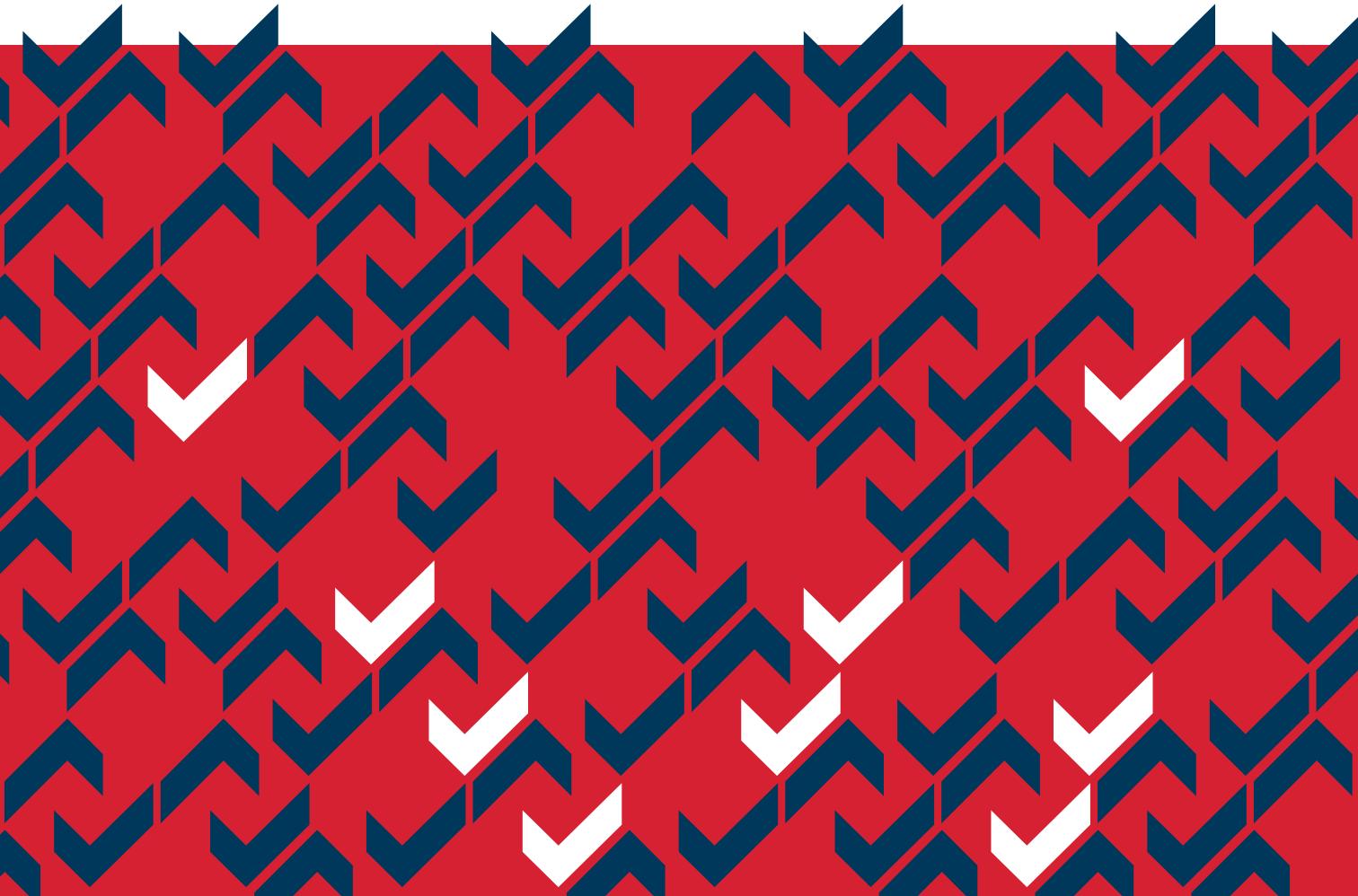


# Ten years

evaluating to improve  
public policies



**Edition**

Content Coordinator: **Jordi Miras Llopart**

Signed texts: **Frederic Udina and Marc Balaguer**

Edition and revision: **Mireia Climent, Núria Comas, Laura Kirchner, Jordi Miras Llopart and Anna Segura**

Graphic design and infographics: **fnil.es - Fran Chávez and Alexis Cumberbatch**

# Ten years evaluating to improve public policies

4

## Presentation

Frederic Udina

8

## Ivàlua

Ten years  
promoting evaluation

14

## Providing

new evidence

20

## Bringing

evidence closer

22

## Accompanying

professionals

26

## Moving forward

in the use of evidence

30

## Extending

the evaluation  
community

34

## Looking ahead

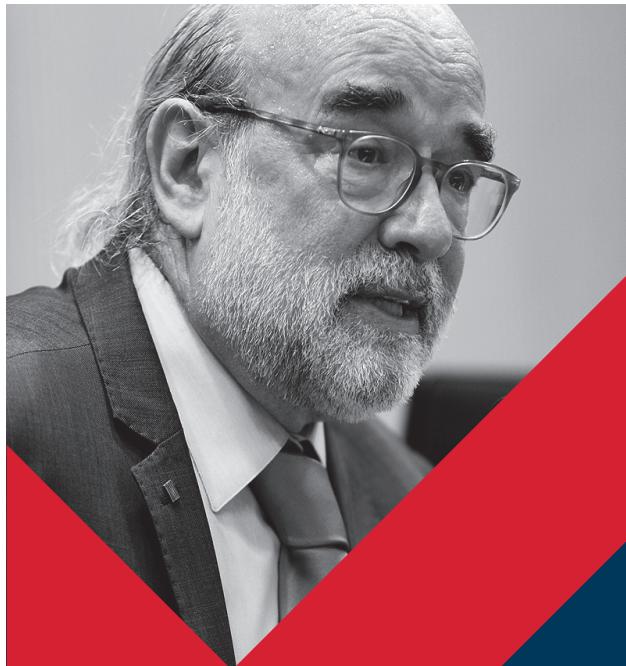
Marc Balaguer

36

## Governing Body and Ivàlua Team

38

## Glossary



**Frederic Udina**  
President of the Governing  
Body of Ivàlua

## Presentation

**Ivàlua** was set up with the mission of promoting the evaluation of public policies among the Catalan public administrations, non-profit entities that pursue objectives of public interest and among the general public.

To help make this a reality, Ivàlua was conceived as a consortium bringing together a number of actors associated with the world of evaluation. These ranged from the target administrations that would make use of the evaluations such as the Government of Catalonia (Generalitat) and Barcelona Provincial Council (Diputació), through the knowledge world represented by Pompeu Fabra University and the Inter-university Council of Catalonia and extending later to all the Catalan universities, to civil society institutions, starting with the Jaume Bofill Foundation, and subsequent-

**“Ivãlua’s main task is providing methodologies for the generation of evidence that can be used by public administrations and social entities in order to improve decision making.”**

ly, the Catalan Labour, Economic and Social Affairs Council representing the business and labour world.

