

# VICTIM SUPPORT EUROPE

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**logframe**



EVALUATION REPORT

# VICTIM SUPPORT EUROPE

2018



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# EVALUATION SCOPE & OBJECTIVES

As it was referred since the beginning of this evaluation cycle that started in 2015, 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. All made with a high valorisation of key stakeholders perceptions.

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) we used the same strategic direction and objectives in 2018 to make the data interpretation comparable to previous years. In this report we've looked at these objectives and at the efficiency and effectiveness levels. In this fourth year of the evaluation process we've also tweaked the way we interacted with the VSE Board by having a face to face meeting in Lisbon for a collective interview, broadening the scope of institutional partners we approached and also went back to the key objectives defined and looking at effectiveness rates.

# EXECUTIVE SUMMARY

The M&E process in 2018 followed along the lines of the previous years and since the beginning the option was clear to involve the Victim Support Europe (VSE) staff on the evaluation design which led to a series of construction phases that always had that focus. Previously we were able to have a evaluation workshop in Brussels that added to the process and in 2017 we met with the VSE Board and Staff at Oporto and in 2018 we had the opportunity to meet the Board in Lisbon, in what was an effort to increase engagement and maintain contact between the evaluator and the VSE structure.

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. Collective interview with Board members in Lisbon
10. Evaluation Report for 2018

This evaluation report has been written using the data from questionnaires, interviews (collective and individual), evaluation meeting results and the analysis of documents, collected from several groups of stakeholders and given to the evaluators by the VSE Staff.

The collection process ran smoothly enough, as we had previous experience from 2015 to 2017 and we were able to achieve an acceptable response rate for the data collection instruments used. Despite being the first three years of this 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 VSE Institutional partners.

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



# MAIN CONCLUSIONS & 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. Some of the information here was already present in previous reports but we still feel that they make sense and could help VSE in its development.

## MAIN CONCLUSIONS

The main conclusions that have been drawn from VSE's external evaluation process for the year 2018:

- ▶ The degree of efficacy in the implementation of VSE's work programme was 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 High effectiveness percentages in all the planned key objectives are testimony to the good performance VSE had in the past three years. When there was activities that were not implemented like, for instance, the cross-border referral mechanism, it was put in on hold due to concerns around GDPR as well as staffing shortage in the first half of this year.
- ▶ The Victim Support Europe Staff was again involved in 2018 in a vast number of activities ranging from Conference and Seminars participation to work and project meetings or training sessions. This kind of intense activity continues to be, as in previous years, a true testimony to the incredible amount of work being done and the high level of recognition VSE has.
- ▶ The organisational structure and the Human Resources suffered some changes during the year and that affected a little bit the day to day operations.
- ▶ As in last year's assessment the key stakeholders identified good levels of internal coordination and transparency, a solid base for the future.

- ▶ The delivery rates for the objectives outlined in VSE's strategy were in line with what was planned, actually VSE staff has done, again, more than was planned. The effectiveness rates and adherence between what was planned and achieved is very high and the planned objectives were largely met.
- ▶ 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). We should add that the frequency and quality of the VSE presence online has increased significantly during 2018.
- ▶ 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 previous years and remains an important aspect in 2018.
- ▶ There's a very high regard of VSE and its work among institutional partners.
- ▶ There are some notes on the necessity to implement more efficient internal communication processes to ensure relevance and that the information really gets to where it's needed.
- ▶ We can continue to say with confidence that the importance of VSE's mission and work is recognised by the relevant stakeholders like at European Union level bodies and multilateral organisations, the importance of the VSE work and role was clear.

A final note for some differences in perceptions in some criteria from previous years and that can be read as negative evolution from last year's report. We believe that is not the case and this more "simplistic" reading of results shouldn't be made, the reason being that you had responses from new Board members that don't have the complete knowledge of the VSE activities and rightly responded that in some areas and we had to check this info because of the discrepancy on some members answers and we got a slightly lower response rate in 2018 and some from members that didn't responded in previous years.

