



EVALUATION REPORT

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VICTIM SUPPORT EUROPE EVALUATION REPORT

2015 WORK AND ACTIVITIES

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**PREPARADO POR
PAULO TEIXEIRA**

**DATA
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1. EVALUATION SCOPE & OBJECTIVES

The Victim Support Europe (VSE) Monitoring and Evaluation (M&E) process has two main focus points. Regarding the monitoring aspect, this has its focus on the implemented activities and their efficiency and effectiveness. On the evaluation side the focus is also on the efficiency and effectiveness but of the VSE intervention strategy and the processes used. Besides the two main focus points or focus criteria there will also be an important part of the M&E that will look in to the products developed by the network.

One can say that the proposed M&E model is focused on efficiency, effectiveness and also the quality of the products developed and implemented processes.



In the implemented M&E model we looked into the VSE objectives and activities and tried to collect the perspectives from all relevant stakeholder groups (VSE Members, VSE Staff, VSE Board and EU DGs).

The VSE key objectives for the period 2015-2017 can be summarised as follows:

- Establish victim support in every EU Member State;
- Strengthen and help coordinate developing victim support organisations;
- Standards and accreditation of victim support organisations;
- Support implementation of EU Directive in relation to cross-border victimisation
- Provide state-of-the-art training tools;
- Improve operational capacity of Victim Support Europe and its members across the EU;

- Represent wider victim interest and stakeholders.

In this Monitoring and Evaluation (M&E) report we've looked at these objectives and at the efficiency and effectiveness levels. But, as this the first year on a two year implementation of the M&E system we also focused on the steps that are being taken to reach those objectives and deliver them as efficiently as possible. For each of the planned objectives, VSE carried out a series of activities and these activities were the main focus of the M&E model in 2015.

2. EXECUTIVE SUMMARY

Since the beginning the option was clear to involve the Victim Support Europe (VSE) staff on the evaluation design and this led to a series of construction phases that always had that focus.

The first thing that was done was to read all the documentation that was given to the evaluation team by the VSE team. After reading all this information an evaluation plan was drafted and sent to the staff for approval.

After this initial phase we concentrated on the collaboration to deliver the results defined for each Monitoring and Evaluation (M&E) design phase.

To give a clearer picture of what was done here's a phase by phase list:

1. Reading and analysis of documents
2. Developing a Visual Model of the VSE intervention (Theory of Change)
3. Developing a portfolio of key evaluation questions and criteria
4. Validation of the TOC and evaluation questions
5. Evaluation Plan
6. Validation of the Evaluation Plan
7. Data collection instruments design and validation
8. Data collection phase
9. Evaluation Report for 2015

This evaluation report has been written using the data from questionnaires, interviews (collective and individual) and the analysis of documents, collected from several groups of stakeholders.

The collection process ran smoothly enough and we were able to achieve an acceptable response rate for the data collection instruments used. Despite being the first evaluation cycle it has been possible to gather some interesting data that we believe will be useful for VSE's future work, and accordingly applied to the 2016 operations.

We would like to thank the staff at VSE for their cooperation and professionalism, VSE members and their governing bodies for their time, and the responsiveness of the different European Commission DGs contacted.

We will now look at the main conclusions and recommendations that have been made from the combined analysis of the data collected.

2.1 MAIN CONCLUSIONS AND RECOMMENDATIONS

Presented here are the main findings from the data collection carried out during the evaluation process along with recommendations for future implementation made by the external evaluation team.

2.1.1 MAIN CONCLUSIONS

The main conclusions that have been drawn from VSE's external evaluation process for the year 2015:

- ▶ The degree of efficacy in the implementation of VSE's 2015 work programme was judged to be high - looking at the internal reporting data and stakeholders perceptions we can see the activities went according to plan.
- ▶ The organisational structure and the Human Resources were found to be adequate for the organisation's mission and objectives - with the actual human resources VSE seems to have an adequate team to achieve the results it aims.

- ▶ A positive dynamic that will contribute to the achievement of the outlined objectives has been identified in the operationalisation phase of VSE's Strategy, and should be confirmed in 2016 and subsequent years - the key stakeholders identified good levels of internal coordination and transparency.
- ▶ The delivery rates for the objectives outlined in VSE's strategy in 2015 are in line with what was planned. However, the analysis corresponds to the early stages of implementation, the first year, and there is a high delivery rate for activities that will enable VSE to achieve their objectives in the future. The effectiveness rate and adherence between what was planned and achieved is very good and created a strong push for achieving the planned objectives in the next years.
- ▶ The results indicate either a lack of knowledge about VSE monitoring systems for activities by members or a lack of understanding of what constitutes a monitoring system. This was expected and it relates to a technical question and probably the best way forward is to clarify what is a M&E system. At this time, VSE as a reporting system and regular feedback that the members acknowledge and are a major part of any M&E system.
- ▶ There is a good level of feedback and reporting by VSE staff and the board members to the member organisations - the members reported high satisfaction with the report system and we could observe the use of the website and the information there and also on social networks (like facebook).
- ▶ VSE's strategy and its operationalisation exhibit a degree of robustness and elevated coherence, with successful articulation between the strategic and operational aspects of VSE's work - one can observe a logical linkage between strategical documents, activities and the work plan.
- ▶ Relationships with the different European Commission DGs do not appear to be uniform and are characterised by varying degrees of proximity - we only got two responses from one of the contacted DGs but those reported very different levels of interaction with VSE.
- ▶ The importance of VSE's mission and work appears to be recognised by the relevant European Commission DGs - Even with only two responses to our call

both rated the VSE work as of the highest relevance and very important for the future. Also, both insisted that they wanted to be regularly informed of VSE activities and initiatives.

2.1.2 RECOMMENDATIONS

This was an important year for the implementation of VSE's strategy and there are some recommendations that the evaluation team would like to present for the consideration of VSE's board, staff and members.

- ▶ Clarify existing management support systems for VSE members, explaining what they are and their specific contributions to VSE's mission and work programme. In the future, ensure that all members are aware of monitoring practices and that VSE has a monitoring system in place for their activities - this will also mean that VSE would use a shortlist of performance indicators that could be used as a barometer for organisational performance and aid monitoring feedback.
- ▶ We would recommend also the use of basic project management online services (like Asana, for example) to facilitate feedback and all management related activities - this would streamline the staff work and their communication with members and board.
- ▶ Monitor and Increase the use and active participation in the VSE website and social networks - it is important to develop a concrete role for these tools for VSE objectives and communication.
- ▶ Develop metrics for each of the predicted outcomes of VSE's work. Members involved with activities should be included in the validation and the definition of the measurement criteria, defining what should be measured and how.
- ▶ Improve external communication, particularly with the DGs, by identifying the areas of work that are most relevant for each of the Commission's DG and by

establishing suitable communication strategies that take their specificities into consideration.

3. METHODOLOGY

The main activities undertaken during the first part of this first year included the collaborative design of the model and the validation of the data collection instruments which were carried out alongside the research and immersion work performed by the team responsible for the external evaluation. It was necessary to ensure that the M&E model design was suitable and upheld by a portfolio of indicators and metrics relevant to VSE's management in an effort to ensure continued development throughout the process that will further the aims and objectives of the network.

This initial design phase was characterised by two key moments: the design of the model in its "final" format and then the design and validation of the Evaluation Plan and data collection instruments.

