entire area of North-eastern Bosnia, eastern Croatia and western Serbia. It has an IPTV service, so it is also included in the networks of cable operators in Bosnia and Herzegovina and neighbouring countries.
RTV 7	Radio 7 Tuzla, with its terrestrial transmitter installed on Ilinčica in Tuzla and Gračanica, covers the area of TK. Television 7 broadcasts its programme via other electronic communications networks.
RTV Slon	TV Slon extra programme broadcasts on 54 channels of the UHF area via three terrestrial transmitters. Precisely this arrangement of transmitters enables, according to the CRA measurements, the coverage of a population of 264,587 inhabitants who have the ability to watch at full signal, while this number is significantly higher when it comes to standard-definition television. The Radio Slon programme is broadcast on the 89 MHz frequency. The signal coverage zone includes municipalities and cities: Tuzla, Živinice, Lukavac, Banovići, Kalesija, Srebrenik, Doboj, Gračanica. Coverage of approximately 500,000 inhabitants.

Source: Authors

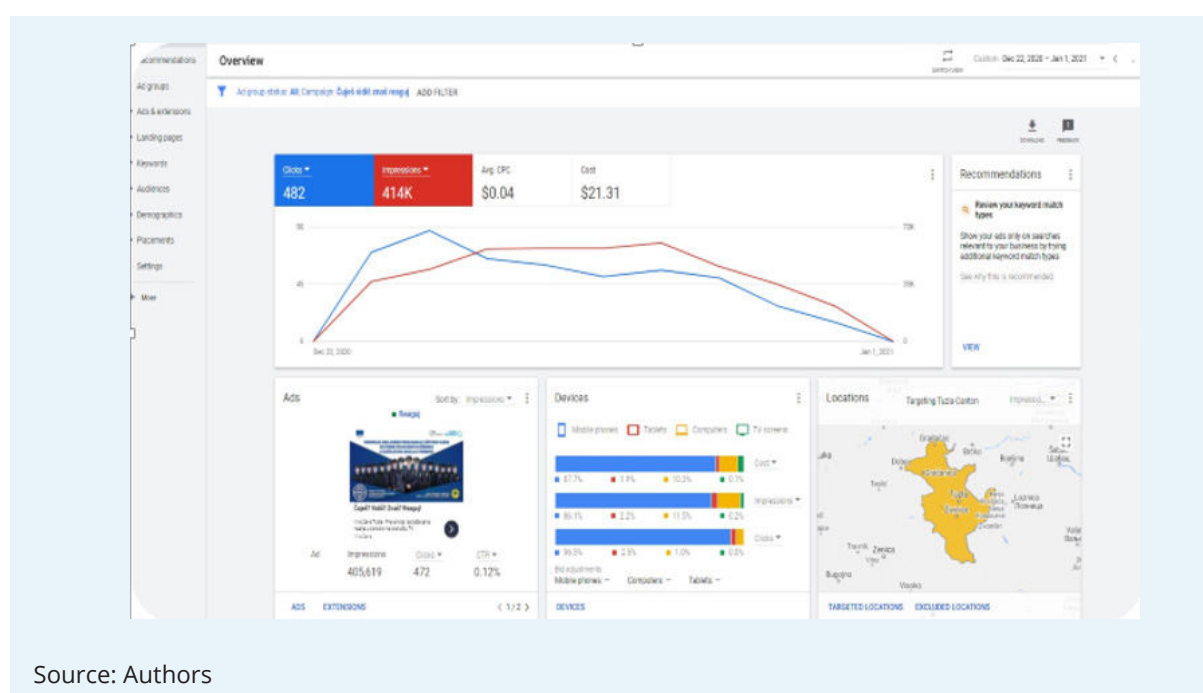
Table 8 lists the media with which partnership agreements had been entered to air video and radio commercial. This involved 30 second videos, as well as 20-25 second radio jingles at least 5 times a day.

Looking at the coverage column in the table, it can be concluded that approximately 500,000 inhabitants from the Tuzla Canton area, as well as beyond, which includes the Zenica-Doboj,

Posavina Canton and Brčko District, had the opportunity to see and hear the mentioned contents.

As part of the campaign, two Google Adwords campaigns were created with the goal of REACH and IMPRESSIONS. The first Google campaign was created on December 22, 2020. This campaign recorded 414,000+ views and 482 clicks to the www.vivezene-reaguj.ba website.

Figure 4
The reach of the first Google campaign

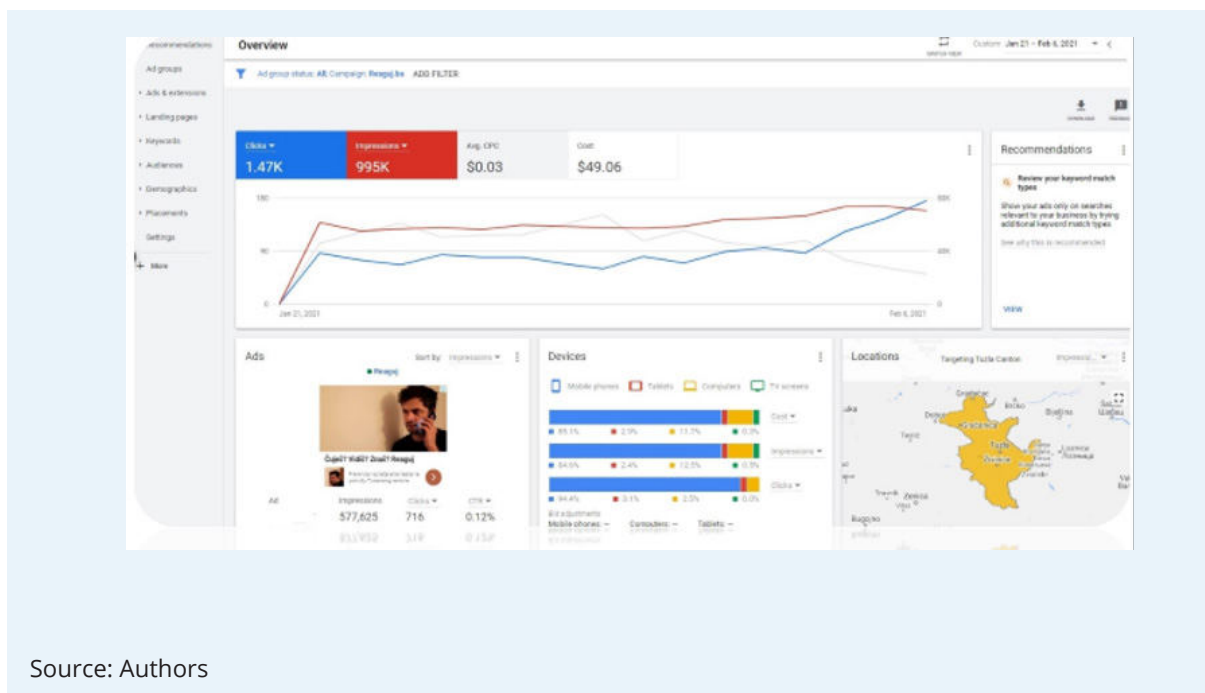


Source: Authors

The second Google campaign was created on January 22, 2021. This campaign recorded

995,000+ views and 1470+ clicks to the www.vivezene-reaguj.ba website.

Figure 5
The reach of the second Google campaign



There were 158 different Facebook posts that recorded a reach of 156,847 people and 6,539 reactions to these posts.

Based on the above, we can conclude that the Strategy, i.e. the campaign was also focused on modern digital channels of marketing communication, with good visibility in the general population, which is especially important in the context of the overall goal of the Project.

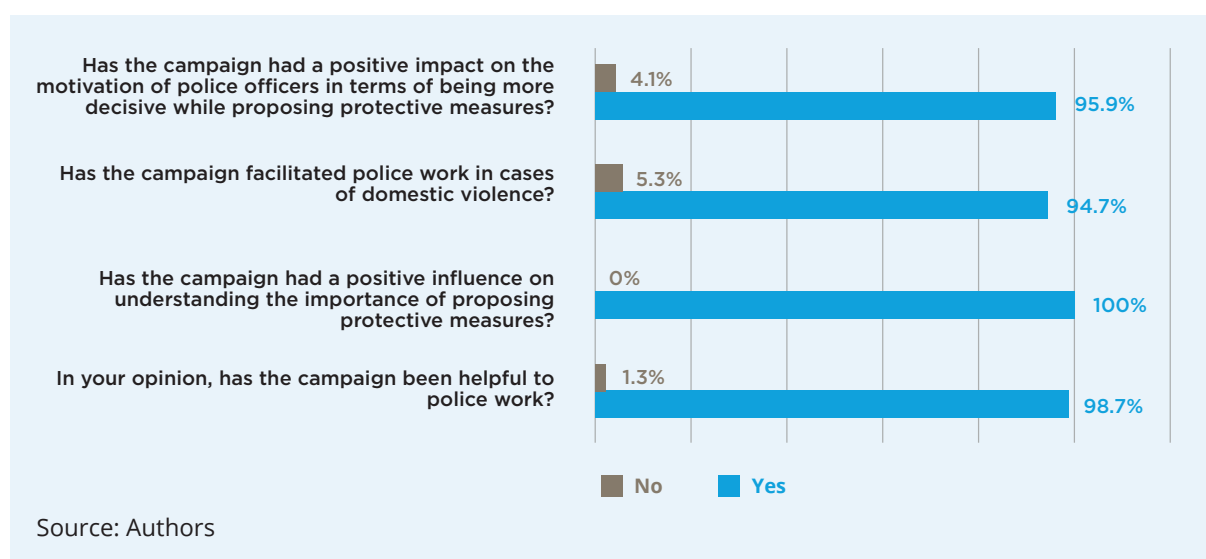
2.4. USEFULNESS/IMPACT

The usefulness / impact analysis assesses how the activities within the Strategy and the campaign itself are useful both for the target groups defined by the strategy and for the wider community in the manner envisioned by this Strategy. That is to say: what impact did the implemented activities have on these groups. Within this aspect of the evaluation, special

emphasis is placed on the analysis of the usefulness of the application of the brochure: "Guidelines for the conduct of police officers in cases of domestic violence" which was recognised as the key measure in implementing strategic and project objectives.