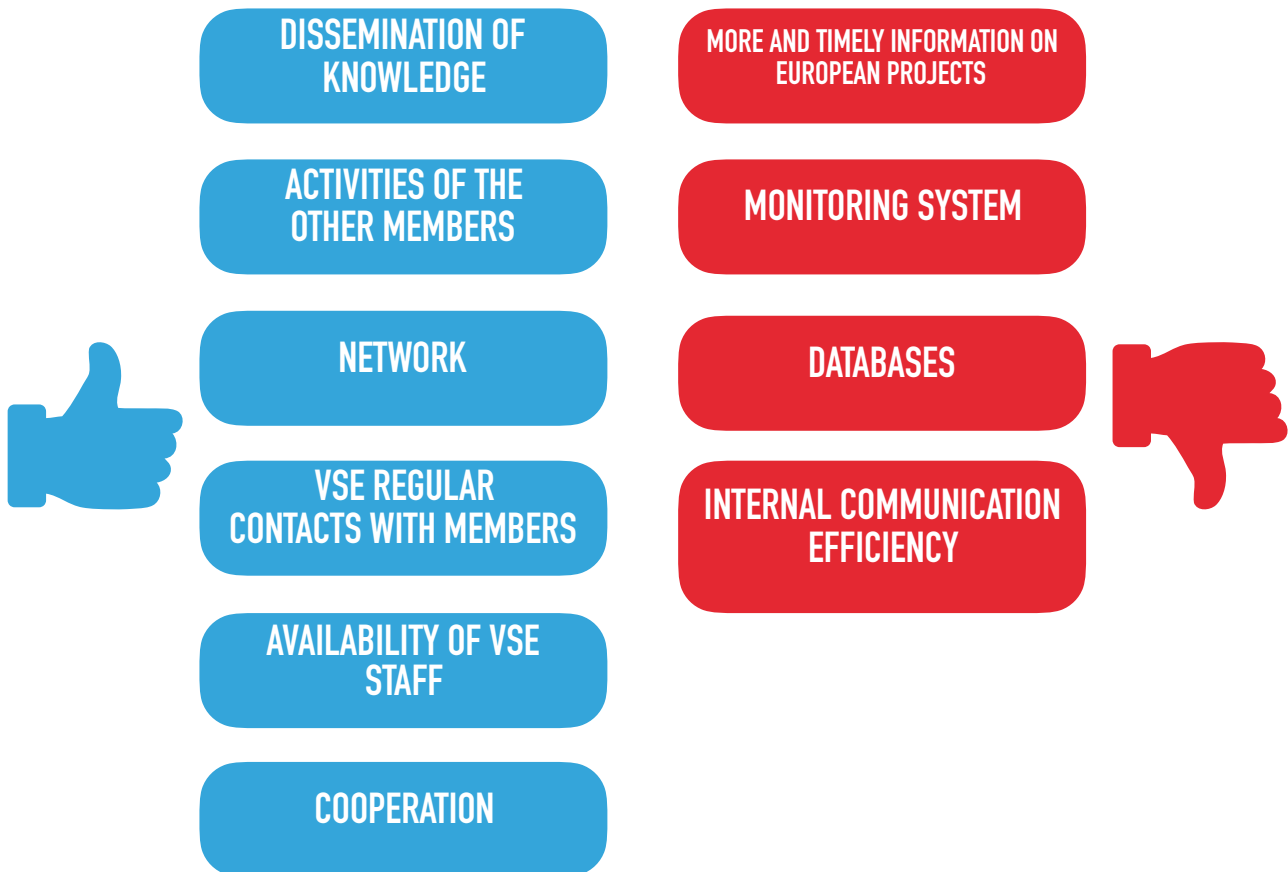


# RECOMMENDATIONS

In this year, the fourth of this evaluation cycle, 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 for a continuous investment in the monitoring system. Things are better but still we feel VSE should 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.
- ▶ We still would like to see a better results based framework and a management system that creates more meaningful data in continued information data flow. This should be very high on a priority list for the VSE Board as it would increase the relevance and quality of information available and lead to better evidence based strategical and operational decisions.
- ▶ 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. The use of a more robust management system should be possible with a better results based framework system.
- ▶ Better database management and have new assessment on data and information needs to support VSE activities and better support the VSE Board strategical and both Board and Staff operational decision making.
- ▶ A closer look to the internal communication system should probably be on the top of the list for 2019 as there were some references to this on the different data gathering sources, both from members and the VSE Board.

## VICTIM SUPPORT EUROPE – PLUS & MINUS SYNTHESIS FOR 2018...



# METHODOLOGY

The main activities undertaken during this fourth 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 and in 2017 we had a more mature Evaluation model that is still developing in 2018. 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.

After three years the data gathering this system is working and we need to now invest in the development of data gathering instruments of other natures, like, for example, more focus groups and interviews.

## **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 a Board meeting to interact with the VSE board face to face and facilitate an M&E activity.

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

- ▶ Logic Model Analysis<sup>1</sup>
- ▶ 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.

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## EVALUATION PHASES...



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<sup>1</sup> 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>

# VICTIM SUPPORT EUROPE ACTIVITIES

## MAIN FINDINGS

The present evaluation report is the fourth in this planning period and once more summarises and looks to critically analyse the data and present the findings from the analysis of the collected data during 2018 but without forgetting to use data from previous years. We start by looking 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 and staff.

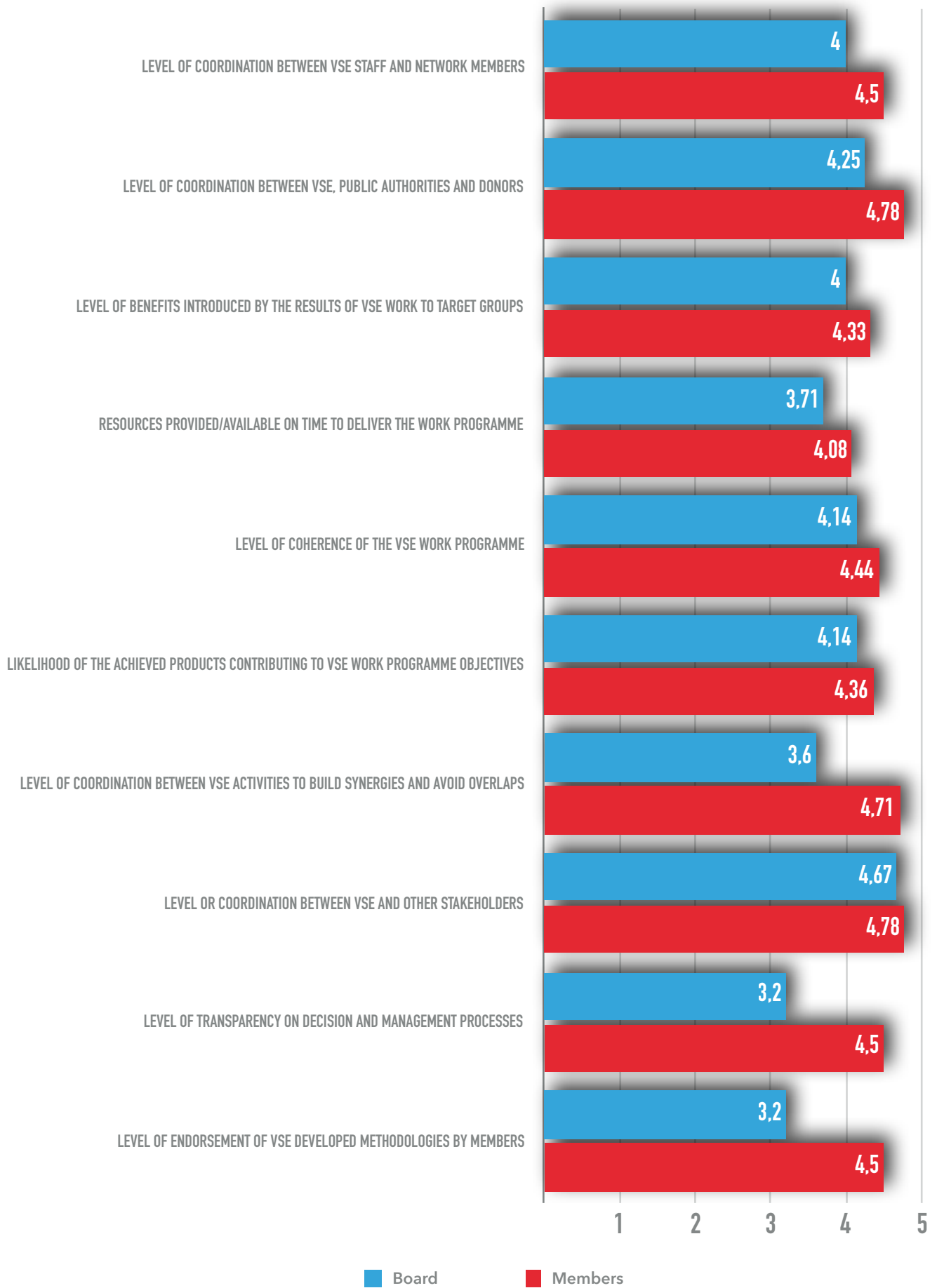
As this is the fourth year of the M&E process we compared this year's responses to the ones from previous years as most of the indicators and metrics remain the same and we want to look at the evolution of these.

