

EVALUATION REPORT

VICTIM SUPPORT EUROPE

2019

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 **Victim Support Europe**

E V A L U A T I O N R E P O R T

VICTIM SUPPORT EUROPE

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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. The monitoring aspect, focuses on the implemented activities, 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 2016-2020 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 2019 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 fifth year of the evaluation process we've also tweaked the way we interacted with the VSE Board by having interviews with VSE staff members, and by having surveys to the board and institutional partners, broadening the scope of partners we approached and also went back to the key objectives defined and looking at effectiveness rates.

EXECUTIVE SUMMARY

The M&E process in 2019 followed along the lines of the previous years and since the beginning the option was clear to involve Victim Support Europe (VSE) staff on the evaluation design which 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, in 2017 we met with the VSE Board and Staff at Oporto, in 2018 we had the opportunity to meet the Board in Lisbon, and in 2019 we had the opportunity to go to Brussels and interview VSE staff members in that continuous 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 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 is a phase by phase list:

1. Reading and analysis of documents
2. Revisiting the VSE intervention Theory of Change
3. Redefine the portfolio of key evaluation questions and criteria
4. Validation of the evaluation questions
5. Evaluation Plan
6. Validation of the Evaluation Plan
7. Data collection instruments design and validation
8. Data collection phase
9. Interviews with staff members
10. Evaluation Report for 2019

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 VSE Staff.

The collection process ran smoothly enough, as we had previous experience from 2015 to 2018 and we were able to achieve an acceptable response rate for the data collection

instruments used. Despite being the fifth year 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.



From left to right: Helgard van Hüllen (Weisser Ring Germany, Vice President of Victim Support Europe), João Lázaro (President of APAV and Victim Support Europe), Levent Altan (Executive Director Victim Support Europe) - VSE Autumn Conference November 2018



VSE team (VSE Autumn Conference November 2018)

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 2019:

- ▶ The degree of efficacy in the implementation of VSE's work programme was high – as shown by the positive evolution in almost all the indicators and metrics. The high percentages in all the planned key objectives are testimony to the good performance VSE had in the past years.
- ▶ VSE Staff was again involved 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. Having in 2019 a stronger staff was key for the VSE continuous evolution as an organisation.
- ▶ The organisational structure and the Human Resources suffered some changes during the year was strengthened in key areas and with personnel with key skills. This continuous effort to create a stronger staff is testimony of the organisation's commitment to continuous evolution.
- ▶ As in last year's assessment the key stakeholders identified good levels of internal coordination and transparency, as well as benefits of VSE's work to target groups, which gives a solid base for the future.

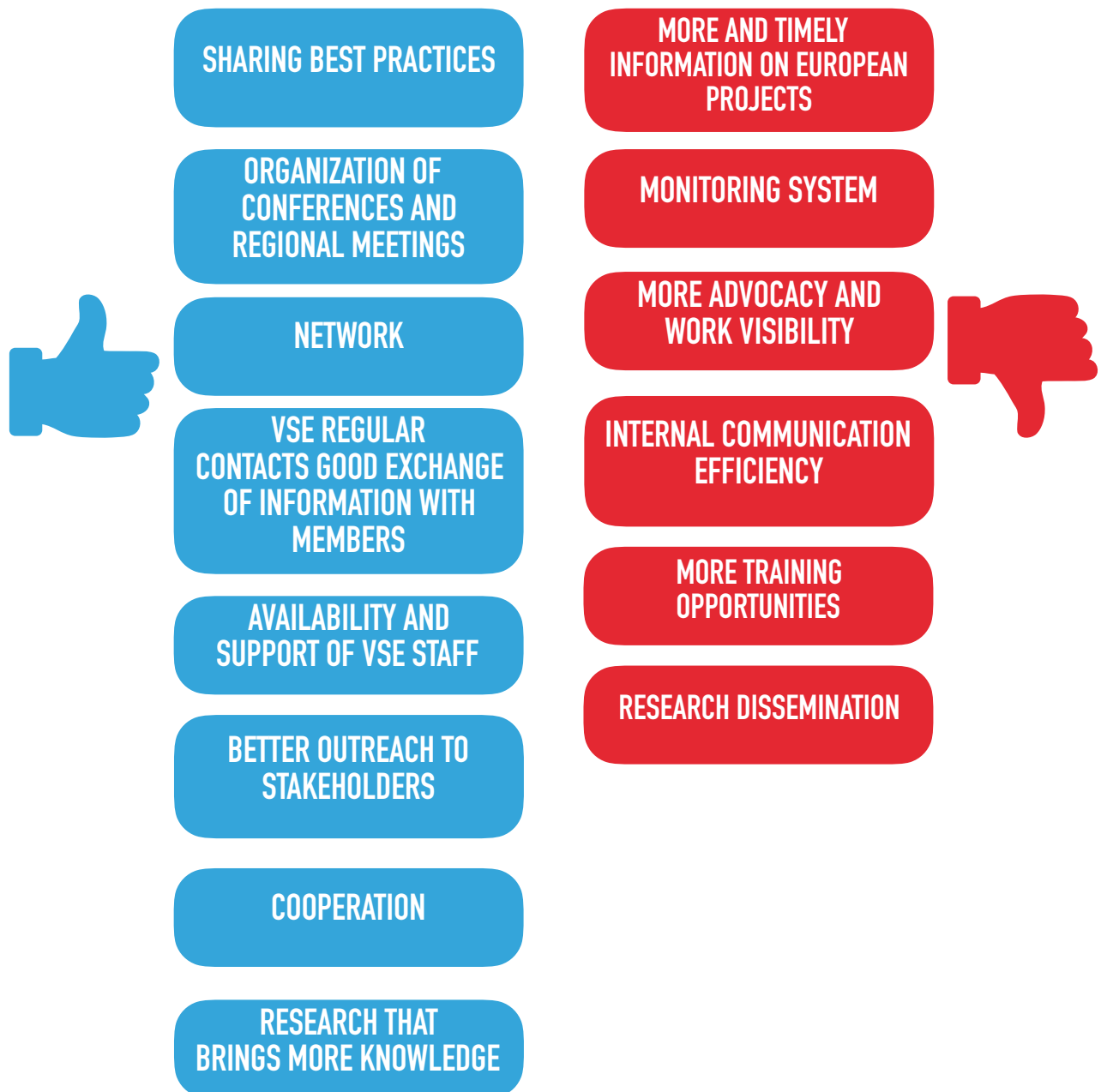
- ▶ The delivery rates for the objectives outlined in VSE's strategy were in line with what was planned like in previous years, and once again the VSE staff has done more than was actually planned. Because of these efforts by the staff effectiveness rates and adherence between what was planned and achieved is very high and the planned objectives were met.
- ▶ There is a good level of feedback and reporting by VSE staff and the board members to the member organisations.
- ▶ 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 throughout the years. Although there are some differences in perceptions in some criteria, generally, stakeholders perceptions are aligned on key aspects, which reinforces the robustness of VSE's work.
- ▶ There's a high regard of VSE and its work among institutional partners, but this is an area that requires a closer look.
- ▶ 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 VSE work and role was clear.

