



EVALUATION REPORT

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VICTIM SUPPORT EUROPE EVALUATION REPORT

2016 WORK AND ACTIVITIES

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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. In this second year of the evaluation process we've had the opportunity to engage with Victim Support Europe members in Brussels and have a workshop focusing on evaluation issues and ways to strengthen the M&E process. As a result of this added layer of information we were able to better understand the evolution of the indicators and metrics and incorporate some new ideas in the M&E modelo for 2017.

2. EXECUTIVE SUMMARY

The M&E process in 2016 followed along the lines of 2015 and as 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. In 2016 we were able to have a evaluation workshop in Brussels that added to the process.

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 Preliminary results presentation and workshop with VSE members in Brussels
10. Evaluation Report for 2016

This evaluation report has been written using the data from questionnaires, interviews (collective and individual), evaluation workshop results 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.

As always the evaluation team 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 2016:

- ▶ The degree of efficacy in the implementation of VSE's 2016 work programme was judged to be high – looking at the internal reporting data and stakeholders perceptions we can see that all activities went according to plan and that the VSE staff and Board had a very busy year in terms of activities and went above the defined targets.
- ▶ The Victim Support Europe Staff was involved in 2016 in more than 110 activities ranging from Conference and Seminars participation to work and project meetings or training sessions. This kind of intense activity is testimony of the incredible amount of work being done.
- ▶ VSE directly influenced in a significant manner the terrorism agenda at the EU level. The work on this area was very relevant and VSE was a key player in EU strategy in this area.
- ▶ The organisational structure and the Human Resources suffered some changes during the year and that affected a little bit the day to day operations but with the changes made the situation at the end of 2016 is close to normal. There's now a team that is more able, in number and competencies, to respond to the increase of interactions and demands from members and new projects VSE is involved.

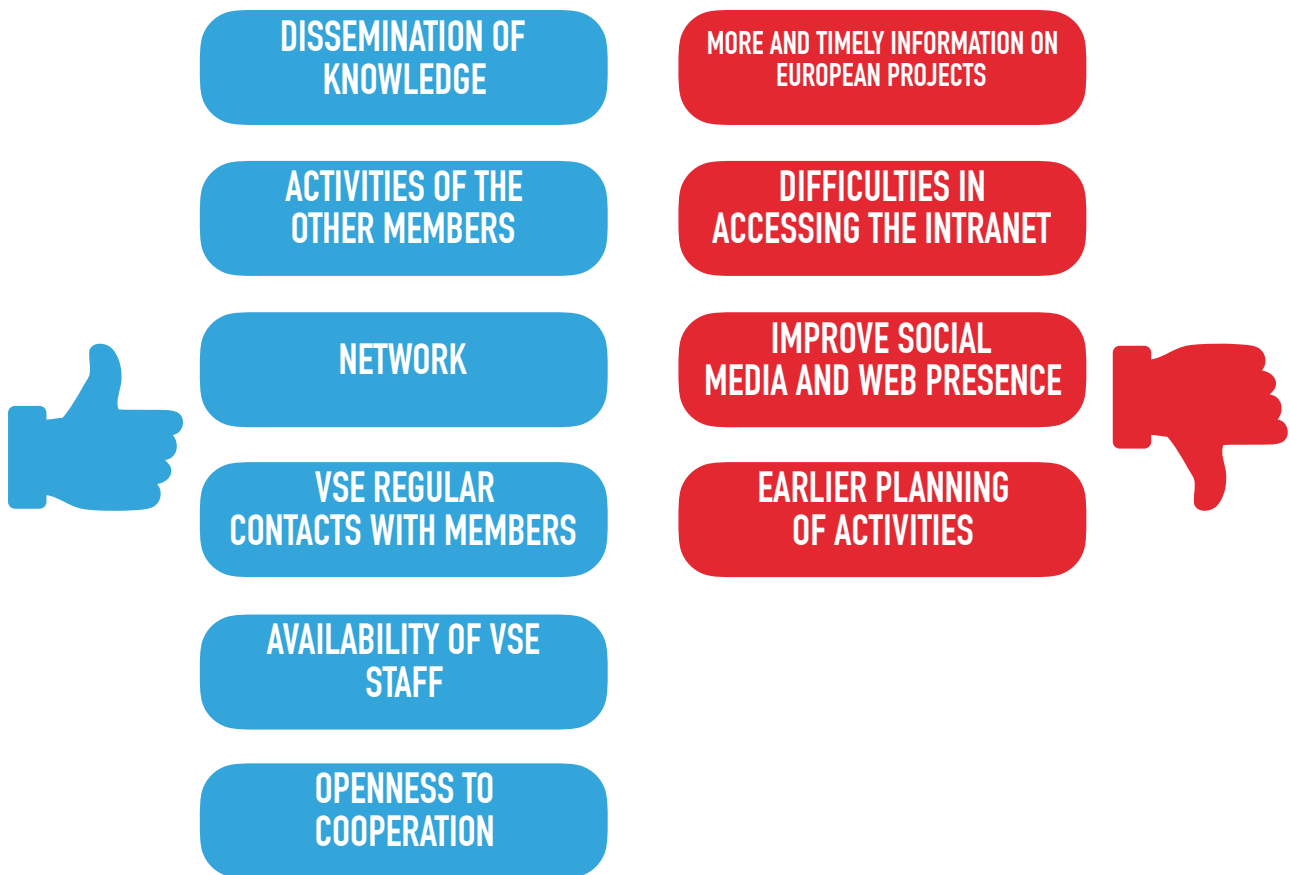
- ▶ As in last year's assessment the key stakeholders identified good levels of internal coordination and transparency.
- ▶ The delivery rates for the objectives outlined in VSE's strategy in 2016 are in line with what was planned, actually VSE staff as done more than was planned (as mentioned earlier). The effectiveness rate and adherence between what was planned and achieved is very good and created a strong push for achieving the planned objectives for the next years.
- ▶ 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 or twitter).
- ▶ 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 continue to observe a logical linkage between strategical documents, activities and the work plan. This was already visible last year and remains an important aspect this year also.
- ▶ Relationships with the different European Commission DGs do not appear to be uniform and are characterised by varying degrees of proximity - there seem to be very different levels of interaction with VSE from different stakeholder, as expected, and because of this no generalisation is possible at this time. This is not really an issue as different levels of engagement sometimes really mean that the context and priorities influence the people or organisations you have to work closer to.
- ▶ The importance of VSE's mission and work appears to be recognised by the relevant European Union level bodies and multilateral organisations interviewed, the importance of the VSE work and role was clear to all parties.
- ▶ All relevant stakeholders considered that as a whole the VSE performance in 2016 was better than in 2015, which is testimony to the continuous development of the organisation and its commitment to getting better.