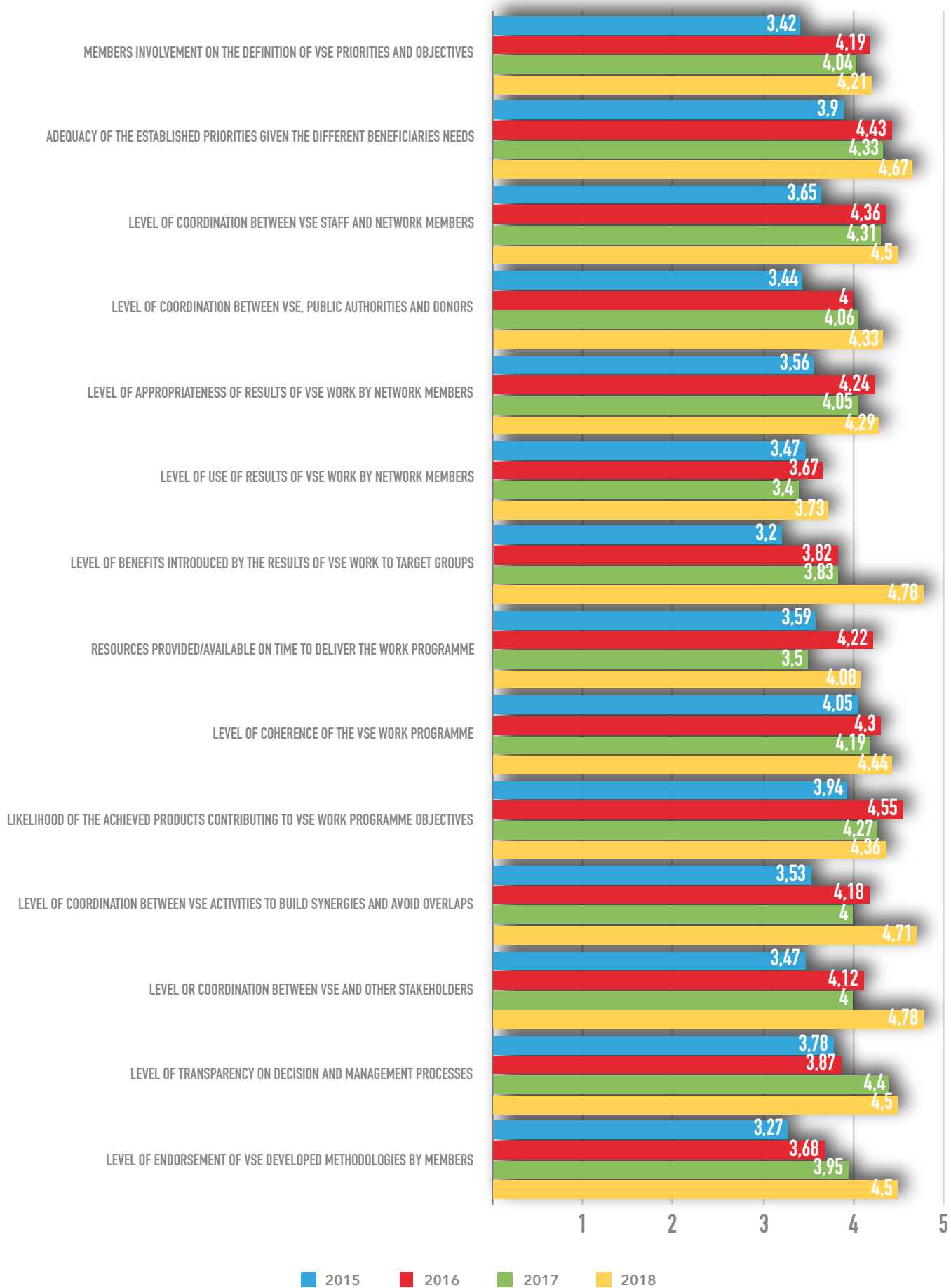
Looking at how VSE members evaluated the implemented activities and the achieved results, it is possible to draw two main conclusions:

- ▶ Overall, the Board and the VSE members' perceptions are aligned on the key evaluation questions and criteria.
- ▶ Where discrepancies do exist in those perceptions, like in all previous years the Board is generally more critical/demanding about the aspects analysed (as it was already the case in every 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". The evaluation was, generally speaking, in 2018 better from both members and the Board.







As one can easily see there was a very positive evolution in almost all the indicators and metrics perceptions by the VSE membership from 2015 to 2018 and, greatly because of that, this year we feel that people become more demanding as their expectations were greater. As always the VSE 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:

- ▶ The members had a better evaluation on all criteria in 2018 when compared to 2017 (In some cases we can see the average raise was by almost one point).
- ▶ The Board has almost always a lower evaluation on the relevant criteria this year even the criteria “transparency of decision making” has a better evaluation from members than from the Board and that can only be a good sign. Actually is double the positive sign as members feel that more transparency was used in 2018 and the Board still aims to be even more transparent.
- ▶ Also a “classic” from this evaluation period the “Level of endorsement of VSE developed methodologies by members” is better evaluated by members by a significant margin.