RECOMMENDATIONS

In this year, the fifth 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.
- ▶ 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 a priority 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.
- ▶ Internal communication system remains an area that needs a closer look as there were still some references to this on the different data gathering sources, both from members and the VSE Board.
- ▶ A better dissemination of the research and knowledge produced within the VSE framework, and more consistent and coherent VSE visual identity, can contribute to a greater sense of belonging by the members.
- ▶ Work more closely with the European Commission in the sense that it can be a value contribute for an increase on advocacy and visibility of VSE work, which may imply create ways to engage and to use network and information on specific countries.
- ▶ Greater investment in the relationship with institutional partners and in the transmission of the VSE mission and objectives, in order to guarantee the participation of these institutions. Also, greater investment of networking with international organisations (beyond europe).
- ▶ Despite the positive perceptions in regard to the outcomes of VSE's work and activities for target populations, it is important to take into account how to meet the specific needs of more vulnerable groups/victims.

VICTIM SUPPORT EUROPE – PLUS & MINUS SYNTHESIS FOR 2019...



METHODOLOGY

The main activities undertaken during this fifth 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 and 2018 we had a more mature Evaluation model that we continued to develop in 2019. 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 five 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 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.

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EVALUATION PHASES...



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>

VICTIM SUPPORT EUROPE ACTIVITIES

MAIN FINDINGS

The present evaluation report is the fifth 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 2019 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 and VSE's Institutional Partners.

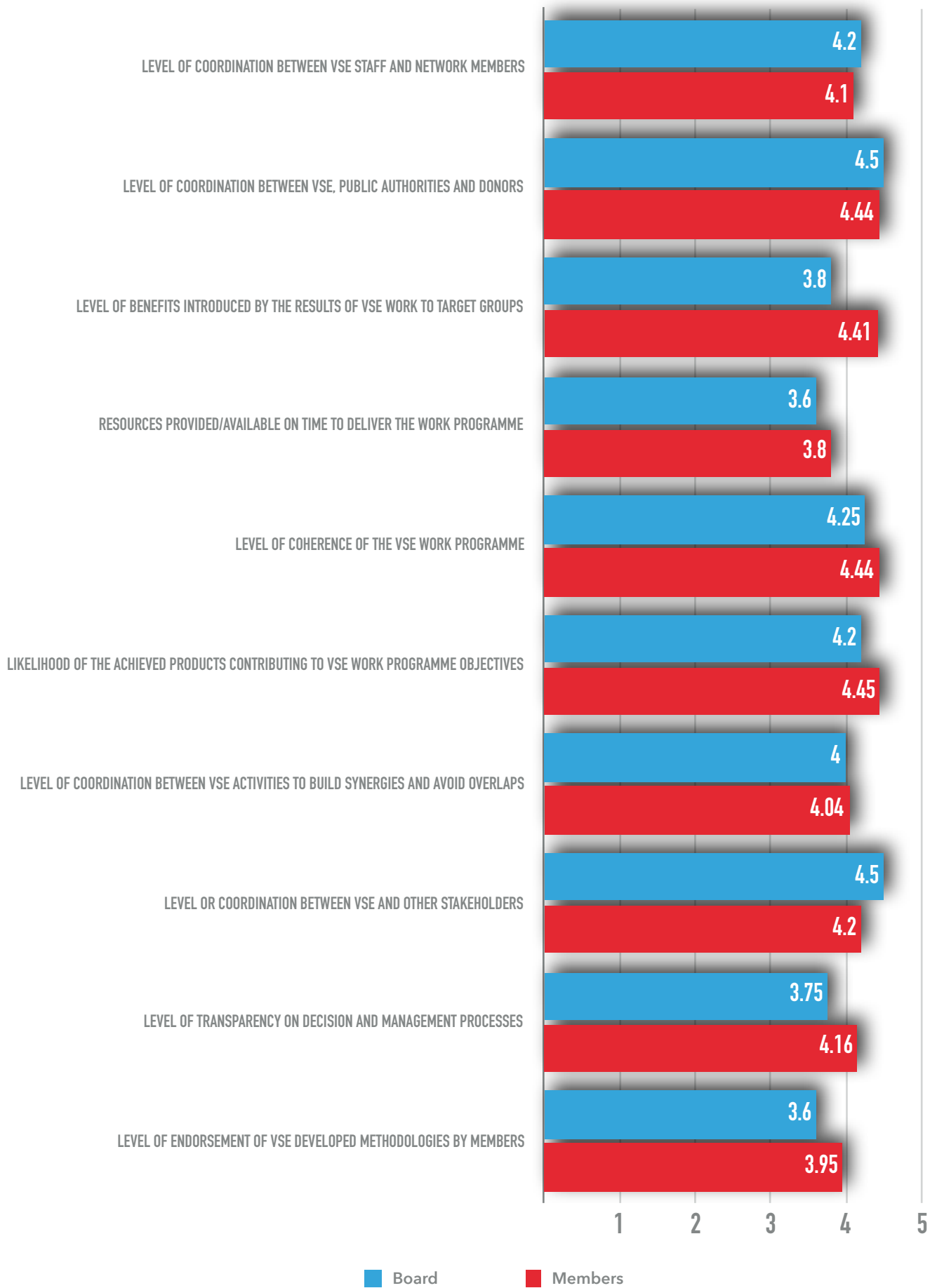
As this is the fifth year of the M&E process, we compared this year's responses to the ones from previous years as most of the indicators and metrics remain the same and we want to look at the evolution of these.