Figure 6 shows the responses of police officer respondents regarding the usefulness and impact of the campaign. We see that 98.7% of respondents believe that the campaign was useful to the work of the police force, and all respondents answered positively to the question of whether the campaign had a positive impact on understanding the importance of proposing protective measures. 65.9% of respondents believe that the campaign had a positive effect on the motivation of police officers in terms of more decisive action when proposing protective measures, and 94.7% of them agree that the campaign facilitated police work in cases of domestic violence.

Figure 6
Impact of the campaign on police officers



When it comes to the benefits of the campaign itself, i.e. its impact on the conduct of police officers, based on the analysis of semi-structured interviews and focus groups, two dimensions of usefulness, i.e. impact, were singled out: usefulness to / impact on the police as the dominant goal of the Strategy, and usefulness to the wider community.

In terms of the usefulness and impact of the Strategy related to the police force, based on self-reported information collected from police officers, three segments could be highlight:

- Increased visibility of the police
- Strengthening the reputation of the police
- Strengthening the internal capacity of police officers

The usefulness and impact of the Strategy for the wider community is reflected in informing the public and raising awareness about the problem of domestic violence.

It must be stressed that prior the implementation of COMBI strategy and actions, market analysis with target population has been conducted

and collected information through self-reports of police officers, emphasizing a large area of challenges and issues in the approach to cases of domestic violence. Detailed information, findings and conclusion are presented in the two respected documents: Market Analysis Report and the COMBI strategy. Information was collected, processed and interpreted via: Semi-structured surveys, In-depth interviews, SWOT analysis, Focus groups, Force field analysis, Day in the life (DILO) analysis, Top of the mind analysis and HICDARM analysis. For example, the majority of interviewed police officers complained about their position, public attitudes towards police and domestic violence, among other relevant challenges. In final evaluation meetings and interviews they pointed out an improvement in the image of police within the community.

In Table 9, we have highlighted the statements of police officers regarding increased visibility and strengthening the reputation of the police. Statements were collected through semi-structured interviews and conducted focus groups.



Top to bottom: Flyer with information on domestic violence. Photo: Jasmin Jatić/ Vive žene; Campaign closing ceremony. Photo: Jasmin Jatić/ Vive žene

Table 9

Statements of respondents related to increasing visibility and strengthening the reputation of the police

Increased visibility of the police	<p><i>"The police are much more visible now and have more significance."</i></p> <p><i>"It's more visible, in any case."</i></p> <p><i>"You just see the police, 'we're the first link in the chain' and we're always in the foreground."</i></p> <p><i>"The campaign has achieved great significance in the visibility of the police in the Tuzla Canton."</i></p> <p><i>"The campaign contributed a lot through its wide range of activities. I guess it was the TV shows and spots, and social networks that led to the police being more visible. I think this is a better choice for the police to be engaged [in the campaign advertisements] than to have actors. The psychological effect is important; it was the key factor."</i></p>
Strengthening of police reputation	<p><i>"This was great publicity for the police."</i></p> <p><i>"They've gained a reputation; they have a course of action. Now the police are more important."</i></p> <p><i>"The campaign is positive, and there are other campaigns which showcase the police in a positive way."</i></p> <p><i>"Now the police are significant because we were the faces of the campaign."</i></p> <p><i>"Also, the campaign has brought citizens and police officers closer together."</i></p> <p><i>"Oh when I see the police officers standing in line, is it a nice feeling, like in the old times - the proud wings of our army!"</i></p> <p><i>"Those real cops are seen on billboards both by the potential victim and the perpetrator."</i></p> <p><i>"Yes, of course. In any case, it has contributed to highlighting the work and importance of the police in general and in particular when it comes to domestic violence."</i></p> <p><i>"It's positive that they represented police officers and everyone saw that we were important, that we are the first to act and finish it all."</i></p> <p><i>"The police are being promoted in a positive way in this way."</i></p>

Source: Authors

The usefulness of the implemented activities and actions within the Strategy and campaign is largely reflected in the strengthening of the internal capacities of the police, i.e. police officers.

Table 10 shows the statements of police officers regarding the strengthening of the internal capacities of police officers organised by their position and the work they perform within the Tuzla Canton Ministry of the Interior. The statements were selected on the basis of conducted semi-structured interviews and focus groups.

All collected information represents self-reports and self-assessment of the interviewed police officers. It must be emphasized that the implementation of COMBI strategy has been too short to conclude that systemic, intra-

psychical changes have been accomplished and that new behaviours have been internalised for good. COMBI preparation and implementation needs to be organised longitudinally and new behaviours need to be reinforced continuously. This project managed to increase internal resources with 1.600 copies of "Guidelines for the conduct of police officers in cases of domestic violence". With this activity, all police officers received this document and approx. 300 police officers in charge of domestic violence cases are in possession of a pocket edition of the guidelines. This project had a restricted timeline and funds, that weren't invested in additional education of police officers, nor into the work on Ministry of the Interior's organisational development, neither on advocacy for increment of number of police officers in charge of domestic violence cases.

Table 10

Statements of the respondents regarding the strengthening of the internal capacities of police officers

Director, Department Heads, Heads of the Police Administration	Shift leaders, investigators, court representatives	Uniformed police
<p>"The project had an educational and motivating effect on the work of officers working on domestic violence cases."</p> <p>"Educational training has been useful, and so were the distributed guidelines, and so there has been an increase in the imposition of protective measures."</p> <p>"It's most useful to young police officers because they're not familiar with it, and these old ones already know about the issue. The benefit is that the younger police officers got to know about it, beyond what our education offers, beyond the field experiences we're passing on to them."</p> <p>"It's hard to say that officers working on domestic violence cases have perfected their technique, but it has contributed a lot to their understanding and approach to domestic violence."</p>	<p>"With this campaign, you influenced our awareness and perception of domestic violence."</p> <p>"I've become a little more emotionally responsive."</p> <p>"The campaign had the greatest impact on the work of the police, from police officers to commanders, everyone is familiar with the obligation to request protective measures to be issued... everyone has certainly been informed."</p> <p>"As far as the campaign is concerned, it is positive in itself because it provides various instructions and guidelines. It has liberated the victims, because we can help them in that way."</p> <p>"It gave me more freedom, openness and the opportunity to be able to save the victim and for the abuser to get what they deserve."</p> <p>"However, this campaign has given me a little nerve or the strength to quarrel with a judge or a social worker if they don't do their part."</p> <p>"I have a colleague who was supposed to write up a protective measure the other day, and he didn't know about it. I just happened to be there and explained it to him."</p> <p>"Whenever we go to the crime scene, the patrol fills out the form. This practice has caught on in Gračanica since the educational training."</p> <p>"The former director keeps mentioning that issue and the work on it. He's mentioned it two or three times, that's why we know it's important. I know through the media that you have visited him often, and it has made a great influence on him."</p>	<p>"For instance, some of the most important factors were if there was a child at the scene while the abuse was taking place, whether the abuse was physical or mental, is she was beaten, how she was beaten... I remembered those things and it was useful to me in a couple of reported cases I responded to... I understood the victim better."</p> <p>"I think that the situation in the police administration is different, more serious. When the shift leader sends word from the precinct, we act immediately."</p> <p>"After the first lecture, I had a case of domestic violence in a family where violence used to happen often. The perpetrator started with the usual spiel, in the sense of what can you do to me, this is my house. We conveyed this to the shift leader, let them make an official report, and we detained this person. He protested: "What can you do to me, this is my house." However, after bringing him to the station, it was a different story. He said, "I didn't know this was going to happen." There was only mediation before in those cases, but now a measure was imposed immediately, and the case did not come up again."</p> <p>"I think the problem is that a lot of police officers confuse</p>

	<p>"I can say that the campaign was very useful to the work of the police."</p> <p>"My review of the campaign is that the approach of the Police Administration is better now, through education, through brochures, through dispatches, etc. All the campaign posters were put up in all police stations. Everyone received brochures and instructions to act from the Police Administration. "</p> <p>"You've had such an impact on us with the campaign that we are already talking about a wind beneath our wings we didn't have before; we only used to have weights pulling us down."</p>	<p>domestic violence with disturbing the peace. I was here for education and I was the initiator. When I tell my colleagues "This is domestic violence, and not disturbing the peace," my colleagues can't really understand. I'm the younger one here, but in the end they accept it."</p>
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Source: Authors

Although the Strategy viewed police officers as a target group, the campaign itself was comprehensive and targeted the general public as well.

Table 11 shows the statements of police officers regarding their opinion on the impact of the Strategy on increasing the awareness of citizens and their level of information about

domestic violence organised by the position and work they perform within the Tuzla Canton Ministry of the Interior. The statements were selected on the basis of conducted semi-structured interviews and focus groups.

Additionally, in Appendix 2, we listed a story of a beneficiary of the Safe House Vive Žene about the usefulness of protective measures.