We started by developing a Theory of Change (TOC) of the VSE work. The TOC is a visual map of the activities, outputs and outcomes that VSE aims to achieve. We can think of it as a visual representation of the organisation work that helped us to reach a common understanding of the organisation activities and goals.

With that map in our hands we then developed a portfolio of key evaluation questions that we presented to the VSE Staff for discussion. After a final list of questions was validated we developed the indicators and metrics to respond to them. After that step, we developed the data collection instruments. We are mainly talking about surveys and interview guidelines that, along with the documents provided gave the evaluation team the information that is the basis for the present report.

We must remember that this is a two year construction process and that we had a small timeframe to set in place the VSE evaluation for 2015. This was the result of only being able to contract the evaluation services after the Summer and also a direct result of the already mentioned two year design process in which we used this first year to develop the key questions and indicators but will focus in the second year on the robustness of the responses and in the focus shifting to get

stronger causality links and a more evaluative reasoning in the answers to the evaluation questions.

Data was collected following the completion and validation of the Evaluation plan and its respective data collection instruments. The data was analysed using comparative and combined methods and has been summarised in this report and presented in other formats for internal reporting.

It is important to note that the Evaluation Plan for 2015 is currently being put through a meta-evaluation process that will result in adjustments as part of our work to ensure continuous improvement with the aim of maximising the relevance, suitability and usefulness of the evaluation process for the VSE's management, staff and member organisations. This "evaluation of the evaluation" will contribute to the already mentioned gains in causality understanding and evaluative reasoning in 2016 and to overcome the present report shortcomings.

3.1 APPROACH AND INSTRUMENTS

Considering the objectives and calendar of this evaluation process, as well as the characteristics of VSE's work, we organised the evaluation process in 3 main phases:

Phase 1: Preparation of the M&E and Evaluation Plan

Phase 2: Data collection

Phase 3: Data Analysis, Reporting and Feedback

Given the geographic dispersion of participants, number of activities and network objectives, this evaluation process relied on the use of new Information and Communication Technologies (we used synchronous and asynchronous communication and work forms). Despite the importance of these resources, the evaluation integrated

other methods such as interviews and analysis of relevant documentation. We also used the annual network meetings to facilitate an M&E activity.

Throughout, the evaluation process different instruments and methods were used, like:

- ▶ Activity reports
- ▶ Assessments by local organizations
- ▶ Participants through a simple and open online survey
- ▶ Team members and organisers of activities through targeted online questionnaires
- ▶ Network organisations using Workshops and facilitation techniques
- ▶ Logic Model Analysis¹
- ▶ Mind Mapping

The M&E Team designed the questionnaires, surveys, interviews and other methods/instruments and processed and critically analysed the recorded information.

The investment in such a broad set of methods aimed to guarantee, as a whole, a multi-method approach that would allow for a safer "filtering" of the data and a more accurate analysis of the reality.

¹ For more info on Logic Models and their use in evaluation processes check: <https://www.wkkf.org/resource-directory/resource/2006/02/wk-kellogg-foundation-logic-model-development-guide>

4. VICTIM SUPPORT EUROPE ACTIVITIES

4.1 MAIN FINDINGS

This report summarises and critically analyses the data collected and presents the findings from the data collected in a certain logic.

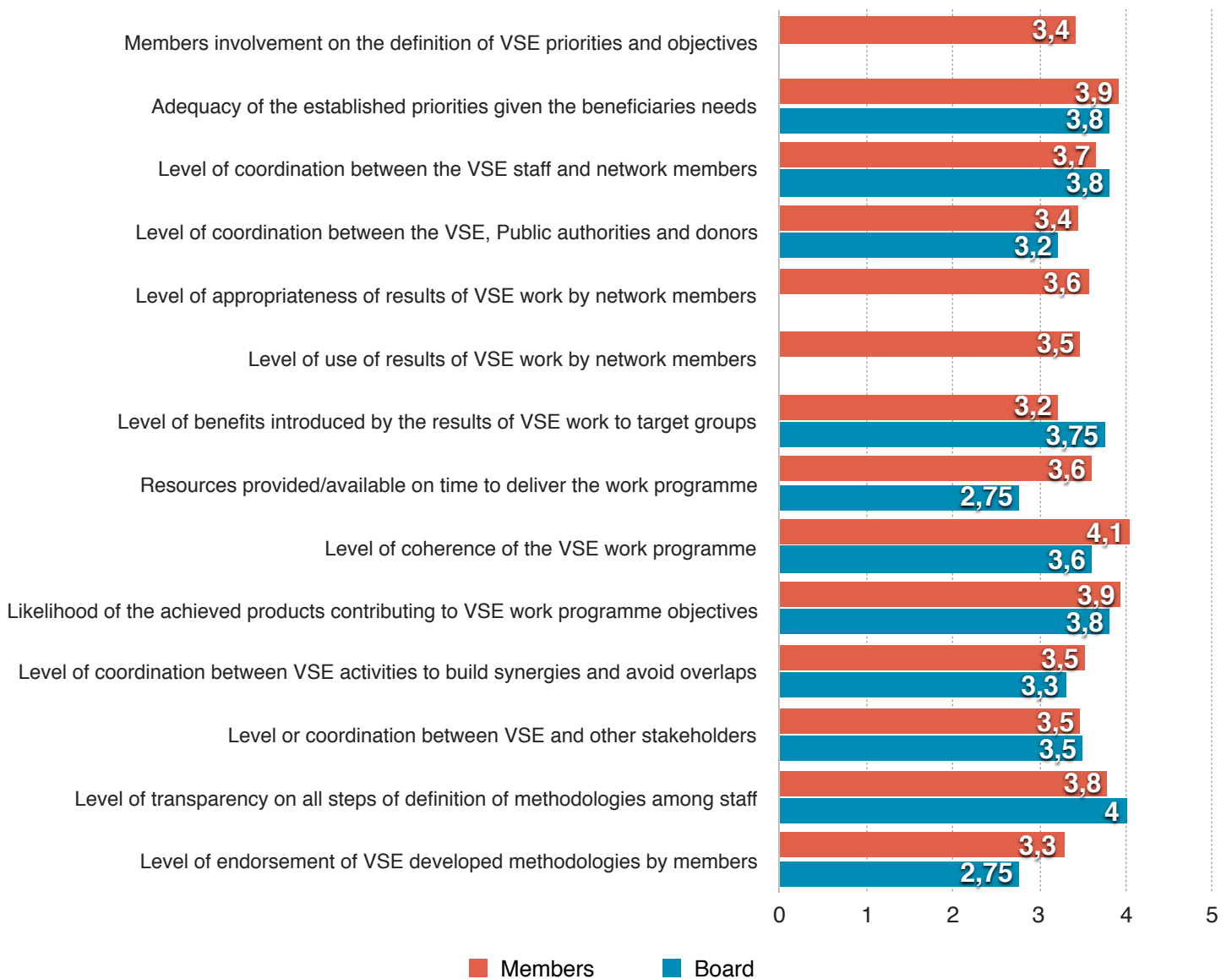
We first look to the responses from VSE member organisations, followed by an analysis of the response trends cross-referenced with the perceptions of other stakeholders, such as VSE's Board of directors, staff and elements from the European Union DGs.

Looking at how VSE members evaluated the implemented activities and the achieved results, it is possible to draw two main conclusions:

- a) Overall, the Board and members' perceptions on key evaluation questions and criteria are aligned.
- b) Where discrepancies do exist in those perceptions, the Board is generally more critical/demanding about the aspects analysed.