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.

- ▶ We maintain our recommendation from last year focusing on the monitoring system, even with the better results from 2016. 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 would also mean that VSE had a shortlist of performance indicators that could be used as a barometer for organisational performance and aid monitoring feedback.
- ▶ 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. As the evaluation team knows that a "Communications" group was set up and a draft Communication Strategy exists now since the latter half of 2016 we expect them to give specific inputs and contributions on this matter.
- ▶ Related to the previous recommendation we feel there's room to strengthen the use of social media in order to get more visibility, this was in fact a note from both members and DG and other stakeholders. The social media presence is real but lacking traction with a low number of followers in every network. Again the new communication strategy will definitely help to address this matter. Our recommendation is to define a social media workflow and specific target to increase the number of followers in 2017.
- ▶ 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.

VICTIM SUPPORT EUROPE – PLUS & MINUS SYNTHESIS FOR 2016...



3. METHODOLOGY

The main activities undertaken during this second year of the M&E model were the meta-evaluation of the model and the collaborative redesign and validation of the data collection instruments. The VSE M&E model has an adaptive design that tries to incorporate lessons learned in a yearly feedback loop. Our aim was, as always, to ensure that the M&E model design was suitable and supported 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.

We revisited the initial design phase that 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 analysed the previously developed 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 was used to support the present report.

We must take into account that this was a two year construction process and that we had a small timeframe to set in place the VSE evaluation for 2015 so the 2016 year was important to reinforce the whole system. In the first year we developed the key questions and indicators but this second year the focus was 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 2016 is already 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 2017 and to overcome the present M&E process and 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. We've actually conducted an

evaluation workshop in Brussels this year that gave us great information on how to further strengthen the M&E process and its utility for future strategic and operational decisions by Victim Support Europe.

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

- ▶ Activity reports
- ▶ Assessments by local organisations
- ▶ 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.



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

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.

EVALUATION PHASES...



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.