Table 11
Respondents' statements regarding the impact of the Strategy on increasing citizens' awareness and level of information on domestic violence

Director, Department Heads, Heads of the Police Administration	Shift leaders, investigators, court representatives	Uniformed police
<p>"The campaign brought citizens and police officers closer in the sense that citizens were clearly provided with information on how and to whom to turn in cases of domestic violence."</p> <p>"The campaign defined violence as something that should be reported and is aimed at citizens"</p> <p>"My opinion is that citizens were familiarised with the issue through posters and videos."</p> <p>"Citizens were clearly provided with information on how and to whom to turn in cases of domestic violence."</p>	<p>"I see in the family. We've never talked about it before, now it is being discussed. Children, adolescents ask questions about it... I think that parents know how to answer children. I believe it has left a positive effect on citizens."</p> <p>"People are informed, they are familiar with it."</p> <p>"I think that the victims of violence are more aware, they report domestic violence more."</p> <p>"Citizens are more informed, therefore their behaviour is different. They feel more protected"</p>	<p>"Since the beginning of the campaign, we have noted several times that citizens have been more daring to report violence they hear in their neighbourhood."</p> <p>"The campaign had a positive effect on citizens to react and report."</p> <p>"It had a positive impact and I am glad to have seen a lot of my colleagues from the station being represented to the community. I think it has raised awareness among"</p>

<p>"The campaign is positive in terms of protecting citizens and supporting victims of violence."</p> <p>"This promoted the issue greatly in families where it's needed."</p> <p>"The campaign contributes to raising public awareness."</p> <p>"The messages to report violence and the emergency number 122 were constantly visible."</p>	<p>when they know that a victim can be saved immediately, and a bully can be removed."</p> <p>"I can see and I know from the citizens that they have been very well informed through the media and that everyone feels safer ... it is no longer a problem of domestic violence as a criminal offence, this is better for them, for reactions and actions to be immediate..."</p> <p>"Citizens were more influenced by this campaign than we were. When they call, they say, 'Well, you should act like this.'"</p> <p>"One man listened to the campaign and reported the violence because he heard that the victims were not just women and came to see how to improve life."</p> <p>"The campaign encouraged children to report violence. The stalemate has broken in a lot of ways."</p> <p>"The campaign itself has led to people reporting; we have exceptional cooperation; we have somewhere to place the victims of violence."</p>	<p>citizens so that they have more confidence in the police."</p>
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Source: Authors

A special importance in the analysis of the usefulness and impact of the campaign in terms of achieving the set goals is given to the assessment of the usefulness and impact

of the brochure "Guidelines for the conduct of police officers in cases of domestic violence" on the work of police officers.

Figure 7

Attitudes of police officers about the Guidelines for the conduct of police officers in cases of domestic violence

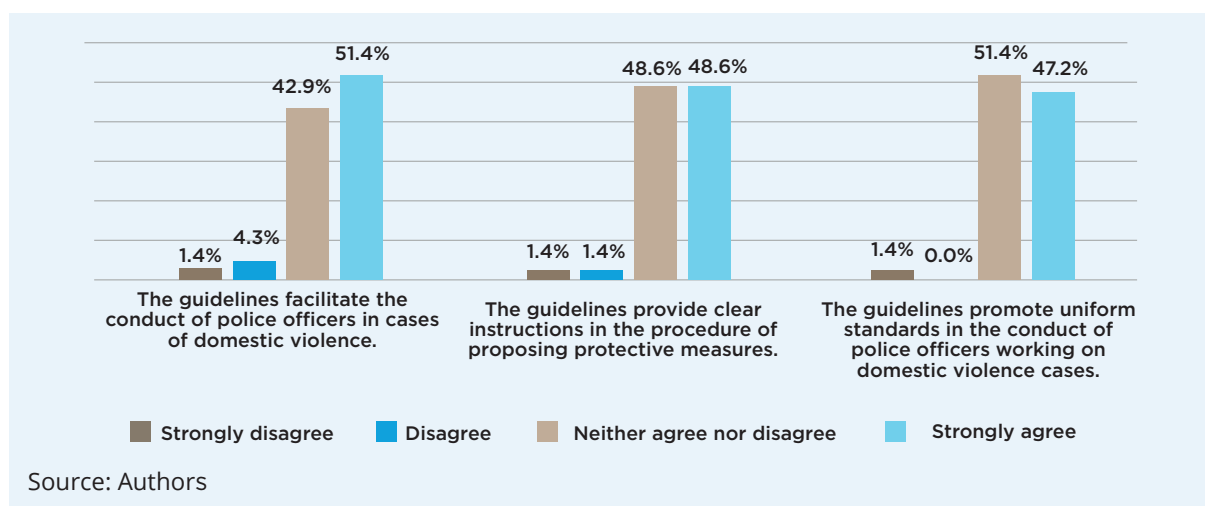
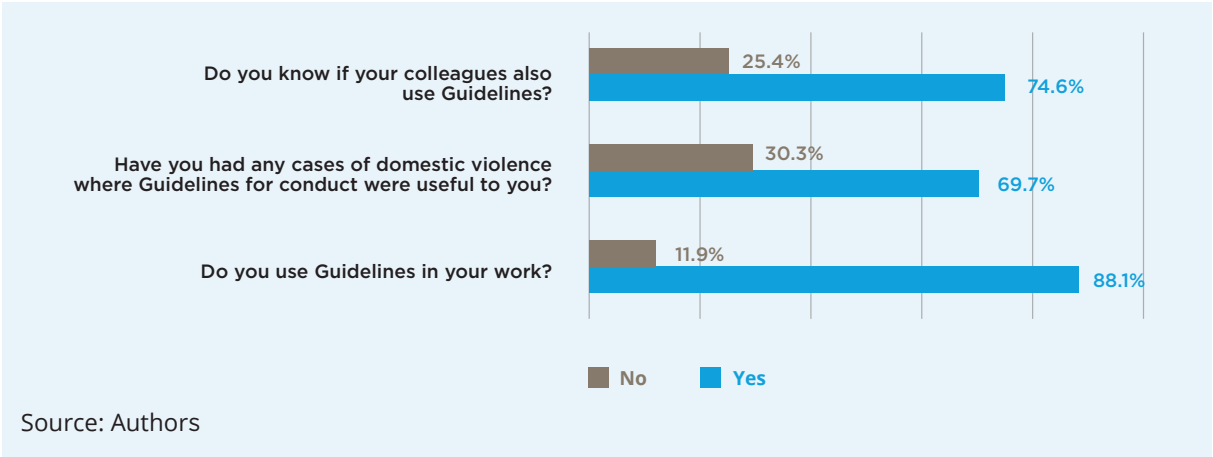


Figure 7 shows the results of a survey examining the attitudes of police officers regarding the usefulness of the “Guidelines for the conduct of police officers in cases of domestic violence”. We see that 94.3% of them believe that the guidelines facilitate the conduct of police officers in cases of domestic violence.

At the same time, 97.2% of respondents believe that the guidelines provide clear instructions in the procedure for proposing protective measures, while as many as 98.6% of them believe that the guidelines promote uniform standards.

Figure 8
Use of the Guidelines for the conduct of police officers in cases of domestic violence



As we can see in Figure 8, as many as 88.1% of police officers who participated in the survey said that they use “Guidelines for the conduct of police officers in cases of domestic violence”

in their work, and 69.7% of them stated that the mentioned guidelines were useful in dealing with cases of domestic violence.

Table 12
Benefits of the application of the brochure “Guidelines for the conduct of police officers in cases of domestic violence”

Educational impact	<p><i>“It’s most useful to young police officers because they’re not familiar with it, and these old ones already know about the issue. The benefit is that the younger police officers got to know about it, beyond what our education offers, beyond the field experiences we’re passing on to them.”</i></p> <p><i>“It has contributed significantly. And especially through education.”</i></p> <p><i>“Specifically, the educational part - guidelines, brochures, everything is unified, refreshed.”</i></p>
Support / facilitation of conduct	<p><i>“The brochure helps them make fewer mistakes. They can always go back to the content and check the guideline if something is not clear to them.”</i></p> <p><i>“Now they have guidelines to follow. Before, a police officer had to call the commander to consult. And now they have guidelines.”</i></p> <p><i>“They are useful because the campaign clarified the information on conduct.”</i></p> <p><i>“It made it easier and affirmed what to do and how to proceed when proposing protective measures.”</i></p> <p><i>“We don’t have to wander anymore; we know the route and all the necessary steps.”</i></p> <p><i>“Police officers have been proposing measures before, but now they have been given clearer instructions which provide them with a foundation, and it is easier for them to assess proposed measures.”</i></p>

"Ever since we received the guidelines, when you call a judge, it is immediately obvious how to solve that problem. So it has a good effect, on the citizens, and especially on the police who are the first responders."

"The guidelines have become the standard. They are facilitating for us. Everything is exhaustively stated; there is no wandering; what you need to do is now precisely defined."

"The guidelines paved the way directly so you don't have to wander."

"The advantage of these guidelines is that when you use them, you know exactly what to do."

"It's certainly even clearer now because of these guidelines."

"I have guidelines to follow and that's it."

"I must add that you did a great job with the brochure, i.e. the guidelines."

Source: Authors

In Table 12 we can see the attitudes of the respondents presented through semi-structured interviews and focus groups regarding the application of the Guidelines. Two types of attitudes stand out. The first emphasise the educational importance of the guidelines, and the second the support in the work and facilitation of the conduct of police officers in cases of domestic violence.

Based on the above, we can draw several conclusions regarding the evaluation of the Strategy in terms of its usefulness and impact:

- The campaign influenced the Police Administration of the Tuzla Canton Ministry of the Interior to be actively involved in it, which was assessed by police officers as very important and useful when it comes to protection from domestic violence;
- The campaign emphasised the promotion of the police and increasing its visibility and reputation, which had a positive impact in terms of motivation and determination, and facilitating the actions of police officers in cases of domestic violence;
- The campaign used and influenced the wider community in terms of raising awareness about the problem of domestic violence and ensuring better information for the public;

- The brochure "Guidelines for the conduct of police officers in cases of domestic violence" significantly facilitated and standardised the work of police officers in terms of proposing protective measures in cases of domestic violence.