A five point scale was used to analyse the perceptions of the stakeholders, respondents could score each category a maximum of 5 points and a minimum of 0. A score of 5 corresponded to an evaluation of "excellent".

Examining the graph below that plots the responses of the VSE member organisations, we can conclude that almost all criteria were evaluated as 3, or "average" and 4, "good".



A high degree of convergence is evident when comparing these values with the perceptions of the Board, with some exceptions:

1. Regarding the “Resources provided/available on time to deliver the work programme” the Board is much more “critical” and gave an average rating of 2,75 signalling with its evaluation that VSE is doing a lot with less than optimal resources.
2. There’s also a difference in the way the two groups perceive the benefits to target groups resulting from VSE work (3,2 the members and 2,75 the Board)

3. Also on the topic “Level of coherence of the VSE work programme” the board has a more critical stance than the VSE members evaluating this criteria with an average rate score of 3,6 compared to 4,1 (the higher score from the members).
4. Finally in the “Level of endorsement of VSE developed methodologies by members”, the Board only rates it at 2,75 against a result of 3,3 by VSE member organisations.

We must also add that some of these questions were stakeholder specific as there were some things that were not asked to the Board or Stakeholders (hence the absence of response rates in some questions).

These points of divergence do not undermine the global alignment of perspectives, which was very high, as they do not lead to significant discrepancies in the interpretation of results for this scope of activities.

On examining the findings from the data analysis and the exploratory conversations with the stakeholders it is possible to conclude the following:

- ▶ The results are generally positive. All criteria that received a mean score above the average performance levels should be considered positive for the first year of work during which an initial phase required invisible work and the need to create the solid foundations necessary for continued consistent and robust intervention. It is hoped that these values will rise in 2016 with the maturation of the work being carried out and the creation of synergies between organization and activities.
- ▶ There is an overall positive sentiment in regards to the outcomes of VSE’s work and activities for target populations. The environment also appears to be positive and transparent which is essential for the achievement of VSE’s objectives.
- ▶ Low scores for the criteria measuring the benefits for target populations are to be expected as VSE is in the beginning stages of implementation and the objectives associated to these criteria will only be achieved in the future. Accordingly, the evaluation should receive higher scores in subsequent years.

One of the aspects in which we feel this report and the evaluation needs to be strengthened in 2016 is in the explanations for these perceptions. As was stated at the

beginning of the report this is a two year process and we, at this time, feel that we need to approach VSE members during the year about their reasons for some of these assessments.

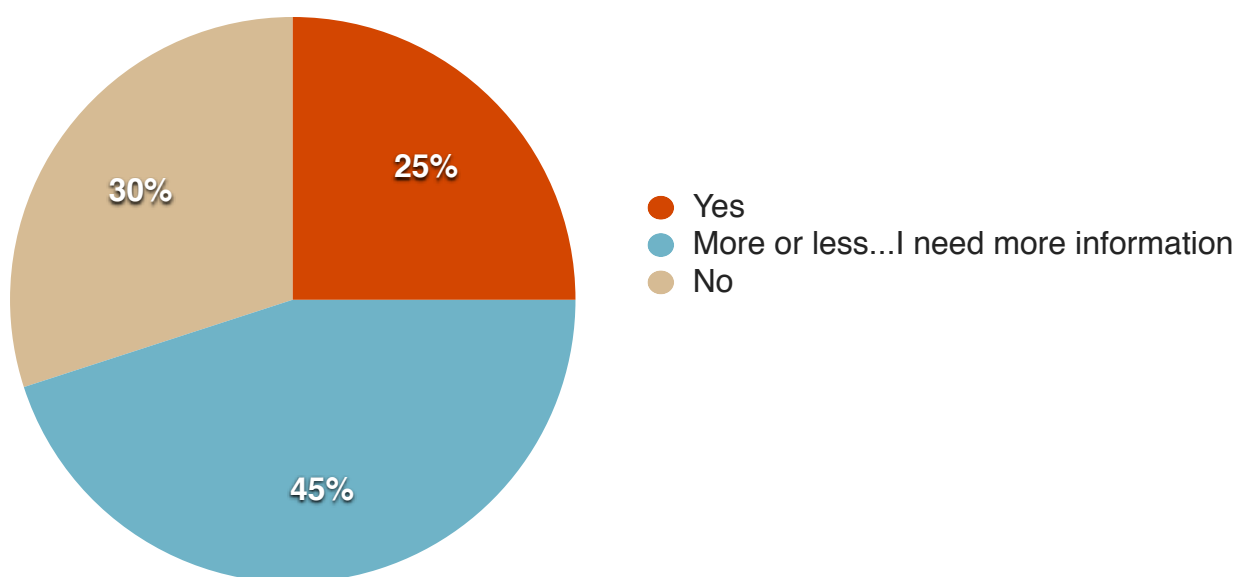
To summarise, the activities anticipated in the plan of activities were carried out and VSE has had a busy year, participating in various events and projects. Foundations have been laid and the organisational environment has been found suitable for the completion of the organisation's objectives.

5. THE VSE MONITORING SYSTEM

The assessment of this criterion of VSE's work was more complex due to its technical nature. It is well known that management support systems, like the monitoring system, are not at the top of the list of concerns or interests of member organisations, even if they are usually of central importance for achieving organisational goals. In fact, operational activities, that involve different publics and that help the organisation to achieve its main objectives, can be said to occupy a more central role in the thinking and concerns of organisations.

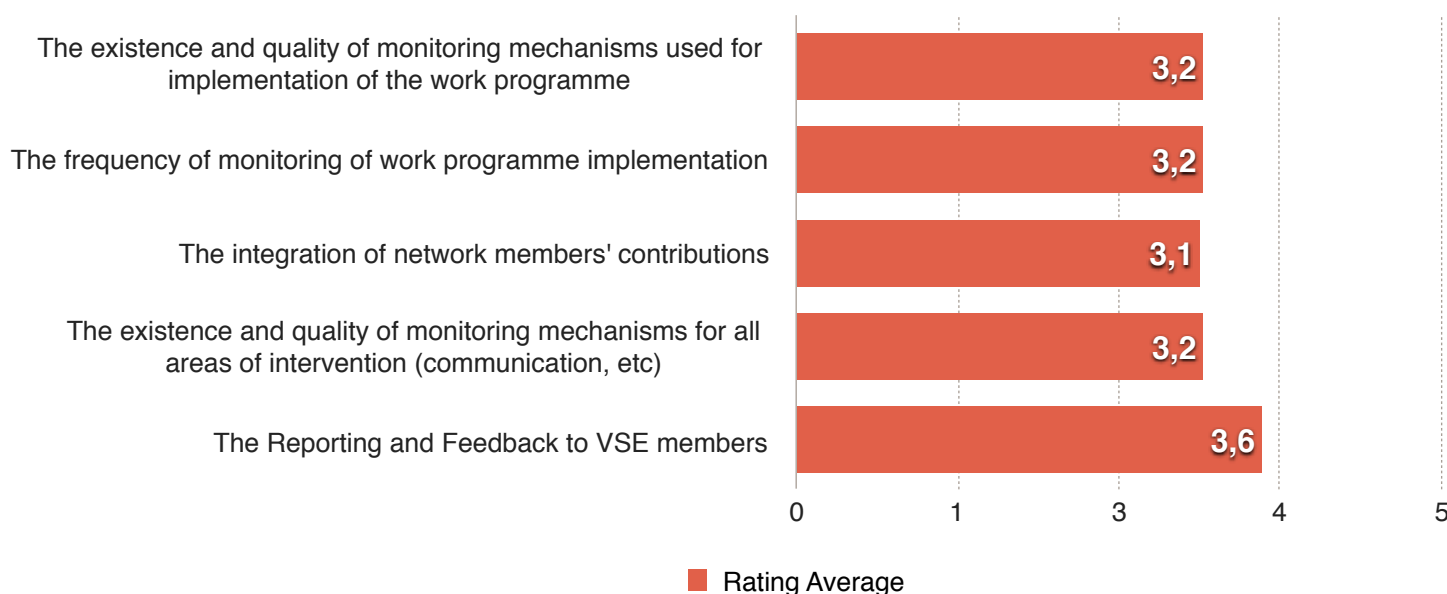
Therefore, neither the percentage of members that deemed further information about the VSE monitoring system for activities as necessary (45%) nor the percentage that were unknowledgeable about it (30%) were unexpected.