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 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 still received a mean score above the average performance levels and even if the results were not generally better than the ones from last year. In last year’s report we’ve seen major increases in the evaluation on almost every criteria and this year’s expectations rose. We could have hoped that all these values would rise again in 2018 and that happened in most of them. In some cases marginal improvements but a robust push in the right direction.
- ▶ There still 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.

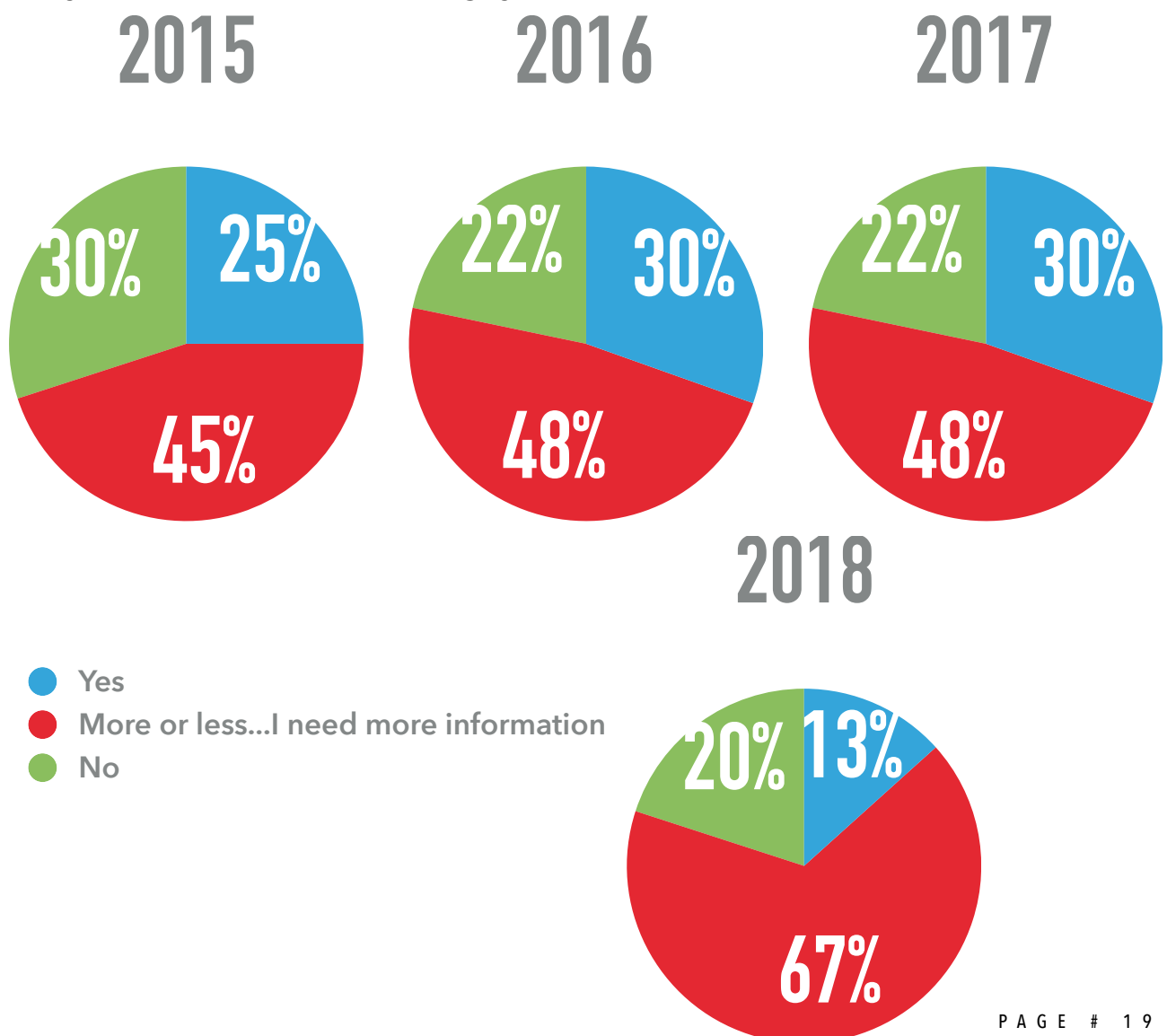
To summarise, the planned activities in the operational plan were carried out and VSE has had, again, a very busy year, participating in various events and projects.



# THE VSE MONITORING SYSTEM

The assessment of this criteria of VSE's work continues to be 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 most 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. We were surprised for the high increase of members needing more information on the monitoring system and an internal reflection should be made about these results. We propose that this factor is related to inefficiencies pointed out in the internal communication processes, but this is only an hypothesis.