2.5. SUSTAINABILITY

Within this criterion or aspect of evaluation, we assess how sustainable the impact and processes that started during the implementation of the Strategy, i.e. the campaign, are after the completion of the implementation of the Strategy. It also includes an assessment of how the results of the implementation of the Strategy can be made lasting in terms of achieved goals, but also the interests of the wider community. In addition, it is important to assess the extent to which the existing institutional capacities are adequate for the sustainability of the achieved results of the Strategy.

Based on the conducted semi-structured interviews with officials belonging to the management staff within the Tuzla Canton Ministry of the Interior, we can see in Table 13 that two differing attitudes about the sustainability of the achieved effects stand out.

Table 13

Assessment of the sustainability of the achieved results based on the conducted semi-structured interviews

The results of the campaign are long-lasting and sustainable	<p><i>"I expect there will be a reduction in domestic violence in the long run."</i></p> <p><i>"It'll never go back to the old way."</i></p> <p><i>"This approach to the campaign will have long-term effects on police work."</i></p> <p><i>"Long-term!"</i></p> <p><i>"I think this approach will have long-term and sustainable effects."</i></p> <p><i>"It will certainly be felt long-term."</i></p>
Long-term sustainability is uncertain	<p><i>"I don't know for sure how long it will last."</i></p> <p><i>"Everything that has no continuity is suppressed or forgotten."</i></p> <p><i>"As long as something is present and is being seen, but later it fades."</i></p> <p><i>"It won't have a bigger impact if it's only in focus during one period."</i></p> <p><i>"It's hard to answer this question because I don't know who will go to another job or retire, and when. It's constantly changing, so I don't know what the long-term effect will be on the police."</i></p>

Source: Authors

Respondents are divided in two streams of thought - some believe that the impact achieved by the activities envisioned by the Strategy will be sustainable in the long run, while others believe that it is uncertain in the long run whether the current impact is sustainable.

Such attitudes are also supported by the statements of respondents from our focus groups.

"This will all remain."

"When something new is introduced, little is changed, but especially when the new thing is good."

"The system won't crash, until something new comes out."

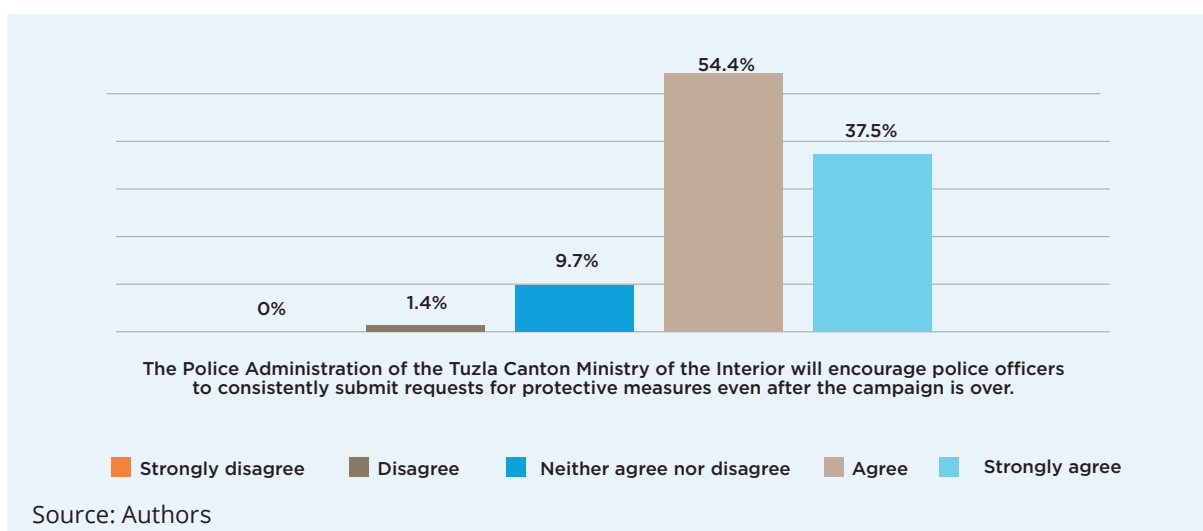
But there were also different attitudes and opinions.

"The campaign will go on, as long as it's being talked about"

Figure 9 shows that as many as 91.9% of the surveyed police officers believe that the Police Administration of the Tuzla Canton Ministry of the Interior will encourage police officers to follow the law consistently and propose protective measures for victims of domestic violence even after the campaign.

Figure 9

Respondents' answers regarding the encouragement of the Police Administration of the Tuzla Canton Ministry of the Interior for the police officers to submit requests for protective measures



Source: Authors

The existence of adequate institutional capacities is very important for the sustainability of the achieved results of the implemented Strategy, i.e. campaign. Based on the discussions within the evaluation focus groups, we singled out the statements of the participants in the discussion, on the institutional capacity and cooperation of institutions involved in the process of proposing and implementing protection measures, but also more broadly in the fight against domestic violence.

There are certain police stations, as well as local communities, that do not have enough human capacity.

"We do not have the capacity to do the job to the desired extent as you'd want. We have a couple of judges who do other jobs; the psychologists are the same. We can issue a protective measure, and who knows what will happen to it later. It is unrealistic to make so many demands, it doesn't make sense."

Although the whole system covering the issue of protection of victims from domestic violence (the police force, Centre for Social Work, Prosecutor's Office, courts, health care institutions) is operational, cooperation between the police and other institutions is often poor. Although there are positive examples (*"I think The Centre for Social Work in Tuzla is more engaged. In any case, they are there."*), statements that indicate poor cooperation with other institutions involved in the process of not only proposing and imposing protective measures for victims of domestic violence, and the general victim protection process. Primarily, there is an indication of poor cooperation with the Centres for Social Work, but also the Prosecutor's Office, courts and health care institutions.

"We had a case of a young married couple, they have a child, quarrel every 7 days ... she reports him, but when she comes to the station to give a statement, she withdraws everything ... nevertheless, we sent the details to the Centre for Social Work, but we have no feedback that they did anything."

"We have a problem with the measure of mandatory psychosocial treatment. A measure is issued and the court says that it is to be carried out by the police, Centre for Social Work or some health care institution."

"I want to add something about the imposition of psychosocial treatment as a protective measure,

we had a problem with that; no health care institution will admit that person until someone makes a diagnosis. The last time a colleague threatened the doctor and only then did they admit him. The Centre for Social Work says that no one wants to pay for that, we had to pay out of our budget ... it was such a mess... they called the judge, they didn't want to either, how will you just let him go again."

"We used to leave them in Duje shelter, they would be there for 6 months, it wouldn't happen again, and now we have the Centre for Mental Health. The Centre for Social Work should supervise, but no one does."

"As for the measure of compulsory psychosocial treatment, the law requires the opinion of an expert when proposing this measure and the measure imposing compulsory treatment for addiction, without which we can do nothing."

"Regarding protective measures, I have experience with a case when the Centre for Social Work did not agree to impose a protective measure, so when children report violence, the Centre for Social Work does not agree, even the prosecutor did not take action; they wanted to examine the child's statements."

"There is a barrier between a police officer and a prosecutor - it would be a great privilege for the prosecutor to explain to people, for it to be known, if everything has been carried out, then it is as clear as day. There are problems with communication in our institutions; the transfer of information itself must be good."

"The Centres for Social Work need to get involved, we won't shirk any responsibility, but the centre is constantly referring them to us."

"According to the memo from the CSW (Centre for Social Work) there's nothing for me, a couple of days pass until I find someone there to check."

2.6. ADDITIONAL SAMPLE GROUP

As part of the revision of the Strategy, a workshop was organised including focus groups and a survey with police officers who were not directly involved in the previous activities. There were a total of 21 of them, and a questionnaire (Questionnaire 1) was used as an instrument. Questionnaire 1 was previously used while collecting data related to the target group. The aim was to see how the implementation of the Strategy affected police

officers who were not the direct target group, primarily through the implementation of the "If you hear, see or know – React!" campaign. This additional sample group is consisted of police officers who aren't in charge of domestic violence cases, but often they are in police patrols that operate in the communities. In coordination with the Ministry of Interior TK, the group has been selected to participate in Market analysis in the preparatory phase of the COMBI strategy development. This is due to the assurance that the project will include a control group that won't be targeted via the campaign. Within project activity 7 - Monitor and evaluate the impact of the intervention, the discussion about COMBI will be conducted via the following questions: Is COMBI delivering understandable messages? Does targeted

audience respond to COMBI messages as expected? Are the right channels being used? Did the project team target the correct audience via COMBI? Is COMBI reaching the target audience with defined communication keys? For this purpose, two groups were examined: 1- a group of police officers in charge of domestic violence cases who attended workshops and 2- a group of police officers who aren't included in workshops. This is conducted in order to review the impact of COMBI messages on target population and a random (additional) one. This group wasn't involved in the any part of COMBI nor campaign implementation, and discussion with them showed that they received COMBI messages that were targeting only those who are in charge of domestic violence cases.

Table 14
Level of familiarity with the campaign

	Yes	No
Are you familiar with the campaign conducted by UG: Vive Žene within the project "Prevention and stopping domestic violence in the Tuzla Canton?	100%	0%
Are you familiar with the campaign slogans?	100%	0%

Source: Authors

All respondents from the workshop, as was the case with the target group, state that they are familiar with and know about the "If you hear, see or know – React!" campaign. They said the following about the visibility and impact of the campaign:

"..Raises the awareness of citizens and responsibility for action... It was also available to a large number of citizens, even in less developed areas, through billboards, through video, through door-to-door activity, by communicating with citizens, through radio transmissions."