Do you feel you are well informed about the VSE Monitoring system?



Taking these results into consideration, we can conclude that internal communication needs to be developed in order to rectify the current situation.

In contrast, the set of criteria that measure the quality of the monitoring system for activities along with the results delivery system received a positive overall evaluation from those VSE members that considered themselves able to respond. However, once again the results fell in the range of “average” and “very good”, VSE did not receive the highest rating for any of the criteria as illustrated by the graph below.



Nonetheless, two very interesting points are raised when cross-checking the perspectives of VSE members with those of the Board.

- ▶ The results are similarly distributed but the Board’s results are higher on average for **all** assessment criteria. This is perfectly understandable considering that the Board tends to be more knowledgeable about management support instruments.
- ▶ The criterion that evaluated reporting received the highest results which can be interpreted as very positive as it reinforces the positive assessment that VSE received for internal procedures in the evaluation of activities that can be found at the end of the report.

Even if this seems like a more technical aspect of VSE operations and that people “don’t know what a Monitoring System is” the truth is that only one of the respondents mentioned that he/she didn’t know what was a “Monitoring System”.

To conclude this section of the evaluation, we recommend that the monitoring system’s communication components be reinforced and visibly and continuously integrated in to all of VSE’s activities and work.

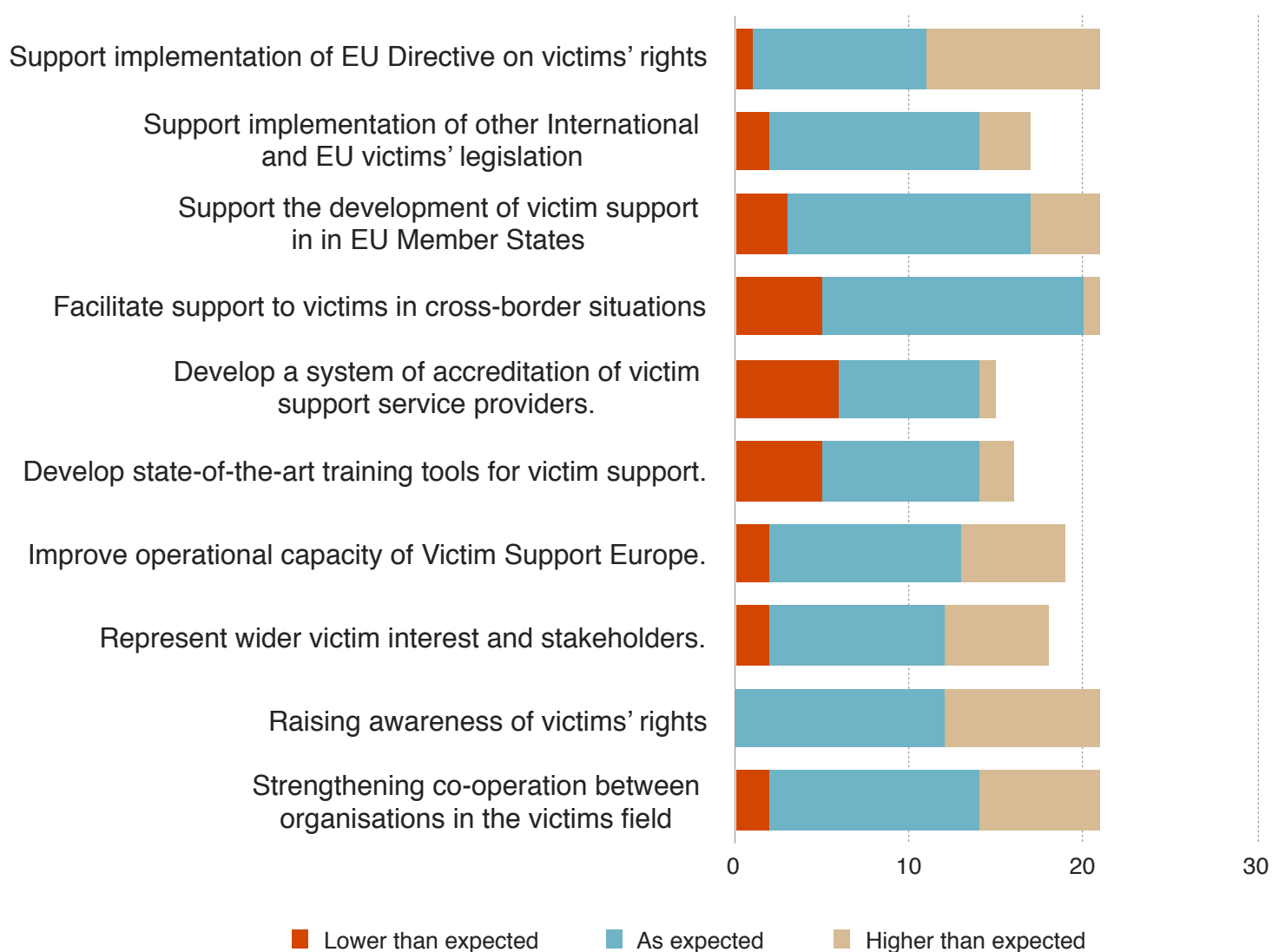
This will increase understanding of the evaluation and monitoring systems and contributions and results will be clear for all members. We cannot ignore the fact that, although it is to be expected, there are a number of members that disclosed a lack of knowledge about the system or that require more information about it. An important question is raised by the revelation that some members did not know what a monitoring system is. This may indicate that they are involved and/or they receive information about the monitoring system but that they do not understand that they are being “involved” in a monitoring process. VSE’s staff and board could undertake this task providing clarifications about the system to the members and falls under the scope of capacity- building.

This field of work is expected to gain more visibility in 2016.