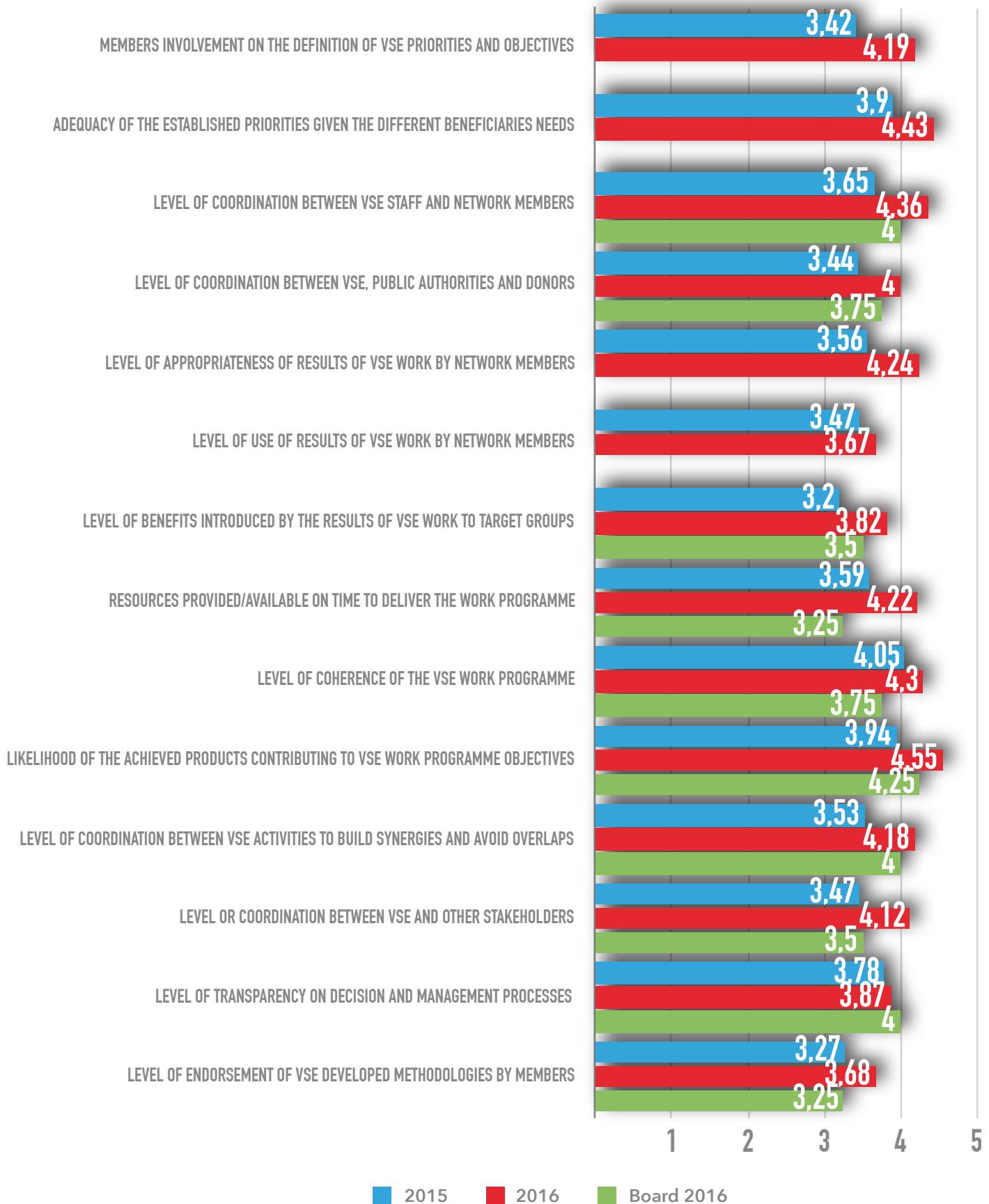
As this is the second year of the M&E process we compared this year responses to the ones from last year as most of the indicators and metrics remain the same.

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 the VSE members' perceptions are aligned on the key evaluation questions and criteria.
- b) Where discrepancies do exist in those perceptions, the Board is generally more critical/demanding about the aspects analysed (as it was already the case last year).

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".



As one can easily see there's a positive evolution in all the indicators and metrics perceptions by the VSE membership and, as it was the case last year, the Board tends to have a more "conservative" evaluation than the members. Even if this year the members seem a lot more satisfied than the Board on a lot of aspects the truth is that a high degree of alignment is evident. If one wants to identify some points to emphasise those would be:

1. The members had a better evaluation on all criteria in 2016 when compared to 2015. In some cases we can see the average raise was by almost one point.
2. The Board has almost always a lower evaluation on the relevant criteria but on the "transparency of decision making" they have a better evaluation than the members (if even by a small margin)
3. The opposite from point 2. is on the "Level of endorsement of VSE developed methodologies by members" where the members have a much better evaluation than the Board
4. Finally, we should say that even when we see larger differences both the members and the board have a better evaluation on these criteria than last year.

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 and the results were better than the ones from last year in every criteria. In last year's report we hoped that these values would rise in 2016

with the maturation of the work being carried out and the creation of synergies between organisation and activities and that was the case.

- ▶ There is an overall positive sentiment in regard 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.