"We believe that the campaign 'If you hear, see or know – React!' contributed to the prevention of violence, but people are not yet sufficiently aware to report violence. Such campaigns help raise citizens' awareness, at least to some extent, about the prevention of domestic violence and gender-based violence."

"I think the campaign was a good thing and involved a large number of police officers."
Respondents who participated in the workshop believe that the promotion of police officers was done in a way that represented them as citizens'

"security guards" who are available to them through various forms of communication; that they are not just there to dole out punishment, but to defend victims because they promote positive values and attitudes and contribute to creating a safer environment.

Through video clips, various surveys and workshops, citizens got acquainted with the laws, what they can do when they see violence, how they can act and react, who to turn to, what sanctions may follow, who can help them, where they can find refuge.

Citizens have realised that violence is NOT A PRIVATE THING, BUT A SOCIAL PROBLEM and when they hear, see and know that violence happens, they need to react!

In this case, police officers are the first to stand up for the victim and provide protection, and so, understanding the importance of submitting a request for protective measures is extremely important.

All forms of communication are equally available to the public and they are all equally important.

"Portals and video advertisements have contributed the most to the visibility of this problem because we are 'forced to watch' advertisements, and portals are available to most citizens because we spend a lot of time online."

Table 15 shows the respondents' perception of the usefulness / impact of the campaign on the work of the police force and police officers in cases of domestic violence.

Table 15
Usefulness / impact of the campaign on the police

	Yes	No
In your opinion, was this campaign useful to the work of the police?	100%	0%
Did the campaign have a positive impact on understanding the importance of proposing protective measures?	100%	0%
Did the campaign facilitate police work in cases of domestic violence?	100%	0%
Did the campaign have a positive effect on the motivation of police officers in terms of more decisive action when proposing protective measures?	100%	0%

Source: Authors

All respondents state that the campaign is useful for police work. All workshop respondents agree that the campaign had a positive impact on understanding the importance of proposing protective measures. Also, all respondents state that the campaign facilitated the work of the police in cases of domestic violence and that it had a positive effect on the motivation of police officers in terms of acting more decisively when proposing protective measures.

In the focus group work, the respondents stated that the following results are visible after six months:

- a. Violence is long-lasting
- b. They approach the problem more seriously
- c. Citizens are familiar with the law
- d. Citizens know their duties - the police should protect
- e. Police officers are better acquainted with protective measures and the seriousness of the problem

Respondents agree/strongly agree that the campaign had a positive effect on the work of the police in cases of domestic violence and that:

"I couldn't follow everything due to illness, but what I see is that things have improved, my colleagues now see the reports differently. We all usually think that a lot of effort is put into these cases and in the end the victim gives up. It is difficult for my colleagues. The campaign has made a big step forward, the police are taking it more seriously, I think it will all be good in the following period. Younger colleagues who have decades of work ahead of them should be included more."

Although they were not directly involved in the campaign through work in police stations and administrations, other police officers involved them and transferred the acquired knowledge.

"It was motivating for us because we think prevention is very important because then we have less work to do."

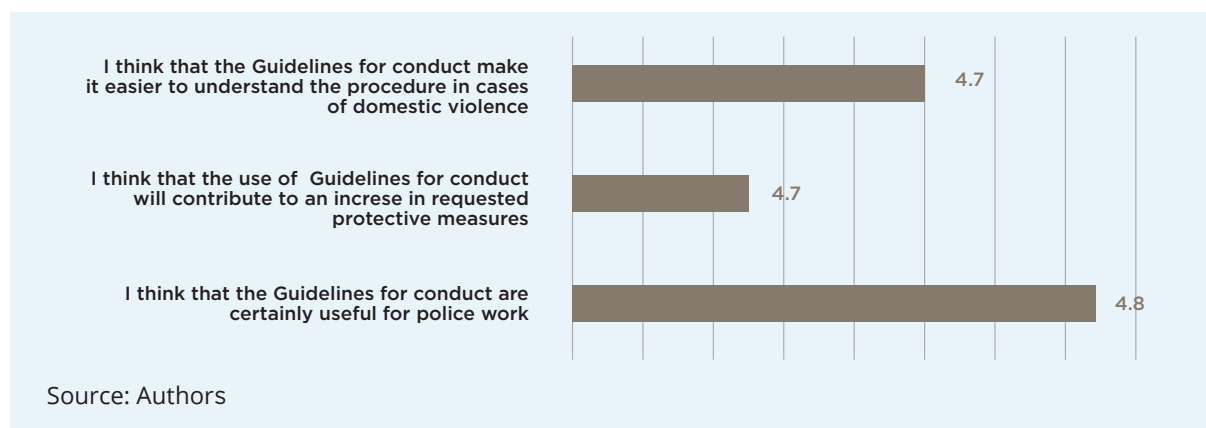
"The campaign contributed to the understanding of the importance of requesting protective measures by police officers for the very protection of the law and the influence of perpetrators. It is important for the victim too to know that protective measures differ from criminal sanctions."

"The campaign also contributed to the promotion of the Tuzla Canton police officers, as they participated in door-to-door activities and educated residents about the problems of domestic violence and participated in the production of videos that promote ways to prevent violence and protect victims of violence, because they are the ones with the most involvement in law enforcement."

Given the importance of the brochure "Guidelines for the conduct of police officers in cases of domestic violence" as an instrument of change in the behaviour of the target group, we particularly emphasised the opinion of the control group on the usefulness of the Guidelines (Figure 10). The mean values of the respondents' answers indicate a very high degree of agreement with the usefulness of the guidelines in dealing with cases of domestic violence.

Figure 10

Usefulness of the application of the brochure “Guidelines for the conduct of police officers in cases of domestic violence”



Analysis of the results (mean values of responses) related to the observed control group, indicate that their attitudes are very close to the attitudes of police officers who were the target group. Such findings seem very positive in terms of the scope of activities envisioned by the Strategy and their impact, which is obviously greater in the affected communities. This is certainly a very important finding in the context of achieving the overall goal of the Project: “Contribution to the elimination of gender-based violence with a special emphasis on domestic violence as a crime against women

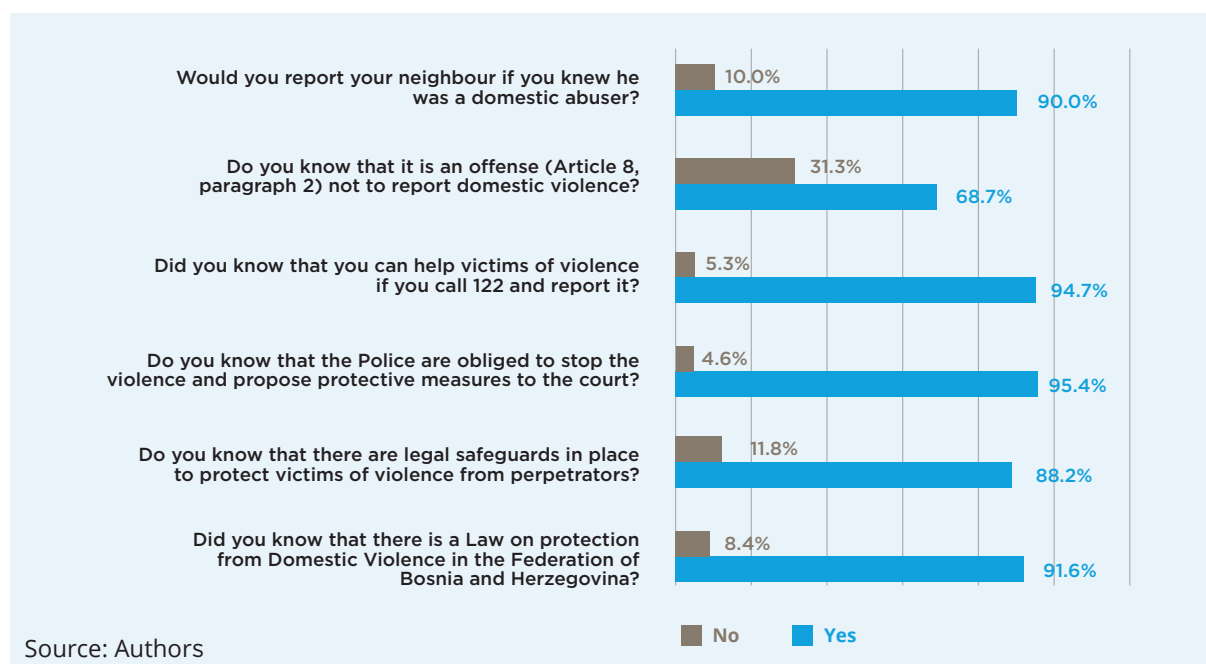
and children by providing safeguard measures for women and children victims of domestic violence in the Tuzla Canton.”

2.7. CITIZENRY

With the aim of evaluating the impact of the “If you hear, see or know – React!” campaign on the general population/citizens, we conducted a door-to-door survey of citizens before and after the campaign. The figure shows the results of the pre-campaign survey.

