

Deliverable C:

«Evaluation Report- Executive Summary»

in the context of the project entitled:

“Evaluation study of the operation of supporting structures of women victims of violence in the MIPs and in the RPS OPs”



CMT Prooptiki
CONSULTING MANAGEMENT TRAINING



Με τη συγχρηματοδότηση της Ελλάδας και της Ευρωπαϊκής Ένωσης

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1 Project's Framework

Purpose of the current project is the evaluation of the support structures for women victims of violence, related to their mid-term operation period during the current Operational Programme Period (1/12/2015-31/12/2018) and aiming at enhancing structures' services. It must be mentioned at this point that the increase of the physical and financial object is for the entire duration of the projects, meaning 1/12/2015 till 2020. For this reason the period of evaluation according to Deliverable A and Deliverable B is for the period 1/12/2015 till 31/12/2018 and not till November 2018.

The main goal of the evaluation is the improvement of the provided services to the beneficiaries by the structures' network. This network is under the framework of the General Secretariat for Gender Equality project "Operation of public administration structures and services to combat violence". For the Operational Programme Period 2014-2020 it was foreseen to expand the target group of women beneficiaries to include women victims of multiple discrimination such as refugees, immigrants, persons with disabilities, single parents, unemployed, Roma. The aim is to tackle the phenomenon of gender-based violence and to address social discrimination against women, as well as emerging social needs, such as that of refugees.

Within this framework, ESF continues co-funding this network during the current Operational Programme period, aiming at constantly upgrading 61 structures' operation through the provision of improved / expanded support services for women victims of violence. Parallel to the above, ESF provides funding to horizontal interventions of national scope for the network's structures in order for the latter to follow a common operating model and specifications, as reflected in the individual tools, manuals, documents, etc. of the Single Quality System, and to comply with the obligations and responsibilities raised by Planning Agreement signed with GSIF and KETHI.

In detail, the structural network co-financed by the ESF includes:

- 14 Regional Counseling Centers with beneficiary KETHI,
- 25 Counseling Centers at a local level with beneficiary the Municipalities,
- 19 Shelters at a local level with beneficiary the respective municipality, and
- 2 Shelters of National Center for Social Solidarity (NCSS) in Attika and Thessaloniki with beneficiary NCSS.

The relevant Acts fall under the 13 ROPs, depending on the geographical area of the structure, and particularly on Investment Priority 9.iii. "Combating all forms of discrimination and promoting equality opportunities" (excluding the RPF of East Macedonia and Thrace and Crete, which have been incorporated in OP 9.i. and 9.iv, respectively).

The Acts are implemented by means of the respective implementing body and in a homogeneous manner throughout the country, following relevant invitation templates, prepared by EYSEKT and in collaboration with the Ministry of Internal Affairs' NSRF Staff Structure and OPs, as well as with the RPFs supervision and monitoring of the GSRI and KETHI.

According to the new institutional framework, the reinforcement of the operating model of the structures and the upgrading / improvement of the services provided result from the following:

- provision of on the job counseling and information services
- provision of all the above services following up-to-date staff training
- women beneficiaries of the Acts, who suffered and are subjected to any form of violence (e.g. migrants, refugees, single parents, disabled, unemployed etc.) and their children in the case of Shelters.
- ensuring a "Unified Service Quality System" through the preparation / updating of manuals, consulting tools as well as administrative and standardization documents of structures' operation (e.g. operating regulations, code of conduct, etc.) required to improve Counseling Centers and Shelters operation.
- monitoring the progress of the women beneficiaries throughout the duration of the support service as well as following that through follow ups.

The structures' Network must provide all the above-mentioned services and every beneficiary woman can benefit according to her needs. At the same time, the GSIF as a responsible body in cooperation with KETHI, Ministry of Interiors' NSRF Staff Structure, EETA and the OPs, implements 2 MISs which are included in the national horizontal intervention. More specifically regarding the National Horizontal Interventions Act, which has been incorporated in Investment Priority 11.i. "Investing in the institutional capacity and effectiveness of public administrations and services at national, regional and local level in view of reforms, better regulation and good governance" of MTT 2014-2020 refers to:

- monitoring and coordinating Network Structures to prevent and combat gender-based violence.
- updating and / or developing tools and administrative / standard operating documents for the structures.
- continuous operation of the Hotline S.O.S. 15900 nationwide.
- EETAA database
- endorsement of training programs for structures' staff members (ECHR) and finally
- planning and developing publicity actions at central and regional level.

2 Evaluation Goals/Objectives

For the purpose of evaluating all network actions aimed at improving the services provided to the network beneficiaries, the specific objectives set are:

- Evaluation of the Operational Programme Period 2014-2020 Acts,
- Evaluation of the effectiveness, efficiency and the way structures operate and provide services in the Operational Programmes,
- Detection of potential failures, problems and shortcomings in the new planning and implementation of actions,

- Provision of suggestions on corrective actions if necessary or suggestions for improving the way these or similar actions are implemented in the future,
- Evaluation of actions' results for women beneficiaries,
- Interventions' impact assessment.

For the above objectives to be studied, the consultant/evaluator undertook the following:

1. Evaluation of actions' **relevance and appropriateness** of support structures' network for women victims of violence during the current Operational Programme Period in terms of their planning.
2. Evaluation of the effectiveness of support structures' network for women victims of violence in the current Operational Programme Period in terms of their **effectiveness** according with:
 - i. the extent to which the set objectives have been achieved
 - ii. the reasons for deviation from the objectives set
 - iii. the means used to achieve the objectives
 - iv. factors that influence the observed results
3. Evaluation of **interventions' efficiency** concerned the:
 - v. Implementation cost of related interventions
 - vi. Realistic side of the estimated budget regarding measures' implementation
 - vii. Cost-benefit assessment of the concerned interventions
4. Actions' **impact assessment** of the of the support structures network.

3 Utilizing available resources

The total budget for the services network is € 33.508.212,83, of which € 15.153.538,77 relates to the Counseling Centers and € 18.354.674,06 to the Shelters. Overall, we estimate that 44% of the available resources (€18.354.674,06 ευρώ) have been absorbed and more specifically 49% of the resources available for the Counseling Centers and 40% for the Shelters, i.e. € 7.457.829,08 and € 7.387.895,33 respectively.

The highest absorption of budget available for the Counseling Centers is observed in Thessaly OPS (0,65) while the lowest in Western Macedonia (0,34). Correspondingly, with respect to Shelters, the Northern Aegean OP (0,65) and the Attica OP (0,34) show the highest absorption rate. Overall for both types of structures, the Western Macedonia OP (0,54) is observed to have the highest absorption rate while the Attica OP (0,37) the lowest.