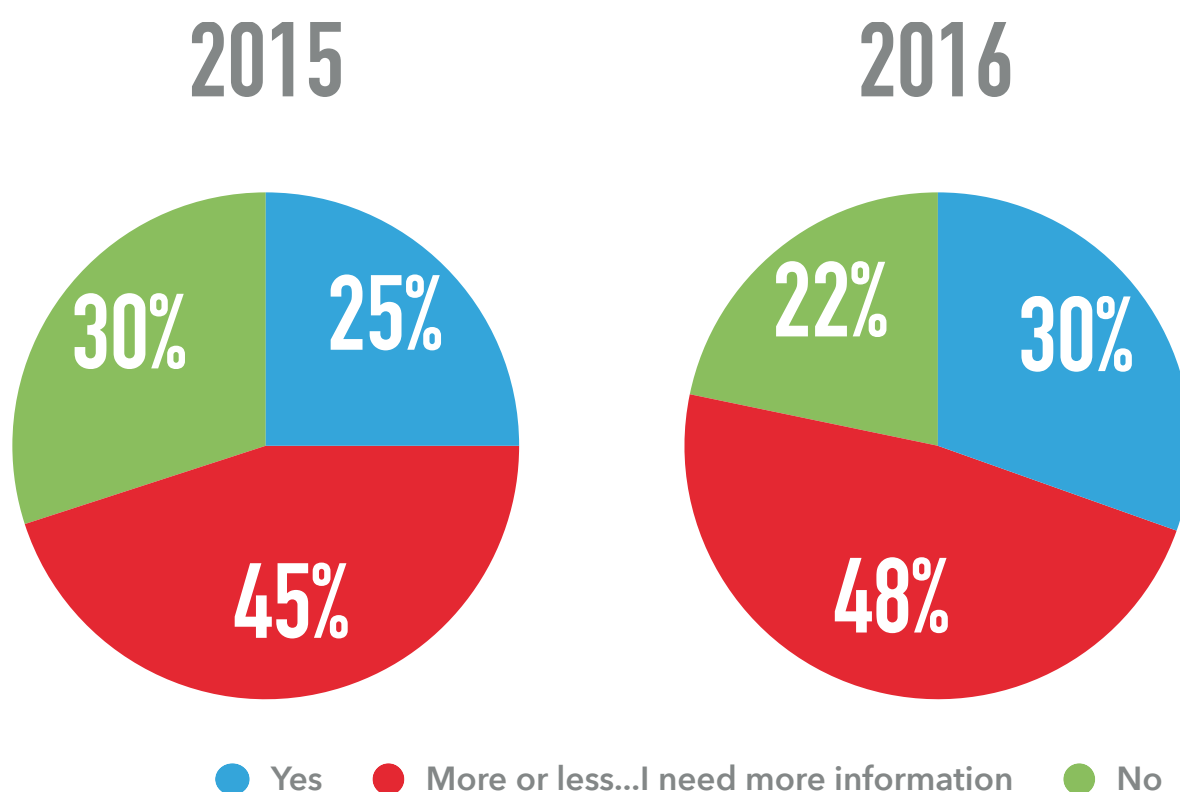
To summarise, the activities anticipated in the plan of activities were carried out and VSE has had a busy year, participating in various events and projects. Foundations have been laid and the organisational environment has been found suitable for the completion of the organisation's objectives.

5. THE VSE MONITORING SYSTEM

The assessment of this criteria 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 said needed further information about the VSE monitoring system for activities as necessary nor the percentage that were unknowledgeable about it were unexpected even if we can see a positive evolution on this matter since 2015.

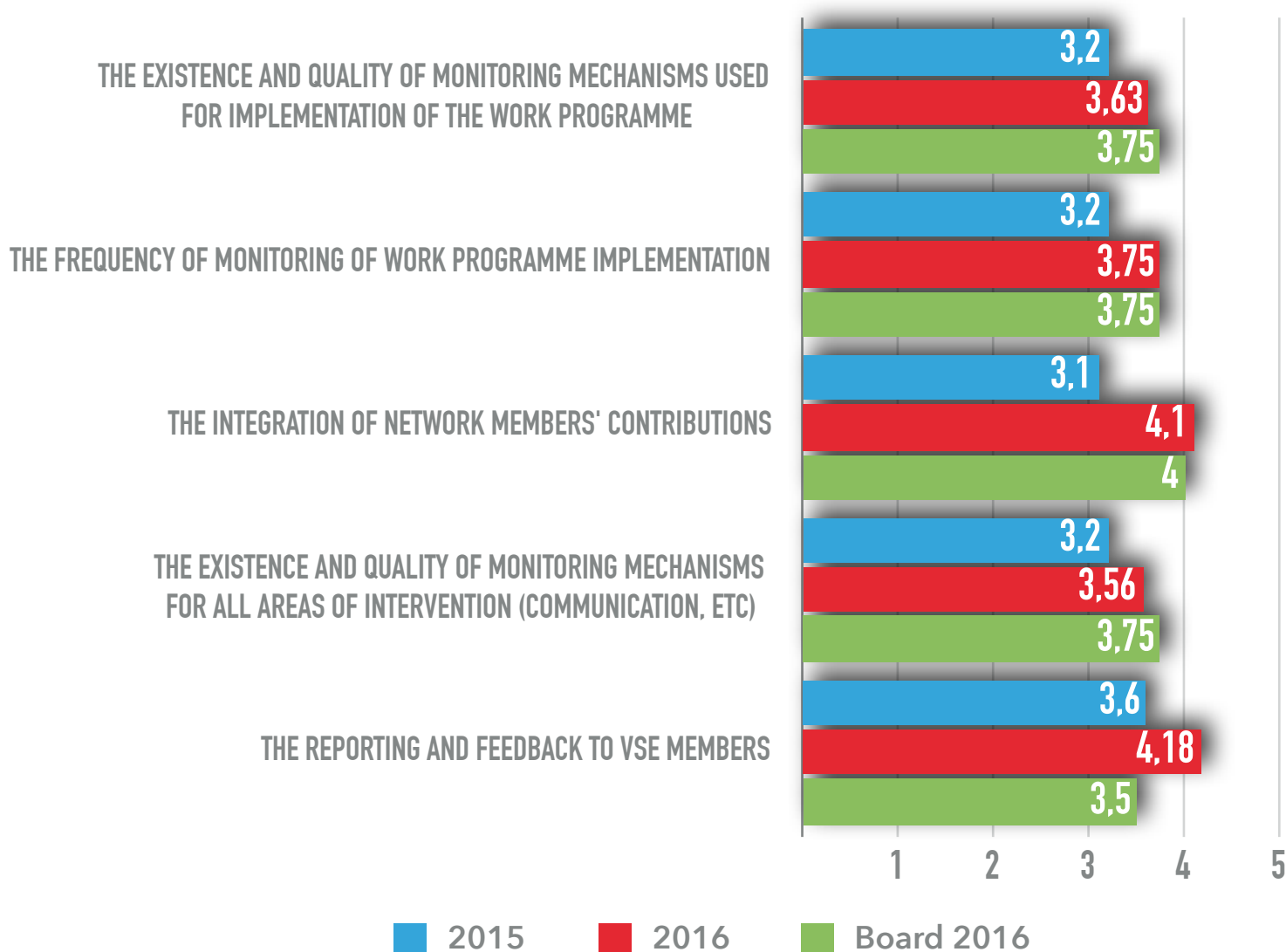
DO YOU FEEL YOU ARE WELL INFORMED ABOUT THE VSE MONITORING SYSTEM?