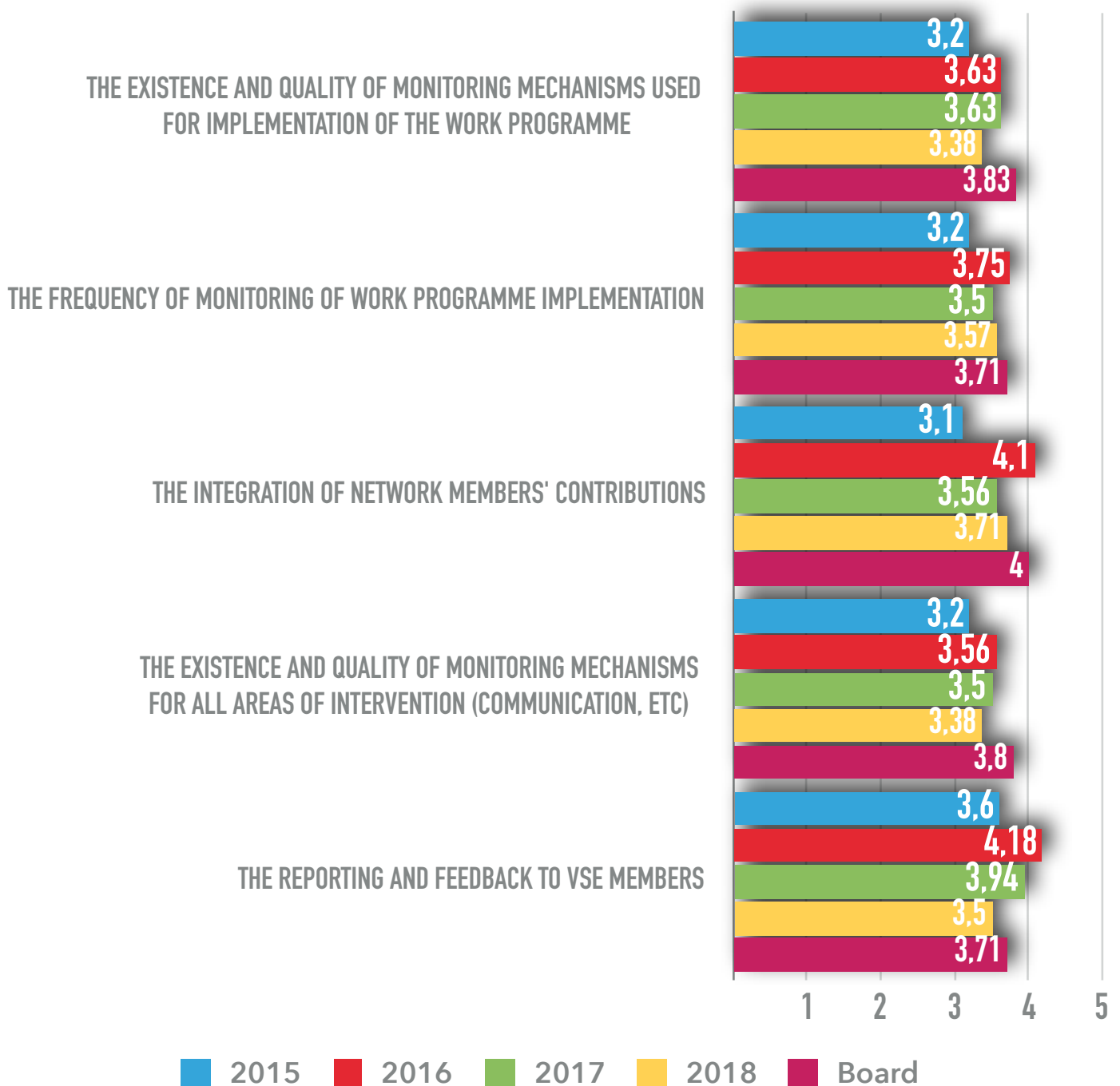
## Do you know the VSE monitoring system?



Taking these results into consideration, we can conclude that there's still the need for strong internal communication efforts to be made to further solidify and generate more knowledge about the VSE monitoring system at all levels.

When we analyse specific criteria regarding the monitoring system and its activities it's obvious that also here members seem more demanding and also that the Board still has greater knowledge on these management support instruments (like we've seen in all previous years). Still we should point out that 2016 was the odd year.

## HOW DO YOU RATE THE VICTIM SUPPORT EUROPE MONITORING REGARDING:

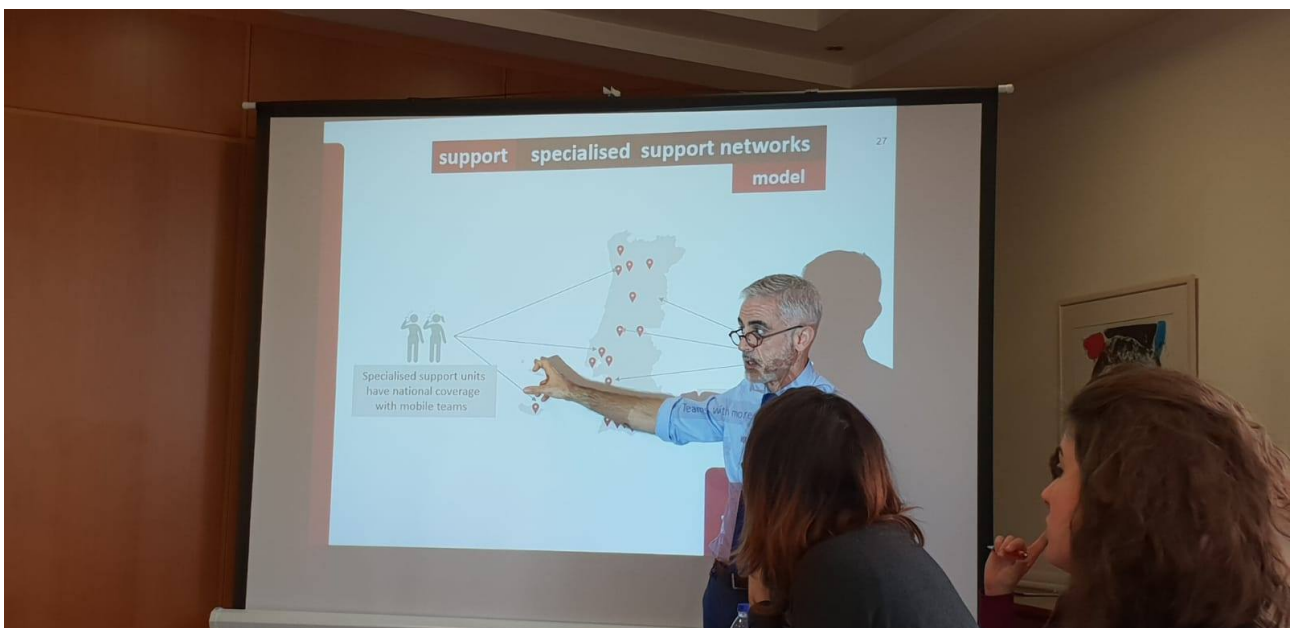


Nonetheless, two very interesting points are raised when crosschecking the perspectives of VSE members with those of the Board.

- ▶ The results are similarly distributed but the Board's results are again higher on average for all assessment criteria as it wasn't the case since 2015. The member seem to have earned a better knowledge of the monitoring system until 2017 but in 2018 there was a decrease in some criteria.
- ▶ The criteria that were better evaluated were, again, 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 still continue to recommend that the monitoring system's communication components be reinforced and visibly and continuously integrated in to all of VSE's activities and work. In previous years the VSE staff implemented strategies to reinforce the quality of the monitoring processes but, at least from the responses collected, this is still an area for improvement.