6. VSE OUTCOMES IN 2015

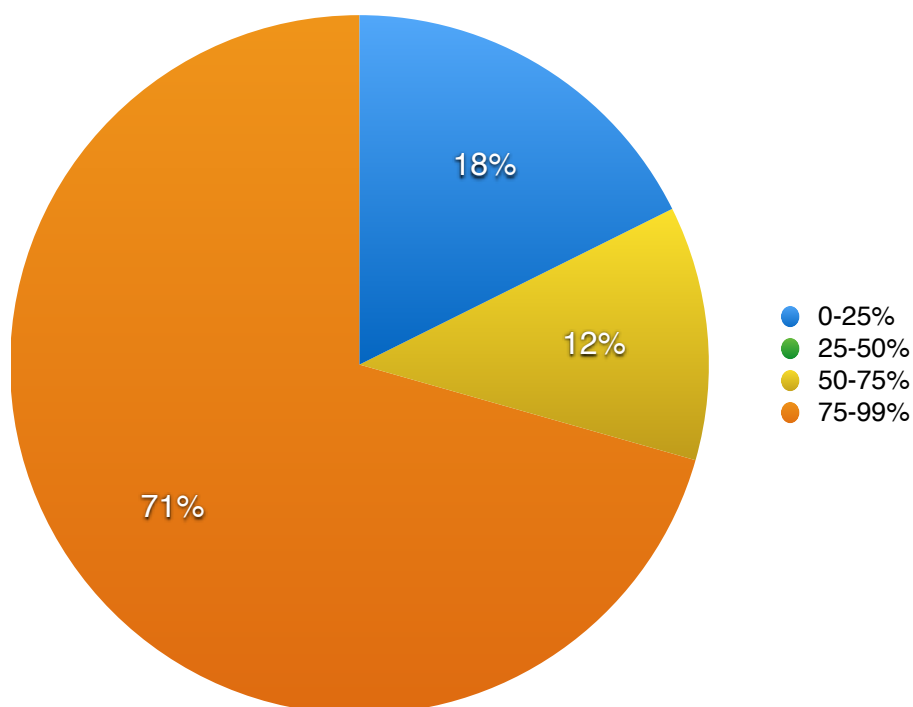
Analysing the information gathered about the outcomes achieved by VSE in 2015 we quickly came to the conclusion that the work carried out in this area corresponded to, or surpassed, the expectations of most of the organisations that make up VSE.

As illustrated by the graph, the only completion outcomes that did not meet the expectations of VSE members were outcomes where completion would not be expected in 2015 (ex. “Develop a system of accreditation of victim support service providers”).



In this case the results of the assessments made by the different stakeholder groups revealed total alignment and there was no disparity between the factual analysis and perceptions.

Planned Objectives 2015 - Completion Level



Summarising the evaluation process for efficacy, VSE demonstrated a high level of efficacy in 2015 that was in accordance with its planning. Efficacy was evaluated by cross-checking the completion data for objectives with the results obtained and verified through the analysis of data and documents that record VSE's activity in 2015 and the perceptions gathered from VSE's members and board along with the degrees to which their expectations were met.

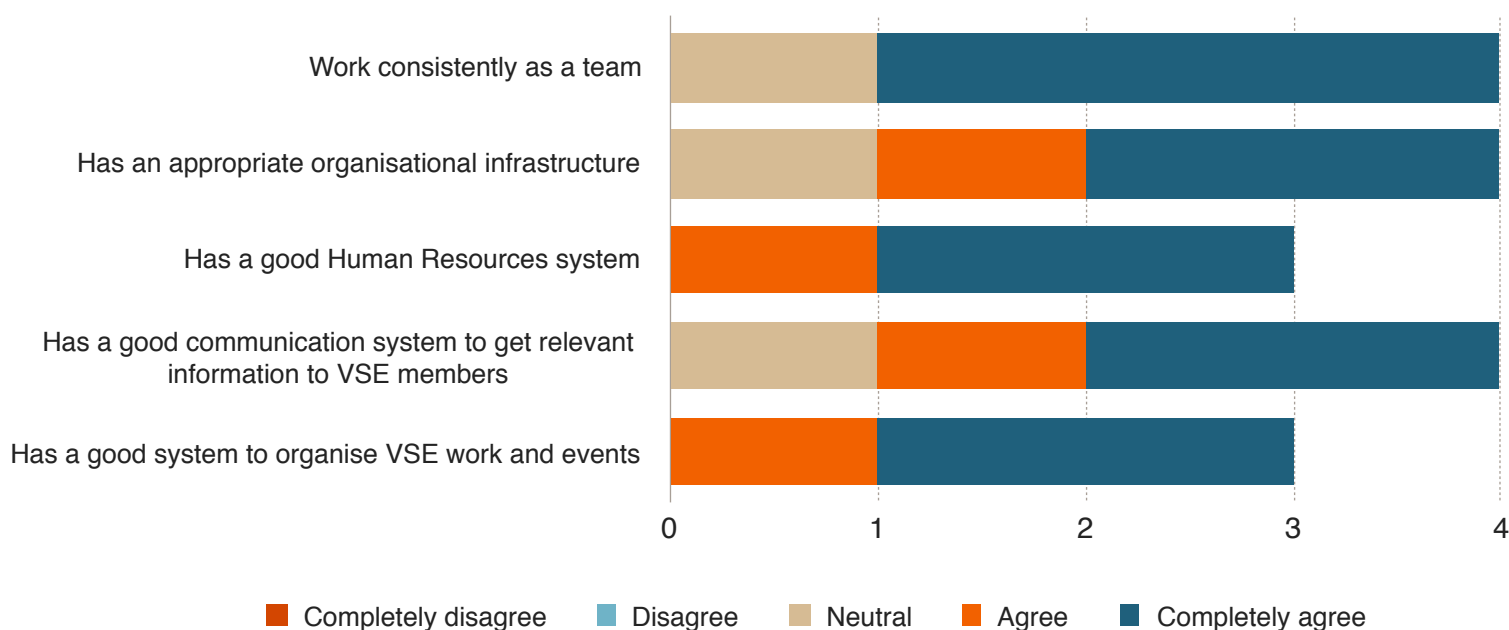
It's the evaluation team understanding that there were well founded reasons for the low completion level of some objectives and that those don't jeopardise the VSE global strategy.

- ▶ The organisation's programme of activities has a high delivery rate and a level of achievement for outcomes that is not only compatible with the work planned but also reasonable considering that we are examining the first year of work.

7. VSE ORGANISATIONAL STRUCTURE AND PROCEDURES

Data collection was also carried out for the evaluation of the organisational structure and of the management processes implemented during 2015.

This evaluation required the use of indicators that had been derived from VSE's staff and board as well as the documentation about VSE's procedures and organisation that we had access to.



As illustrated in the graph (above), a combined analysis of the perceptions of the relevant stakeholders reveals that there is a mostly positive or completely positive perception held about all aspects analysed. For example, sentiments about the Human Resources structure and the system for event organisation are extremely positive.

In fact, all of the data indicates that in 2015 the organisational structure was well constructed and that the management and management support processes were created

to enable the furthering of VSE's objectives and the successful completion of planned activities achieved the expected results.

- ▶ The staff possess the necessary skills and expertise to carry out VSE's operational work, the existing internal organisation and procedures appear to be suitable for the proposed objectives, the internal communication system appears adequate and the structure works as a team.

In the evaluation recommendations we suggest the introduction of a simple but streamlined project management system. We even give a concrete suggestion but will give other options if the recommendation is to be implemented. When looking at similar member based organisations we saw that most of them used some sort of management system that was a big part of monitoring and reporting procedures.

We feel that this kind of system would facilitate the VSE staff work relating to day to day activities but also monitoring and reporting.

The evaluation of this dimension is therefore quite positive, generating confidence in the implementation that will follow in the years ahead and in VSE's capabilities.

8. THE EU DG PERSPECTIVE

This chapter of the evaluation report will attempt to summarise the results of the interviews carried out and the other information gathered from the European Commission's DGs.