OPS	Counseling Centers			Shelters			Total		
	Total Budget	Eligible expenses (1/12/2015 until 31/12/2018)	Absorption	Total Budget	Eligible expenses (1/12/2015 until 31/12/2018)	Absorption	Total Budget	Eligible expenses (1/12/2015 until 31/12/2018)	Absorption
OPS EAST MACEDONIA THRACE	1.237.683,88	632.424,30	0,51	757.000,00	372.470,03	0,49	1.994.683,88	1.004.894,33	0,50
OPS ATTICA	2.968.897,04	1.242.591,51	0,42	4.075.706,89	1.293.866,81	0,32	7.044.603,93	2.536.458,32	0,36
OPS NORTH AEGEAN	766.957,00	384.181,75	0,50	879.722,88	463.834,19	0,53	1.646.679,88	848.015,94	0,51
OPS WEST GREECE	762.000,00	396.826,12	0,52	2.124.713,43	1.007.634,65	0,47	2.886.713,43	1.404.460,77	0,49
OPS WEST MACEDONIA	872.000,00	292.662,01	0,34	440.000,00	164.616,40	0,37	1.312.000,00	457.278,41	0,35
OPS IPIROS	1.023.750,00	563.105,87	0,55	1.023.000,00	534.744,18	0,52	2.046.750,00	1.097.850,05	0,54
OPS THESSALY	803.460,00	521.508,93	0,65	1.478.801,00	652.200,11	0,44	2.282.261,00	1.173.709,04	0,51
OPS IONIAN ISLANDS	1.100.552,32	568.600,64	0,52	885.000,00	49.932,55	0,06	1.985.552,32	618.533,19	0,31
OPS CENTRAL MACEDONIA	1.778.125,00	895.715,96	0,50	2.611.923,40	1.074.897,69	0,41	4.390.048,40	1.970.613,65	0,45
OPS CRETE	750.482,00	408.791,99	0,54	1.655.374,34	659.585,84	0,40	2.405.856,34	1.068.377,83	0,44
OPS SOUTH AEGEAN	1.093.800,00	525.089,72	0,48	920.000,00	421.198,00	0,46	2.013.800,00	946.287,72	0,47
OPS PELOPONNESE	1.019.895,80	533.093,72	0,52	771.832,12	312.744,72	0,41	1.791.727,92	845.838,44	0,47
OPS CENTRAL GREECE	975.935,73	493.236,56	0,51	731.600,00	380.170,16	0,52	1.707.535,73	873.406,72	0,51
TOTAL	15.153.538,77	7.457.829,08	0,49	18.354.674,06	7.387.895,33	0,40	33.508.212,83	14.845.724,41	0,44

4 Answers to evaluation questions

The data and results of the research per evaluation criterion are presented through a synthetic approach of findings and answers.

4.1 Relevance and appropriateness criterion

To analyze and study this criterion an evaluation question was set: *“To what extent was the intervention planning appropriate to meet the needs of women beneficiaries?”*, which consists of specific sub-questions. Specifically, the first question that this study sought to answer is:

4.1.1 What is the correlation between the actions and the set goals/objectives of the Ops and National Strategies?

As the findings suggest, with respect to investment priorities, the relevance of 9.iii and 9.iv is more direct than that of 9.i since 9.i focuses on employment as opposed to the other two which are more social integration oriented. Regarding the horizontal interventions of OPs MDT, there is relevance to Thematic Objective 11 and Investment Priority 11.i.

The actions fully meet the objective of the Social Integration Strategy, which refers to improving access to services.

In conclusion, the intervention under evaluation contributes to the achievement of the specific objectives of the OPs and the OP MDT. There is a direct relevance of structures' network actions to the Ops' set goals/objectives.

The second evaluation criterion the Evaluator was asked to answer is:

4.1.2 What is the level of satisfaction from the provided services? Are the beneficiaries' needs covered?

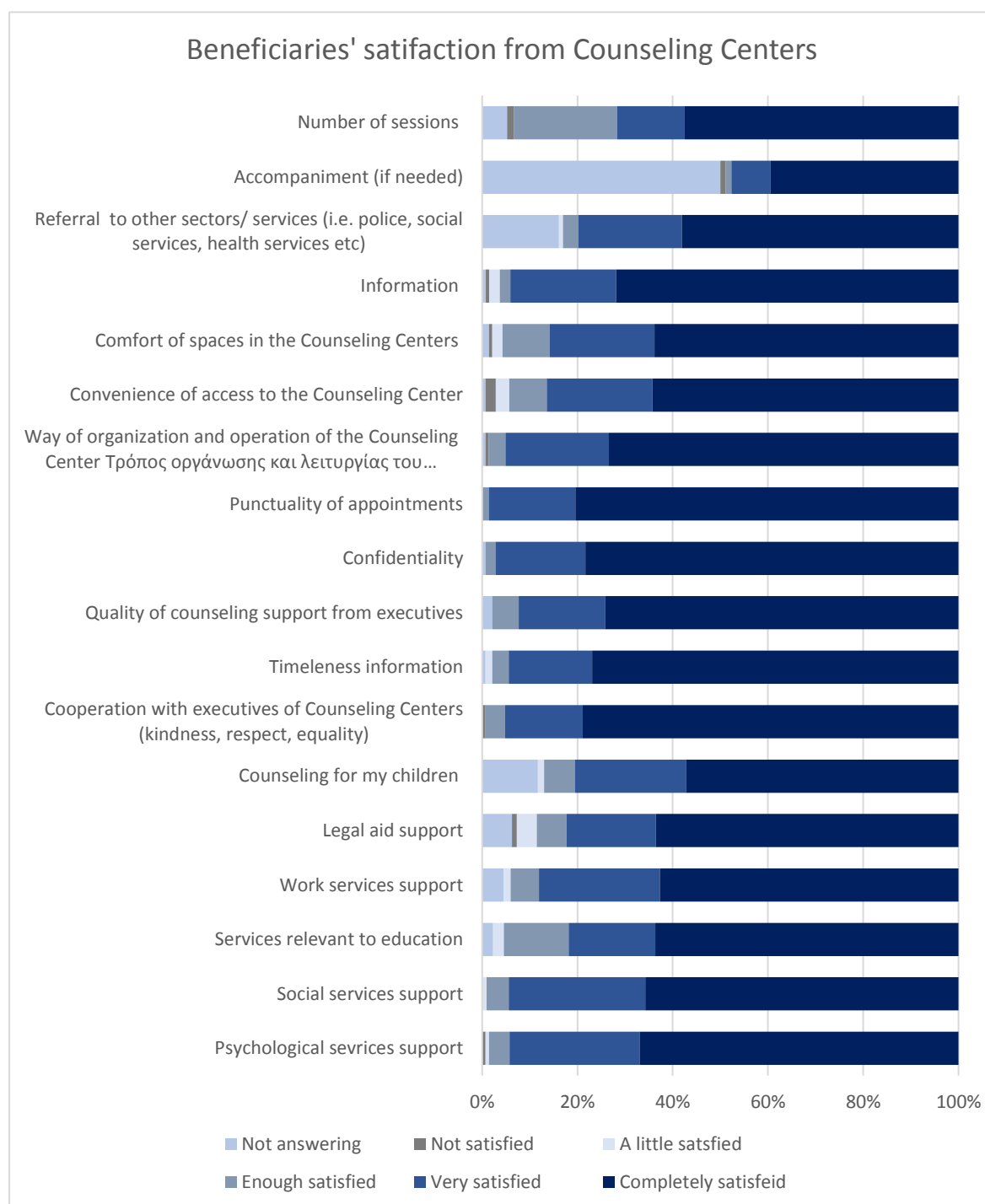
According to the research conducted to the beneficiaries, most of the women who have answered the questionnaires have chosen to visit a Counseling Center in order to talk for their situation, but also to receive services, firstly for psychological and then for social support. Concerning the reason for which they were transferred to a Shelter, the majority report that they would like to talk to someone about their situation and they have also expressed their wish of ending the situation they were living in before. In contrast to that they have expressed their need to improve their relationship with their husband/ partner through their staying into the Shelter, fact which is being supported from data coming from the counselors. Beneficiaries who have responded to the research were very and/or fully satisfied from the provided services from the Counseling Centers and Shelters. There is a small percentage of "not satisfied". The services which beneficiaries have received in relation to the reason for which they have visited the Center or they have been transferred to the Shelters, appear to be satisfactory for covering their needs. Services of psychological and social support that are provided to the women, seem to be consistent with the initial reason of their visit or transfer.

Limited level of satisfaction appears in relation to the legal aid services, as it appears that women's needs are not covered. Respectively, staff members support the limitations of legal aid, especially in relation to refugees and migrant women.