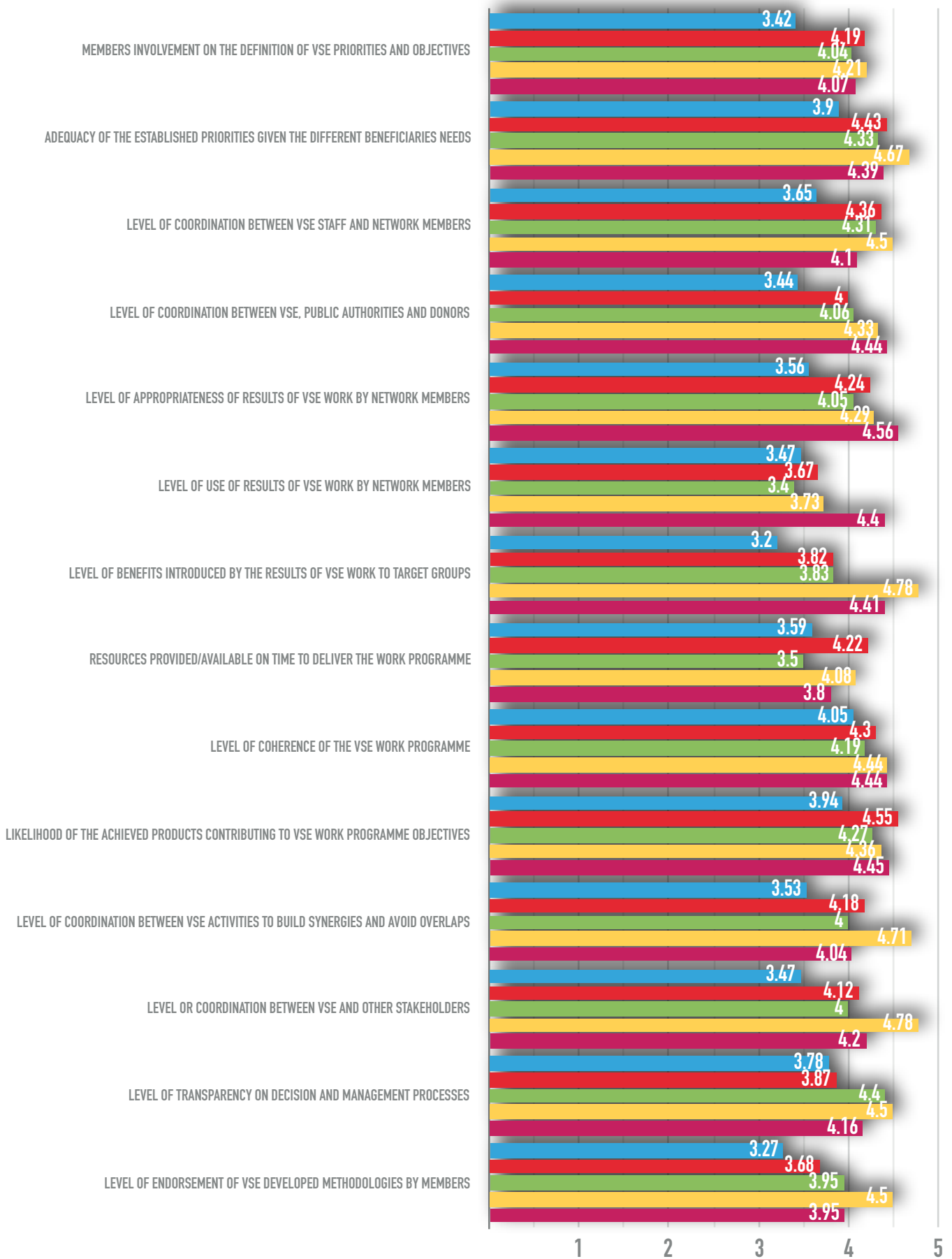
Looking at how VSE members evaluated the implemented activities and the achieved results, it is possible to draw two main conclusions:

- ▶ Overall, the Board and the VSE members' perceptions are aligned on the key evaluation questions and criteria.
- ▶ In 2019, the Board perceptions reveal higher values for almost all criteria, compared to the previous year.
- ▶ Where discrepancies do exist in those perceptions, like in all previous years, the Board have the tendency to be 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, as in the previous year, that all criteria were evaluated as 3, "medium" and 4, "high", which indicates a positive evaluation. Generally speaking, in 2019, the evaluation was better than in the last year, in particular for board members.





As can be seen, there was a very positive evolution in almost all the indicators and metrics perceptions by the VSE membership from 2015 to 2018. In 2019, although without a significant difference, the perceptions collected indicate a lower evaluation than in 2018 for almost all indicators (with the exception of 3). This data may be explained by the fact that it is the fifth year and VSE members become more demanding and with higher expectations towards the process. As always, the VSE Board tends to have a more “conservative” evaluation than the members, but the truth is that a high degree of alignment is evident. If one wants to identify some points to emphasise those would be:

- ▶ The Board perceptions had a better evaluation in almost every criteria in 2019, when compared to 2018. On the contrary, the members had a lower evaluation in the present year, with the exception of more operational criteria related with the benefits of the VSE work; the coherence of the work plan; and the contribution of the products to the programme objectives.
- ▶ Even so, the Board has a lower evaluation in almost all criteria when compared with the members evaluation, with the exception of the criteria related to coordination questions.
- ▶ The most significant difference between the evaluation of the members and the board is in the criteria “benefits introduced by the results” and “transparency of decision making”, that are better evaluated by members than by the board.
- ▶ The “level of endorsement of VSE developed methodologies by members” had a significant drop in the evaluation by the members.

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, as in previous years. 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. Although in 2019 the evaluation on almost every criteria didn't rise, as in the previous years, we observe that both the

perceptions of the Board and members remain within the average, which still represents a robust push in the right direction.

- ▶ There still is an overall positive feeling 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.

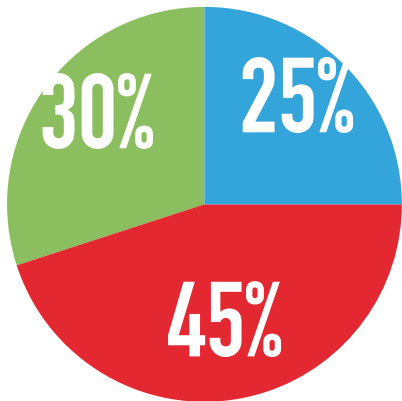
To summarise, we would define 2019 as a year of consolidation and this phase prepares VSE to new evolutionary years as the organisation is more mature and ready for new challenges.

THE VSE MONITORING SYSTEM

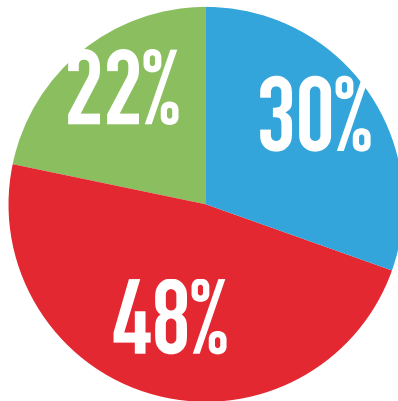
The assessment of this criteria of VSE's work continues to be more complex, due to its technical nature. It is well known that management support systems, like the monitoring system, are not at the top of the list of concerns or interests of most member organisations, even if they are usually of central 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. After the surprise of the high increase of members needing more information on the monitoring system in 2018, this year the data indicates that the majority of the members is well informed about the VSE Monitoring system. In addition, the responses for 'no' had the lower score since 2015. This leads to the conclusion that the members had a gradual increase of knowledge across the years, but most importantly, leads to the belief that there was a positive work in the internal communication processes during 2019.

Do you know the VSE monitoring system?