The following DGs were contacted:

- ▶ DG Justice – Unit B1 – Criminal Procedural Law
- ▶ DG Justice – Children's Rights
- ▶ DG Justice – Equality Unit
- ▶ DG Home – Office of the Human Trafficking Co-ordinator
- ▶ DG Home – Child Sexual Exploitation

It is important to note that we experienced a high degree of difficulty in establishing communication with the contact elements in each DG and that in some cases it proved impossible to contact them or to get them to identify other elements to respond to the questions we had.

From the five contacted DGs we were only able to talk to two units from the same DG:

- ▶ DG Justice – Unit B1 – Criminal Procedural Law
- ▶ DG Justice – Children's Rights

Also worth noting is that, when analysed, the data collected indicates that in this case, and unlike the other analyses carried out, there is no alignment with the data from the different sources. We have to look at this with some caution as we only have two respondents.

For this reason, and due to the fact that the desired data was not collected from all the intended DGs, it is not interesting to create a graph that represents the perceptions and responses gathered. It is left to us to present the main points that responses were

received for, suggestions that were collected and to highlight the discrepancies in perceptions.

Beginning with the aspects where opinions coincided:

- ▶ The DG with whom we were able to speak demonstrated a high level of understanding of VSE's mission and objectives.
- ▶ The existence of a structure like VSE as well as the work it carries out are considered to be important.
- ▶ Following from the previous point, interest was expressed in the reception of regular updates about VSE's work.

The following are a series of questions that appear to indicate differences in perceptions and/or access to information:

- ▶ DG Justice – Children's Rights reported that they had had less contact with VSE than desirable but DG Justice – Unit B1 – Criminal Procedural Law, reported a high degree of interaction.
- ▶ DG Justice – Unit B1 – Criminal Procedural Law, reported receiving information about VSE's activities whilst DG Justice – Children's Rights, reported that they had not received any information from them.
- ▶ There was no consensus among those who had received information about the quality of the information, with some reporting high quality information and others reporting information of little interest.

We think that for VSE the most interesting aspect of the information provided by both inquired DGs is that they expressed genuine interest in VSE activities and want to receive regular information. Especially if tailored for their interests and area of operations.

We also got some criticism to VSE website content but this was before the new site was up and running.

Also important is a clear suggestion for ways ahead...

“...from the European Commission's point of view we would encourage VSE to currently focus their resources on getting proper victim support services up and running in all the EU Member States (still approximately a third of MS who don't have nation-wide victim support services) “

“VSE is absolutely crucial for the advancement of victims' rights in Europe and a key partner of the European Commission.”

DG Justice – Unit B1 – Criminal Procedural Law

“It's important for VSE to cooperate with other organisations that work in areas related to VSE objectives. Networking is essential.”

“VSE must have a focus! Prioritise! No one can do everything at the same time.”

DG Justice – Children's Rights

To summarise, the set of data collected from the DGs is highly differential although VSE's mission and work are valorised. However, discrepancies exist regarding the number and quality of the interactions between VSE and the DGs. This information lacks robustness as only one DG (two units from DG Justice) was available to respond to our inquiry. Because of this low response rate we would not dare to generalise but only to look in these two responses as “illustrations”. However ad DG Home did not respond that may indicate a need for closer co-operation to help the DG understand the relevance of VSE's work to them.

The difficulty experienced in establishing contact with the DG may indicate some degree of detachment, lack of institutional contact and a lack of knowledge about VSE's work by some of the DG.

9. FINAL THOUGHTS

In this first year of the evaluation process the general results point to a good performance from VSE and a good level of compliance to the activity plan. There are a few things that are pointed in this report that have to be addressed but the general tone is very positive. The evaluation team actually thinks that some of the lower performance levels, in certain aspects of VSE operations, are completely normal, expected and in line to what we've observed in similar processes.

As this was the first year of this evaluation we feel that in 2016 it's important to incorporate in the evaluation system more information on "expectations" and "causality" to better understand some of the results we will, undoubtedly, get in the 2016 evaluation cycle.

LOGFRAME

Logframe is a consultancy and training company based in Lisbon, that operates on both national and international levels. Operating since 2006, we have developed our activity collaborating with Municipalities, Companies, Nongovernmental Organizations, International Institutions, Private Charities, Public Institutions and other governmental bodies. Our areas of work range from strategic planning and operational evaluation of policies, programs and projects, performance management systems, gender equality, quality management systems and training, among others.

Some of the most relevant Logframe contracts of evaluations in recent years were:

- Programme Escolhas 5ª Geração (ACIDI – Portuguese Public Institute) – Design, management and implementation (including tutoring and evaluation) of the training programme of the “Programa Escolhas – 5ª Geração”. Under this three year contract we were responsible for the content development, training plan, content production and facilitation of 10 on-line courses in a total of 432 hours
- Numerous local projects evaluations financed by programmes like EQUAL, PROGRIDE, Ser Criança, ESCOLHAS, PRODER among others
- Radar project, promoted by PAR - Social Responses and financed by the Portuguese Development Agency
- SOLID Funds implementation in Portugal, contracted by the European Commission (DG Home)
- Projects QUALIS and PRIO – Training in several subjects related to the management of third sector institutions for more than 40 civil society organizations and organizational evaluations (total of 186 organisations)
- C2E – Participation in supranational evaluation processes, in cooperation with several European organizations (namely in the evaluation of European Commission policies),

being member of an international network of companies that work in the area of evaluation (C2E) and collaborating with several other international benchmark companies in this sector

- Project "Networking for Development – External Evaluation of the Project "Networking for Development: from town twinning to a more efficient cooperation," co-financed by the European Union and the Portuguese Development Agency
- Study Sessions Programme, Youth Department of the European Council
- “Go Local - For sustainable Cities” promoted by the Marquês de Valle Flôr Institute, financed by the European Union and Camões Institute for Cooperation
- International Medical Assistance – External Evaluation of Intervention of the International Medical Assistance (AMI) in the Health Region of Bolama, Guinea Bissau between 2000 and 2013
- Calouste Gulbenkian Foundation – Development of the monitoring and evaluation model of the "Partis Programme - Artistic Practices for Social Inclusion”.

Logframe favors a participatory approach for the implementation of evaluation processes.

Mission, Vision & Values

Mission

Actively participate in improving qualitatively the level of efficiency and effectiveness of the intervention of organizations with whom we cooperate.

Vision

Being recognized as a provider of excellence consulting and training services, that offers differentiated, innovative and modern solutions, with rigor and professionalism, but also with openness and a flexible approach.

Our Values

Participation – integrate and potentiate different perspectives and use the expertise and knowledge of the different stakeholders in each process.

Professionalism – assume an attitude of responsibility and rigor with a personal attention to our clients.

Quality – constant demand to offer improvement solutions to our customers, both in the course of proceedings as in the final products, betting on creating contents and an image of excellence.

Openness – willingness to integrate ideas and suggestions from others, without fear of “losing” the control of the processes.

Transparency – sharing of (relevant) information and knowledge without any reservations, promoting a sincere relationship and a positive atmosphere with our customers.

Flexibility – ability to quickly, efficiently and effectively adapt to new or unexpected situations.

Utility – everything we do has its use and added value as central assumption. Every working moment has an essential output to the process in question.

Innovation – seek to integrate tools, procedures and techniques in our work that are different on their characteristics or application.

EVALUATION TEAM

PAULO TEIXEIRA - Team Leader

Holds a master in Planning and Evaluation of Development Processes and a BA in Sociology and Planning by ISCTE – University Institute of Lisbon. Has a vast and multifaceted professional experience, having worked for NGOs, coordinating teams of intervention projects, and for Public bodies, planning and monitoring the implementation of National Programs (including the Rede Social Programme, at the now extinct IDS - Institute for Social Development and later at the Institute for Social Security).