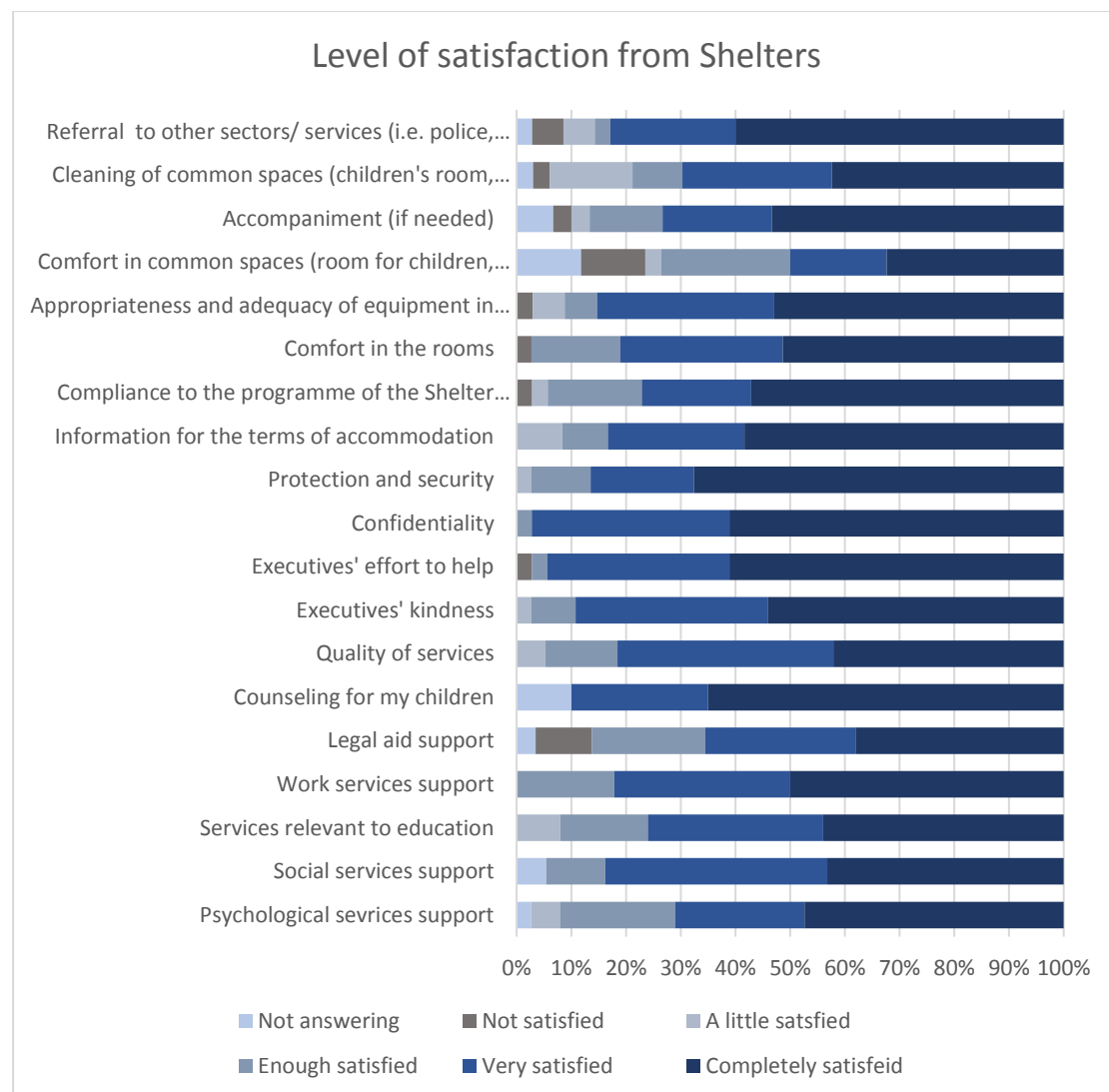
In a total assessment of women's satisfaction and by evaluating their total experience from Counseling Centers and Shelters, emerges high level of satisfaction from the provided services, from the escaping plan and the action plan that women and staff members were designing. At the same time they have received as many and what services they needed and they have talked for their problems and they have received solutions.

These results are imprinted in the following graphs:

Picture 1: Level of satisfaction from Counseling Centers



Picture 2: Level of satisfaction from Shelters



The third question that was answered through a synthesis of findings and data is:

4.1.3 Were there failures, problems and limitation, and what are their causes?

The education that staff of Counseling Centers and Shelters have received or continue to receive is one of the most decisive factors for the operation of the structures, and for the **improvement of the effectiveness of the services** that offer to beneficiaries around Greece. As indicated by the findings, staff members have received training from agencies such as EDDA, GSEG, EETAA, KETHI. However this training needs improvement concerning subject areas, especially areas that concern refugees and migrant women. Educational programmes/training are evaluated as useful for the staff members to respond more effectively to their job need, while they often provide tools for dealing with difficult situations. **The thematic enrichment of the education program is considered necessary** particularly emphasizing on the cultural dimension of violence and the frequency the programs are available to the staff, in order the network, through the staff members, to be flexible and

effective. The educational programs need improvement in various areas especially in those which are to do with refugees.

Supervision, as came up from qualitative research, is a **basic tool for increasing effectiveness** and for the staff members to protect themselves, as well as reducing work stress. A limitation came up in relation to Psychological Supervision that the staff members of Counseling Centers and Shelters receive, which is a management matter for the relevant agency.

Another problem that came up was the operation of each structure in relation to **functional tools, building issues and location**. As for the Counseling Centers, operational tools are adequate for the staff members. However, important limitations are reported for the Shelters in the countryside. Similarly, building issues for Centers and Shelters, mostly affect countryside. One more issue that concerns the staff members is about guarding of the Shelters, which should be guarded adequately.

Moreover, the operation of the database needs to be improved not only in relation to standardization of management of importing data but also on a technical level with new digital tools.

The fourth question that was answered through a synthetic approach concerns the expansion of the network and more specifically:

4.1.4 How appropriate was the reformation for addressing the needs of women?

According to the evidence, the expansion of the target group is the main change of the present Operational Program Period. It is observed that services from staff members for different groups of women is not an obstacle. However, one parameter that came up during the research was services to migrants and refugees. In the design of the network there was no prediction for translators, but also another obstacle is the understanding of those women's needs and communicating with them not only because of language barriers but also because of differences in the socio-cultural background.

Moreover, issues came up with Gypsy women and the homeless but not in high frequency. It is evident that the reformation of the network is a multidimensional issue which needs meticulous research.

4.1.5 Have the right groups of beneficiaries been chosen and which groups are not included?

The final question that was answered is part of the axes of expansion and concerns the appropriateness of beneficiaries' selected groups. As designated from the recorded percentages of multiple discriminations and forms of violence, it appears that women's different self-determinations are covered, in contrast to multiple discrimination which are appeared as inadequate. The percentage of multiple discrimination proves a small lack of categorization in the network in relation to the women's self-determination. More specifically, appears the existence of determinations which the network does not include in multiple discriminations, and services that could be needed to those groups can be characterized as inadequate as they are not identified with a specific group. For example, LGBTIQ community, which is not included in the network, possibly needs specific and different from the other groups services, which due to lack of categorization cannot stand out from the already available services.

However, in total and according to the design of the network, the right groups have been chosen and the limitation that are being observed are of small importance.