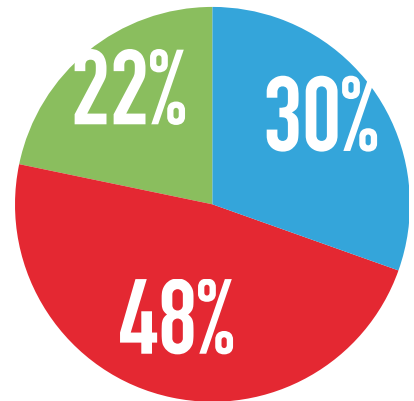
2015



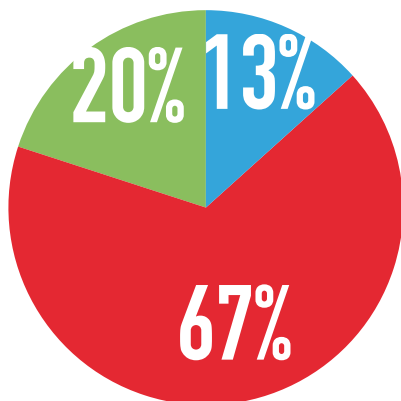
2016



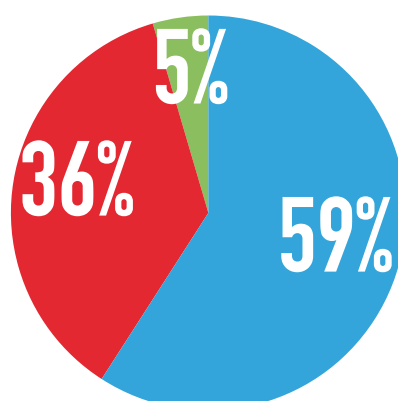
2017



2018



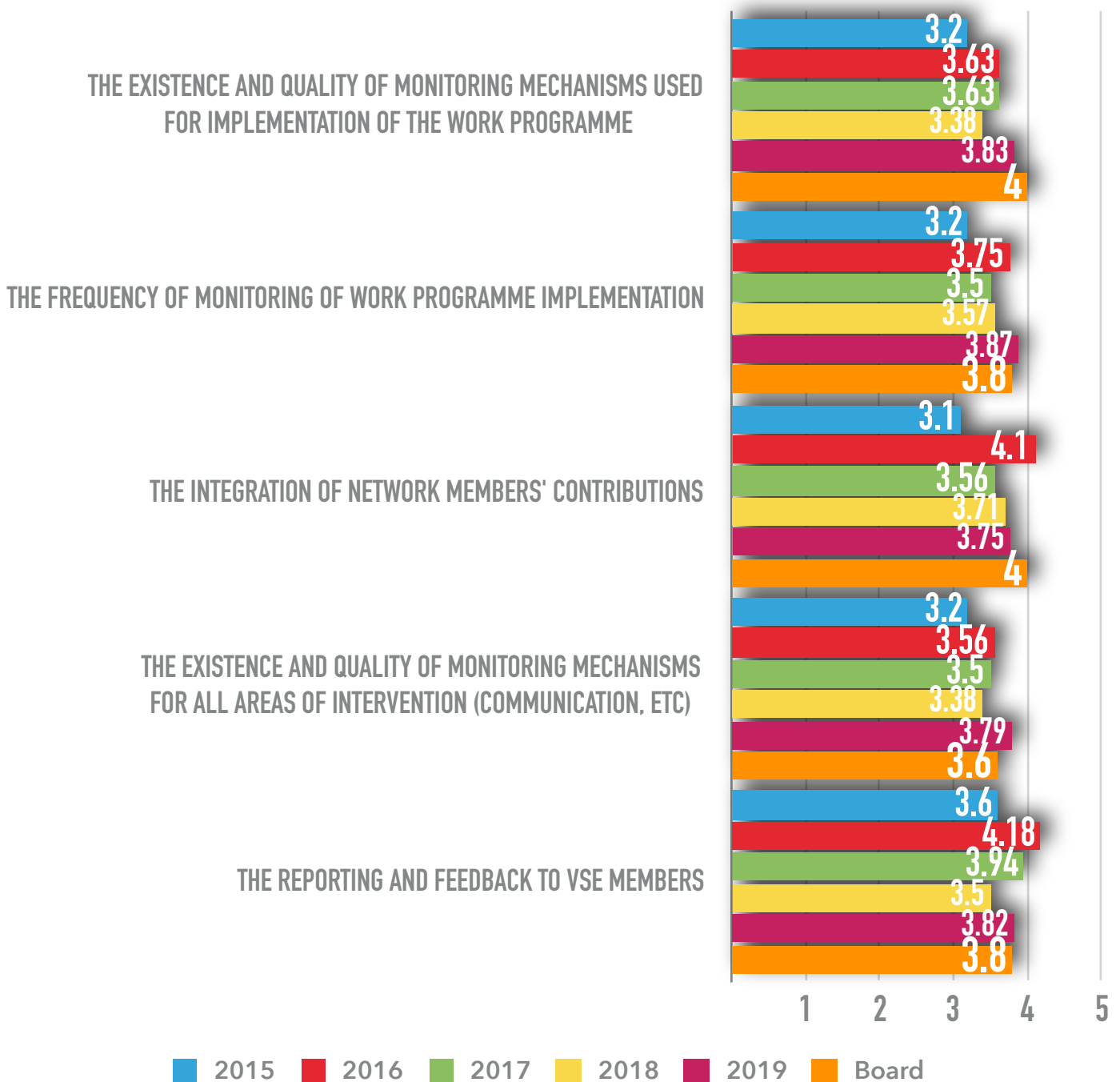
2019



- Yes
- More or less...I need more information
- No

When we analyse specific criteria regarding the monitoring system and its activities it's obvious that there was a positive evolution since last year in the perception of the members, that evaluated in a more positive way all the criteria. Generally speaking, in 2019, the level of knowledge about these management support instruments seems to be similar between members and board (since the scores of the members came very close to those of the board), what can only be a good sign.

HOW DO YOU RATE THE VICTIM SUPPORT EUROPE MONITORING REGARDING:



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

- ▶ The results are similarly distributed but this year the member's results are higher on average for almost all assessment criteria (with the exception of 2), which seems to indicate that the members appear to have earned a better knowledge of the monitoring system since 2018.
- ▶ The criteria that were better evaluated by the Board were both the inclusion of member contributions and the existence and quality of monitoring mechanisms used for implementation of the work programme. The first criteria is very important as it relates to principles of participation and transparency. The second one is also important in the sense that it is a guarantee of effectiveness of the VSE intervention.
- ▶ The worst-evaluated criteria was the existence and quality of monitoring mechanisms for all areas of intervention, such as communication, which leads to conclude that there's still the need for efforts in this area to be made to further solidify and generate more knowledge about the VSE monitoring system at all levels.