Currently is a consultant and trainer for different Local Authorities, social solidarity institutions, NGOs and other public and private institutions (for and non profit) in the areas of planning, management and evaluation of programs and projects, territorial strategic planning, leadership and team management, social innovation, organizational change and performance evaluation systems. Is also responsible for managing programs and projects of social intervention, collaborating occasionally with higher education institutions, such as the Catholic University of Portugal or the Institute of Applied Psychology (ISPA), where he teaches subjects related to evaluation.

Was member of the Board of the European Evaluation Society (EES), coordinator of the Lisbon European Anti-Poverty Network (EAPN) and founder of the Logframe - Consulting and Training Ltd, of which he is managing partner.

Is also co-author of the books "MAPA - Manual for Planning and Project Evaluation", "MAPA - Facilitation Manual for the Management of Participatory Events and Processes" and "Management of Nonprofit Organizations - The Social Innovation Challenge".

Responsibilities: Coordination of the evaluation team, management of the evaluation process, supervision of tools development, supervision of data collection, data analysis and preparation of reports.

SUSANA MONTEIRO

BA in Sociology and Planning by the Instituto Superior de Ciências do Trabalho e da Empresa (ISCTE), has a post graduation degree in Development, Local Diversity and Global Challenges by the same University and a Masters in Urban and Regional Planning by the Geography of the Faculty of Letters of the Lisbon University. Exercises the functions of external trainer and consultant in various public and private institutions in the areas of planning, management and evaluation of projects, territorial strategic planning, leadership and team management, among others. It also responsible for managing programs and projects of social intervention.

Co-author of "MAPA - Facilitation Manual for the Management of Participatory Events and Processes" and is facilitator of working groups oriented for tasks of deepening diagnostics and developing strategies for intervention.

Responsibilities: Development of evaluation tools, data collection, data analysis and preparation of reports.

PEDRO ANTUNES

BA in Sociology by the Instituto Superior de Ciências do Trabalho e da Empresa (ISCTE). Has experience in planning and monitoring the implementation of national programs such as the Rede Social Programme (at the extinct IDS - Institute for Social Development and later at the Institute for Social Security) and as national coordinator of the team responsible for the monitoring and evaluation of programs like "Ser Criança" and "Progride ". Was part of the team responsible for the design and monitoring of the program "Contratos Locais de Desenvolvimento Social" and integrated the evaluation team of " Programa Quadro Prevenir II" and "Programa Quadro Reinsereir II " (programs about drug addiction, prevention and reintegration). Was also part of the research team from the Institute of Social Sciences (Instituto de Ciências Sociais) research project "Youth Cultures - lives at risk and social exclusion".

Formed in "Interpretation of the Rules ISO 9001" and in "Audit Methodologies ISO 9001" by the Portuguese Industrial Association (AIP).

Currently works as consultant and trainer in the fields of research and diagnostic, monitoring and implementation of planning processes, implementation of quality management systems, organizational skills, and monitoring and evaluation of programs and projects.

Responsibilities: Development of evaluation tools, data collection, data analysis and preparation of reports.

10. ANEXES

Introduction

This Survey to Victim Support Europe Members is part of the external evaluation of the VSE work programme 2015-2017.

Our aim is to collect the members perceptions on topics relevant to VSE work and objectives in order to increase the impact of the work programme.

Your answer is important to improve the VSE work and the survey can be answered in less than ten (10) minutes.

Thank you for you collaboration,

The external evaluation team

In this set of questions we will try to access VSE members perceptions on the implementation of the work plan for this year.

To help you we will give you the Objectives and activities of VSE's Action Plan.

Key objectives

1. Support the development of victim support in EU Member States.
2. Support the development of existing victim support organisations in EU Member States.
3. Support the implementation of the EU Directive in relation to cross-border victimisation.
4. Develop a system of accreditation of victim support service providers.
5. Develop state-of-the-art training tools for victim support.
6. Improve operational capacity of Victim Support Europe.
7. Represent wider victim interest and stakeholders.

Main activities

1. Under objective 1, the activities will focus on the Member States where generic victim support services are not yet delivered nationwide. In agreement with the national government, stakeholders in these Member States will be identified and expertise shared with government and stakeholders.
2. Under objective 2, the activities will focus on starting, small scale generic victim support organisations, helping them to develop towards organisations that can deliver the services required by the EU Directive nationwide.
3. Under objective 3, the activities will aim at identifying practical and organisational challenges in relation to the support of cross-border victims and advising on solutions to overcome them.
4. Under objective 4, the activities should lead to an accreditation system that can be used both as a tool to check the quality of the services delivered by victim support organisations and as a tool to improve the quality of these services. Such a system does not exist at present.
5. Under objective 5, the activities should lead to a number of training tools which can be used by organisations which come into direct contact with victims.
6. Under objective 6, Victim Support Europe wants to further develop its office in Brussels and Centres of Expertise (in areas such as financial management, policy & strategy, training and quality improvement) across Europe
7. Under objective 7, Victim Support Europe wants to develop its relations with the EC, EP and Council of the EU to actively promote victim policy. Victim Support Europe, primarily aimed at the support of victims of crime in general, wants to further develop its cooperation with organisations active in the support of victims of specific forms of victimisation, e.g. racism,

VSE Outcomes

4. How would you rate the changes that are resulting from the VSE work?

	Lower than expected	As expected	Higher than expected	Not Sure or Don't Know
Support implementation of EU Directive on victims' rights	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support implementation of other International and EU victims' legislation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support the development of victim support in in EU Member States	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilitate support to victims in cross-border situations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop a system of accreditation of victim support service providers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop state-of-the-art training tools for victim support.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve operational capacity of Victim Support Europe.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Represent wider victim interest and stakeholders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Raising awareness of victims' rights	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strengthening co-operation between organisations in the victims field	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How to work with the map

- Use the map to zoom in from Europe to explore the details of the map.
- Use the map to zoom in from Europe to explore the details of the map.
- Use ZOOM to create a new topic.
- Use ZOOM to create a new topic.
- Use ZOOM to create a new topic.
- Use ZOOM to create a new topic.

Question 2

An NGO from Romania has been identified as a possible partner and has become an active member of the VSE network. The NGO is currently providing support to victims of domestic violence in Romania. The NGO is currently providing support to victims of domestic violence in Romania. The NGO is currently providing support to victims of domestic violence in Romania.

Activities

A workshop on the 11 habits for victims of crime is being planned. Germany, Spain, and Portugal are currently providing support to victims of domestic violence in Romania. The NGO is currently providing support to victims of domestic violence in Romania.

We want the evaluation to help take a look at VSE and how it is currently providing support to victims of domestic violence in Romania. The NGO is currently providing support to victims of domestic violence in Romania.

For each of the objectives we want to know:

- 1. How do we know we are achieving our objectives?
- 2. How do we know we are achieving our objectives?
- 3. How do we know we are achieving our objectives?

Activities

- 1. How do we know we are achieving our objectives?
- 2. How do we know we are achieving our objectives?
- 3. How do we know we are achieving our objectives?

Support the development of victim support in EU Member States where no generic victim support is available nationwide

- 1. How do we know we are achieving our objectives?
- 2. How do we know we are achieving our objectives?
- 3. How do we know we are achieving our objectives?

