

Annual Report 2018



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Ivàlua 2018

10 Years of Evaluation, Improving Public Policies in Catalonia

2018 marks the tenth anniversary of Ivàlua; and to this end I would like to highlight the celebration marked by the Evaluation to Improve Conference; an event that looked into how to make evaluations, and improve decision-making processes. The seminar took place on 14 December last year and reminded us of everything that we have done while bringing attention to our work over the last decade.

In 2018, Ivàlua set itself the challenge of prioritizing evaluations, especially those undertaken with the consortium member administrative bodies, together with promoting the visibility and relevance of the consortium's actions as a necessary aspect with which to disseminate the evaluation culture. We also aim to promote networking with administrative bodies and organisations third sector organisations.

As such, work has continued with the Department of the Vice Presidency, Economy and Finance in the evaluation of the Guaranteed Income for Citizens Programme, which is both a forceful and an accessible project. Work also being undertaken in terms of energy poverty, we are helping to both characterize and regionalise this problem, and last but not least, to develop tools to promote the evaluation of Catalan administrative bodies.

Assessment has begun of departments in the Generalitat of Catalonia, which will enable their evaluation to be incorporated in a more transparent manner, as occurred with the Directorate General for Development Cooperation and the new 2019-2022 Master Plan, and within the framework of the Catalan Youth Observatory. Evaluation has also been completed with respect to the 'Activa't per la Salut Mental' (Activate yourself for Mental Health) project of the Catalan Mental Health Federation, which was undertaken in partnership with the Health Department of the Generalitat of Catalonia. Finally, our work with the Catalan Public Administration College is worth highlighting, as it broadens

the presence of evaluation in the training of employees in the Generalitat of Catalonia as well as in all the public administrative bodies in Catalonia in all the public administrative bodies in Catalonia.

Evaluation of the implementation of the Intermediation Service in Housing Debts was undertaken with the Barcelona Regional Government and the Catalan Housing Agency of the Generalitat of Catalonia, and work has continued with the evaluation project involving second-generation devices in the field of remote services, which is an evaluation process that will come to an end in 2019.

In 2018, we continued to work closely with the Social Rights Department of Barcelona City Council; as such, in addition to continuing with the evaluation of the BMincome project, which will be ending in 2019, the 'Primer la Llar' (Home First) programme has also been subject evaluation, as has the horizontal and vertical efficiency of the Social Emergency Aid Fund for Children under 16, and, in a more cross-sector manner, the different initiatives of the Neighbourhoods Plan,

We must now work by putting our efforts and shared practices together, to ensure that evaluation becomes a common practice in administrative bodies and third sector organisations, and to create a community of evaluation in Catalonia

In 2018, cooperation has continued with third sector entities in important evaluation projects, such as the evaluation of the La Caixa reincorporation programme and the evaluation of the needs of the Inclusion Housing Network (XHI) undertaken with Barcelona City Council. Also worthy of note is the close participation with the Jaume Bofill Foundation as part of the 'What works in Education?' project, and which permits evidence from educational policies to be accessed by those employed in the sector.

With respect to institutional development, an agreement has been signed between the Pompeu Fabra University (UPF) and Ivàlua to endorse the first repository of public policy and third

sector evaluations in Catalonia, and so provide access to evaluation for those working in both administrative bodies and in the third sector.

In terms of management, significant improvements have been made to the institution, such as the introduction of the Project Budget, which is a tool that should allow improvements to be made in the financial management of current projects.

Furthermore, the development of a new website that will adopt a thematic approach, and which is due for release in 2019 is also worth a mention here.

During these last years, Ivàlua has evaluated public policies that, in an overall manner, amounted to an approximate impact of 2,400 million euros, and which affected close to 1.4 million users. We now know that 9 out of 10 evaluations made by Ivàlua have affected decision-making processes, while one in every 5 have contributed to improving the design of public policies.

Over these last 10 years, evaluation has ceased to be an isolated, sporadic, justificatory or anecdotal process, and little by little it is being implemented as a tool for improved decision-making. This change has been undoubtedly driven by a social demand for transparency and democratic improvement, however we would like to think that the work of Ivàlua has also made a contribution here, and as such I would like to thank all those who from inside and outside the organisation have contributed their efforts and know-how.

We must now work by putting our efforts and shared practices together, to ensure that evaluation becomes a common practice in administrative bodies and third sector organisations, and to create a community of evaluation in Catalonia. This is the major challenge we are facing in the future in order to improve the administrative system.