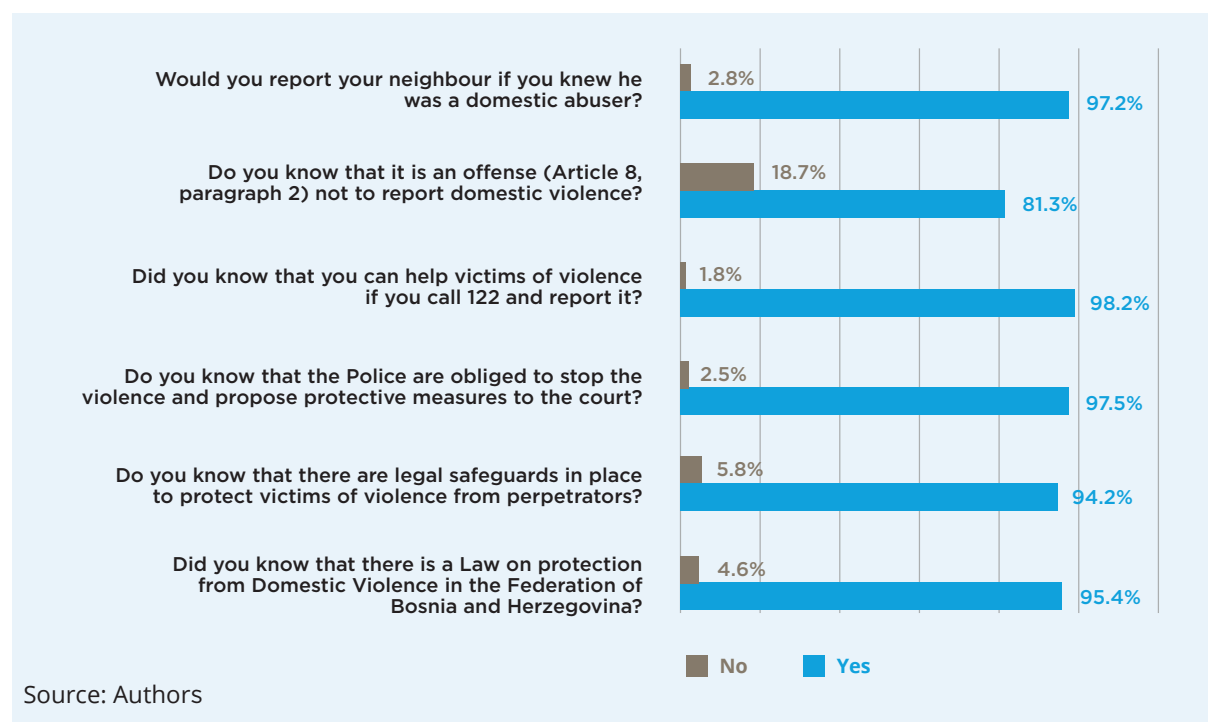
Figure 11

Results of the pre-campaign citizen survey



The following figure shows the results of the post-campaign citizen survey.

Figure 12
Results of the citizens' survey after the campaign



Although the results in both surveys, as shown in the figures above, show that the general population has a high level of knowledge about domestic violence, the results of the survey conducted after the campaign show an increase in “yes” answers to all questions, which indicates a higher level of knowledge about domestic violence. Particularly significant in the

context of the set goals should be the increase in the positive answers of the respondents after the campaign to the questions: “Do you know that the Police are obliged to stop the violence and propose a protective measure to the court?” and “Do you know that there are legal safeguards in place to protect victims of violence from perpetrators?”



Top to bottom: Workshop with students and police officers. Photo: Jasmin Jatić/ Vive žene; Raising awareness street actions. Photo: Jasmin Jatić/ Vive žene

3. RECOMMENDATIONS

In the long run, it is difficult to expect that the impact of the Strategy on the behaviour of the target group will be maintained if this process is stopped or if its implementation in a similar or different form does not continue.

In this regard, it is very important to stress the recommendations that are important both for the sustainability of the achieved results and for future projects that are aimed at the issue of domestic violence in general.

Table 16
Recommendations based on conducted semi-structured interviews

	Statements
Continuous campaign	<p><i>"There were effects, but I think it needs to be repeated after a period of time."</i></p> <p><i>"I think this approach is great and this campaign should still be a lasting one."</i></p> <p><i>"The campaign should have its continuity and sustainability in this or a similar form."</i></p> <p><i>"Continue with the regular campaign and constant promotion."</i></p> <p><i>"It is very important for there to be a continuation and continuity of work in this approach."</i></p> <p><i>"It is important to continue reminding the police."</i></p> <p><i>"It's not bad to repeat these things, in a year or two, make an analysis, repeat, and improve."</i></p> <p><i>"You should not stop with this, everything is quickly forgotten and there should be constant reminders."</i></p> <p><i>"Continue the campaign, but ask the centres for active participation."</i></p> <p><i>"In my opinion, you need to include other institutions, to have a joint campaign, like, some commercial with social workers and the police together... maybe even include local communities."</i></p>
Working with citizens	<p><i>"When there is domestic violence, we should work with the citizens."</i></p> <p><i>"A good step would be to encourage women who are afraid to report violence to do so. Citizens should definitely be informed to report violence."</i></p> <p><i>"More promotion and educating women to report violence."</i></p> <p><i>"Continue with the regular campaign and constant promotion."</i></p> <p><i>"If only we could in some way reach remote settlements, places that are far from these campaigns - rural areas, where women are less knowledgeable about the struggle against domestic violence, which aren't as familiar with this campaign advertising."</i></p>
Cooperation	<p><i>"The project should continue with the Prosecutor's Office and the courts."</i></p> <p><i>"You have to make a link to the Prosecutor's Office, to the judges and to those handling misdemeanours and to the others."</i></p> <p><i>"My suggestion is that it should be obligatory to include the Centre for Social Work because they present the social anamnesis in court, which would have an impact on the prosecutors as well - raising awareness among them is a must."</i></p> <p><i>"Find someone at the Mental Health Centre to pressure their co-workers to do their job properly. My suggestion is that they conduct psychosocial treatment together with the Ministry of Labour, Social Policy and Return of Tuzla Canton and the Ministry of Health."</i></p> <p><i>"Maybe try to emphasise cooperation with the courts."</i></p>

	<p><i>"The Tuzla Canton protocol - Include other signatories to the protocol and other participants, so it is not just the police on this. The same campaign should be done with them."</i></p> <p><i>"Lectures should be held at least 1 to 2 times a year in cooperation with NGOs for a larger number of employees."</i></p>
Continuous education of police officers	<p><i>"Those who work on these cases should be educated. We need younger colleagues, let them learn, but only those in charge of that report."</i></p> <p><i>"Educate officers working on this issue. Force the Ministry of the Interior for smaller police stations to educate people, so that each station has at least two people knowledgeable about this issue."</i></p> <p><i>"To us in the police, any kind of education is welcome, and it means a lot to the police, we exchange some opinions."</i></p> <p><i>"I believe that educational training is very important and necessary because there is a need for staff to be further educated at least once a year."</i></p> <p><i>"Continuous education of police officers, not individuals but all, and it would be desirable for everyone to be invited to training."</i></p> <p><i>"It is necessary to expand the circle of people who will be educated so that everyone is trained to respond adequately to violence and take the necessary measures. I find it useful to involve the courts in such campaigns."</i></p> <p><i>"Rotations often occur in the police, so educational training needs to be conducted frequently."</i></p> <p><i>"I would recommend Guidelines (the booklet) and for colleagues who have proven to be good to pass on their knowledge to others and that they give lectures to their colleagues."</i></p> <p><i>Education for the first conversation with the victim."</i></p>

Source: Authors

PRACTICAL IMPLICATIONS

Information collected in the preparatory phase (market analysis/research) and in the final evaluation phase of the project established various challenges:

1. Insufficient recognition of types of domestic violence among police officers (especially those that are not physical violence),
2. Protective measures are not submitted by police officers in cases of domestic violence that are reported for the first time, ie if the violence has not been repeated several times, police officers do not propose protective measures,
3. Uncertainties regarding the implementation of the Law on Protection from Domestic Violence of Federation of Bosnia and Herzegovina complicating the actions of police officers and leading to operational dilemmas,
4. Additional role of mediator that police officers take in order to stop the violence and calm the parties, persons involved in violence,
5. Withdrawal of the victim from the statement about the reported violent event,
6. Police officers do not feel that they are getting enough support, encouragement or recognition from their superiors,
7. Non-involvement of citizens about the problem of domestic violence,
8. Unevenly resolved internal organization in 15 police stations complicates the process of dealing with cases of violence, because not all PSs are capable of responding effectively to these crimes, and consequently these cases take more time,
9. Insufficiently defined bylaws and deadlines within the Law on Protection from Domestic Violence of Federation of Bosnia and Herzegovina make it difficult to act in domestic violence cases,
10. Insufficient cooperation with the institutions included in the Protocol on the Procedure in Cases of Domestic Violence, limited working hours of social protection institutions and insufficient human capacities of the Prosecutor's Office prolong decision-making in the procedure and finding the best protective measures,

11. Representation of women, especially police officers with higher ranks, is not sufficiently present in all police administrations / stations, and in working on cases of domestic violence, a mixed pair of police officers would facilitate treatment and access, especially for victims of violence.

The recommendations are based on the findings for individual evaluation questions and the assessment of the respondents. Summarising all the obtained data based on the conducted semi-structured interviews and focus groups, we came to the conclusion that there are four key recommendations:

- **Continuous education, support and monitoring of police officers in charge of domestic violence cases**
- **Continuous campaign targeting police officers, representatives of the referral mechanisms and juridical entities**
- **Better and proactive cooperation of referral mechanism members**
- **Working with citizens in raising their awareness and responsibilities**

PRACTICAL AND SPECIFIC RECOMMENDATIONS

1. Short-term recommendations:

- improvement of cooperation between police officers and juridical institutions via joint meetings, workshops in order to make crisis actions easier in cases of domestic violence
- regular and frequent education of police officers about gender-based violence, domestic violence and Law implementation via yearly plans for professional development of Federal and cantonal Ministry of Internal affairs
- strengthening knowledge and motivation of the members of the referral mechanism in order to improve reactions on cases of domestic violence, especially centres for social welfare. The institutional system of protection of victims of domestic violence (the police force, Centre for Social Work, Prosecutor's Office, courts, health care institutions) is operational, but cooperation and mutual support of institutions is not adequate
- promotion of protective measures - psychosocial treatment of the perpetrators

2. Mid-term recommendations

- improvement of Ministry of Interior's organisational scheme, advocating that each police station has responsible, designated officers for domestic violence (both women and men)
- advocating with Federal and cantonal Ministry of Interior a scheme of rewarding police officers who professionally propose protective measures and do not seek to justify not proposing measures.
- capacity development of professionals in charge of implementation of the protective measures - psychosocial treatment of the perpetrators

3. Long-term recommendations

- work on by-laws in order to improve implementation of existing protective measures, and especially psychosocial treatment of perpetrators
- advocate for court focal point for domestic violence

In addition to the above recommendations, respondents also listed recommendations for the work of police officers in cases of domestic violence, and stressed the importance of internal monitoring and control.