A decade is a good moment to take stock and also to take a look and consider all that remains to be done; it is also a good moment **to place on record the use has been made of all that we have done and to put the lessons learnt down in writing.**

Ivãlua’s task can be summarised as the provision of a methodology for the generation of evidence that can help administrations and the people who work for them to improve decision-making. It is with this logic and this purpose in mind that we provide, manage and execute the Work Plans of Ivãlua approved by the Governing Body, which contain the

evaluations, assessments, training and dissemination activities of the evaluation work carried out year after year.

Based on this commitment, we have worked on promoting the undertaking of evaluations, the undertaking of evaluations the public administration and social entities. In this regard, it is worth stating that up to now almost 50 evaluations and a similar number of evaluation assessments have been undertaken, some of them in policy areas as important as employment policies, education or social services. as important as employment policies, education or social services.

We have also worked intensely on improving the administrations’ ability to evaluate. Since the creation of Ivãlua and up to the present

day, there have been about 150 training activities and almost 2,000 people have participated in these.

**Following this logic of providing tools that enable better decision-making, particular mention should be made of those that have helped to improve policy evaluability and those being used to improve the presence and use of evaluations in the Catalan administrations and in the third sector.**

Finally, **we would like to highlight the dissemination of the evidence from the evaluations undertaken by ourselves and by others in order to strengthen their use in the political and social debate on public decision-making and as tools of accountability, transparency and democracy.** To this end, initiatives such as *What Works in Education?*, the fifteen evaluation guides that have become a benchmark today in the teaching of evaluation-related subjects and content at almost all the universities in Catalonia, and the workshop *Evaluate to Improve. How to make evaluations improve decision-taking*, can be mentioned here as we celebrate the institution's first ten years.

**“The evaluations carried out by Ivàlua have been a tool of unquestionable value for generating knowledge, learning and improving policies.”**

We know more today than we did a decade ago; **the evaluations carried out by Ivàlua have been a tool of unquestionable value in terms of generating knowledge and learning and improving policies.**

We also know that evaluation is no longer an isolated, sporadic, supporting or anecdotal process. This change has undoubtedly been driven by a social demand for transparency and for greater democracy, but we would like to think that the work of Ivàlua has also made a contribution. In any event, it is still not generalised as a usual practice of the administrations and third sector institutions and it represents our main challenge as we move towards the future.

Many people have been involved in the work of Ivàlua over these ten years. Some have joined us quite recently while others have

left after doing a great job, some in search of other tasks, others as a result of legal or institutional changes. To all of them, I would like to express my gratitude for the work that they have done and to recognise their contributions in bringing Ivàlua to where it is today. The names change and will continue to change, but it is important and very satisfactory to see the institutions evolve and continue their work.

Our belief in the gradual incorporation of the culture of policy evaluation and the use of evidence for decision-making by all the public administrations and the private entities that carry out public policies encourages us to push ahead with vitality and energy, notwithstanding the difficult times that we are currently experiencing, as we attempt to fulfil our mission and meet the targets that we have set.

# Ivàlua

## Ten years promoting evaluation

Ivàlua was set up in 2008 with the aim of increasing the number of evidence-based public policies. In these ten years, Ivàlua has contributed to extending the culture of evaluation and improving decision-making through almost 50 evaluations, more than 150 training activities, the preparation of methodological resources, technical advice and almost 20 workshops focussed on bringing evidence closer to decision-makers and public sector policy managers.

**The vision of Ivàlua: evidence-based public policies. We work to offer useful and rigorous evidence and provide public managers with the knowledge and resources they need to make evidence-based decisions.**

Each year, public administrations and third social sector institutions devote an abundance of resources to the implementation of public policies. Similarly, they frequently lack the resources, time or expertise to answer questions such as whether the policies that they carry out respond to a specific need, whether the design is appropriate, whether they help to solve the problem for which they

were designed or whether there are better ways of dealing with it.

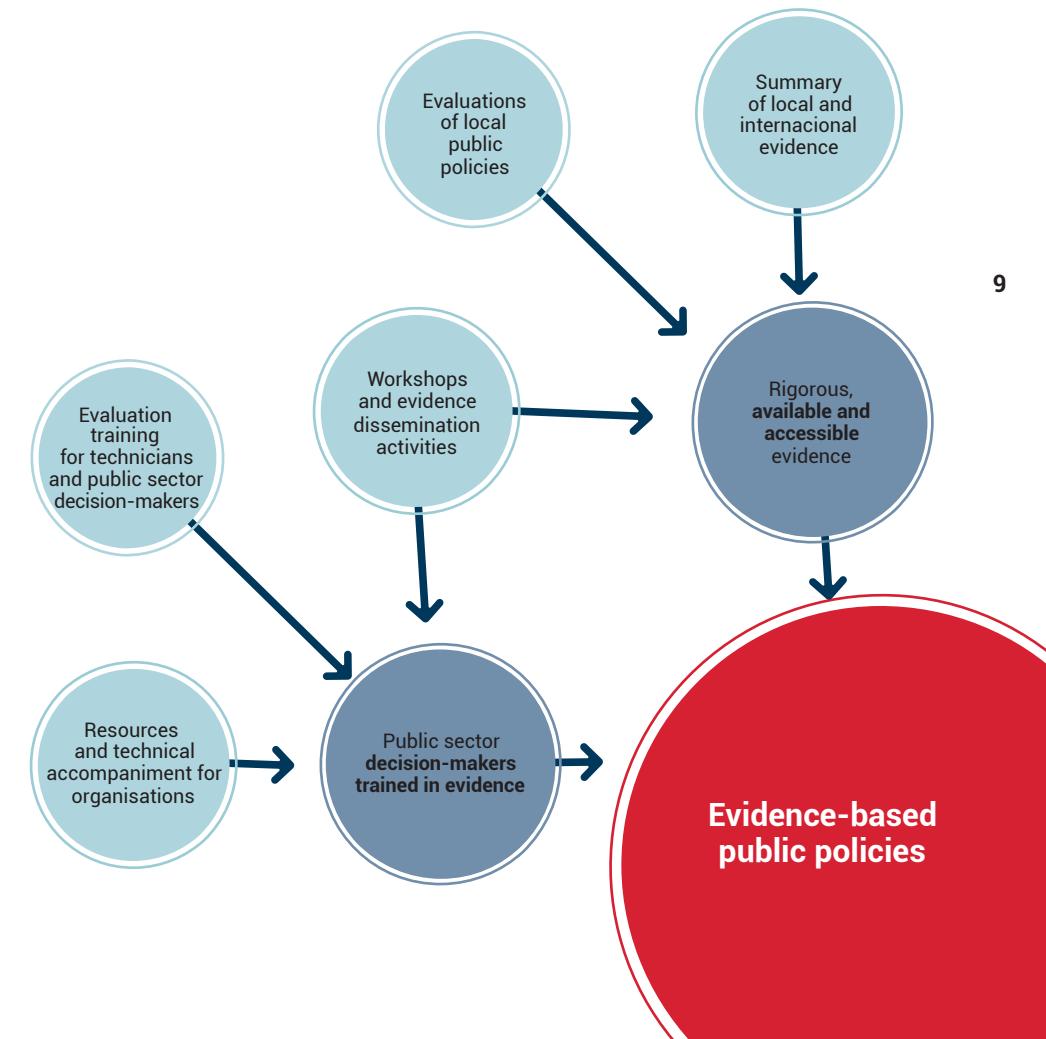
Therefore, it is necessary to have an evaluation community that can generate this knowledge and provide organisations with evidence that can help them answer these questions.