Frederic Udina

The President of the Governing Council
Institut Català d'Avaluació de Polítiques Públiques
(The Catalan Institute for Public Policy Evaluation)

1. Ivàlua:

The Institution

At Ivàlua, we foster a culture of evaluation, assessing Catalan public policy, with our work acting as a tool for improving government actions, accountability, transparency and democracy.

We evaluate public policies and disseminate the evidence produced both here and in other environments for public decision-makers and technical experts, as well as for the general public.

We train and develop resources to improve our own evaluation skills, as well as the skills of those employed in these sectors in work that ranges from administrative bodies to third sector entities.

1.1. Mission, Aims and Values

Mission



To promote the policy evaluation culture in public administration bodies in Catalonia, and in non-profit organisations that seek goals in the public interest as well as among the general public.



Objectives

Ivàlua works to ensure that public policy and programme evaluation:

- Is undertaken in a systematic and rigorous manner.
- Contributes to the creation of public debate on the most effective and efficient solutions in order to respond to problems in our society.
- Is used effectively by those holding power.
- Is incorporated into the regular actions of public administration bodies and third sector organisations.



Values

Active cooperation with public administration bodies and the third social sector means that Ivàlua is able to apply independence and technical rigour to generate evidence and provide objective data that is relevant to the making of informed decisions on public policies in our context, while acting with maximum transparency at all times.

The added value

- The first and only public institution dedicated to the evaluation of public policies in Catalonia.
- A multi-disciplinary team of experts in public policy evaluation methodology.
- Direct relations with administrative bodies.
- A broad knowledge of the local context and public policies in Catalonia.
- The use of qualitative and quantitative methods.
- The support of experts from the university sector, and independent professionals.

1.2. . The Ivàlua Theory of Change

The Ivàlua theory of change is based on the following ideas:

- Every year **more resources are dedicated to the implementation of public policies.**
- Scant resources are dedicated to discovering which of these policies **respond to a need, who designs them, or if they are properly implemented or to identifying whether they have impact or not.**

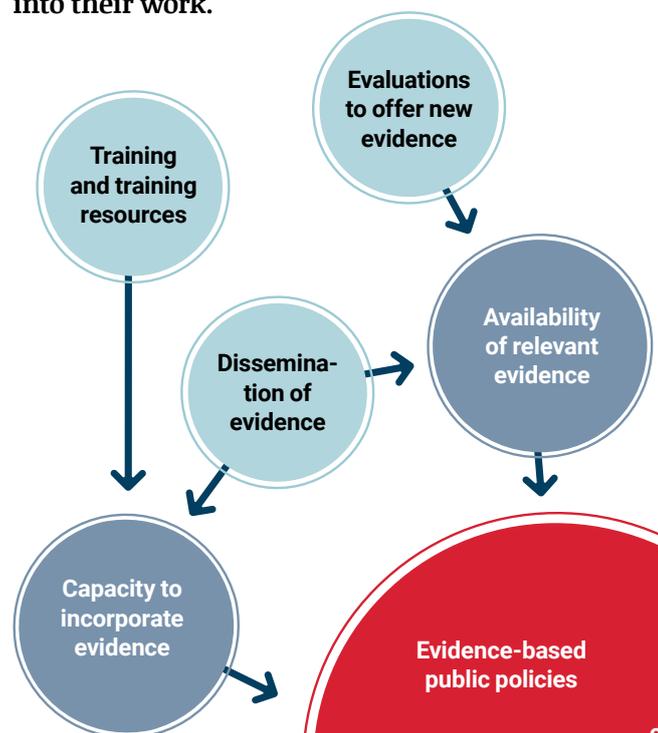
Evaluation is the best way of creating information about a public policy and therefore when moving ahead to a more informed decision-making process.

Evaluation permits the discovery of different aspects:

- If a policy responds to a problem (evaluation of needs).
- If it has been well-designed (design evaluation).
- If it is implemented in the same way it was conceived (implementation evaluation).
- If it has a determined impact on its participants and on the public as a whole (impact evaluation).
- If the benefits for society make up for its cost (economic evaluation).