We always expected an increase on the understanding of the evaluation and monitoring systems and contributions and results would be clearer for all members. But even after all the efforts from Board and, especially Staff, we can't ignore the fact that, although it is to be expected, there seems to be still a relevant number of members that disclosed a lack of knowledge about the system or that require more information about it.



# THE VSE OUTCOMES & IMPACTS

Analysing the information gathered about the outcomes achieved by VSE in 2018 and comparing it with the results from last year we once again 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 in the next page, the most relevant information is that VSE is consistently meeting the expectations of its members across all of the criteria.

We see also that in the vast majority of the analysed criteria we can also see how member expectations were gradually met by the Board and VSE staff since 2015.

When we look at all the work that the Victim Support Europe has done this year we can see that there wasn't an objective or area of activity that was left out. Even more, in 2018 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.

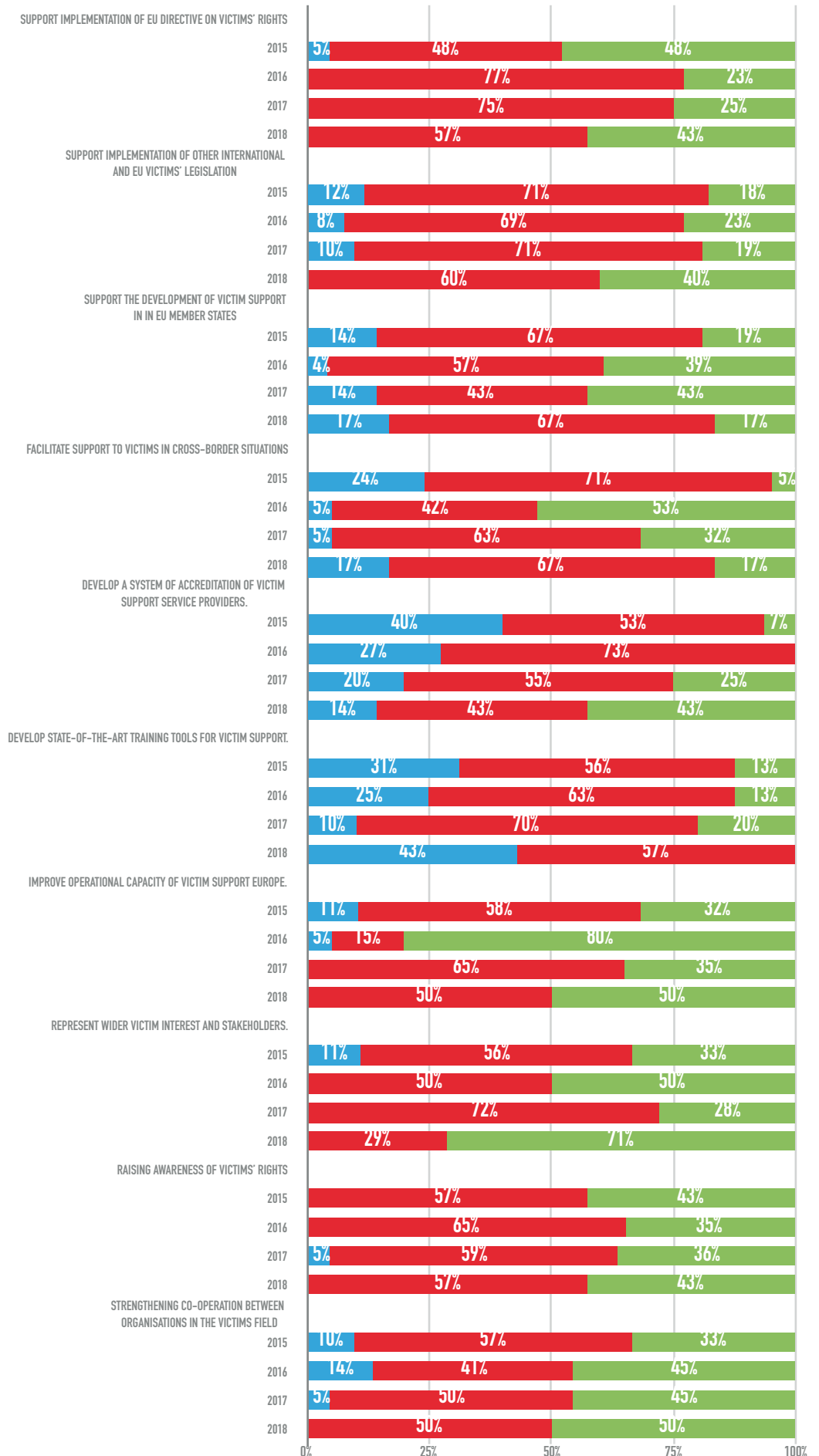
This year we analysed the Board perceptions separately and we're pleased to see that at least the Board's expectations were met during 2018 in almost all analysed criteria but we point out "Develop state-of-the-art training tools for victim support" as an area to look into.