To conclude this section of the evaluation, and although the strategies implemented by VSE staff to reinforce the quality of the monitoring processes in previous years seem to have had results this year, 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.

We always expected an increase on the understanding of the evaluation and monitoring systems and contributions and results would be clearer for all members. The efforts from the Board and, especially Staff, appear to have had good results in 2019, in the sense that the members consider themselves to be better informed about the system and seem to reveal more knowledge about it.

THE VSE OUTCOMES & IMPACTS

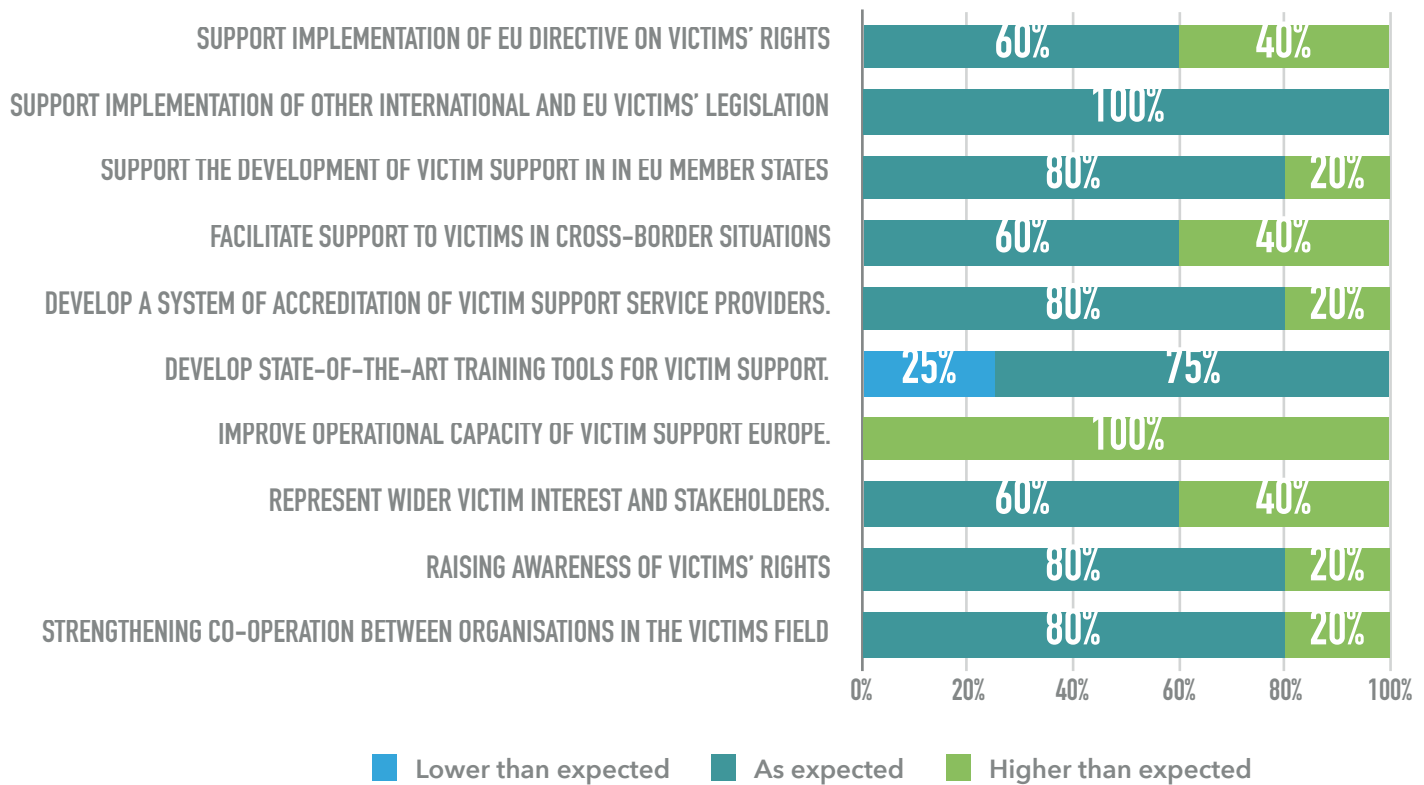
Analysing the information gathered about the outcomes achieved by VSE in 2019 and comparing it with the results from last year we once again came to the conclusion that the work carried out by VSE corresponded to, or surpassed, the expectations of most of the member organisations.

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. In this sense, it's safe to conclude that, once again, in 2019 members expectations were met by the Board and VSE staff. We can also see, in the vast majority of the analysed criteria, how member expectations were gradually met since 2015.

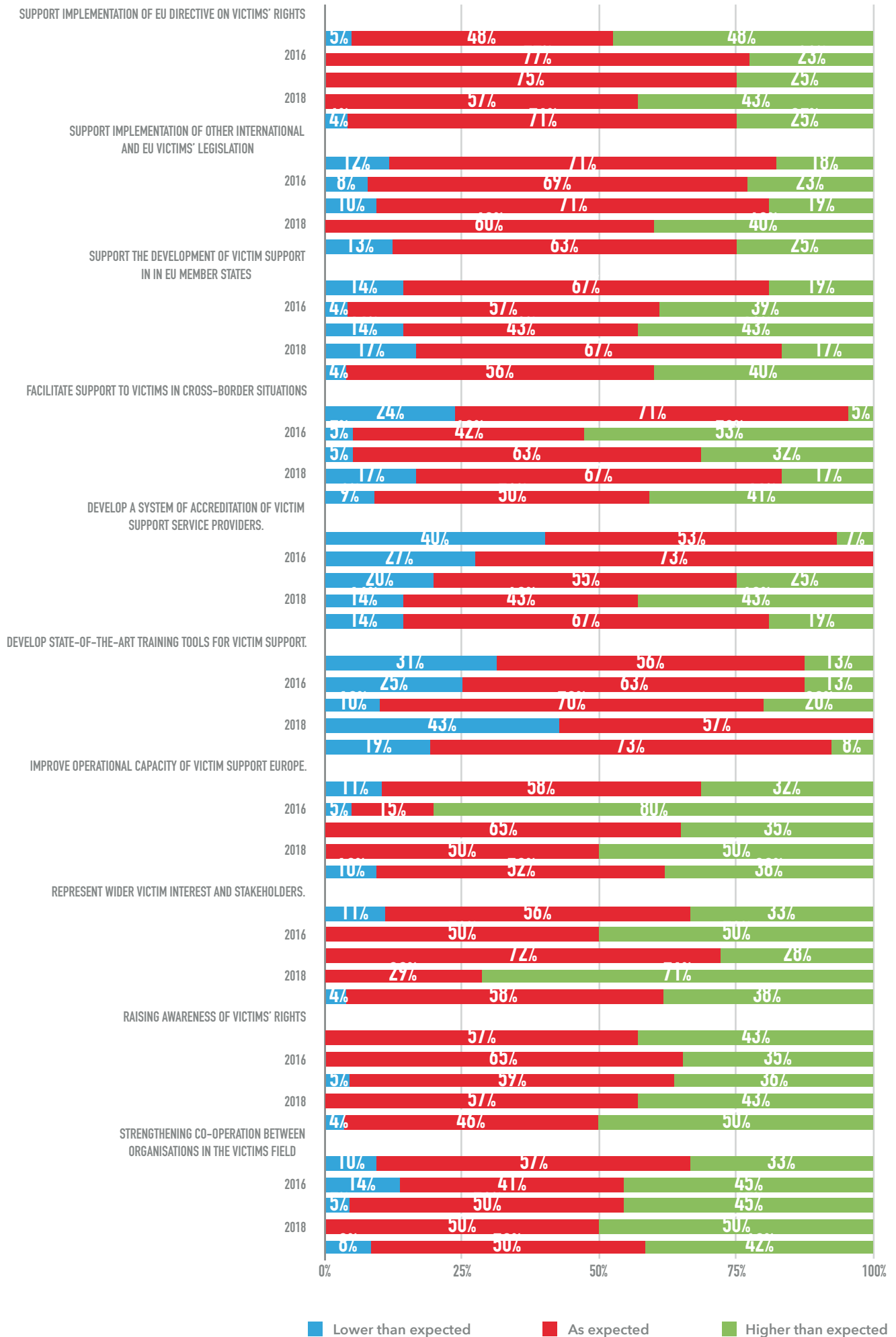
When we look at all the work that the VSE has done this year we can see that there wasn't an objective or area of activity that was left out. Even more, as in 2018 the staff and VSE Board have done a lot more than the planned activities. As it is always the case the delivery rates and effort put in all these areas was not the same because of prioritisation and resources management.