Taking these results into consideration, we can conclude that internal communication efforts must continue to be made to further solidify this knowledge about the VSE monitoring system.

The positive evolution is even more clear when we address more specific criteria regarding the monitoring system and its activities.

HOW DO YOU RATE THE VICTIM SUPPORT EUROPE MONITORING REGARDING:



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

- ▶ The results are similarly distributed but the Board's results are no longer higher on average for all assessment criteria as last year. The member seem to have earned a better knowledge of the monitoring system.
- ▶ The criteria that were better evaluated were both the inclusion of member contributions and reporting and feedback. Both of these criteria are very important as they relate to principles of participation and transparency.

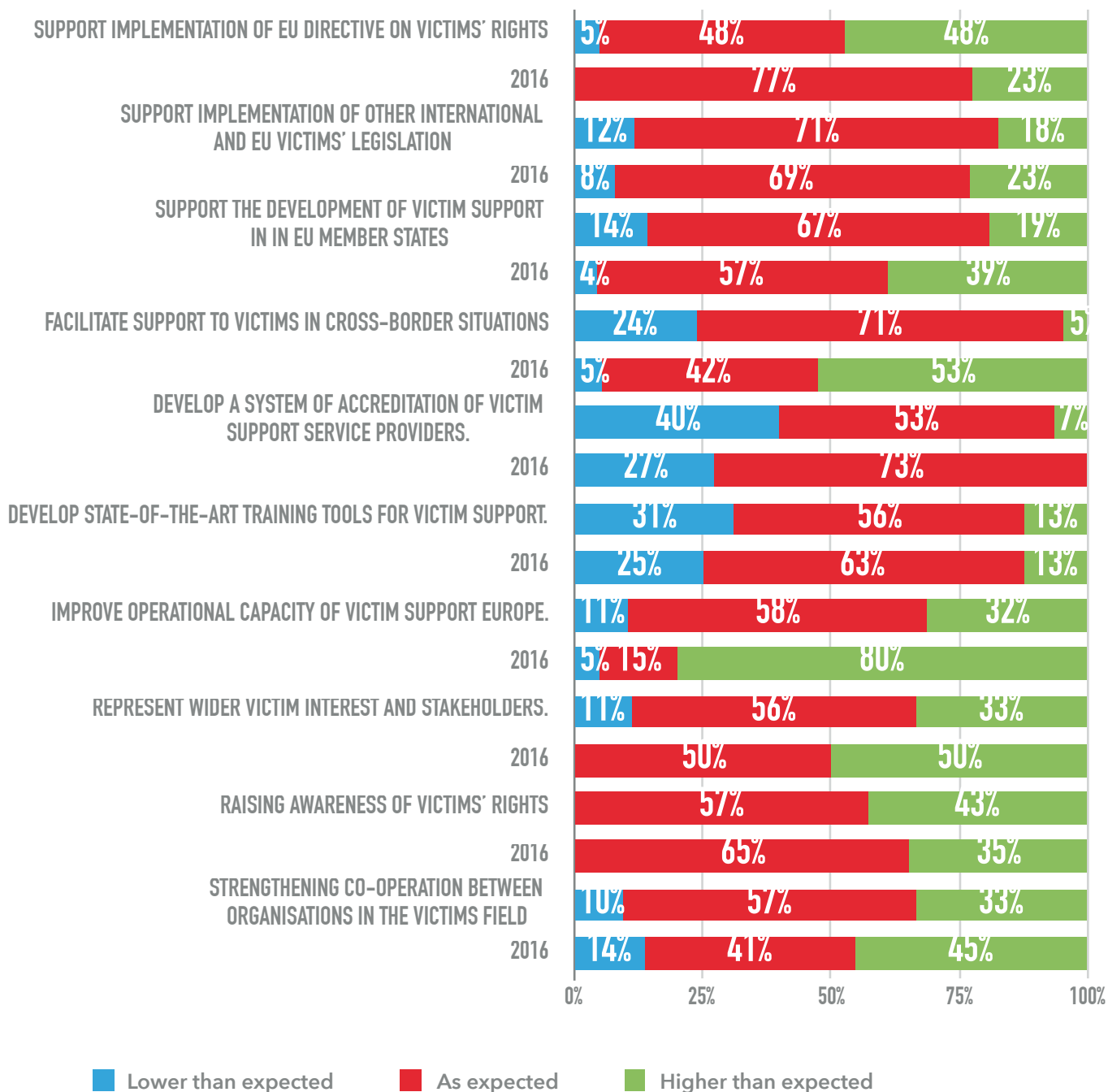
To conclude this section of the evaluation, we recommend that the monitoring system's communication components be reinforced and visibly and continuously integrated in to all of VSE's activities and work.