### What is evidence?

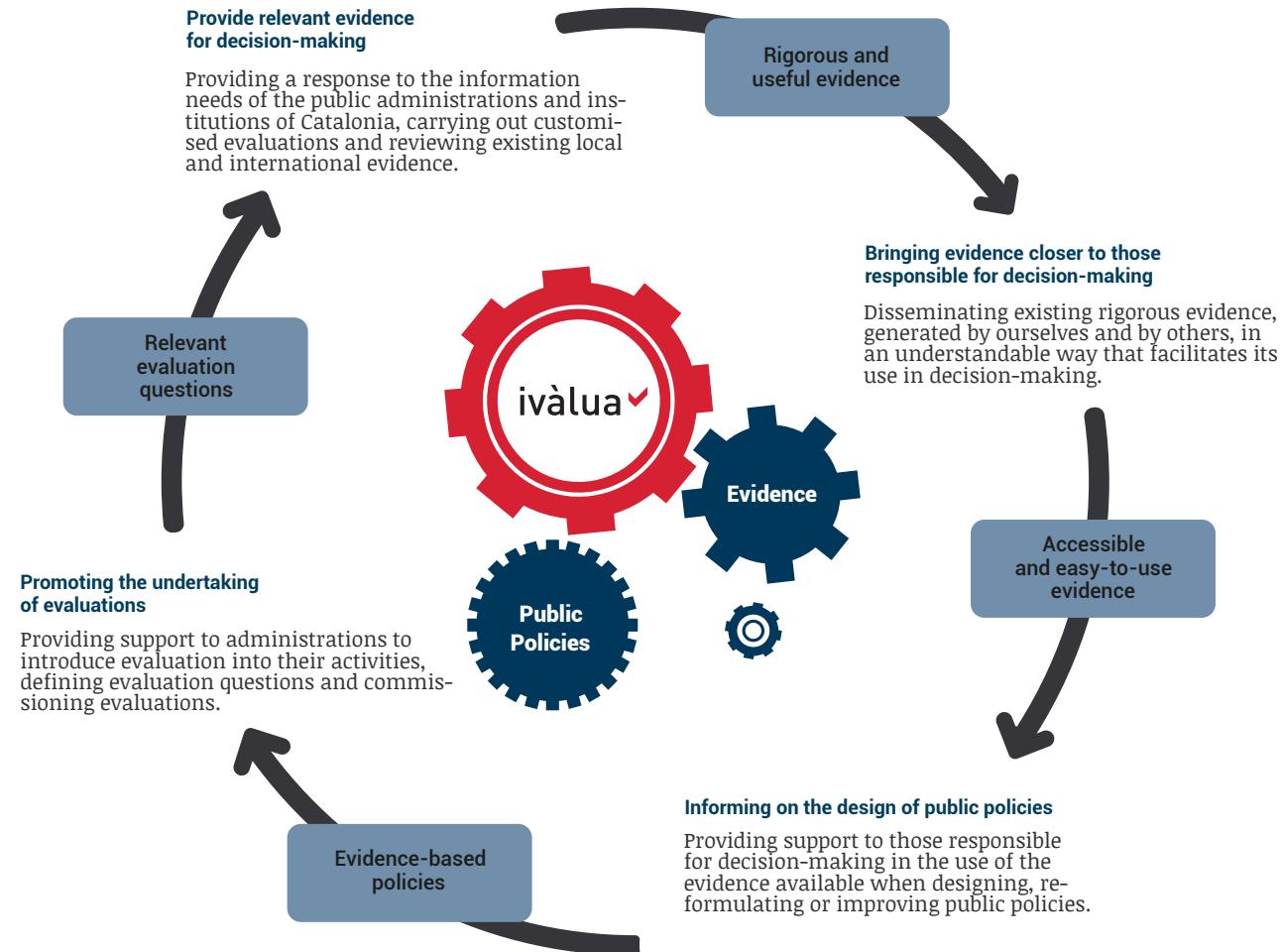
The available body of knowledge that guarantees that a belief that we hold is true. In our case, the results obtained by answering the evaluation questions that we ask ourselves. This evidence must have been generated using rigorous methods based on independent criteria.

### How do we understand public policies?

These are interventions or programmes promoted by a public administration or third social sector institution and aimed at improving social wellbeing.



## Cycle of evidence and public policies



**We are a multidisciplinary team with expertise in the evaluation of public policies to guarantee the rigor of evaluations:**

- We carry out evaluations of local public policies to help improve their design, implementation, efficiency and effectiveness.
- We summarise local and international evidence to provide knowledge on specific themes.
- We train public decision-makers and technicians from the administrations and institutions in the use of evidence for decision-making, the definition of evaluation questions and the commissioning of evaluations.
- We offer accompaniment and training resources to public administrations and third-sector institutions to help them incorporate evaluation into their activities.
- We organise acts and actions to disseminate the results of our own evaluations as well as international evidence to bring them to those responsible for decision-making and to citizens.

**We are a multidisciplinary team with expertise in the evaluation of public policies to guarantee the rigor of evaluations.**

### The added value of Ivàlua

- The first and only public institution devoted exclusively to the evaluation of public policies in Catalonia.
- Multidisciplinary teams with expertise in methodologies for the evaluation of public policies.
- A direct relationship with public administrations.
- A broad knowledge of the local context and of public policies carried out in Catalonia.
- Use of qualitative and quantitative methods.
- Support of experts from the university world and from independent professionals.

# Ivàlua timeline

## Adding up to move ahead

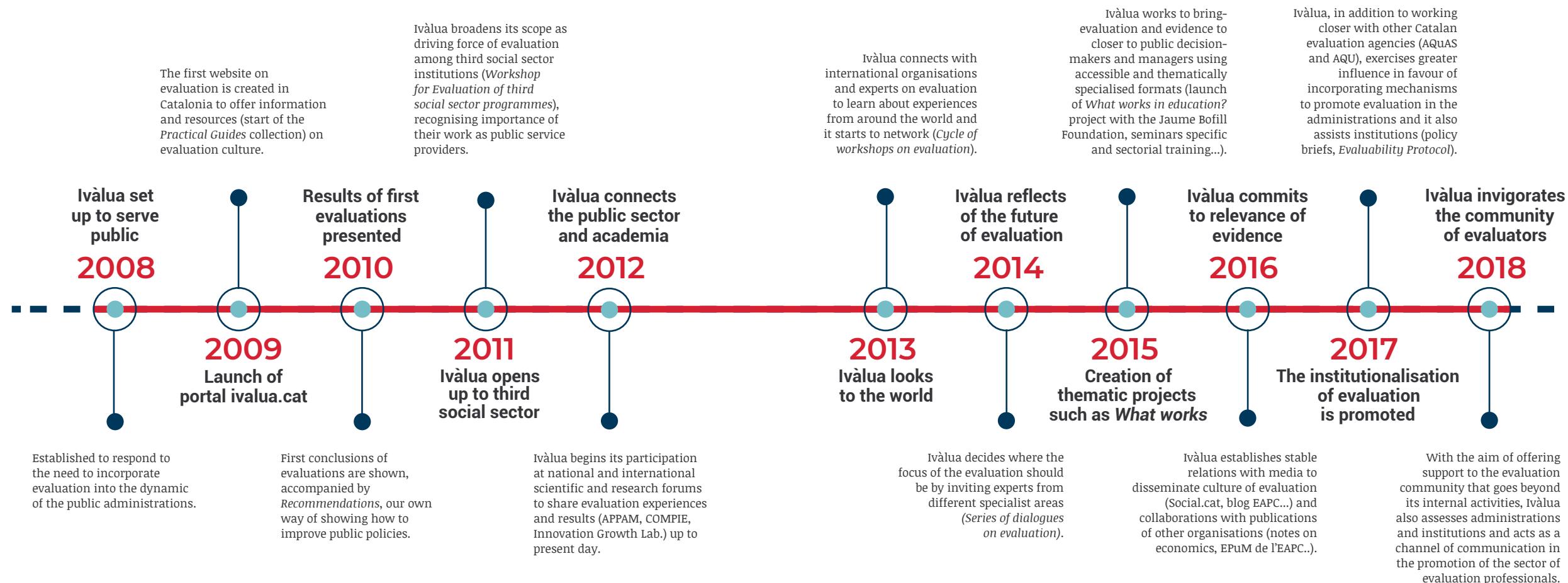
Over the course of these ten years, we have reached many important landmarks in the promotion of evaluation and development of a community that believes in and which is committed to evaluation as a tool for improving public policies.