From the study of Relevance and Appropriateness is concluded that the operation of the network contributes to the achievement of special targets of OPS and of EP MDT. There is an immediate relevance of actions of the network with EP targets and Strategies (National Strategies and Social Inclusion, Nation Plan of Action for Gender Equality 2016-2020). In total, women's satisfaction from provided services from Counseling Centers and Shelters is in high levels. Low level of satisfaction is observed in relation to legal aid support. As data show multiple discrimination and forms of violence seem to fulfill the different definitions with which women describe themselves, in contrast to multiple discrimination which appear to be deficient. Percentages for multiple discrimination proves the lack of categorizations in network in relation to how women describe themselves. Specifically, although all forms of violence have been observed, even those with small percentages i.e. cases of trafficking, there is a lack of categorization which refer to lack of services for those groups. For example, LGBTIQ group which is not in the network might need special and differentiated services from the others, which due to lack of categorization cannot be identified among the offered services. On the other hand, the fact that trafficking cases are in the network, even in very small percentages, transforms the network almost automatically to a space in which women victims of trafficking can go.

Relevance and Appropriateness

- The intervention contributes to the achievement of the specific objectives of the RPFs and the OP OPs and is directly related to the actions of the Structural Network with the OP targeting.
- Overall and according to the design of the network, the appropriate categories of beneficiaries have been selected.
- However, network services appear to be insufficiently approached for certain population groups (eg Roma, Disabled, trafficking), given the low rates of beneficiaries as appear in the database.
- Beneficiaries of the network appear to be fully satisfied with the services provided except legal support.
- However, concerns are raised regarding the provision of services that take into account the cultural backgrounds of the categories of beneficiaries. In this regard, it is proposed to enrich the methodological tools and educational programs provided to the network executives on the cultural dimension of violence.
- Work counseling seems to be of interest to the target group. Promoting employment is therefore a further area of action for the network.
- Problems and shortcomings were identified in the psychological supervision provided to executives. This form of support is needed to make executives more effective and ensure the quality of services provided to the beneficiaries.

4.2 Criterion of Effectiveness

This criterion concerns a number of special, wider and more specific evaluation questions.

Specifically, the first wider evaluation question is “In what degree is assessed that the aim set for the improvement of quality and expansion of the provided services to the beneficiaries of the structures has been achieved?”

This question is divided into four evaluation questions. Specifically:

4.2.1 In what degree have the indicators of the actions have been achieved, on the basis of the initially set targets? What is the level of achievement of the output values of the output indicators of the individual types of transactions (Shelters, Counseling Centers)? What are the major discrepancies between the planned and the implemented action and what are the main causes?

For calculating the number of beneficiaries in Shelters and Counseling Centers we were based on data from EETAA’s database keeping in mind that in that number children are also included. Moreover, for data that concern the costs of the structures we were based on data coming from IMS (ΟΠΣ), but for some structures, we have done a crosscheck and an update with staff members from structures and the EYD OPS. In this way, evaluations and calculations of this assessment are based on the updated and realistic numbers of the physical and financial object of the intervention.

The progression of indicators is evaluated as satisfactory and is expected at the end of this period its implementation to be equal or over 100% of the target value in most cases. Also, the indicator CO21 is lower than target as 5 structures do not offer employment support services and information.

The following table adds up the findings in relation to achievement of indicators from the whole intervention:

Table 1: Achievement rate of indicators of OPS and EPMDT

Indicator	Achievement rate	Remarks
CO21: number of projects dedicated to sustainable participation and to the progress of women in employment (OPS)	55 /60	5 structures have not offered employment support services and information
CO22: Number of projects related to public administrations or public services in national, regional or local level (OPS)	60/60	All structures meet criteria
05502: Number of supporting structures (OPS)	60/60	All structures meet criteria
05503: Beneficiaries' number in supporting structures (OPS)	16.044/ 20.933	By expanding the physical and financial object all structures have succeeded high percentages of the indicator. All structures are over 50% (from 1/12/2015 till 31/12/2018) and with the expansion have two more years (till the end of 2020) to increase percentage of the indicator. Evaluation shows that the indicator 5503 will be overcovered from all structures and the total of the intervention.
T4616: Number of corroboration projects of staff members operations of Public Administration, including mechanisms and systems of monitoring public policies (EPMDT)	2/2	Both projects (horizontal interventions and operation of the database meet the criteria)
T4620: number of projects for simplifying procedures of sectors of the Public Sector (EPMDT)	1/1	Horizontal interventions is the project which meets indicator's criteria.
T4621: number of projects for simplifying procedures and for modelling services to citizens (EPMDT)	1/1	Horizontal interventions is the project which meets indicator's criteria.

4.2.2 Have improved - expanded services been offered at each OPS?

To a large extent, the network provides expanded and improved services, as in a high proportion employment counseling services are being provided after staff members are trained, serves women with multiple discrimination, the 'Single Quality of Service' system is ensured and the follow-up process is implemented. 51 structures meet the criteria and are evaluated as offering "expanded/ improved services". From these structures 37 are Counseling Centers and 14 are Shelters. From the 10 structures which do not meet the criteria, 3 are Counseling Centers and 7 are Shelters. It is observed that Shelters present higher difficulties in meeting the criteria.

It is suggested that contract beneficiaries (KETHI, EKKA and municipalities), especially those that operate the 10 structures which do not meet the criteria, to be oriented toward actions

in order to improve their services and cover their limitations. Education to staff members should be a priority, mostly for those who have not received any. Also, employment counseling should take place in Centers which have not offered the service yet. Finally, structures in Peloponnese should enter data in the database in the right way, specifically in relation to the categorization of incidents of “violence” and “multiple discrimination”.

4.2.3 What is the contribution of supporting and horizontal interventions of national range to the operation of Shelters and Counseling Centers and Helpline 15900?

In Helpline 15900 the expansion of the target group has not operated as most cases are for violence; calls that staff receive from other cases such as unemployed, refugees etc are very low in percentage. Methodological tools and educational programs are insufficient for staff and they do not receive psychological supervision. Services for each woman could be more complete as due to time limit staff cannot cover women’s issues and therapy through phone is not possible. However, Helpline is evaluated as effective considering the total number of calls that staff receive.

In relation to the horizontal action of coordination/ monitoring of the network it is evaluated that scientific supervision that is offered from the supervisors of KETHI is adequate as staff members support. Cooperation between KETHI and structures is evaluated as satisfactory from the staff members of Counseling Centers and Shelters with minor exceptions that express frustration or keeping a neutral position. The relevant agencies should investigate these cases and take the appropriate improving actions. In contrast, there is a significant lack of psychological supervision for which the appropriate actions should be taken.

4.2.4 How much did the online database help the staff members at providing the services?

The online database which works in EETAA is evaluated to a great extent as practical and useful from the staff members of the network, but there are necessary improvements. Counselors evaluate the database positively and they believe that it is a tool for work which gives them feedback and a clear image of the provided services. It is a strong tool which is not yet complete regarding its function and use, so the need for adjustments to a new situation and to the changing conditions is a “problematic” situation in itself. An important fact for the right operation of the database was the experience of people who they transformed it and used it so it could be evolved and improved.

As it comes up from qualitative research, the database had mistakes and oversights, which were corrected. This proves that the network under the responsibility of the relevant agency gives instructions to the managing authority of the database, approach which is not evaluated as reasonable.

However, redesign and update is needed, concerning indicators, parameters of the database and mostly for the creation of a common way of entering data. One of the initial corrections in the database was coding of specific data in presenting actions of awareness and conducting data audits from staff members. However there are open issues regarding the operation of the database.

Issues such as the needed technical equipment, counselors’ education, networking among structures and the recording of these actions, the complexity of the network and the need of covering multiple and different needs, the differentiation of operation between Shelters and

Counseling Centers, the induction of new dimensions and data in the database such as the concept of gender, multiple discriminations such as LGBTIQ, migrants and/or refugees.

Moreover, we should keep in mind that general issues that came up in relation to the database concern problems of original procedures and data-modelling management.

The second evaluation question is: “is the intervention implemented according to the design and if not what are the reasons?” and is being divided into 5 evaluation criteria. The first is about the effectiveness of networking of structures. Specifically:

4.2.5 How effective was networking of the structures with external agencies and other structures of the network?

Through a synthetic analysis and after recording the results, it emerges that one indicator of effectiveness is the exchange of experiences and know-hows, the multidisciplinary cooperation and extraversion in communication among staff members.