As in 2018, this year we analysed the Board perceptions separately and we're pleased to see that, once more, the Board's expectations were met during 2019 in almost all analysed criteria, highlighting "Improve operational capacity of Victim Support Europe" as an area that totally exceeded Board's expectations, which gives a positive sign about the work done by VSE. But we point out "Develop state-of-the-art training tools for victim support" as an area that maintains the need for a more careful look.

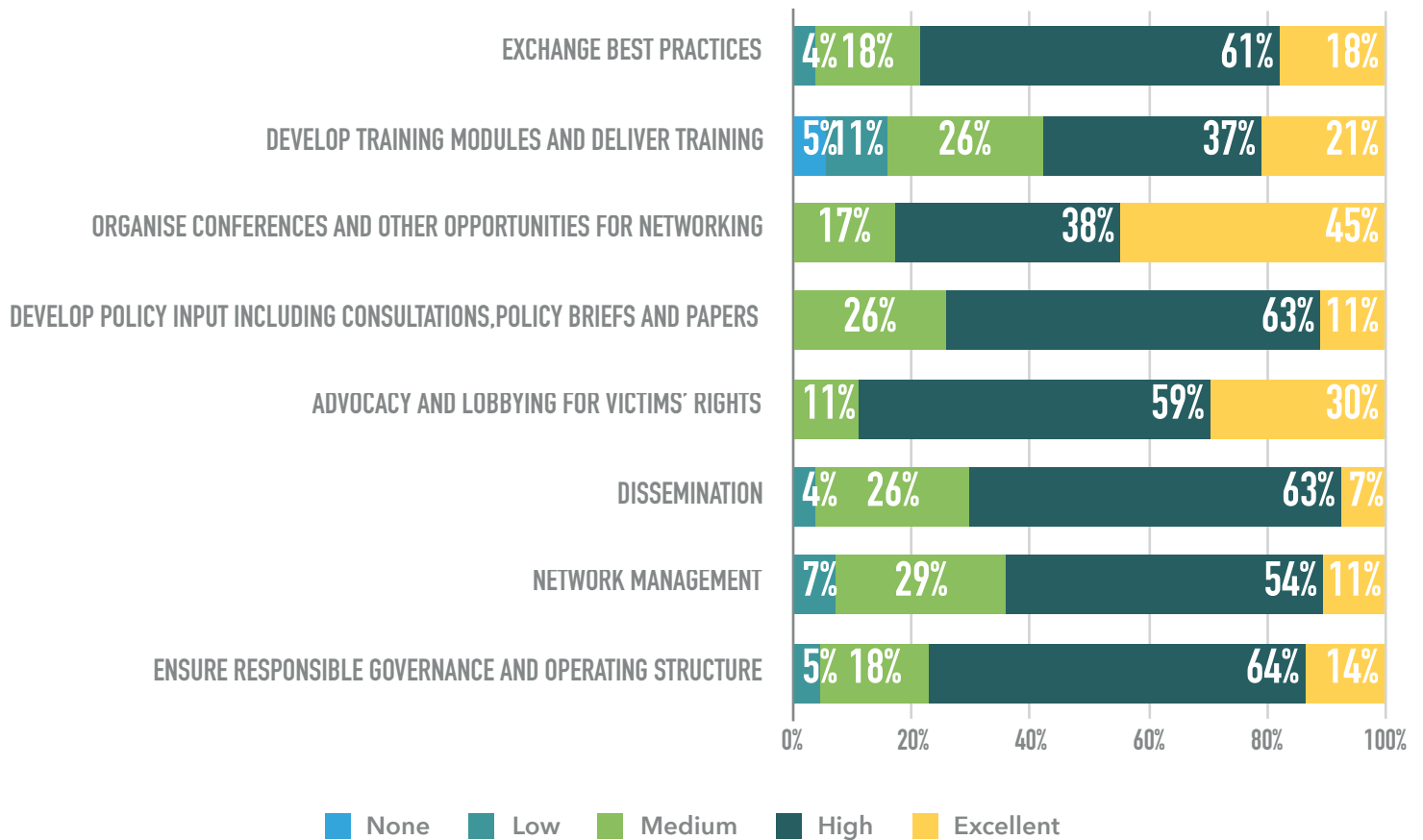
VSE BOARD PERCEPTIONS



Still within this framework, and in a more concrete analyse of the activities of VSE, the general evaluation of the members is also positive in what concerns VSE performance on achieving its objectives for 2019. As we can see in the graphic below VSE had a good level of performance in 2019, for the majority of the criteria, in the members perceptions. It is worth noting that, in general, the development of training modules, the network management and dissemination seem to be the activities with lower levels of performance, and that need to be analysed in the future.