“Evaluation helps us to reconsider the definition of success of the programmes and policies.”

Ariadna Villegas  
Manager of DINAMIG

“The more we evaluate, the more we realise that it is essential to evaluate all the public policies that we implement.”

Lluís Torrens Mèlich  
Director of Planning and Innovation  
Services of the Social Rights Area  
Barcelona City Council  
(Ajuntament de Barcelona)



# Providing new evidence

“There is no evaluation that can solve all our doubts. However, there are some that can help us improve. The challenge is to come up with the question that allows us to produce useful evaluations.”

**Andreu Orte**

*Analyst with the Planning and Evaluation Service  
Barcelona Provincial Council  
(Diputació de Barcelona)*

For the past ten years, we have been collaborating with the public administrations and the third social sector in the evaluation of public policies that are implemented in Catalonia with the aim of improving them and thereby contribute to increasing the wellbeing of citizens.

**We meet with the organisations to establish evaluation questions that respond to the concerns they have about their programmes, and we then design a customised evaluation for them.**

Evaluations allow us to provide rigorous evidence generated within our context to help policy-makers and public-policy managers take informed decisions about how to improve the design, implementation and effectiveness of policies.

To do this, we meet with the organisations to establish evaluation questions that respond to the concerns they have about their programmes. Once these have been defined, we design each customised evaluation, taking into account the information available, the maturity of the public policy and the capacity of the entity to make use of the evidence that the evaluation produces.

## Needs assessment

What is the scope of the problem that we want to tackle, and what resources do we need to deal with it?



**Energy poverty** | We have calculated that energy poverty affects at least 7.5% of Catalan households, and that financial assistance must be complemented by measures focussed on improving the energy efficiency of the housing stock and empowering consumers to deal with this problem.

**Housing** | We estimate that financial institutions owned between 31,800 and 43,500 empty dwellings in Catalonia in 2013, and that a tax on these dwellings is not sufficient to get the financial institutions to put them up for rent. Moreover, financial institutions and the public administrations need to reach agreements to help allocate these dwelling to the social rental market.

## Design evaluation

Is the public policy that we propose coherent in terms of the problem that it wishes to approach, the resources that it uses, the activities that it plans and the impacts it expects?

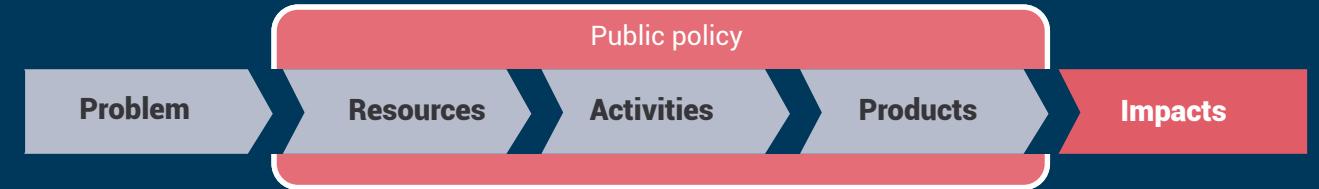


**Social inclusion** | The design evaluation of the *Interdepartmental Guaranteed Minimum Income Programme* to improve the fit between the aid and the minimum guaranteed income and employability objectives helped us to find a balance between economic protection and the incentive to work, and this has been used in the design of the *Guaranteed Income for the Citizens of Catalonia* programme.

**Hydro-vulnerability** | The evaluation of the design of AGBAR's Water Solidarity Fund helped identify potential changes to the benefit that could improve the level of protection for families with economic problems to meet the expenses resulting from the consumption of water. The changes have been incorporated into subsequent versions of the programme.

## Impact evaluation

Is the public policy that we are implementing proving effective in terms of changing the unsatisfactory situation for which it was designed?



**School failure** | Thanks to the impact evaluation of the *Èxit curs* and *Èxit estiu* programmes we discovered that, in a context of high course repetition and school failure such as that in Catalonia, reinforcement activities, both after school hours and during the summer holidays, can help students pass more subjects and increase their probability of passing the course.

**Employability** | The impact evaluation of the *Mobilitza't Mobile* programme implemented in Barcelona shows that providing young people who neither work nor study with training focused on the creation of a profile and a professional network within an emerging sector such as the Mobile sector, increases the employability of the participants and the quality of the contracts that they are offered.

## Implementation evaluation

How is the implementation of the public policy that we are managing, or for which we are responsible, working in practice?



**Homelessness** | The implementation evaluation of the *Primer la Llar* pilot programme in Barcelona allowed us to detect some aspects that could be improved, such as the process of looking for, preparing and managing dwellings, as well as some strong points of the policy, including the promotion of a group of entities working under this philosophy. This provided key information for the design of future editions.

**Residential Exclusion** | The implementation evaluation of the Home Debt Intermediation Service (SIDH) of Barcelona Provincial Council showed some ways to increase the use of the service by the target public and encourage users to use it when the housing problem is still incipient, thereby increasing the probabilities of success.

## Economic evaluation

Considering the resources allocated to tackle the problem, is this public policy the best way of using these resources?



**Health and quality of life** | Using an economic evaluation of the Sugary Drinks Tax, we will see how efficient this tax is in terms of attaining improvements to health as a result of reducing the consumption of sugar.

**Social inclusion** | We will use the economic evaluation of the Barcelona's Municipal Inclusion Support (SMI) pilot programme to provide evidence to see whether, given the resources available to fight social exclusion in the city, this model is more efficient than the alternative of providing *ad hoc* aid through social services to people in emergency situations.

“The indicators are like the dashboard of a vehicle, but evaluation is like opening the bonnet of the vehicle and finding out what is wrong and how to solve it. Evaluation is knowledge.”