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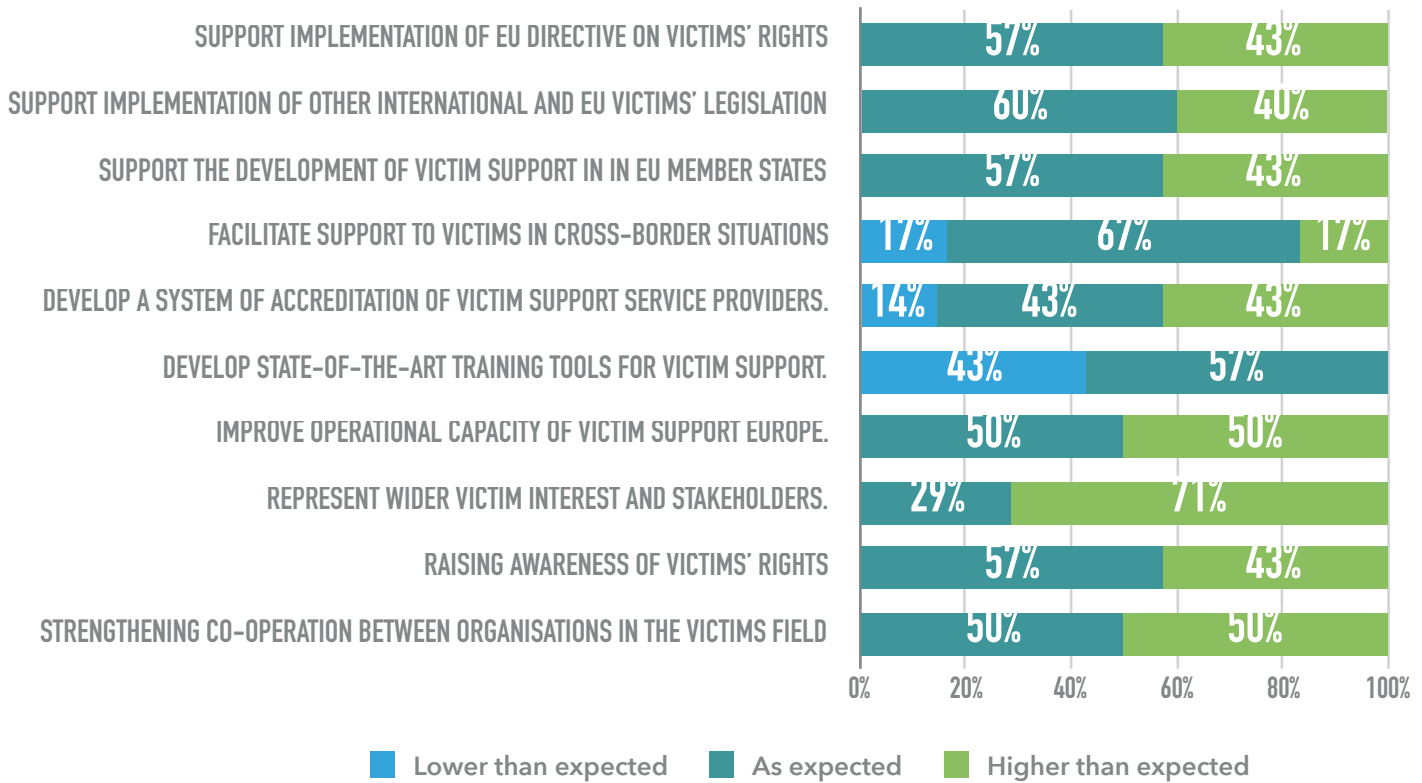


Lower than expected

As expected

Higher than expected

## VSE BOARD PERCEPTIONS



The obvious conclusion is that 2018 was another good year in terms of the work being done and that, even if different context related issues and the great amount of work done was challenging we've witnessed another positive year for Victim Support Europe.

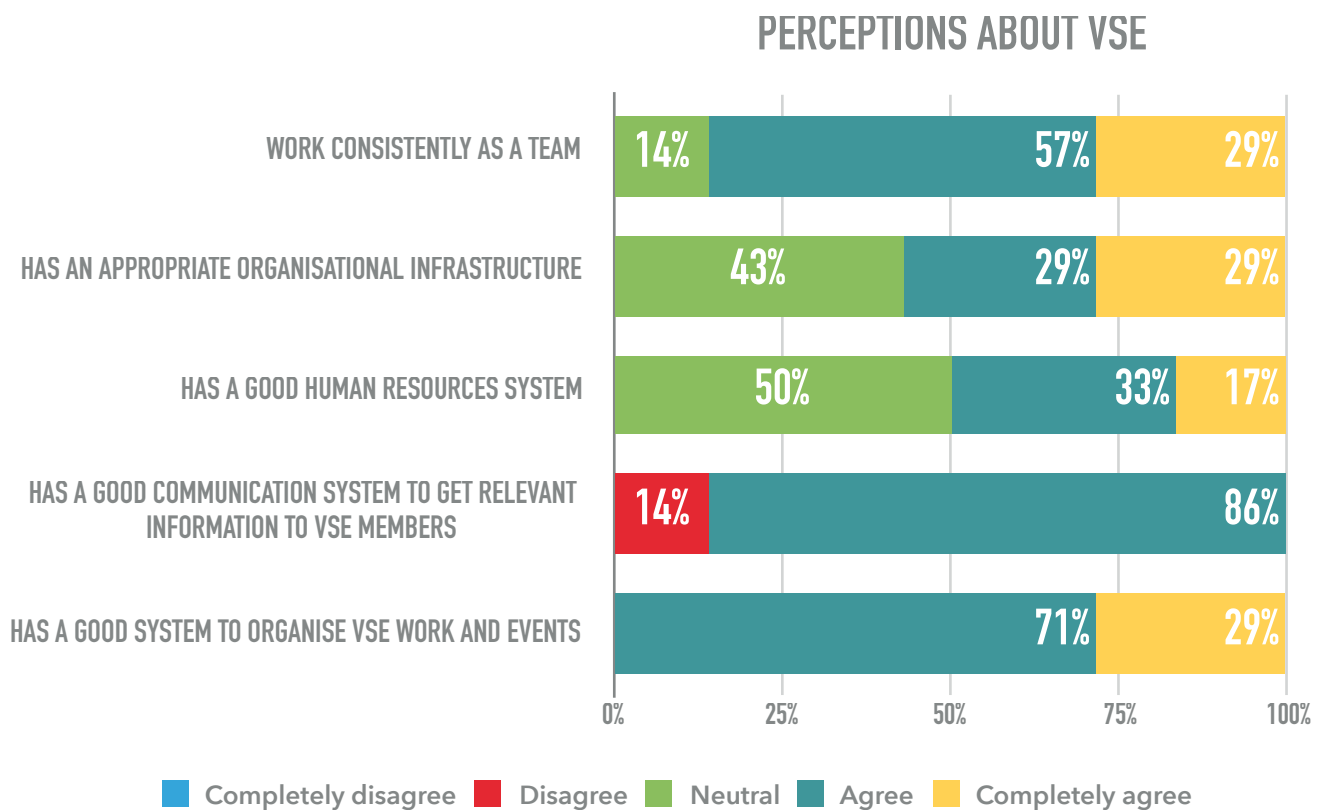
Last we wanted to show some of the outcomes that were more valued by the VSE members in 2017.