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.

Has expected and said in last year's evaluation report this part of VSE work gained more visibility in 2016.

6. VSE OUTCOMES & IMPACTS IN 2016

Analysing the information gathered about the outcomes achieved by VSE in 2016 and comparing it with the results from last year we quickly came to the conclusion that the work carried out by VSE corresponded to, or surpassed, the expectations of most of the member organisations.



As illustrated by the graph, the only completion outcomes that did not meet, in a significant manner, the expectations of VSE members were outcomes where completion would not be expected in 2015 or 2016 (ex. “Develop a system of accreditation of victim support service providers”).

The most relevant information is that VSE is consistently meeting the expectations of its members across all of the criteria.

When we look at all the work that the Victim Support Euro has done this year we can see that there was an objective or area of activity that was left out. Even more, the staff and VSE Board went beyond their defined activities and have done more than what was planned. As it is always the case the delivery rates and effort put in all these areas was not the same because of prioritisation and resources management,

The main idea is that 2016 was a very good year in terms of the work being done and the scope of that same work. It was definitely a growth year for Victim Support Europe.

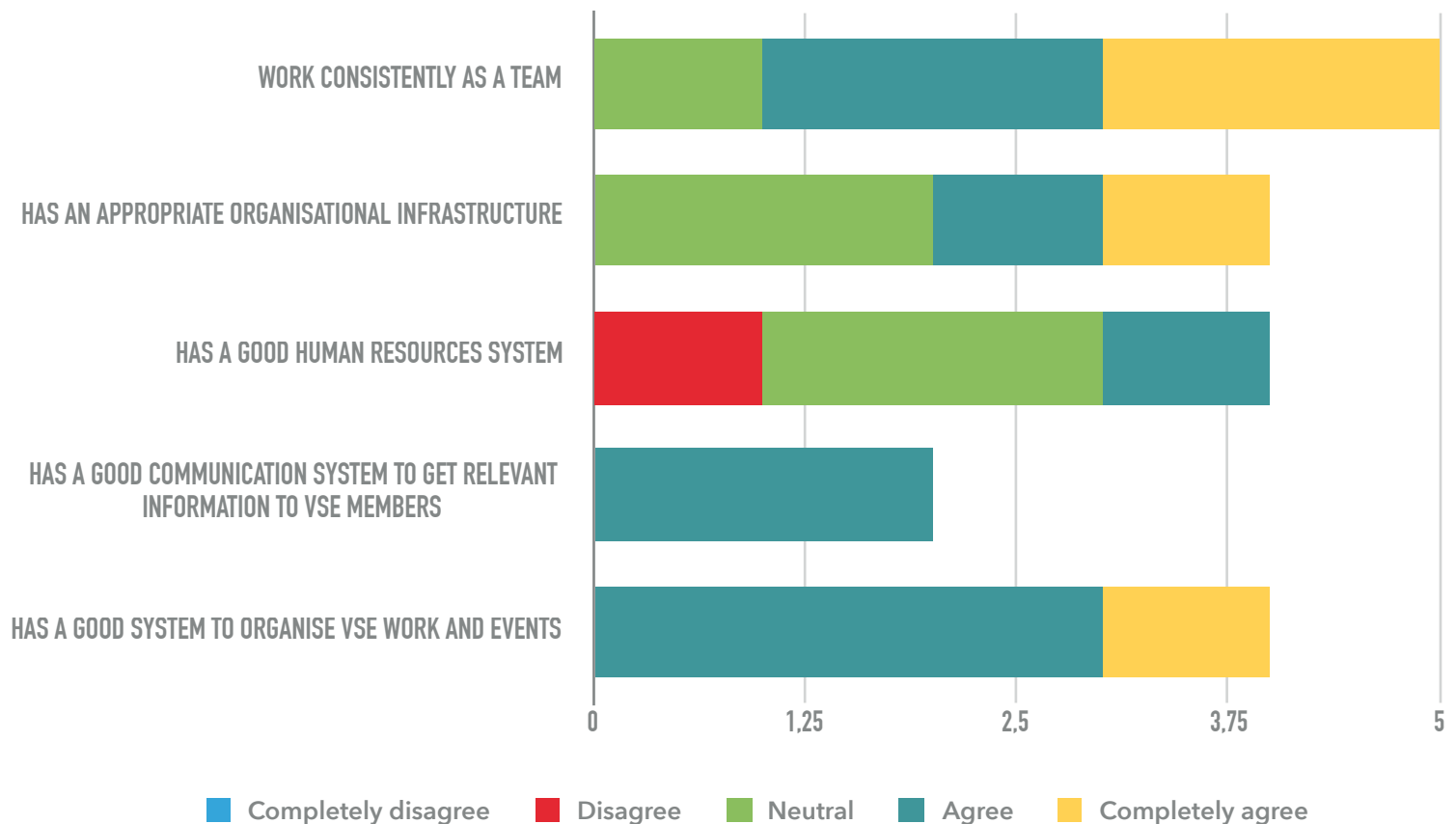
OUTCOMES & IMPACTS OF VSE WORK...