In total comes up that networking actions are effective as among staff members of Counseling Centers and Shelters are implementing multidisciplinary meetings such as organizational/administrative meetings. There is cooperation with employment sectors, such as Community Centers and prosecutors, police, educational community etc. This cooperation is satisfactory according to quantitative research. However, especially in relation to prosecutors and police the cooperation needs improvement.

Members of the administrative team believe that networking is a necessary but not so effective procedure for the smooth operation of the network, and it does not increase the efficiency of the structures. These data contradict with qualitative data the staff members have offered.

From answers that the staff members have given in open questions have reported that cooperation with prosecutors and lawyers could be very useful.

4.2.6 How effective were dissemination and publicity actions?

By continuing with the evaluation of effectiveness it emerges that cooperation of the multidisciplinary team, supervision of counselors in all levels and dissemination of information and good practices, information and data and awareness actions appear to contribute to the effectiveness of actions and provided services. Publicity actions have enough impact by increasing visits of women in structures.

Impact of publicity actions to the target group and the local community is enough or high, according to staff members’ opinions. Networking actions and publicity actions are differentiated in relation to the impact because of the different socio-cultural characteristics of each region.

After the expansion, Counseling Centers have been destigmatized opening the road to more women, and the provided services are a factor of attraction for the target group. In total, through these actions appear social reformations and institutional interventions, which on the one hand the network tries to meet and on the other hand the network contributes to their reformation.

4.2.7 How effective are follow up procedures after the end of the provided services to the beneficiaries?

In total the process of follow up is evaluated as effective as the study of indicator 05504 has shown. It is a useful procedure for women who have received services and staff members support that it does not add weight to their everyday work. The research shows that when women wanted to communicate with the structures this was implemented by staff members. This comes up from EETAA's database and from the quantitative research that were conducted in the context of the present evaluation. However, this procedure started to be recorded from June 2018, when tools were updated and the relevant field in database was included. This fact explains the small number of beneficiaries that have received this service till 31/12/2018.

The follow up procedure is a crucial and basic procedure for the operation of the network. Specifically, is a procedure which includes communication of each beneficiary with the relevant staff member. This communication takes place after the two parts have agreed in order to avoid problems with the beneficiary's personal life, and takes place not only for checking beneficiary's progress but also for evaluating the total progress of the beneficiary in the network.

It is procedure that as the majority of the staff admits is very useful for women, it does not takes time from their daily duties and they do not more tools to make it happen. One out of two beneficiaries reports that communication with staff members have followed. This fact is explained (the percentages) by the complexity of the procedure and the imponderable factors that many times cannot be controlled by staff (i.e. change of location, of phone number etc). However, beneficiaries over 90% say that hey can keep contact with counselors.

4.2.8 Have the services worked according to the Actions of the regulatory framework? Which services have operated more effectively regarding their ability to provide services to the beneficiaries?

The philosophy of the network's operation and context of cooperation are based on the gender perspective and appear to be in accordance with the minimum standards of the Actions and the regulatory framework, allowing room for theoretical flexibility and direction. Services that are provided to beneficiaries operate effectively and according to the regulatory framework. Expansion of the target group of the network and the provided services, appears to work according to the set terms.

Most women had as an initial request for psychological support, then social support and then legal support. In relation to the initial requests, it is observed that even though 49% had requested psychological support, 33.57% have received it. Respectively, 26.83% have requested social support and 66.64% received it. The needs, after the initial request, are evaluated according to the woman's situation and the relevant services are offered, meaning those which match each woman's needs.

The services that must be provided from the structures, indeed are provided, but there are differentiations concerning rates of demand and offer between the different groups of beneficiaries.

In total, it appears that services with high demand and offer were those of social and psychological support. This fact is supported by the research on women who have designated these services as the most important for their restoration. Based on this and based on the average number of sessions that each woman has completed, the services that have operated more effectively were those of social and psychological support, no matter the group the woman belongs.

Moreover, associations are observed between regions without however to create necessary relations. This means that in one case are observed relations between percentages of domestic violence incidents and the provided services (i.e. in Crete), and in another case there are not relations between percentages of unemployment and provided services of employment support (i.e. in North Aegean). This relates to the ability of providing the service from each structure, but each service is not identified one-dimensional with unemployment, but with other work needs of the beneficiaries.

Concerning children, Shelters appear to be appropriate for their stay and they offer a safe space for them. However there are limitations in relation to scientific staff who take care of the children.

Effectiveness

- The performance of the indicators is considered satisfactory and it is expected that by the end of the current Programming Period the implementation will be equal to or more than 100% of the target values in most cases. Index C021 lags behind as 5 structures do not provide job counseling and information services.
- 51 structures meet the criteria, so they are deemed to provide 'expanded / improved services'. Of these, 37 are Counseling Centers and 14 are Shelters.
- After the expansion, Counseling Centers have been de-stigmatized, paving the way for more women, and the services provided are also a factor which attracts the beneficiary population
- The network has succeeded in expanding the target group by providing services to a wide range of categories of beneficiaries.
- However, network services do not seem to reach sufficiently specific target groups (eg Roma, Disabled, trafficking), given the low rates of beneficiaries as they appear in the database.
- Publicity actions have a significant impact by increasing the number of women visiting the structures and therefore appearing to be effective. However, publicity seems to focus mainly on domestic violence and sexual harassment. It is proposed that publicity actions could be directed at other dimensions of gender equality such as multiple discrimination, rights and equal opportunities.
- Helpline SOS 15900 works effectively, but target group expansion seems to have not worked, as almost exclusively violence cases are handled; other phone calls (unemployed, refugees, etc.) are scarce.
- The database that EETA operates is largely practical and useful by the network executives, but it is necessary to have operational improvements of a mainly functional nature.
- The level of cooperation between the parties is positively assessed and networking actions are found to be effective.
- The follow up process, as indicated by the study of indicator 05504, is carried out by all structures.
- Regarding children, Shelters are considered suitable for their stay and provide a safe environment. However, there are shortcomings with regard to the scientific staff who provide child support.
- The services provided to the beneficiaries operate efficiently and in accordance to the requirements of the regulatory framework.

4.3 The Efficiency criterion

4.3.1 What is the cost per beneficiary and per session?

For all structures, the unit cost is estimated at EUR **894,27** per beneficiary. Per type of structure, the unit cost per beneficiary corresponds to 510.31 euros while in Shelters to 3.718,12 euros. The unit cost per beneficiary is significantly less than the corresponding budget price (€ 839.07 for the Counseling Centers and € 6.619,07 for the Shelters).

Shelters have a significantly higher cost per beneficiary than the Counseling Centers. Shelters with the highest unit cost are mainly those of cities' provinces with a small population while those with the lowest unit cost are located in crowded areas (Attica, Thessaloniki, Heraklion), meaning that there **is a link between unit cost and the degree of urbanization of the area**. The relationship between Counseling Centers' unit cost per beneficiary woman and the population of cities is **inversely proportional**. Generally Counseling Centers with low unit cost located in high urban areas show better physical and economic performance indicators. Regarding the Shelters, the degree of urbanization of the area seems to have a lesser effect on the unit cost per beneficiary. Evaluator's estimation is that operating expenses such as rental cost increase unit cost of Shelters.

For Counseling Centers the unit cost is estimated at **131,21 euros per held session while in Shelters the unit cost is estimated at 101 Euros per night**.