# VSE ORGANISATIONAL STRUCTURE AND PROCEDURES

As it was the case in 2015, 2016 and 2017 data collection was also carried out for evaluating the organisational structure and of the management processes implemented during 2018 by the Board and Staff.

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 communication systems criteria. This was a negative change from last year. We should also point out that the staff continues to get more requests than ever before what is a testimony of the good work being done and the knowledge level and reputation that VSE and its staff are perceived to have.

## OUTCOMES & IMPACTS OF VSE WORK...



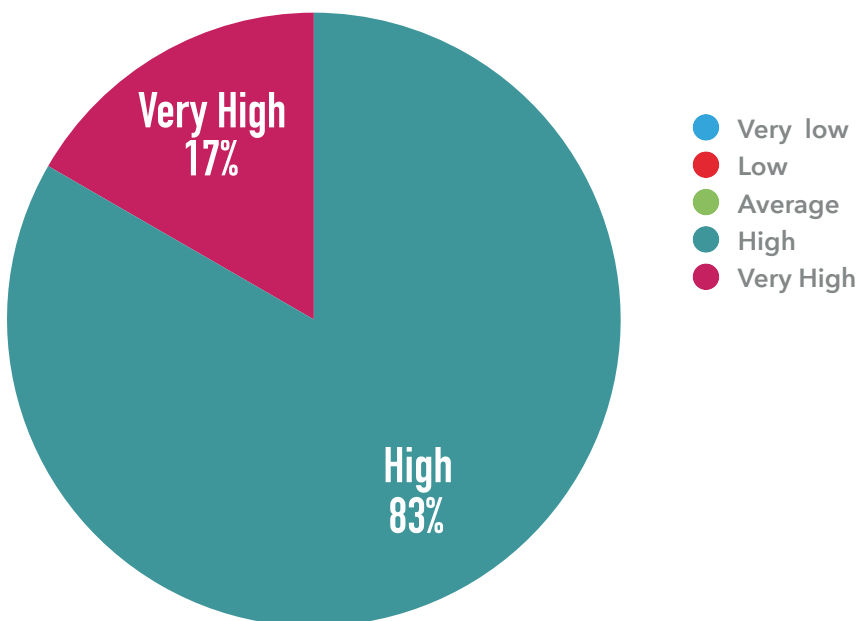
# FINAL THOUGHTS

This was the fourth year of the evaluation process and it's time to consolidate some of the gains in previous years and create new and more demanding target levels, new metrics and data gathering tool for 2019. Still the global results point to a very good performance from VSE and a very high level of compliance to the organisation mission and activity plan. There are a few things that are pointed in this report that have to be addressed, like the internal communication aspects, but the general tone is really positive.

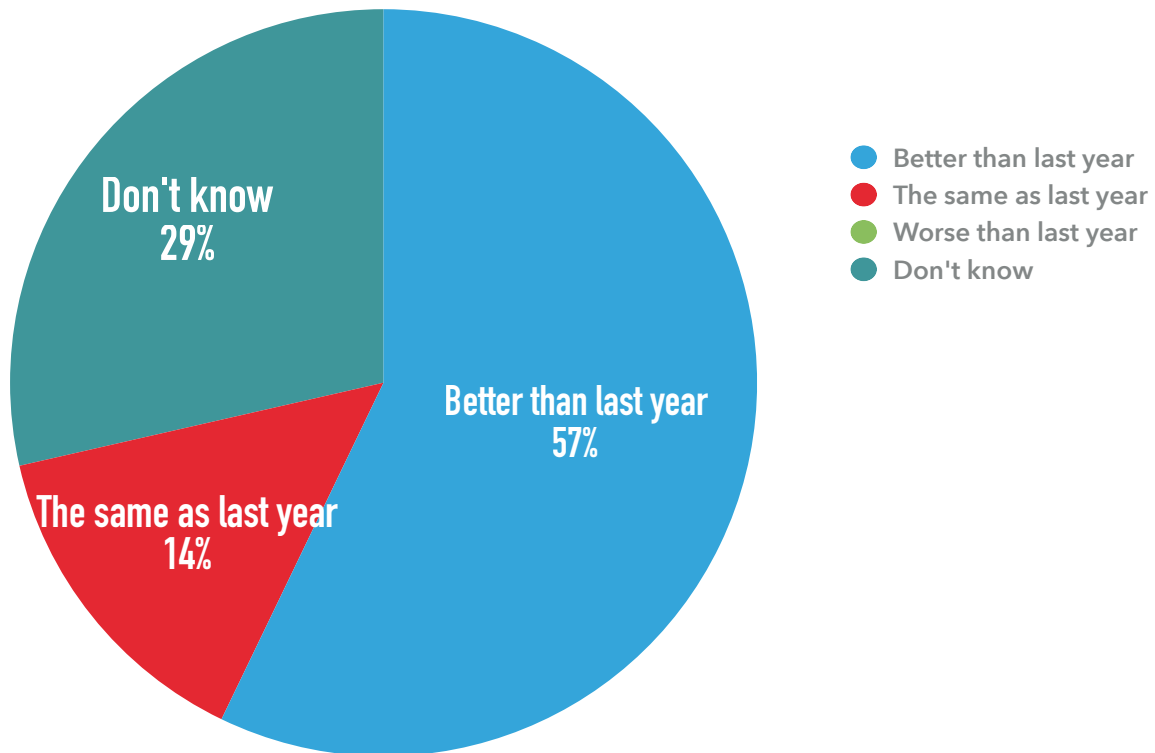
The vast majority of recommendations from last year's report were implemented at some level but still most of them should continue to be worked on. We could access the VSE Board perception on the organisational effectiveness and performance in 2018 and, as one can see on the two graphics below, the results were very encouraging.

Not only the Board was a High (84%) or Very High (16%) perception level of effectiveness but, maybe more relevant and important, the majority of the Board feels that VSE performed better than in 2017 and all of the Board, the ones with specific knowledge, feel that at least the same performance level was achieved. We had an unusual "Don't Know" response rate due to the incorporation of new Board members.

## VSE BOARD PERCEPTIONS ON ORGANISATIONAL EFFECTIVENESS



## IN 2018 VSE WORKED...



# 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".

## **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 Reinserir 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.



**logframe**



Love  
Shouldn't  
Hurt