**Jordi Baños**

Head of the Area for the Economic Evaluation of Public Policies  
Ministry of the Vice-Presidency, Economy and Finance  
Government of Catalonia (Generalitat de Catalunya)

“The Housing First programme, which is known as *Primer la Llar* in Catalonia, and its evaluation have opened up a new line of work to tackle the problem of homelessness. The value added of this way of working means that extensions of this programme in subsequent years can be based on empirical evidence.”

**Carme Fortea**

Head of the Department for the Protection of Vulnerable Persons  
Barcelona City Council (Ajuntament de Barcelona)

## The evaluations of Ivàlua

At Ivàlua we are taking steps to ensure that the habit of introducing evidence into the design and ongoing improvement of public policies is not limited to those sectors that have traditionally been closely associated with evaluation, but rather that it is extended to all sectors.

Consequently, over these ten years we have worked with various departments of the Catalan public administrations and institutions of the third social sector to build a rigorous and multisectoral body of evidence through 49 evaluations.

This has meant that a series of public policies for which significant volume of public resources have been earmarked has been analysed from an evaluation perspective during the years that Ivàlua has been active aimed at finding ways of improving these policies and increasing their contribution to the wellbeing of citizens.

In overall terms, the evaluations carried out by Ivàlua have sought to improve public policies with an overall budget of almost 2,400 million euros and about 1.4 million users during these years.



Learnings



**Improving evaluability of public policies**

To increase the wealth and usefulness of evaluations, we have committed ourselves to improving the evaluability of public policies by defining relevant indicators, adapting databases and fine-tuning the design, before actually implementing the policies



**Joint formulation of questions**

To carry out relevant evaluations, we need to define the evaluation questions together with the institution that is requesting the evaluation, making sure that we have the participation of all the key agents, and taking the proposals for the use of the evaluation into consideration.



**Evaluate to improve**

In order to ensure that the evaluation is assumed as a learning process, we need to maintain a close relationship with the persons responsible for the policy being evaluated.

# Bringing evidence closer

“Thanks to Ivàlua we have started a cultural revolution within the educational sector: responding to challenges with evidence.”

**Ismael Palacín**

Director of the Jaume Bofill Foundation  
(Fundació Jaume Bofill)

The utility of evaluations is greatly reduced when the results they offer are not accessible to the persons who might use them. Therefore, at Ivàlua we are working to bring evidence closer to public managers and decision-makers, administration technicians and third social sector institutions as well as the general public.

For this reason, we pay special attention to the preparation of resources and tools that summarise the evaluation results, and to ensuring that the evidence is in readable, easy-to-understand formats that facilitate their use in decision-making.

**Ivàlua is striving to present the results of the evaluations and evidence in an understandable format.**

## Policy briefs

Ivàlua is striving to present the results of the evaluations and evidence in an understandable format.

## Evaluations repository

In collaboration with the Pompeu Fabra University, we are building an archive of evaluations carried out in Catalonia.

## New website

We are designing a new more intuitive website with a thematic focus to give users from different sectors easier access to the evidence available.

## Evidence reviews

We produce short evidence reviews and literature reviews to identify the works in different areas that contribute to solving the social problems that the public powers must provide an answer to.

## What works?

The *What works?* initiatives seek to identify the most effective interventions in specific thematic areas of public policies and to put them within the reach of the public sector decision-makers and professionals who design and implement the policies.

The aim of the *What Works in Education?* project, which we carried out in collaboration with the Jaume Bofill Foundation, is to review the evidence generated on key areas of the educational policy or practice, such as educational leadership or the development of socio-emotional skills in the classroom. Within the framework of this project, we organise seminars with actors from the educational community who are responsible for the design of interventions to contextualise the results and discuss the implications of these within the Catalan context.

## Learnings



### Disseminating the results of evaluations

To increase the usefulness and relevance of evaluations, we need to offer public sector managers and decision-makers the main learnings and practical recommendations from them in an easy-to-understand and easy-to-access format.



### Distilling the available evidence

Identifying, assessing and interpreting the evidence available is a very time-consuming task. Therefore, we need to hand over this work already done to public decision-makers by selecting the reliable evidence and summarising it.



### Adopting a thematic focus

The creation of sectorial projects, such as *What works in education?*, brings evidence on a specific themes closer to the community and the persons who are responsible for decision-making within the sector in which they work.

# Accompanying professionals

"To improve the response capacity of public organisations, it is necessary to deploy new competences, and working in the field of public policy evaluation is an indispensable challenge for reinforcing institutional intelligence."

**Miquel Salvador**  
Lecturer  
Pompeu Fabra University

For ten years, Ivàlua has been training and accompanying public decision-makers and technicians from the public administration and third sector institutions so that they can include evaluation among their usual activities and make use of the evidence available when designing, reformulating or improving public policies.

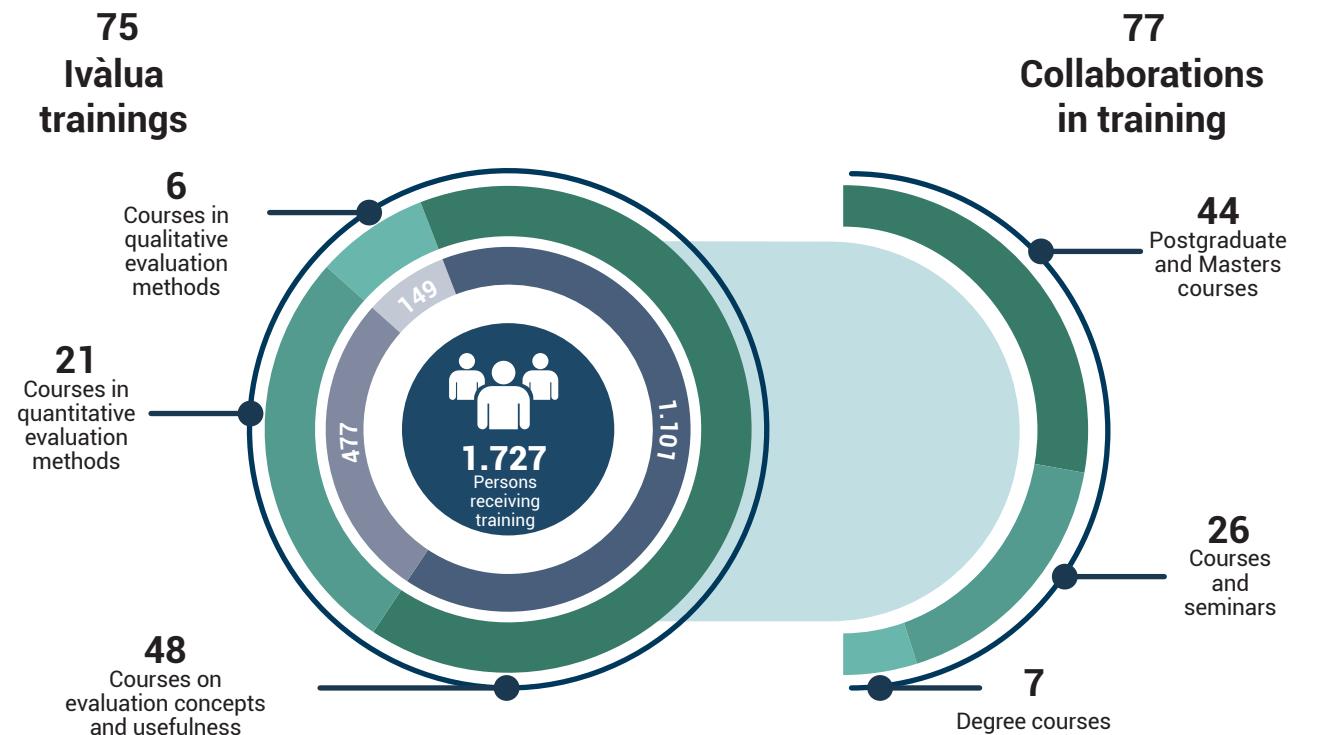
**Our training has a practical focus, and its purpose is to allow the persons who receive it to transfer the knowledge to the projects that they manage.**

"Those of us who work for the Administration have incorporated evaluation to a greater or lesser extent, but we do not always do so in a systematic way, and we still do not use it enough as a decision tool."