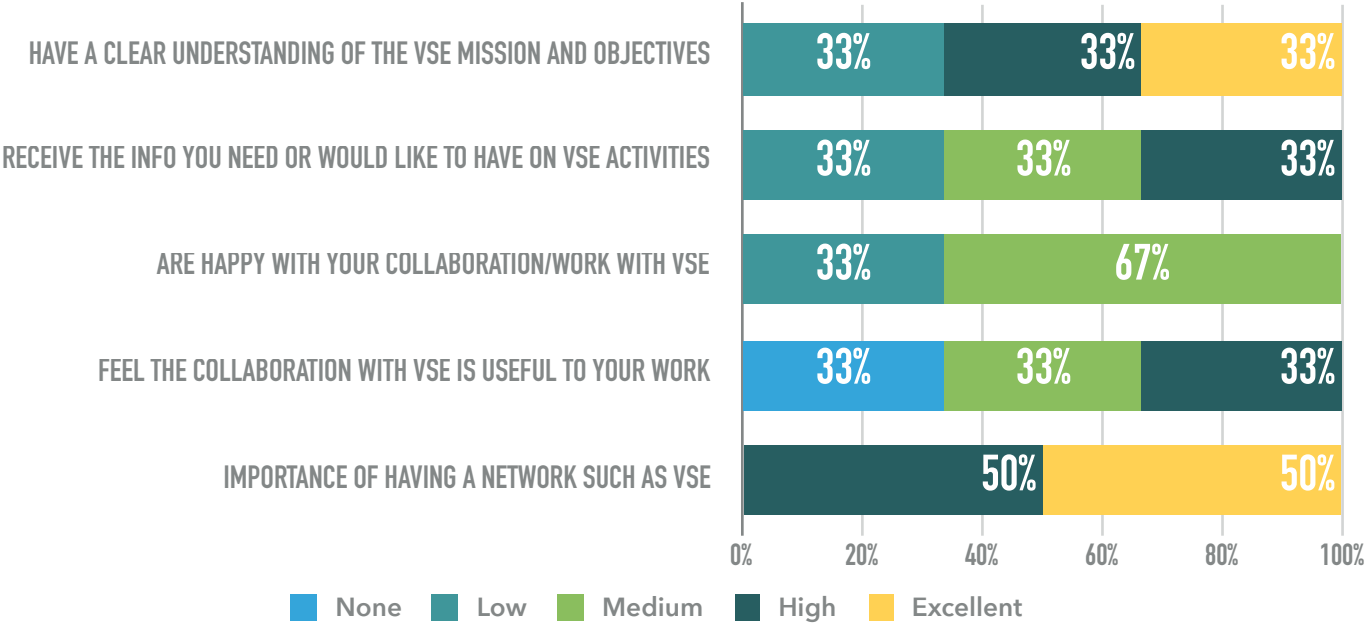


VSE PERFORMANCE ON ACHIEVING 2019 OBJECTIVES (MEMBERS)



In the institutional partners perspective, as we can see below, VSE network is quite valued and it seems to have potential. However, the perceptions are very diverse, and the collected data indicates that there is still work to be done in terms of a better understanding of the VSE mission and objectives, as well as increase the perception of the usefulness of the network for the work of these institutions.

INSTITUTIONAL PARTNERS PERCEPTIONS



The obvious conclusion is that 2019 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 2019.

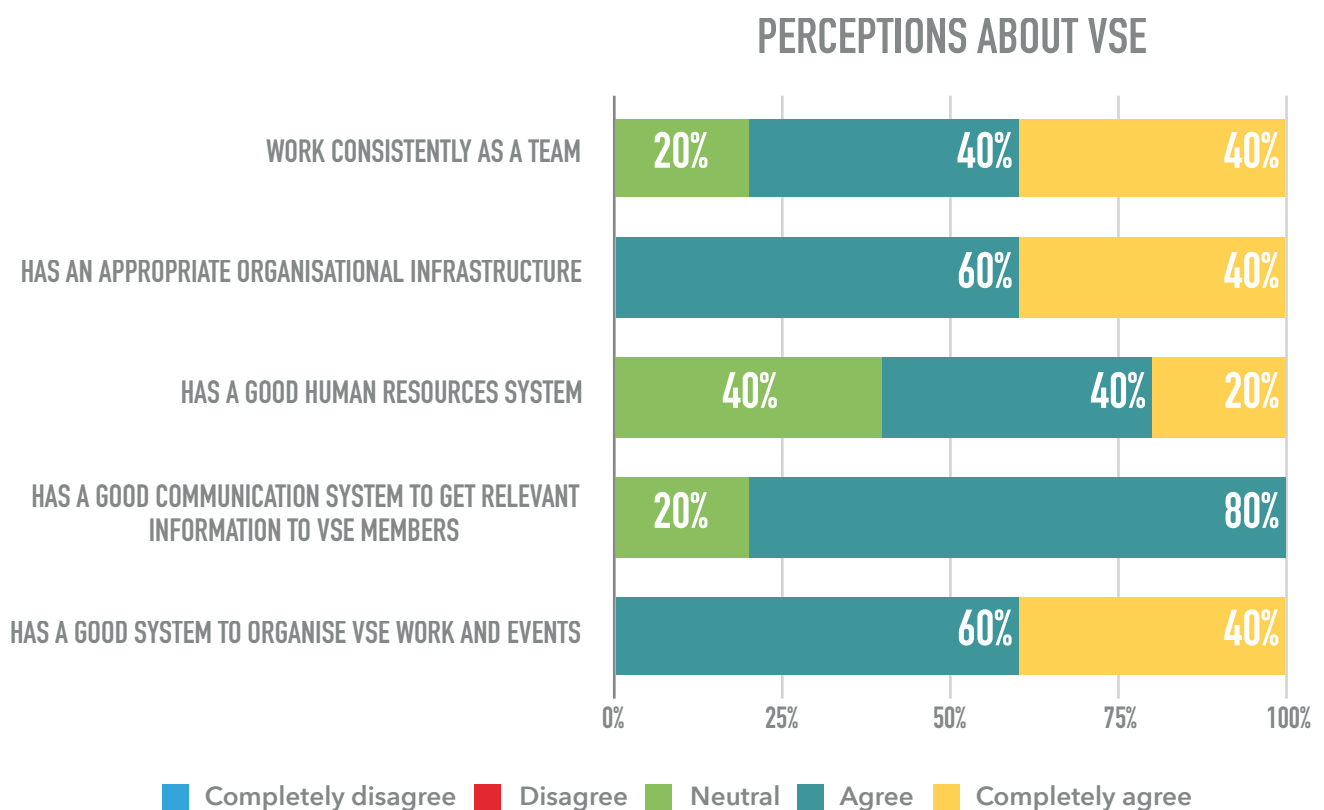
PERCEIVED OUTCOMES & IMPACTS OF VSE WORK...



VSE ORGANISATIONAL STRUCTURE AND PROCEDURES

As it was the case in the previous years (2015-2018) data collection was also carried out for evaluating the organisational structure and the management processes implemented during 2019 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, and that, in general, there was a better evaluation in 2019. It is noteworthy that the communication system criteria has better evaluation than in 2018, which reinforces the efforts that appear to have been made in this field. 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.