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How do we know we are achieving our objectives?

VICTIM SUPPORT EUROPE

We are currently working on the development of a membership policy for the VSE network. The new membership policy will be based on the current membership criteria for the VSE network. The new membership policy will be based on the current membership criteria for the VSE network. The new membership policy will be based on the current membership criteria for the VSE network.

Support the development of existing victim support organisations in EU Member States

Activities

An action plan will be developed with focus countries in EU Member States

Question 1

Support the implementation of the EU Directive in relation to cross-border victimisation.

Activities

Develop a system of accreditation of victim support service providers.

Question 1

Check the status of the set training tools for victim support

Activities

Improve operational capacity of Victim Support Europe and its members across the EU

Activities

Represent wider victim interest and stakeholders

Question 1

Represent wider victim interest and stakeholders

Activities

Represent wider victim interest and stakeholders

Question 1

Represent wider victim interest and stakeholders

Activities

Represent wider victim interest and stakeholders

Question 1

Represent wider victim interest and stakeholders

Introduction

This Survey to Victim Support Europe Board Members is part of the external evaluation of the VSE work programme 2015-2017.

Our aim is to collect the Board perceptions on topics relevant to VSE work and objectives in order to increase the impact of the work programme.

Your answer is important to improve the VSE work and the survey can be answered in less than ten (10) minutes.

Thank you for your collaboration,

The external evaluation team

In this set of questions we will try to access VSE Board members perceptions on the implementation of the work plan for this year.

To help you we will give you the Objectives and activities of VSE's Action Plan.

Key objectives

1. Support the development of victim support in EU Member States.
2. Support the development of existing victim support organisations in EU Member States.
3. Support the implementation of the EU Directive in relation to cross-border victimisation.
4. Develop a system of accreditation of victim support service providers.
5. Develop state-of-the-art training tools for victim support.
6. Improve operational capacity of Victim Support Europe.
7. Represent wider victim interest and stakeholders.

Main activities

1. Under objective 1, the activities will focus on the Member States where generic victim support services are not yet delivered nationwide. In agreement with the national government, stakeholders in these Member States will be identified and expertise shared with government and stakeholders.
2. Under objective 2, the activities will focus on starting, small scale generic victim support organisations, helping them to develop towards organisations that can deliver the services required by the EU Directive nationwide.
3. Under objective 3, the activities will aim at identifying practical and organisational challenges in relation to the support of cross-border victims and advising on solutions to overcome them.
4. Under objective 4, the activities should lead to an accreditation system that can be used both as a tool to check the quality of the services delivered by victim support organisations and as a tool to improve the quality of these services. Such a system does not exist at present.
5. Under objective 5, the activities should lead to a number of training tools which can be used by organisations which come into direct contact with victims.
6. Under objective 6, Victim Support Europe wants to further develop its office in Brussels and Centres of Expertise (in areas such as financial management, policy & strategy, training and quality improvement) across Europe
7. Under objective 7, Victim Support Europe wants to develop its relations with the EC, EP and Council of the EU to actively promote victim policy. Victim Support Europe, primarily aimed at the support of victims of crime in general, wants to further develop its cooperation with organisations active in the support of victims of specific forms of victimisation, e.g. racism,

violence against children and women, discrimination.

Note:

In the questions you will see terms like products and results. The first refers to things like this external evaluation, delivering an external evaluation is a product. Like it is a product developing a check list for standard accreditation of victim support organizations. You can have tangible or intangible results (like meetings for example)

Results refer to changes that you produce by your activities and the use of the products of those activities. Results may refer to changes in perception, behavior or practices both individual and/or at the organisational level (examples: increase members capacities in the VSE work areas).

VSE Outcomes

3. How would you rate the changes that are resulting from the VSE work?

	Lower than expected	As expected	Higher than expected	Not Sure or Don't Know
Support implementation of EU Directive on victims' rights	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support implementation of other International and EU victims' legislation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support the development of victim support in in EU Member States	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilitate support to victims in cross-border situations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop a system of accreditation of victim support service providers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop state-of-the-art training tools for victim support.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve operational capacity of Victim Support Europe.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Represent wider victim interest and stakeholders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Raising awareness of victims' rights	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strengthening co-operation between organisations in the victims field	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

VSE - EU DG - Interview guidelines

1. Please tell us if you:

None Low Medium High Excellent Not Sure or Don't Know

Have a clear understanding of the VSE Mission and Objectives

Leave any comment you feel could be useful regarding the topic

Receive enough info on VSE activities

Leave any comment you feel could be useful regarding the topic

Quality of the received info from VSE activities (if you receive any information)

Leave any comment you feel could be useful regarding the topic

Interest in receiving info on VSE activities

Leave any comment you feel could be useful regarding the topic

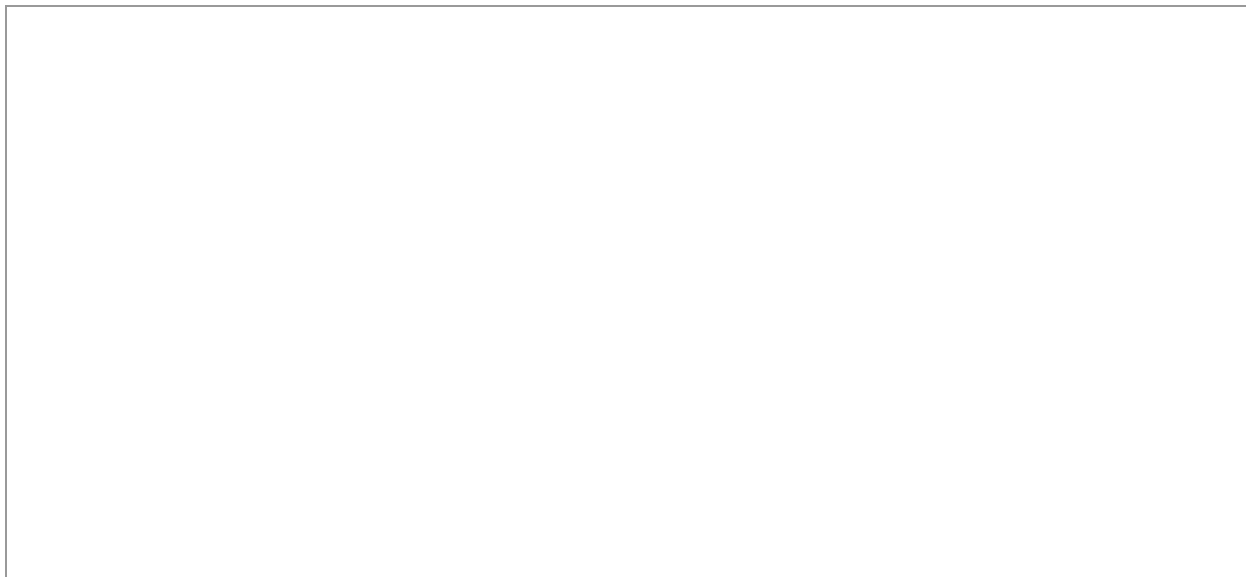
Level of interaction you had with VSE in the past year

Leave any comment you feel could be useful regarding the topic

Importance of having a network such as VSE

Leave any comment you feel could be useful regarding the topic

2. Would you give us any suggestions for VSE activities or topics that should be prioritised by VSE this new year?

A large, empty rectangular box with a thin black border, intended for the user to provide suggestions for VSE activities or topics to be prioritized in the new year.