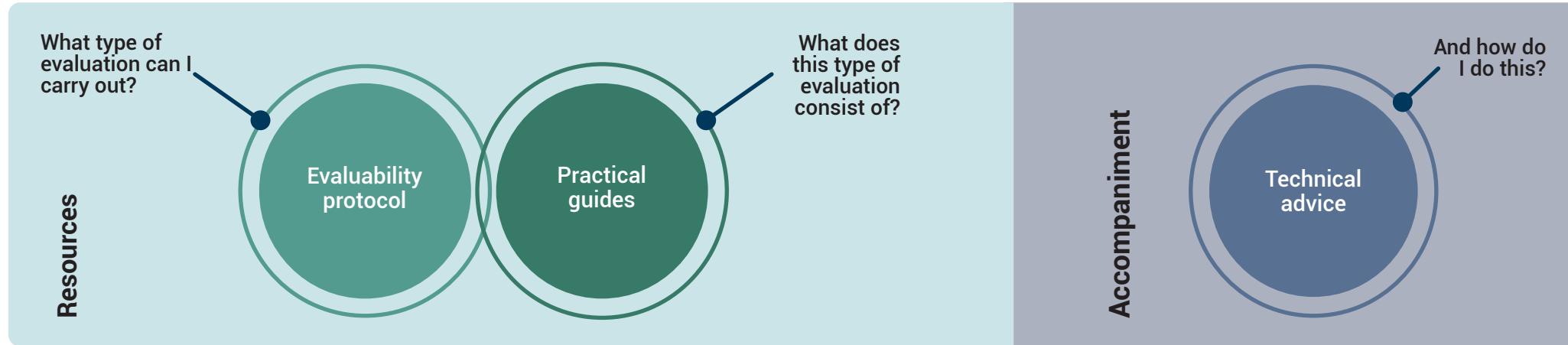
**Eulàlia Pla**  
Catalan School of Public Administration  
(Escola d'Administració Pública de Catalunya)

## Training in evaluation

- Training in the concepts and usefulness of evaluation focussed on preparing public-sector managers in the use of evidence and the incorporation of evaluation.
- Training in quantitative or qualitative methodologies aimed at providing technical knowledge to professionals.
- Training collaborations with other institutions in the provision of evaluation modules on Masters and postgraduate programmes, degree courses, regular courses and seminars.



## Facilitating resources and helping to use them



## Advice

Ivàlua also offers a technical advice service for institutions that are interested in evaluating, but which do not have the expertise to do so on their own.

This advice can take the form of sessions with technicians from the institution, regular meetings to detect windows of opportunity to make evaluations or improve the evaluability of the policy, thematic seminars focussed on creating evaluations on a specific policy, or the development of support tools and materials to facilitate the incorporation of evaluation into the core of the organisation.

## Evaluation resources

At Ivàlua, we also want to make evaluation resources available to decision-makers and technicians.

The **evaluability protocol** is a tool targeted at professionals who are considering undertaking an evaluation, and it focusses on making an initial analysis of the evaluability of a particular policy and then deciding whether it is appropriate to carry out the evaluation and, if so, determining the type of evaluation.

The **practical guides** are methodological resources that explain the different types of evaluation and the aspects to be taken into account when designing one. We have already published fifteen guides on the different types of evaluation and for specific sectorial areas (active employment policies, education, third sector, justice and social services).



## Learnings



### A concept, an example

We need to adopt a practical teaching approach that is adapted to the public policy and which uses simple, straightforward language based on examples and cases that start from the reality of the participants.



### From training to evaluation

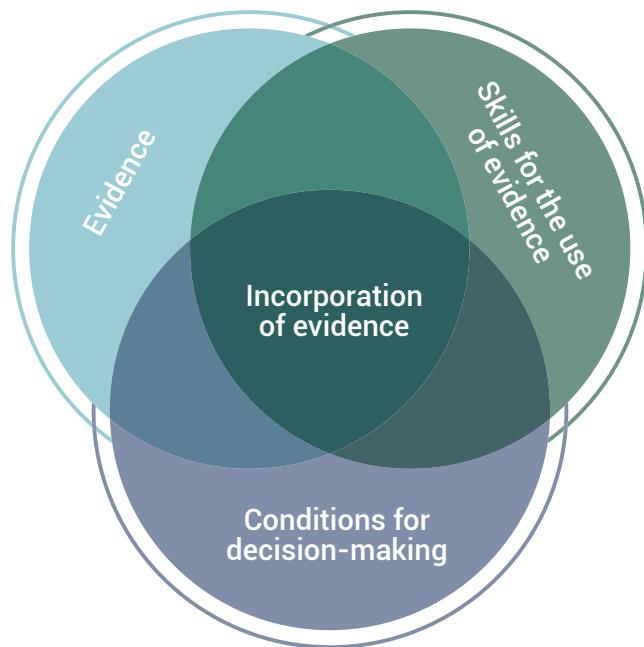
Promoting the participation in a training activity of persons from different departments or areas with various responsibilities within the same policy contributes to a greater awareness of the need to evaluate.



### Providing advice to guarantee the success of the evaluation

The medium and short-term activities that are very focussed on the problems that are to be evaluated are essential in terms of acquiring knowledge and ensuring the future viability of the evaluations.

# Moving forward in the use of evidence



Ivàlua is working to ensure that there are more and more institutions, organisations and persons in Catalonia who have the knowledge required to take decisions about how to use public resources and the evidence available to design better public policies.