VSE IN 2020

We wanted to show some of the expectations and priorities that the VSE members (members and institutional partners) pointed out for 2020.

EXPECTATIONS & PRIORITIES FOR 2020...

SUPPORT THE DEVELOPMENT OF NATIONAL VICTIM SUPPORT SYSTEMS

PROMOTE TRAINING FOR VSE MEMBERS

CONTINUE TO RAISE AWARENESS OF VICTIMS' RIGHTS (CAMPAIGNS)

FOCUS IN MORE VICTIMS (WITH DISABILITIES, MIGRANT VICTIMS, VICTIMS OF TERRORISM, VICTIMS OF HATE CRIMES...)

ATTENTION TO VICTIMS OF CYBERCRIME

MORE ADVOCACY AND VISIBILITY OF THE WORK DONE

CONTINUING TO SET HIGH STANDARD OF WORK AND MONITOR THE ACHIEVEMENTS

CLOSE COOPERATION

SHARING OF GOOD PRACTICES AND INFORMATION

BUILDING NETWORKS BEYOND EUROPE

USE OF DIGITAL WORLD TO IMPROVE VICTIM SERVICES

CAPACITY-BUILDING IN EU MEMBER STATES WHERE SERVICES ARE STILL UNDER DEVELOPMENT

ENGAGE MORE WITH THE EUROPEAN COMMISSION

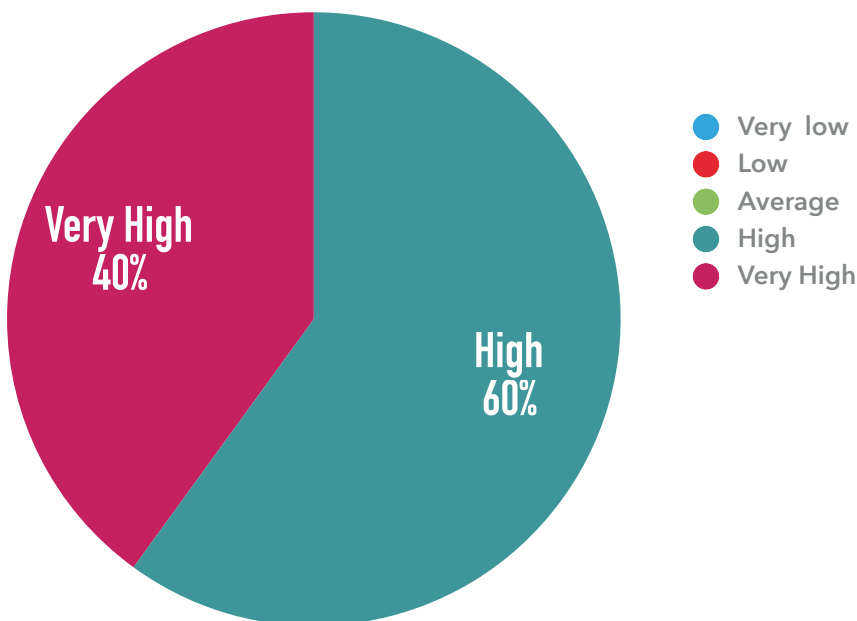
FINAL THOUGHTS

This was the fifth 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 2020. 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 communication aspects, but the general tone is really positive.

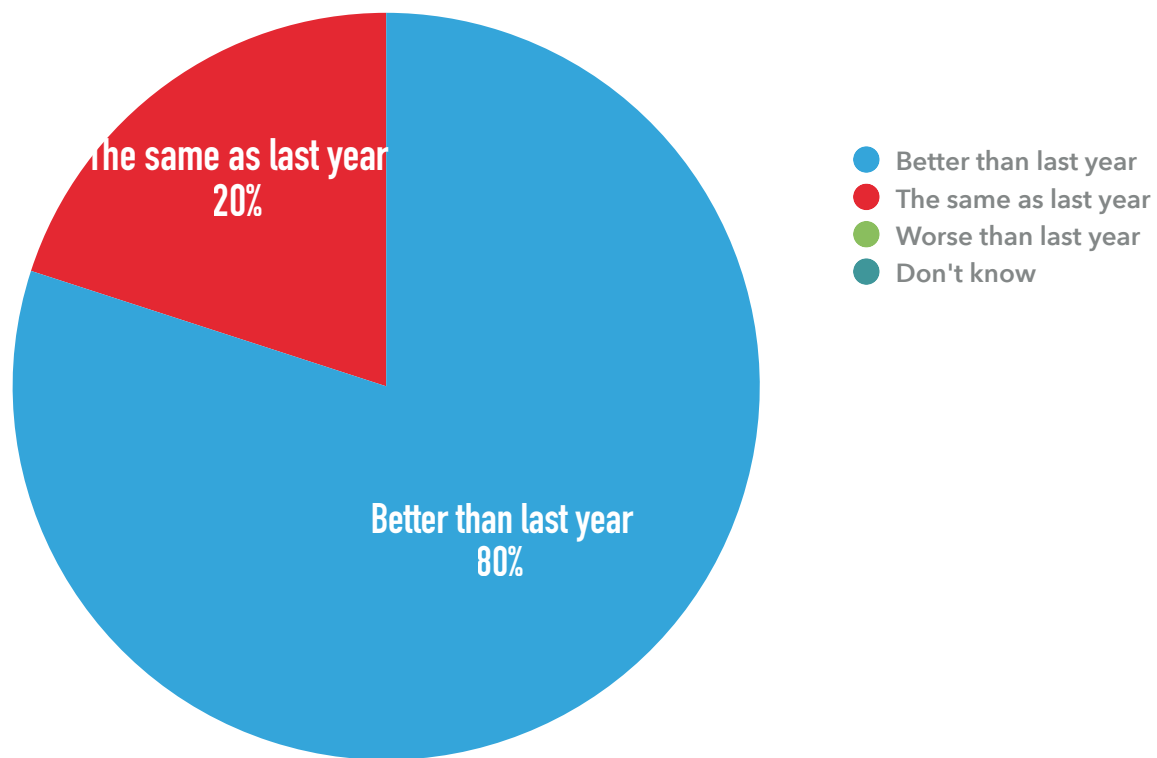
The majority of recommendations from last year's report were implemented at some level. We could access the VSE Board perception on the organisational effectiveness and performance in 2019 and, as one can see on the two graphics below, the results were very encouraging.

Not only the Board was a High (60%) or Very High (40%) perception level of effectiveness but, maybe more relevant and important, the majority of the Board feels that VSE performed much better than in 2018 (80%) which reinforces the good performance from VSE.

VSE BOARD PERCEPTIONS ON ORGANISATIONAL EFFECTIVENESS



IN 2019 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 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.