In this regard, they state the following:

"Regular inspections and oversight are crucial." (1:3)

"Perform the analyses regularly every month. Monitor statistics, inspect whether protective measures are imposed and adhered to." (1:9)

"Visit the organizational units again, see how many applications there were and that's an indicator." (5: 3)

"Visit the organisational units again, see how many reports there were - that is an indicator too." (5:8)

"By applying the law consistently, using inspections as oversight, this would certainly increase the promptness of work." (7:8)

"It is important to analyse other PS [police stations] that aren't active on that issue. You see the surrounding stations avoiding action. The basis is to animate all PS and all officers." (10:10)
"Someone from the Police Administration can visit all PS once a year and gain insight into the work that goes into domestic violence cases. After that,

when they analyse everything, they can notice a problem in a station, but also good things. After that, there should be instructions in order to improve that work.” (11:12)

“Police officers must be well acquainted with the application of regulations, laws, codes of conduct, etc.” (13:6)

It is important to point out here that 90.2% of the surveyed police officers believe that the internal control (so call educational and inspection supervision of the Police Administration of the Tuzla Canton Ministry of the Interior among police officers) is a good way to improve the work of police officers through consistently proposing protective measures for victims of domestic violence. It must be emphasized, that for the first time in history a specific internal control has been conducted among police stations in respect to the requests for protective measures in domestic violence cases. Thus, Ministry of Interior developed three dispatches and forwarded to the all police stations in TK, emphasizing the need for improvement of police behaviour in the cases of domestic violence and protective measure requests.

It was also recommended that this campaign should continue, but also be extended not only to other cantonal police administrations, but especially to other competent institutions involved in the process of protection of domestic violence victims.

What stands out in particular as a recommendation in terms of maintaining and improving the results achieved is educating police officers on the issue of dealing with cases of domestic violence. In the survey of police officers, as many as 98.6% of them believe that the continuous education of police officers facilitates the implementation of the Law on Protection from Domestic Violence.

In order to ensure the sustainability of the COMBI Strategy and the achieved results, the following activities can be highlighted as a recommendation:

- Organization of semi-annual workshops for police officers related to domestic violence
- Regular analysis of the results achieved at joint meetings of all stakeholders
- Education of professionals from the judicial system and centres for social welfare based on the identified problems and their role in this process
- Organization of lectures and workshops in schools with the aim of educating the youth on all issues related to domestic violence
- Conducting annual campaigns that will address the role and responsibilities of the police and other institutions in cases of domestic violence (seek to ensure an active role and support of the government).

CONCLUSION

Communication strategy “Changing attitudes and behaviour of police officers in implementation the norms for the protection of women victims of violence in Tuzla Canton” was developed in the project: “Prevention and ending domestic violence in Tuzla Canton”. The problem of domestic violence is one of the most significant problems in society today. There is still a problem of the public facing this issue. Additionally, educating and informing the public about this social problem is not systemic, but is mainly in the domain of actions undertaken by the non-governmental sector. According to the data collected during the preparation of the project (2019) Vive Žene received data from the Tuzla Canton Ministry of the Interior that during 2018 and the first six months of 2019, there were 465 reports of domestic violence, and only 92 requests for protective measures were sent to municipal courts. This indicator shows that police officers did not implement the provided legal measures in all cases of reported domestic violence, and only consistent implementation of the Law provides greater protection for women and children victims of domestic violence.

The strategy itself is based on the Communication for Behavioural Impact (COMBI) methodology, which is a pioneering application of this methodology in Bosnia and Herzegovina. The first step in the implementation of the Project and the development of the Strategy was ensuring the support of the Tuzla Canton Police Administration, which was achieved through the signing of the Protocol on Cooperation. At the same time, training was created and conducted for the project team members in the form of three workshops on COMBI methodology, basic principles and steps in the development of communication interventions to influence the desired behaviour by police officers in charge of domestic violence cases. During the creation of the Strategy, a “market research” was conducted in order to identify obstacles and limitations. To conduct this research, the project team defined the appropriate research techniques and conducted an analysis of the research results on the basis of which the Strategy was created. For the purposes of drafting the Strategy, a creative team was established for planning and implementing the COMBI strategy. In addition

to the project staff, this team includes: a graphic artist, marketing, communications and visual identity design associates.

Although the Strategy was primarily aimed at influencing the behaviour of police officers, in order to regularly submit proposals for the imposition of protective measures in cases of domestic violence, a message was sent through various channels of communication about the problem of domestic violence to the general public. The campaign also included the student population in the implementation of certain activities, and provided quality information on the role of the police, measures to protect victims of violence and the need for citizens to react in case domestic violence occurs in their environment.

The operational plan of activities included preparatory activities, administrative mobilisation, community mobilisation, a communication plan and plan of advertising, promotion and stimulation, personal sales and operationalisation of activities. It is evident that the planned activities were implemented almost completely with the mobilisation of all the interested parties, especially the Ministry of the Interior of the Tuzla Canton.

In general, the evaluation findings confirm the high degree of effectiveness of project actions, both in relation to specific project objectives and at the wider societal level. Statistical data clearly show that in the period after the implementation of activities envisioned by the Strategy, there was a significant increase in the percentage of requests for protective measures in relation to the number of reports with proven elements of domestic violence. **The increase in protection of victims by at least 50% as defined by the specific goal was exceeded significantly.** The implemented activities proved to be useful for the work of the police in terms of facilitating action and understanding domestic violence better, especially through the publication of the brochure “Guidelines for police officers in cases of domestic violence” which was deemed to be a significant contribution to police work.

In addition to the classic marketing communication channels, the Strategy, i.e. the campaign was also focussed on modern digital

marketing communication channels, with good visibility to the general population. In accordance with the respondents, we can conclude that the campaign had an impact on increasing citizens' awareness in the form of recognising domestic violence, reporting violence and asking the police to act in accordance with the Law. The analysis of the results related to the observed control group indicates that their attitudes are very close to the attitudes of the police officers who were in the target group. Such findings seem very positive in terms of the scope of activities envisioned by the Strategy and their impact, which is obviously greater in the affected communities. This is certainly a very important finding in the context of achieving the overall goal of the Project: "To contribute to the elimination of gender based violence with a special focus of domestic violence as a criminal act against women and children by providing security measures for women and children victims of domestic violence in Tuzla canton area."

In order to maintain the achieved results, it is necessary to continuously inform the public

and all the interested parties about the problem of domestic violence, with a special emphasis on the education of not only police officers, but also centres for social work and judicial bodies. In general, this strategy through the use of COMBI methodology represents the first implementation of this methodology in our country. Taking into account all the aggravating circumstances caused by the pandemic, its achieved results are very good in relation to the set goals.

Finally, COMBI methodology has been applied on a "small and specific" sample of police officers even though it is aimed at the whole "population of citizens". All existing COMBI examples (all over the world) that Vive Žene could consult, are focused on health issues and there were not any real COMBI examples of changing the behaviour within the social issue to compare with. So, this project/COMBI could be considered as pioneering and experimental in all its aspects: limited time, limited human and other resources, and extreme conditions and restrictions of a global pandemic.

LESSONS LEARNED

- ▶ In COMBI approach it is needed to have longer period of its implementation, at least two years, since preparatory phase (situation market analyse) is the most important phase that navigate future COMBI results,
- ▶ COMBI implementation demands more operating staff, and specifically experts in marketing, research, economy, public relation, monitoring and evaluation,
- ▶ Even project has assessed the potential risks, it was almost impossible to control the global pandemic of Covid 16 and its impact to the dynamic of project implementation as well as stakeholders and Vive Žene staff infections and health issues,
- ▶ COMBI methodology and its implementation and adaptation in project context of BiH, has been challenge and opportunity for implementing staff, and provided capacity development within Vive Žene organisation.



Left to right:: Visibility and citizen engagement activities, and campaign closing ceremony. Photos: Jasmin Jatić/ Vive žene

APPENDIX 1

THE IMPACT OF COVID

During the individual interviews, one part of the interview was created with the aim of examining the police perspective on the impact of the COVID-19 epidemic on police officers and police work.

The results showed that most police officers estimated that, compared to the time before the epidemic, the scope of work was higher and that it was more difficult for them to perform it on a daily basis. Respondents state the following:

"My job is harder in the sense that it is a contagious disease and that it is difficult to work with clients. Everyone is under stress." (1:10)

"Citizens have not been denied the exercise of their rights. The police carried out their usual interventions without hindrance and even increased the number of services due to the pandemic and remained at the service of the citizens." (2:14)

"The scope of our jobs has certainly increased. We have a large number of obligations: visiting people in isolation because of Covid, supervising catering facilities. 30% of the time is taken up by only those jobs." (10:13)

"In addition, we had to follow the measures and adhere to self-protection. There were a few employees who were ill, but nothing significantly affected our work." (12:9)

"The work is somewhat more difficult, due to the monitoring of all measures and actions related to implementing them. When we talk about this,

the police were handed a "hot potato" and we are again exposed and the first link in the chain. We were told that we need to be flexible, and that, for example, for not wearing a mask, we give a warning first, the second time we should give a warning again, and only then make a report and sanction. It is difficult to satisfy everyone in such situations." (13:9)

THE INFLUENCE OF COVID ON THE RISE OF DOMESTIC VIOLENCE

The results of the interviews showed that COVID influences the high incidence of domestic violence. Police officers noticed that citizens were tense, frightened and more worried than before, as well as that they had many more reports compared to the time before the epidemic.