The highest cost per beneficiary is observed in **Western Greece** structures and secondary in **the North Aegean, Central Greece and Thessaly**. Similarly, the lowest unit cost is found in **Attica and following in Attica Region and Crete**. Per session in the Counseling Centers the highest cost occurs in the Ops of Central Greece, Thessaly, and the North Aegean, while the lowest cost per unit is found in Attica and Crete Ops. Per night for Shelters the highest cost occurs in **Peloponnese and Central Greece, Epirus**, while the lowest cost per unit is found in the structures of **Ionian Islands**, which includes Kerkyra's Shelter which has operated with too many problems and is anticipated to stop being funded by the ESPA, as well as **Attica and Central Macedonia**.

4.3.2 Is the available budget sufficient to implement the intervention?

Counseling Centers and Shelters have a unit efficiency indicator which indicates their efficient and proper implementation. The only exception is the Counseling Center in Pyrgos and Kefalonia which have a higher efficiency indicator than the unit. All Shelters have an efficiency indicator lower than the unit, meaning that their implementation is judged to be satisfactory in terms of efficiency. Factors influencing efficiency and the way the structures operate (urban/rural, access to structures, their duration of operation, recruitment problems due to bureaucracy, etc.) appear to influence accordingly the result indicator.

In all regional OPs, the performance indicator is lower than the unit, meaning that the actions are implemented within the interventions' OPs budget. For all structures and across the country, the efficiency indicator is 0.56. For the Counseling Centers the efficiency indicator

stands at 0,61 while for the Shelters at 0,56. Also, the unit cost per beneficiary is significantly lower than the projects' budget for all Shelters and for the majority of Counseling Centers.

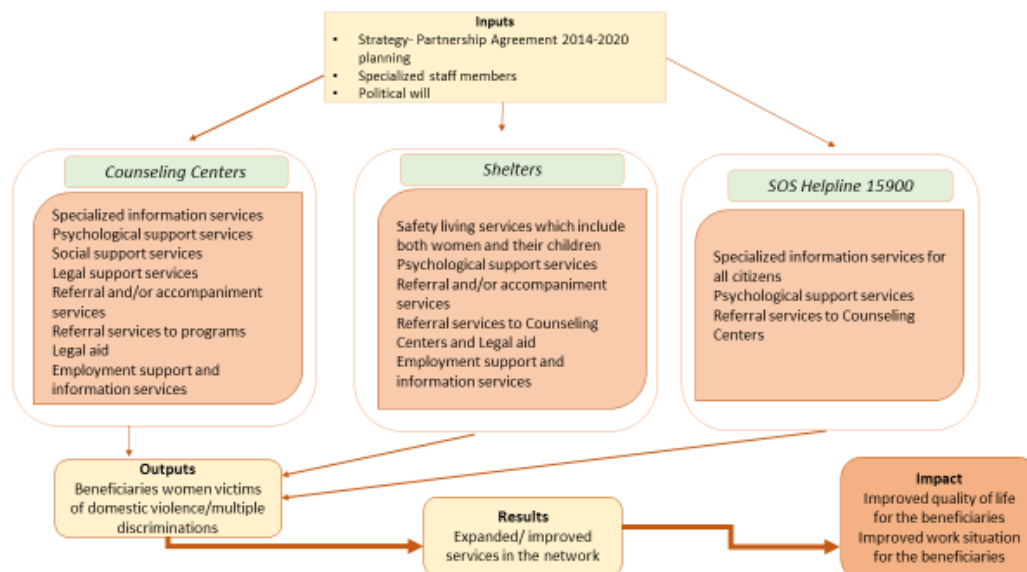
All the above show that in general the intervention regarding the available budget is well implemented. The data collected highlight that the budget is sufficient and realistic to implement the intervention.

Efficiency

- The unit cost is estimated at EUR 894,27 per beneficiary. Per type of structure, the unit cost per beneficiary corresponds to 510.31 euros while in Shelters to 3.718,12 euros. The unit cost per beneficiary is significantly less than the corresponding budget price (€ 839.07 for the Counseling Centers and € 6.619,07 for the Shelters).
- Shelters have a significantly higher cost per beneficiary than the Counseling Centers. For Counseling Centers the unit cost is estimated at 131,21 euros per held session while in Shelters the unit cost is estimated at 101 Euros per night.
- In general the intervention regarding the available budget is well implemented. The data collected highlight that the budget is sufficient and realistic to implement the intervention.

4.4 The Impact Criterion

The Impact Criterion is the last and most important criterion of all, divided into three sub-questions and illustrated in the following diagram:

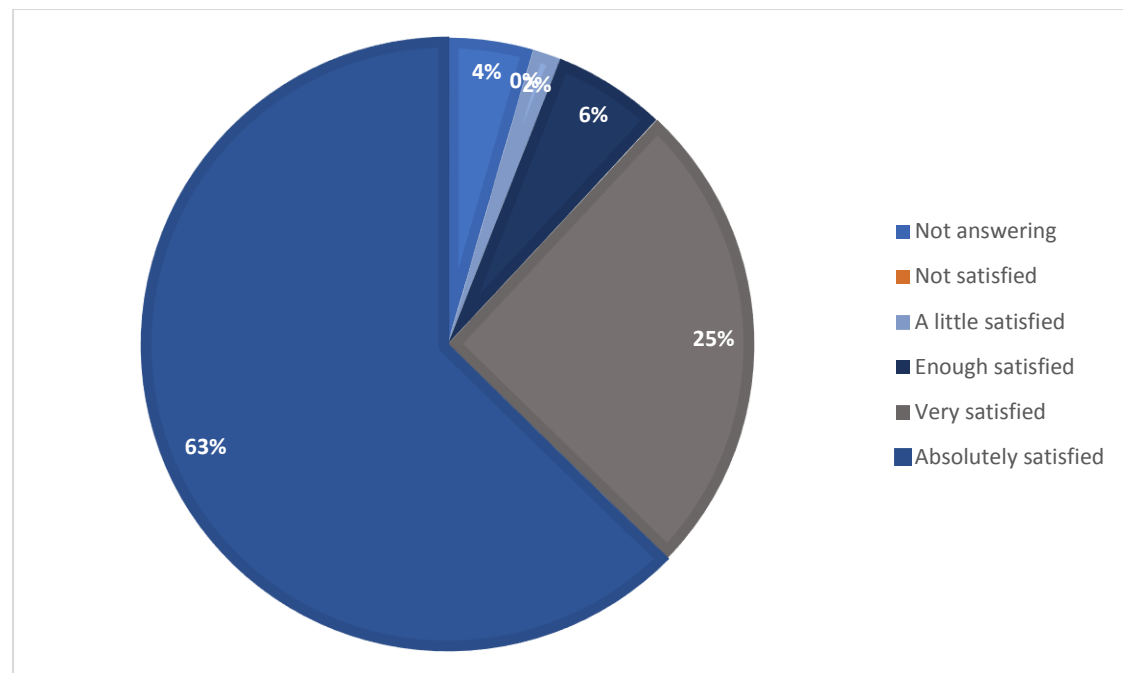


More specifically the first question refers to the employment status of the beneficiaries after the network support process:

4.4.1 How have the network services since the target group expanded contributed to the beneficiaries' employment status?

The employment status of the beneficiaries is a critical point and a very important parameter of rehabilitation, which is managed and addressed through the employment counseling provided to the beneficiaries. In particular, it is an important addition to the Operational Programme Period under evaluation, which although its effects are not distinct, in combination with other services provided, is considered to be of benefit to their beneficiaries and their social rehabilitation. These findings are illustrated in the following figure:

Picture 3: Satisfaction degree of beneficiaries from employment counseling in Counseling Centers



4.4.2 Were there differences in the impact of the actions between categories of benefited women? Are there any unwanted effects?