**The work carried out has seen evaluation become increasingly present in the activities of organisations.**

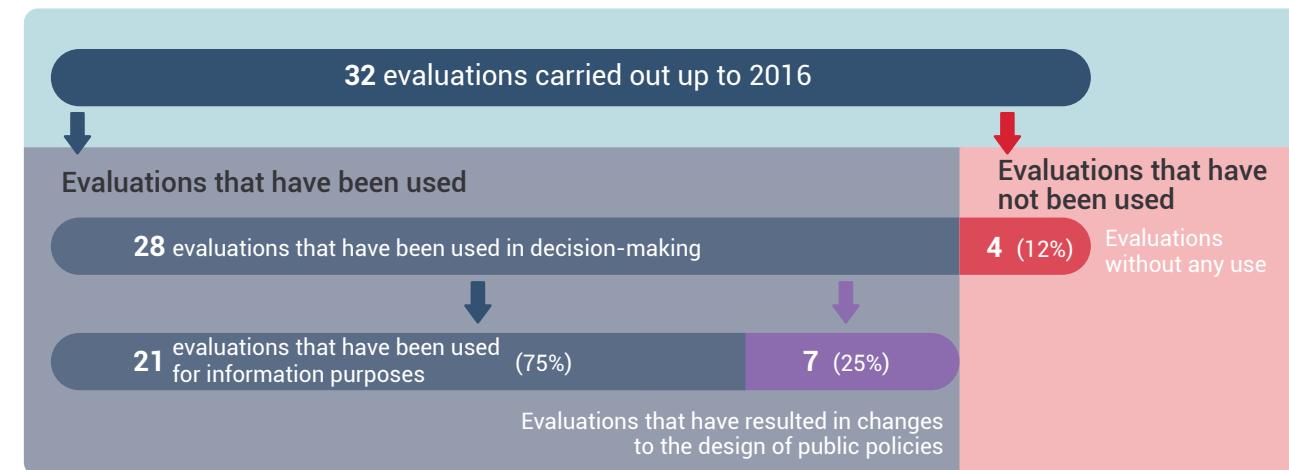
“Inserting the evaluation instrument into the administrative organisation chart is decisive for the potentiality of its recommendations.

**Guillem López-Casasnovas**  
Professor of Economics  
Pompeu Fabra University

**To make this work effective, it is necessary to guarantee that:**

- The evidence can be easily accessed by public decision-makers.
- Public decision-makers understand the benefits of evidence-based public policies.
- The evaluation can be used to redesign, adapt, broaden or discontinue the public policies.

27



The work we have done over these years has gradually led to evaluation becoming increasingly more present in the functioning of public administrations and non-profit entities in Catalonia.

Specifically, 88% of the already concluded evaluations have informed policy decision processes, and 25% of these resulted in concrete changes being applied to the design of public policies.

## Cases of the use of evidence



### Impact on the debate about the problems that should be tackled, and the approaches that should be taken

**Health** | The Department of Health decided to evaluate its *Activa't per la Salut Mental* programme before deciding whether to include it in its portfolio of services. The aim was to obtain relevant information that would allow it to take this decision on the basis of evidence.

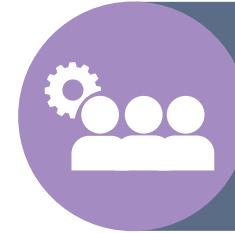
**Employment** | The evaluations of the *COPEVO* and 7 *comarques* programmes have contributed to the coordination of the employment strategies and local development of the Catalan Employment Services.



### Influence on the decision-making process regarding how to design and improve public policies

**Social welfare payments** | The evaluation of the 2015 call of Barcelona City Council's Social Emergency Aid Fund for Under-16s helped to improve the dissemination of subsequent calls for the aid and reach more people by introducing changes to the focus and broadening the spending concepts that families can use.

**Helpline** | The evaluation of Barcelona Provincial Council's Local Home Helpline Service led to the design and implementation of a needs-assessment protocol for potential users aimed at improving the selection of beneficiaries, thereby allowing the service to focus on those who need it the most.



### Incorporating evaluation culture into the functioning of organisations

**Regulatory agreement** | The Government of Catalonia (Generalitat) enacted a Government Accord in 2011, making it a requirement to draw up an economic and social impact report that includes an economic evaluation for any public policy proposal with a budgetary impact of more than 10 million euros.

**Evaluation training** | The agreement signed between the Catalan School of Public Administration and Ivàlua was a major step towards institutionalising evaluation insofar as it introduced evaluation training at the different levels of the administration, covering all grades from technicians to senior public officials.

## Learnings



### Sharing knowledge is key

Los aprendizajes de una evaluación pueden ser útiles también para políticas similares. Por lo tanto, es preciso animar a las entidades a diseminar públicamente los resultados principales de las evaluaciones.



### Handing over the report is not the end

If we want to promote the use of the evidence generated, we need to establish a channel of communication with the institution that extends beyond the end of the evaluation.



### Evaluation as a part of the design

In order to support the use of evidence, we need to include evaluation from the design of the policy.



“Do the policies reach those that they are meant to reach? Implementation evaluation helps us to answer this question.”

**Xavier Ballart**

*Professor of Political Science and Public Administration  
Autonomous University of Barcelona*

## The academic and research world

Universities and research centres are continually generating new evidence and knowledge that can help to provide information about designing public policies with rigor and independence.

Ivàlua would also like to thank these institutions for their willingness to advise us about the design and development of our evaluation projects, as this helps us to continue improving.

## Organisations trained in evaluation methods

If we want evaluation as part of the natural functioning of the public administrations and institutions that implement social programmes, we need to get public decision-makers and technicians to incorporate evaluation into their daily routines.

For this reason, the role played by all those organisations that include evaluation training for their teams is important for the promotion of evaluation, as this means that more and more people are able to use the evidence available when designing, reformulating or improving public policies.

## Organisations that evaluate their policies

To generate new evidence, it is essential to have public administrations and third social sector institutions that are willing to evaluate the public policies that they design and implement. In a context where the incentives to do so are not clear, these organisations serve as an example.

Because of this, we want to showcase the efforts made by all those organisations and persons that evaluate their programmes and which see evaluation as a learning mechanism that allows them to improve.

## Our allies as facilitators of evaluation

Ivàlua shares a common objective with AQUAS and AQU, the evaluation agencies that work on this matter in Catalonia: to incorporate evaluation into the decision-making process for the programmes and policies that are designed and implemented in our country. This is the goal pursued by the Area for the Economic Evaluation of Public Policies of the Government of Catalonia (Generalitat) which wants to see public policy evaluation incorporated more systematically into its policies; in the case of Barcelona Provincial Council this task corresponds to the Planning and Evaluation Service.

**We would like to showcase the efforts made by all those organisations and persons that evaluate their programmes.**

**Learnings**



- Incorporating alliances**  
To ensure that the evidence generated is placed at the service of public policies, we need to promote alliances to bring the evidence closer to public decision-makers and accompany them in its use.
- Promoting communities to reach all sectors**  
To continue broadening the evaluation community, we need to bring ourselves closer to those new sectors that still view evaluation from afar. And therefore, we need to remain close to these communities.
- Reaching citizens**  
The evaluation of public policies can help to ensure that public resources are used in a more appropriate manner, thereby improving the wellbeing of society as a whole. Accordingly, we must work to help citizens to see the importance of evaluating.



**Marc Balaguer**  
Director of Ivàlua

## Looking ahead

As we have already stated and notwithstanding the significant improvements witnessed in recent years, there is still a long way to go before the culture of evaluation takes root in the public administrations and third-sector institutions.

In the various sections of this booklet - each of which corresponds to the different stages of the cycle from the evaluation of policies to their inclusion as a decision-making tool - we have highlighted some learnings and, in many cases, these also represent challenges for the future.