"It affected family relationships, there was more tension in the family, job loss, which caused other problems." (6:8)

"People were fired, which led to various other problems, and then it is possible that there was an increase from that. We didn't do that kind of analysis. In any case, there is an increase in the number of reported cases." (9:10)

"The pandemic has had a strong impact, I think there is more violence, it is to be expected." (4:10)

"Everyone is locked up in their homes, both children and adults. If this situation continues, I don't know what all this will turn into."

APPENDIX 2

THE STORY OF OA, A BENEFICIARY OF THE VIVE ŽENE SAFE HOUSE

OA was placed in the Vive Žene Safe House on November 25, 2020. OA is a victim of long-term violence, and for the past ten years, along with her children, she had been exposed to daily physical, psychological, and economic violence.

She repeatedly reported the violence to the police station in charge of her local community. *"The police would come, talk to him, tell him not to do that, they would warn him multiple times. He would say, 'Who can do anything to me in my house?' As if no one can do anything to him, not even the police. After that I would be disappointed and discouraged, I would have an even greater fear of him and a feeling that no one could help me. Sometimes when I turned to the police for help again after he beat me up and threatened to kill me and slaughter me, they would say, 'have an injury report written up and then call us.' In such situations, I felt so humiliated again and I would lose hope and will to fight on."*

Cooperation between institutions, especially the prompt reaction of the police and the submission of requests for the imposition of protective measures contributed to the stabilisation of the victim and her children and made it possible for her to focus on recovery. According to her:

"When the protective measure order arrived after four days, we were relieved. There was hope that there is someone stronger than the brutes, someone who can protect us. My husband kept trying to intimidate and upset us, with letters, messages through our older son who decided to stay with him, for reasons that are important to him. I understood him, and the measures protect him too. I know that he isn't allowed to abuse him. My husband was issued two protective measures, a 3-metre restraining order for 6 months and psychosocial treatment. As a victim of violence, I and my children have lived for years in fear, trepidation, with injuries, trying to recover. Although it is very difficult, because you lose both strength and faith, but thank God that even the Law stood in our defence."

THE STORY OF YOUNG POLICE OFFICER FROM BANOVIĆI POLICE STATION

"A report of domestic violence was received and after the investigation (family visit), my superior stated that there weren't elements of the criminal act. Based on all the statements and evidence gathered, I concluded that we should act in accordance with the Law on Protection from Domestic Violence and the Criminal Code,

and I opposed his opinion. Although there was no support from other colleagues, I nevertheless advocated my opinion and referred to the "Guidelines". Finally, we applied for a protective measure. I acted professionally and because of that I feel proud."

APPENDIX 3

OPERATIONAL - ACTION PLAN FOR THE IMPLEMENTATION OF THE STRATEGY (COMBI), PLANNED AND IMPLEMENTED

Preparatory activities	Realised
COMBI Team Preparatory Meeting.	✓
Gathering a creative team.	✓
Selection of artist(s) for making a mural.	✓
Selection of marketing / PR associates.	✓
Selection of associates for the e-campaign.	✓
Selection of media houses, preliminary meetings at which media representatives will get familiar with the upcoming campaign.	✓
Signing of a memorandum of cooperation with RTVTK on the sponsorship of the campaign.	✓
Administrative mobilisation	
Preparing and presenting the COMBI action communication plan to the Tuzla Canton Ministry of Interior.	✓
Synchronising communication materials with the Police Administration.	✓
Meeting with the Chief of the Police Administration of the Tuzla Canton Ministry of the Interior and informing him about the idea of making a brochure "Guidelines for the conduct of police officers in cases of domestic violence"; Meeting with the President of the Municipal Court in Tuzla in order to assist in the development of these guidelines.	✓
Development of a dispatch: instructions for the conduct of police officers in cases of domestic violence, by Vive Žene in cooperation with the Tuzla Canton Ministry of the Interior. Meeting with the Director and Chief of the Police Administration of the Ministry of the Interior on that topic.	✓
Consolidation of materials and obtaining donor approval.	✓
Each police officer will receive a paperback edition of the brochure "Guidelines for the conduct of police officers in cases of domestic violence."	✓
In cooperation with the leadership of the Tuzla Canton Ministry of the Interior, a programme of continuous education for all police officers on the topic of implementing the Law on Protection from Domestic Violence will be worked on.	n/a
Engaging representatives of the Tuzla Canton Ministry of the Interior, from top executives to officers, in the distribution of messages about unacceptable behaviour and protective measures through TV and radio shows, portals, web pages and Facebook pages, promotional posters, billboards and audio-visual messages.	✓
Regular meetings with representatives of the Ministry of the Interior in order to discuss monitor and evaluate the usefulness of the undertaken communication activities.	✓
Expansion of the Coordinating Body for the implementation of the action plan for the prevention of domestic violence with three new members from the Tuzla Canton Ministry of the Interior, which will strengthen joint action on prevention in the Tuzla Canton. The Ministries of Education, Health, Social Policy and Justice will receive detailed information on the project and the COMBI campaign. "The Advisory Body" of the campaign will advocate other actions at the meetings that the remaining ministries can take to aid the prevention, reporting and protection from domestic violence. There will be 3 regular meetings until the end of the project implementation.	✓
Organising additional training for police officers on the topic of the Law on Protection from Domestic Violence, types and importance of protective measures and a proposal to increase the number of proposed measures for psychosocial treatment.	n/a

Public relations (communication plan)	
Regular announcements for the media / public about the activities being carried out through the scheduling of press conferences that will aim to convey messages for the desired behaviour in the process of prevention and protection from domestic violence. <ul style="list-style-type: none"> ▶ Press – campaign announcement ▶ Press – signing an agreement with RTVTK ▶ Press – information about the end of the campaign, the results and announcement of the final event in April 2021 	✓
Regularly informing and encouraging the public through electronic media to discuss the problem of domestic violence, assistance to victims, forms of victim protection, psychosocial treatment of victims and their families, reasons for not reporting violence, obstacles faced by law enforcement officers.	✓
At least 3 TV shows on topics that explain domestic violence, the Law on Protection from Domestic Violence, Protective Measures - a special topic on Psychosocial treatment of perpetrators as a protective measure, a positive experience shared by a victim.	✓
Regular publication of 2 TV spots, one for the police and one for the citizens, dedicated to the issue of domestic violence and protection of victims from domestic violence.	✓
Creating regular Facebook posts and a page within the Vive Žene website.	✓
Creating short radio messages with a specific sound and message that will be integrated into the radio programmes of the most listened to radio stations in the Tuzla Canton area.	✓
Community mobilisation	
Informing associates from referral mechanisms, partner organisations, women's associations and beneficiaries about the ongoing campaign.	✓
Within 16 days of activism, in cooperation with the Ministry of the Interior of Tuzla Canton, street activities on the topic will be realised through the construction of a central mural in Tuzla, on the retaining wall leading to the cantonal hospital Tuzla University Clinical Centre where citizens from all parts of the canton receive treatment, in order to leave a lasting message of behaviour in cases of domestic violence.	The mural was painted at a different location in Tuzla
Regular meetings of referral mechanisms in the Tuzla Canton to discuss the undertaken campaign.	✓
Organisation of round tables in local communities with the aim of engaging communities to participate in activities.	n/a
A letter addressed to religious communities to inform believers about this issue and the possibilities of protecting victims and measures against perpetrators as part of their regular activities.	n/a
Advertising / promotion / stimulation (communication plan)	
During the period from mid-November to mid-December intense advertising via video spots, radio jingles, Facebook announcements, announcements on portals...	✓
Personal sales / interpersonal communication / consulting	
Participants: police officers in charge of community work (15) and volunteers - senior students of the Faculty of Philosophy in Tuzla, Department of Psychology-Pedagogy and Social Work, and the Faculty of Education and Rehabilitation in Tuzla (a total of 26-30 students). Local communities: Gračanica, Gradačac, Srebrenik, Tuzla, Živinice, Banovići, Čelić, Doboj Istok, Kalesija, Kladanj, Lukavac, Sapna and Teočak.	✓
Operationalisation of activities	
PT meeting where all details related to the preparation and implementation of activities will be agreed on.	✓
Brochure design, design approval (MIA, UN Women and EU), design of T-shirts, pens and writing pads, protective masks, scarves, hats, the amount of material to be printed, contact of publishing houses – make inquiries about price quotes/tenders for printing and select a publishing house.	✓

Four information meetings: the first meeting is the Advisory Body; the others are at the faculties in Tuzla (Faculty of Philosophy - Department of Psychology and Pedagogy, and the Department of Social Work, Faculty of Education and Rehabilitation). Introduction to the "door to door" activity, and agreement regarding the selection and engagement of students.	✓
Contacting students and scheduling the first information meeting at Vive Žene.	✓
Sending notifications to the Ministry of the Interior - information on the implementation of activities (goal, when, how, participants) and a request to notify the competent police stations in the Tuzla Canton about the participation of police officers. Scheduling the first meeting at Vive Žene.	✓
The first meeting with the participants on the Vive Žene premises, informing about the planned activity, making arrangements for the following period - education, implementation of activities, technical details. (preparation for the meeting - lists of participants and forms for transportation costs, short text about the project, introduction to the promotional material).	✓
One-day training for participants (workshop content refers to communication, informing citizens about the problem, protection of victims, responsibilities of citizens). The education is to be led by members of the Vive Žene professional team. Distribution of promotional material.	✓
Closing meeting after the activity. Participant feedback.	✓

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