From the data and analysis carried out, it can be seen that the actions and services of the network did not have any significant differentiation between the categories of beneficiaries. Social support, psychological support, job counseling etc. are services that are requested independently of the group to which women belong. On the contrary, it is found that these groups present differences which are explained through theoretical references, on the basis of which any problematic points can be addressed.

4.4.3 Is there an improvement in the quality of life and social rehabilitation of the beneficiaries?

Overall, based on the above mentioned, the network planning/design had a positive impact on the lives of the beneficiaries, improving different dimensions of their lives. However, the way this impact and/or improvements are interpreted is based upon interdisciplinary approaches. In this context, it is useful to take into account every aspect of the phenomenon of violence and through the network and the services provided to address the axes and branches that violent practices bring to the social, psychological, employment, etc. aspect of each biography. Finally, some changes within the network are found to be useful in further improving and possibly including additional population groups. In this way, the goal/objective of equality and social normality appears to be more feasible and achievable.

The Impact

- The employment status of the beneficiaries is an important addition to the Programing Period under study, although its impact is not clearly and immediately distinct, but combination with other services provided to the beneficiaries adds to their social rehabilitation.
- The actions and services of the network do not significantly differentiate between the categories of beneficiaries. Social support, psychological support, job counseling etc. are services that are requested independently of the group to which women belong.
- Beneficiaries appear to be particularly interested in job counseling and promotion in employment can be an area for further strengthening network actions.
- Although beneficiaries are seeking employment counseling, which is provided by the structures, they do not appear to be changing the way they approach work. In this context, the dimensions of job counseling related to women claiming higher responsibility and higher salaries are proposed to be promoted. Accordingly, actions to balance work-family life can further improve the quality of life of the beneficiaries.
- The assessment of the evaluation is that beneficiaries are supported in their access to the labor market, however, there are no changes in the situation of women in the workplace or in the improvement of their pay levels as well as in matters of balancing work and family life.
- In total network design has had a positive impact on the lives of the beneficiaries, improving different dimensions of their lives.

5 Conclusions and recommendations

On the basis of the above, this evaluation closes with conclusions and suggestions that are critical to achieving better network efficiency and effectiveness. These are proposals for the next Programming Period, while the changes taking place in the current social and political field of the country are clearly taken into consideration. Specifically:

The intervention contributes to the achievement of the specific objectives of the Regional Operational Programs and the Operational Program "Public Sector Reform 2014-2020". Concerning investment priorities, there is a direct link between the structures and investment priorities 9.iii "Combating all forms of discrimination and promoting equality of opportunity" and 9.iv "Improving access to affordable, sustainable and high quality services, including healthcare services and social services of general interest." Less immediate is the relevance of Investment Priority 9.i: "Active inclusion, including with a view to promoting equal opportunities and active participation and improving employment opportunities".

The network seems to serve the beneficiaries in an integrated and coherent manner, and they themselves are satisfied with the majority of services they receive. Indeed, the actions carried out by the network and the enlargement of the target group taking place in the current programming period have helped to **destigmatize the structures, and transform it from a network of exclusively abused women into a network of support for abused women and women undergoing multiple discrimination.** Evaluation data shows that women are seeking and actually receiving new network services such as job counseling. In this context, it is obvious that the employment promotion services provided should continue in the coming period. The assessment of the evaluation is that this dimension of the network can be made more visible to society. After all, the publicity actions that have taken place are mainly focused on the **dimension of domestic violence and sexual harassment, without sufficiently emphasizing other equally important dimensions of gender equality, such as labor market integration, work-life balance, workplace rights,** etc. These are dimensions that can be integrated into the objects and aims of the network, which create conditions of total empowerment of women and create the conditions for wider processes and changes in society that will ensure conditions of equality and non-discrimination. In addition, the inclusion of such dimensions can further contribute to the de-stigmatization of the network, thus helping to facilitate women's access to the services provided and to increase the intended results and impacts of its operation.

Regarding the achievement of the set objectives, the implementation path of the Output and Output Indicators of the Operational Programs is considered satisfactory and it is expected that by the end of the current Programming Period the implementation will be equal to or more than 100% of the target values in most cases. In some shelters the number of beneficiaries need attention according to the indicator 05503 in order to increase their rate of achievement. Based on the research procedures followed in the context of this evaluation, it is found that the network of structures largely provides the expanded and improved services designed and integrated for funding in the NSRF Operational Programs, for the following reasons: (a) there are job counseling services; (b) there are services provided by trained staff; (c) counseling centers and shelters serving women who are multiply discriminated, d) the provision of services under the "Single Quality of Service" system is ensured and the follow-up procedure is applied. Specifically, according to the criteria of indicator 05504, 51 structures

are classified with 'Expanded and Improved Services'. Of these, 37 are Counseling Centers and 14 are Shelters. Of the ten non-eligible structures, 3 are counseling centers and 7 are shelters.

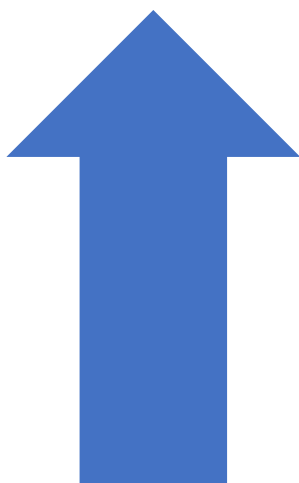
A comprehensive assessment of women's satisfaction and evaluation of their overall experience with Counseling Centers and Shelters shows a high degree of satisfaction with the services provided. In particular, the network seems to be a place of safety, support and empowerment for the majority of women. The services they receive, they argue, seem to meet their particular needs, however leaving room for improvement of some services and the methodological enrichment of others. It was further observed during the evaluation that most women had been subjected to physical, psychological and / or sexual violence, while fewer had access to the network due to multiple discrimination. In terms of training / education programs, these are evaluated positively but require thematic enrichment and repeatability. Finally, publicity and networking actions receive a positive sign from both executives and TFC members.

As for the profitability of the intervention, as of 31/12/2018 it had covered approximately 50% of its approved schedule (36 structures are already co-financed for two years and their funding will continue for another two years, while 22 structures will continue to be funded over a two-year period), and has already achieved 76% of the target population target value, 81% in Counseling Centers and 72% in Shelters.

Based on the analysis, it is assumed that the efficiency of the intervention is significantly influenced by the course of implementation of the physical object and much less by the course of implementation of the financial object. The intervention budget is evaluated as being excessive to reach the projected population of beneficiaries and the desired outputs are achieved at a lower cost than the budget.

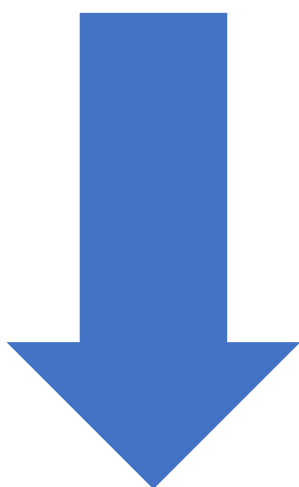
Concerning potential failures, problems and deficiencies in the design of interventions that emerged during the evaluation, they are identified in the individual parameters related to the education / training they received and / or continue to receive from Counseling Centers and Shelters, supervision as well as issues related to functional tools, building infrastructure and spatial location of the structure and are highlighted in areas of network improvement. Concerning horizontal interventions, SOS Helpline 15900 staffing issues are identified due to the legalization of staff in the current period and the restriction of enlargement. At the same time the database maintained by EETA is largely evaluated as practical and useful by the network executives, but needs to be improved in specific sections to include all actions taking place.

Concluding and from the answers of the evaluation questions comes up synthetically the following shape with the strengths and weaknesses of the actions of the structures of the network.