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 2016.

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 mostly a positive perception held about all aspects analysed, except on the human resources system criteria. This was a negative change

from last year and the collected data suggests two things: that quite a few changes in HR were made during this year and that people feel that now they are closer to having things run smoothly again. Also the staff is getting more requests than before what is a testimony of the good work being done.

In fact, all of the data indicates that in 2016 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.

It's common to see that with organisational growth new stress is put on the HR structure and that it takes some time for organisations to respond to these new demands. We do feel that now the staff is better equipped to answer to the demands of VSE Board, Members, new challenges and external needs.

The evaluation of this dimension is therefore quite positive, generating confidence that next year these indicators will evolve in a positive manner.

8. THE EU 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, European Parliament and others.

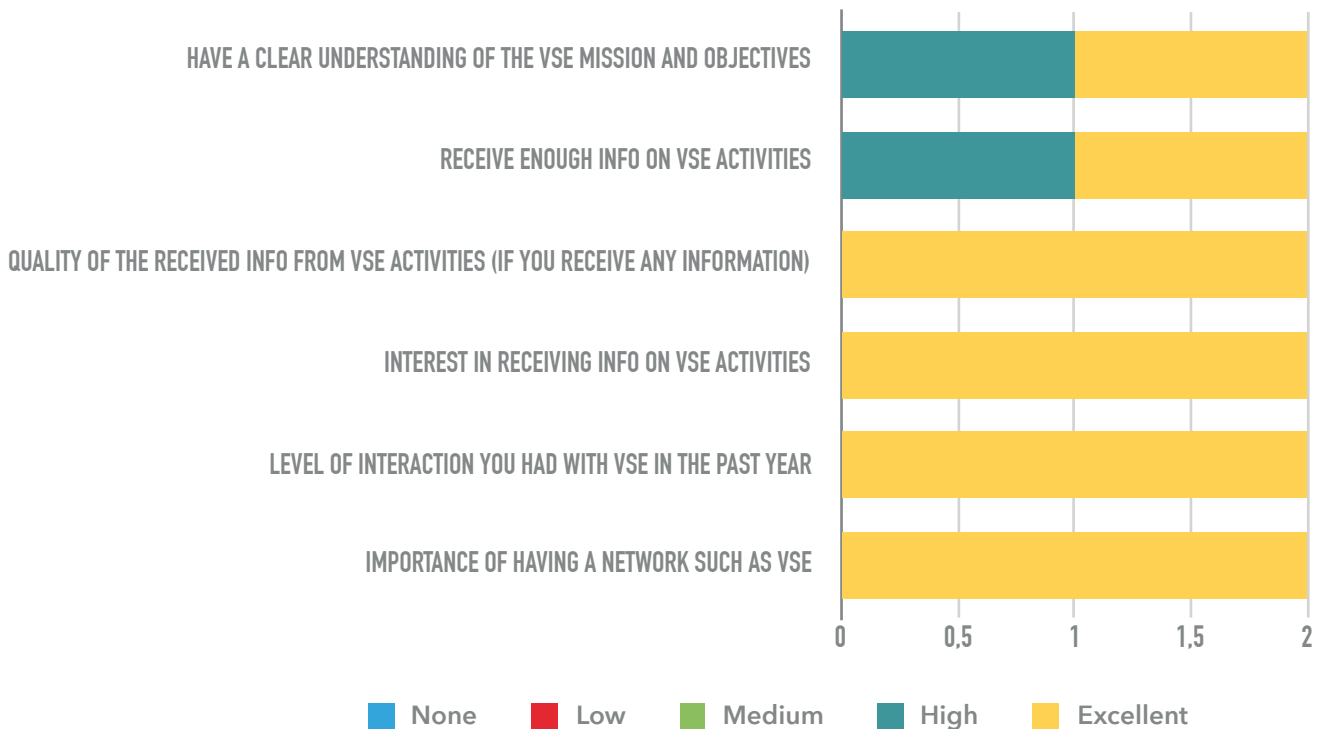
The following were contacted:

- ▶ DG Justice – Unit B1 – Criminal Procedural Law
- ▶ DG Justice – Children's Rights
- ▶ DG Justice – Equality Unit
- ▶ DG Home – Terrorism Unit
- ▶ European Parliament
- ▶ Cabinet Julian King

Like it happened last year we had some difficulty to get all the answers we would like. This is not a testimony of any wrong doing by anyone other than ourselves (the external evaluation team), next year we will try a different approach to get a better response rate.

In 2016 VSE went to more EU system

Either way we got more responses then last year and we got the following data from the analysis of the interviews and surveys (when an interview wasn't possible).



As it is easily seen we add a very positive evaluation of the VSE work, communication and role by the people that gave us an EU perspective.

The vast majority of perceptions were at the top of the scale and the most common comments were of high praise for Victim Support Europe and the work of its staff.

As for suggestions gathered they almost all revolved around communication and visibility of work with people suggesting a better and stronger social media presence and that an even stronger push should be made to give more visibility to Victim Support Europe's excellent work.

In 2016 VSE worked with a large number of EU DGs and Institutions:

- ▶ DG Justice
- ▶ DG EAS
- ▶ DG NEAR

- ▶ DG Home
- ▶ DG Justice
- ▶ Cabinet Vera Jourova
- ▶ Cabinet Julian King
- ▶ European Parliament
- ▶ European Parliament – Human Rights Action Unit
- ▶ EIGE, European Institute for Gender Equality
- ▶ FRA, Fundamental Rights Agencies
- ▶ EESC
- ▶ UNDOC

But not only that, VSE worked with a vast number of EU NGO Networks:

- ▶ EENA 112
- ▶ End FGM European Network
- ▶ AGE-Platform
- ▶ PICUM
- ▶ European Disability Forum
- ▶ Amber Alert
- ▶ European Forum for Restorative Justice
- ▶ Child Helpline International
- ▶ Confederation of European Probation

- ▶ FENVAC
- ▶ ILGA Europe
- ▶ Inclusion Europe
- ▶ Women Against Violence Europe
- ▶ European Network Against Racism
- ▶ Transgender Europe
- ▶ Missing Children Europe
- ▶ Intervict
- ▶ JUSTICIA
- ▶ ICFI (April Naturale)
- ▶ SCJS (Sustainable Criminal Justice Solutions)
- ▶ European Federation of Road Traffic Victims FEVR
- ▶ National Centre for Victim Assistant
- ▶ International Society for the Prevention of Child Abuse and Neglect
- ▶ European Anti-Violence Network (EAVN)
- ▶ National Center for Missing and Exploited Children And International Cooperation & Programs
- ▶ The Smile of the Child
- ▶ Centre for European Constitutional Law
- ▶ Association for the Prevention and Handling of Violence in the Family (SPAVO)
- ▶ Hope For Children UNCRC Policy Center

- ▶ Cyprus Stop Trafficking
- ▶ Cyprus Women's Lobby
- ▶ Human Rights Monitoring Institute (HRMI)
- ▶ Vilnius institute for Advanced studies (VILIAS)
- ▶ The European Judicial Training Network (EJTN)

In 2016 Victim Support Europe also worked closely with governments like the Belgium, French and Dutch. Participated in the meeting of European Network of Victims Rights and worked with other governments on capacity building.

9. FINAL THOUGHTS

On this second year of the evaluation process the general results point to an even better performance from VSE and a very high 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 even more positive than last year.

The vast majority of recommendations from last year's report were implemented and that is also an indicator of the commitment to organisational development and continual growth from VSE Board, Staff and members.

We now feel that 2017 can be an even better year if the staff team remains stable and some incremental changes are made in the VSE management system, as this is already one of the priorities defined by VSE for 2017. We also think that moments of more direct interaction between the evaluation team, staff, members and the Board, like the one we had in Brussels, could lead to more rich qualitative information on VSE work. Maybe that is the way forward when thinking about further enhancing the M&E for Victim Support Europe.

The bottom line is that in 2016 victim Support Europe had a better year than 2015. That fact can be verified in several instances and by analysing the relevant indicators and metrics.

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 5^a Geração (ACIDI – Portuguese Public Institute) – Design, management and implementation (including tutoring and evaluation) of the training programme of the “Programa Escolhas – 5^a 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 Reinsere 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.