Ivàlua aims to evaluate in order to improve:

- **By making evaluations in order to provide new evidence** that helps to improve the efficacy and efficiency of policies and programmes.
- **By continuing to cite evidence as a relevant factor in the decision-making process,** from public administration bodies and the third social sector.
- **It publicises existing information and resources in order to enable organisations and facilitate the inclusion of evaluation into their work.**



1.3. Strategic Areas

In order to accomplish its mission, Ivàlua follows the following strategies, in areas where a specific set of actions has been established:



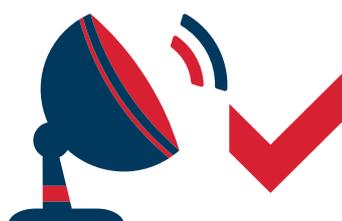
The Evaluation of Public Policies and Assessments

- Evaluating those public policies commissioned by public administration bodies and non-profit organisations.
- Providing assessment to public administration bodies and to non-profit organisations that are interested in evaluating or improving the assessability of their programmes and policies.
- Developing research projects on the evaluation of public policies.
- Taking part in research programmes organised by other entities related to the evaluation of public policies.



Training and the Creation of Training Resources

- Undertaking in-house training activities on the evaluation and assessability of public policies.
- Participation in training programmes organised by other organisations on the evaluation of public policies.
- Creating information, know-how and training materials that allow public administration bodies, non-profit organisations and society in general to become familiar with the analysis and evaluation of public policies.



The Promotion and Dissemination of Evaluation

- Publicising the results of the public policy evaluations made.
- Performing evidence reviews in specific sectors and areas.
- Creating materials that publicise the evaluation culture and the evidence generated.
- Organising workshops and events focused on the promotion of the evaluation culture.
- Participating in seminars and conferences of national and international scope that concern the evaluation of public policies.
- Networking with other institutions that promote the evaluation culture.

1.4. Services

The Evaluation of Public Policies



Ivàlua evaluates public policies and programmes on its own initiative. It also accompanies public and third sector organisations in their own evaluation processes.

Training in Evaluation



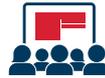
Ivàlua has a specialised training plan with its own courses, while also taking part in training events organised by other institutions in evaluation-related topics.

The Assessment of Organisations in Evaluation



Ivàlua assesses public and third sector institutions so as to evaluate their policies, improve the evaluation of their programmes and incorporate evaluation into their organizations.

The Organisation of Activities



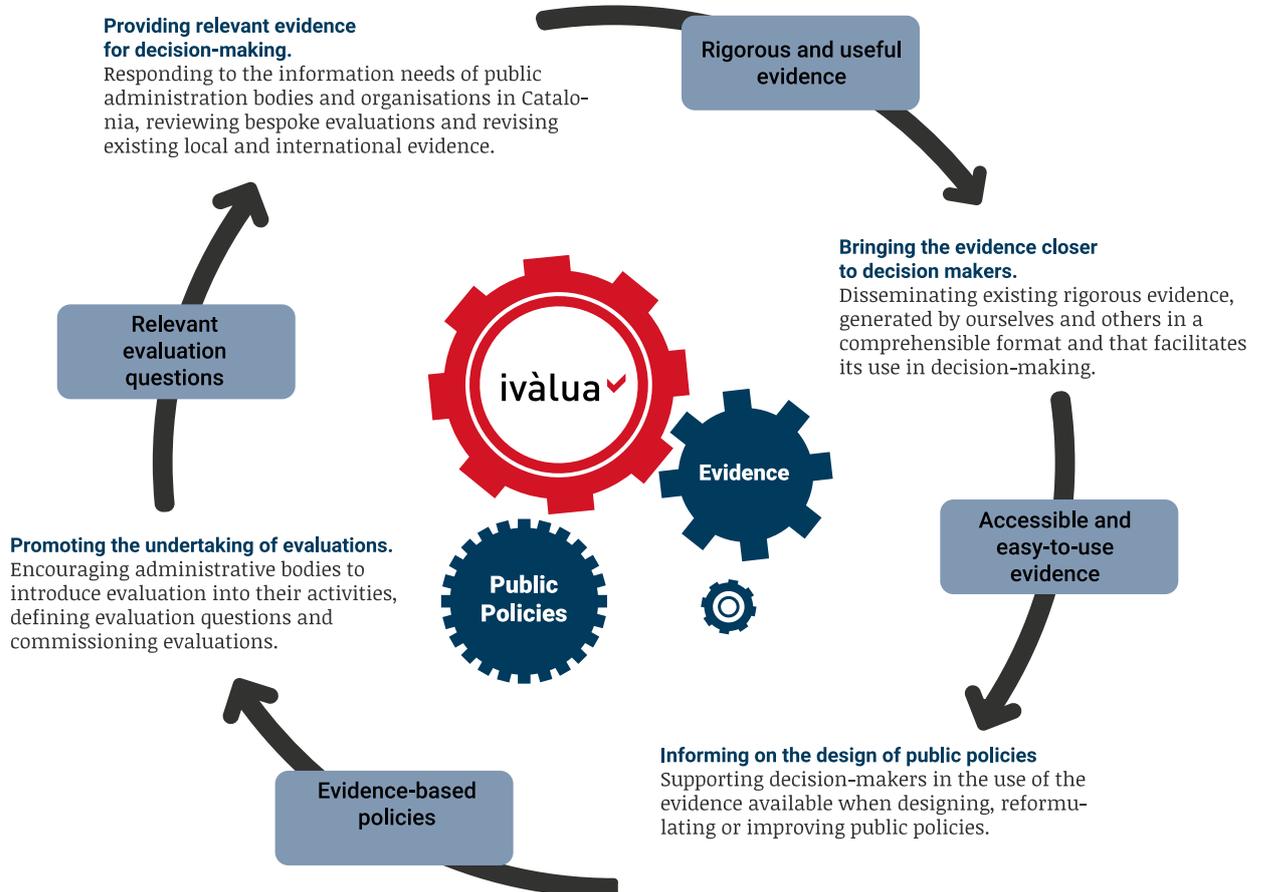
Ivàlua organises activities and seminars that specialise in skills training in the evaluation culture and which facilitate the inclusion of evidence into decision-making processes.