STRENGTHS

- Integration of gender equality issues in national policies
- Structure and organization of the network in
 - a) National level: Coordination and scientific supervision of the network from KETHI
 - b) Local level: Local government administration in relation to local community
- Unified regulatory and methodological framework for the operation of structures
- Networking actions with agencies within and outside the structure network.
- Dissemination- awareness raising actions in local communities.
- Level of specialization of the structures staff members on issues of abuse and gender-based violence.
- Providing expanded services to the beneficiaries.
- Database as a tool for recording and monitoring the structure network
- High efficiency and effectiveness indicator for the whole intervention and for the vast majority of each structure.



WEAKNESSES

- Relatively low level of satisfaction of members of staff regarding the provided training programs (thematic and frequency of training).
- Need to homogenize the services provided by the network of structures:
 - Failures to provide psychological supervision to network staff.
 - Limitation in providing interpretation for refugees and immigrant women.
 - Lack of legal support for the beneficiaries.
 - Standardization of network actions log in the electronic database.
- SOS Helpline 15900: non-expanded services.
- Delays in recruitment procedures, especially with regards to custody and guardianship.
- Organic interconnection of structures with Municipal Social Services and their substitution by EFCs
- Non-implementation of internal evaluation.

6 Prospects of sustainability

The existing institutional framework, that already exists in the form of 4604 law, supports in a high degree the sustainability of the network. Specifically:

- Article 6 refers to the establishment of a Municipal Equality Committee which will be an advisory body to the Municipal Council.
- Article 7 respectively refers to the Regional Equality Committee
- Article 25 describes the responsibilities of the Counseling Centers and Article 26 respectively of the Shelters, by allowing them to be incorporated into the Local Authorities, at the address that carries out social protection or social service responsibilities when set up in the Local Authorities and their legal persons.
- Article 27 describes the responsibilities of the SOS Line and Article 28 of the Database.
- Article 29 describes the Internal Rules of Operation of Network Units.
- Article 30 addresses in particular surveillance, financing and implementation issues.

Today, GSIF and KETHI have the overall responsibility for the horizontal actions of the network (SOS Line, scientific and psychological-network surveillance, etc.), responsibilities that it is proposed to maintain and be upgraded.

Regarding structures at the local level, it is proposed that functional and effective integration of structures within the organizational framework of the Social Services of each municipality, in accordance with the provisions of Law No. 4604/2019. This integration will ensure greater synergies of utilization and subsidiary support from other municipal services (Social Service, Community Centers / Roma Branch, Sport and Youth Services, etc.). For their full inclusion in the Municipalities Organization Chart it is proposed:

1. Functional integration of the structures into the Local Authority Organization of Local Authorities, in particular the responsibility of the Directorate for Social Protection or Social Services.
2. For the staff of the structures it is evaluated as necessary the care for the continuation of contracts after the end of the Programing Period and their embodiment in the regular personnel of Local Authorities. A relevant national legislation might be necessary.
3. Incorporating operating costs of the structures into the regular budget of municipalities by securing the corresponding resources, if re-financing of the actions is put at risk.

Gender equality and fight against gender-based violence responsibilities are distributed at all levels of public administration (central, regional, local) and operate a nationwide network of specialized services located in a limited number of municipalities (mainly large municipalities and districts). In addition, similar services provided to support vulnerable populations, which may include women victims of violence and multiple discrimination, are also found in other social structures (eg Community Centers). In this context, therefore, the potential of interdisciplinary cooperation and multilevel governance needs to be exploited in order to achieve savings and maximize results. It is noted that the relational tools to support interdisciplinary cooperation and multilevel governance include programming contracts, local government cooperation agreements, inter-municipal or interdisciplinary cooperation agreements, etc.

The recent renaming of the General Secretariat and its transfer to the Ministry of Labor and Social Affairs create a new background for discussion on priorities, targeting, prospects and the sustainability of the network. There appears to be new challenges for public administration and emerging needs for implementing new policies. The integration of the thematic of family into gender equality highlights the multiple roles of each woman and the support that society and the state must provide. In order to implement the new policy, the state is invited to explore the possibilities of integrating this change into the existing structure, to design and refine the actions that will serve it, and to consider possible overlaps between individual social services. With this new change, actions proposed to be developed and co-financed in the next programming period may focus on supporting women in areas such as:

- Individual and family counseling.
- Family planning, genetic counseling, parenting, reproductive health.
- Balancing family and professional life with (a) counseling on the rights and benefits of working parents and on sharing roles and responsibilities among family members; (b) access to information and legal support services for working parent rights; empowerment and support of adult female carers.
- Supporting and empowering women to reintegrate into the labor market after childbirth.
- Protection and promotion of the child's physical and mental health (hygiene, breast-feeding, vaccination, nutrition, etc.)
- Promoting active citizenship for women and their action to responsibility positions.

7 Recommendations for improvement

Closing this evaluation, it is observed the function of a complete, operationally and administratively, network which contributes decisively to the improvement of quality of life of the beneficiaries· it is an effort for embodying and satisfying the new and always upcoming social and financial needs of women who come from different socio-cultural backgrounds. This network for supporting women who have dealt with gender based violence is an effort if not for maintenance, but for the achievement of equality among genders in every social field in daily life. However, interventions such this are characterized by arrangement and need political support and enhancement for achieving balance with European standards. The following areas of intervention are suggested to improve the implementation of the network's actions:

1. Ensuring sustainability by making use of the foreseen changes in the institutional framework and policy changes as mentioned in section 6.
2. Services: Extended services are proposed to be implemented across all network structures and to overcome problems and delays in the recruitment process.
3. Additional services: a) job promotion - better jobs - better pay, b) balancing family-work life, c) workplace rights
4. Expanding beneficiary population: it is suggested to explore gender perspective and its theoretical extension, to effectively support all groups (e.g. adopting sociological and cultural approaches to refugees, migrants and Roma) and services, in the direction of transforming the network into a fully inclusive network, which will focus

not only on the issue of violence, but also on issues such as employment, education and so on.

5. Training / training of network personnel: more training seminars are recommended and their regular implementation. It is suggested that the training should focus on themes that will cover new and ever-evolving social needs, such as refugee and / or occupational counseling. It is also proposed to explore the potential in educational activities, digital media for modern and / or asynchronous education, as well as experiential methods. Finally, education / training actions are recommended to be regionally specific and adapted to the needs of each region, as the issues observed in the study vary.
6. Expanding the activities of the SOS Helpline 15900: addressing the issue of recruitment, either through recruitment and / or relocation, as well as settling the psychological supervision of staff members. Finally, with regard to the operation and the services of the line, it is proposed to further explore the possibility of more actions, such as: conducting a meeting and briefing staff members on the progress of each beneficiary on the network through the follow up process.
7. Functional upgrade of the Electronic Database: improving the functionality of the database by creating more fields and categorizations (e.g. networking actions and awareness-raising actions) and creating a common way to record data within the network and train staff members on it.
8. Establishing and utilizing the internal evaluation of the GSGE: implementing and utilizing this action in order for the structures to provide services according to the needs of the beneficiaries.
9. Strengthening Networking Actions: Networking with employers and developing gender-based collaboration protocols (which in this context appears to be the most appropriate due to workplace inequalities) is proposed, rather than focusing on abuse. In addition, it is proposed to strengthen networking through the implementation of joint training programs for health professionals (e.g. midwives, gynecologists, primary health care, hospital social services, etc.).
10. Strengthening Dissemination / Awareness Actions: It is proposed to continue targeted actions on multiple discrimination, as well as awareness raising actions on bodies such as prosecutors, police, etc., so that their staff can identify signs of abuse. In addition, it is proposed to develop dissemination and awareness-raising activities on issues such as employment, women's rights in the workplace, and the harmonization of professional and personal life.
11. Providing psychological supervision to staff members: To achieve this provision, it is suggested to discreetly change psychological supervision and address the problems of finding supervisors.