**These challenges examine how to increase the amount of evidence, how to bring evidence closer to those who have to use it, and how to accompany technicians and decision-makers from the administrations and the third sector so that they can use this evidence and incorporate it systematically into their decision-making areas and, finally, how to move towards the creation of an evaluation community here in Catalonia.**

**“Our progress towards an evaluation system will depend on how governments and the evaluation community deal with the immediate future”**

In systematic terms, there is a body of literature - which is still quite limited - that compares the state of evaluation culture at a country level; this literature emphasises what is referred to as the **institutionalisation of evaluation**, or in other words, the series of structures or both formal and informal rules that affect the actors and situations of decision-making and which need to be taken into account if we want to move towards attaining an evaluation system.

This literature indicates that **Spain, and more generally the countries of southern Europe, are countries where the institutionalisation of evaluation is least developed**, or to put it another way, where evaluation is not generally used as a tool to improve public policies. The literature on institutionalisation that we currently have available can help to localise the gear levers that we need to move if evaluation is to take root as a common practice among public administrations.

These dimensions include elements related to what constitutes the evaluation offer, such as whether a country has a significant number of evaluators from different disciplines, whether there are associations of professionals

that look after the interests of evaluation, whether the evaluation covers all sectors and areas of governments and the different administrations, whether impact evaluations - the most demanding - account for a significant percentage of all evaluations.

Other dimensions refer to what could be considered as evaluation demand, in other words whether there is a country discourse on evaluation, whether there is a plurality of sectorial or multisectoral evaluation agencies, whether governments envisage regulations, budgets or areas that are devoted solely and exclusively to evaluations; finally whether the undertaking of evaluations is also promoted from bodies such as parliaments and audit offices.

The way that **governments, and in the broader sense, those of us who are part of this evaluation community, tackle each of these elements in the more immediate future from an overall and logical sense**, will dictate the progress we make towards a system of evaluation here in Catalonia. This is a vital challenge to ensure the effective and efficient use of public resources and therefore, something that benefits all citizens.

# Composition of the Governing Body

## President

Mr. Frederic Udina. *Lecturer in Statistics at Pompeu Fabra University and current director of the Statistics Institute of Catalonia (Idescat).*

## Vice President

Mr. Jordi Martí Galbis. *Member of Barcelona Provincial Council.*

## Members

Government of Catalonia (Generalitat). Ministry of the Vice-Presidency, Economy and Finance

Ms. Anna Tarrach i Colls. *General Director for Budgets.*

Ms. Marta Curto Grau. *General Director for Economic Analysis.*

## Barcelona Provincial Council (Diputació)

Ms. Montserrat Tordera Vigas. *Director of the Office of the Chairman.*

## Pompeu Fabra University

Mr. Miquel Salvador Serna. *Professor of Political Science at Pompeu Fabra University.*

## Inter-university Council of Catalonia

Mr. Francesc Xavier Ballart. *Professor of Political Science and Public Administration at the Autonomous University of Barcelona.*

## The Catalan Labour, Economic and Social Affairs Council

Mr. Lluís Franco. *President of the CTESC.*

# Ivàlua team

## Executive Management

Marc Balaguer *Director*

## Operations Area

Núria Comas *Analyst*

Marçal Farré *Analyst*

Laura Kirchner *Analyst*

Ramon Sabes *Analyst*

Jordi Sanz *Analyst*

Anna Segura *Analyst*

Federico Todeschini *Analyst*

## Area of Communication and Knowledge Management

Jordi Miras Llopart *Head of Communication and Knowledge Management*

## Area of Resources Management

Erika Pérez *Head of Administration and Resources*

Mireia Climent *Coordinator of General Affairs*

We would like to acknowledge the valuable work carried out by the former President of the Governing Body Josep Maria Vallès Casadevall; by the former Directors, Blanca Lázaro Vicente and Eulàlia Dalmau Matarrodona; and by the former members of the Ivàlua team: Miquel Àngel Alegre, Jaume Blasco, David Casado, Montserrat Clèries, Mercè Kirchner, Isidre Obregón, Maria Antònia Parera, Núria Ramon and Mercè Romera.

# Glossary

## of symbols, acronyms and abbreviations of institutions and entities

From page 31.

**ACM:** Catalan Association of Municipalities

**AGBAR:** Aigües de Barcelona

**Aj. Barcelona:** Barcelona: Barcelona City Council

**Aj. Olot:** Olot City Council

**Aj. Sant Boi:** Sant Boi de Llobregat City Council

**Aj. Terrassa:** Terrassa City Council

**AQU:** Catalan Agency for the Quality of the University System

**AQuAS:** Catalan Agency for Health Quality and Evaluation

**ARPA:** Department of Agriculture, Farming, Fisheries and Food

**CEB:** Barcelona Consortium for Education

**CIC:** Inter-university Council of Catalonia

**CIDOB:** Barcelona Center for International Affairs

**CLT:** Department of Culture

**COLPIS:** Catalan Association of Political Scientists and Sociologists

**Consorci Moianès:** Consortium for the Local promotion of the Moianès Region

**CSSBcn:** Barcelona Consortium of Social Services

**CTESC:** Catalan Labour, Economic and Social Affairs Council

**DIBA:** Barcelona Provincial Council

**DIGI:** Girona Provincial Council

**EAPC:** Catalan School of Public Administration

**EMC:** Ministry of Business and Knowledge

**ENS:** Department of Education

**EXI:** Department of External Action, Institutional Relations and Transparency

**FBLC:** La Caixa Banking Foundation

**FMC:** Federation of Catalan Municipalities

**Fund. Èxit:** Èxit Foundation

**Fund. Jaume Bofill:** Jaume Bofill Foundation

**IGOP:** Institute of Government and Public Policies

**INAP:** National Institute of Public Administration

**INT:** Department of the Interior

**ISD:** Catalan Women's Institute

**ISGLOBAL:** Barcelona Institute for Global Health Private Foundation

**IUB:** Indiana University Bloomington

**Ivàlua:** Catalan Institute for the Evaluation of Public Policies

**JUS:** Department of Justice

**Abiertamente:** Catalan pro-Mental Health Entities

**Oficina Antifraude:** Catalan Anti-fraud Office

**Orkestra:** Orkestra Basque Institute of Competitiveness

**OSCX:** la Caixa Foundation

**PRE:** Ministry of the Presidency

**PSSJD:** Sant Joan de Déu Health Complex

**Sagessa:** Sagessa Group

**Sind. Comptes:** Catalan Audit Office

**SLT:** Department of Health

**TERMCAT:** Catalan Language Terminology Centre

**TES:** Ministry of Territory and Sustainability

**TSF:** Ministry of Labour, Social Affairs and Families

**TTSS:** Table Third Sector

**UAB:** Autonomous University of Barcelona

**UB:** University of Barcelona

**UCM:** Complutense University of Madrid

**UPC:** Complutense University of Madrid

**UPF:** Pompeu Fabra University

**URV:** Rovira Virgili University

**UV:** University of Valencia

**VEH:** Ministry of the Vice-Presidency, Economy and Finance

**XHIB:** Barcelona Social Inclusion Housing Network

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de Polítiques Públiques

## Evaluate to improve

At Ivàlua we promote the culture of public policy evaluation in Catalonia.

We evaluate public policies, we disseminate evidence, we offer training and we develop resources.

Ivàlua member institutions:



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