Publicising the Evaluation Culture



Ivàlua creates contents using the most relevant evidence taken from evaluations in Catalonia and other areas, as well as from its own evaluation activities.

The Evidence Cycle in Public Policies



2.2. Activities undertaken

Ivàlua's activities in 2018 focused on the evaluation of policies and programmes for institutions, and on the assessment of administrations and third sector entities, while seeking to include evaluation into their organization. Dissemination initiatives with respect to the evidence produced and the promotion of the evaluation culture also played a significant role.

2.1. The Evaluation of Public Policies and Assessments

During the course of 2018, 8 evaluations of policies or programmes were completed, and 4 additional evaluations were undertaken, with work that will extend to 2019 at the very least. Participation also took place in 6 assessments for the future evaluation of specific public policies.

08

Finalised evaluations of public policies

04

Evaluations of public policies currently underway

06

Assessment

2.1.1. Evaluations of Public Policies

Ivàlua works with public administration bodies and the third social sector in the evaluation of policies and programmes in order to create useful information and know-how for decision-making processes and the improvement of public policies.

To do this, Ivàlua performs evaluations of different types, in accordance with the information needs it seeks to cover:

- **The evaluation of needs** seeks to understand and quantify a determined problem, as well as to estimate the type and volume of services necessary to provide a response to the issue.
- **The evaluation of design** focuses on the solution proposed, evaluating the coherence and the foundations of the theoretical designs of a determined policy.
- **The evaluation of implementation** compares the theoretical design of a policy or programme with how it works in practice.
- **The evaluation of impact** tackles the issue of whether or not the intervention has led to the changes anticipated with respect to the issue initially raised.
- **Economic evaluation** compares that attained (the impacts) with the cost of the results, so leading to an evaluation of the efficiency of the policy.

The evaluations and assessments undertaken during 2018 were of the following types:

02

Needs

01

Design

08

Implementation

06

Impact

01

Economic

Evaluations completed in 2018

Energy Poverty: Determining Factors and Quantification

Area: **Social Affairs and Inequality**

Type of Evaluation: **Needs**

Period: **2016-2018**

Requesting Organisation: **Department of the Vice-presidency of Economy and Finance of the Generalitat of Catalonia**

Evaluation team: **Federico Todeschini, Anna Segura, Núria Comas and Ramon Sabes-Figuera**

In 2016, at the request of the Department of the Vice-presidency of Economy and Finance of the Generalitat of Catalonia, Ivàlua produced a primary evaluation of needs in order to understand and estimate what defines energy poverty in Catalonia and what determining factors and scope this issue carries with it. Two years on, this report has been extended so as to identify different definitions of the issue; quantifying those who are affected (based on these definitions), compiling informa-

tion on the main causes and establishing an initial approach with respect to its regional effects, in order to act as a tool for the Emergency Board in the field of housing and energy poverty.

This process involves an evaluation of needs and designs with the aim of providing know-how for the design and implementation of public policies, so as to address the phenomenon of energy poverty.

During the 2018, two reports on energy poverty were drawn up: the first dealt with the different methodologies needed to quantify the extent of energy poverty and its regional distribution, with those estimates of energy poverty taken from the indicators collected, together with a review of different interventions that were aimed at mitigating the issue. These documents were released on 26 July at the Department of the Vice-presidency of the Economy and Finance of the Generalitat of Catalonia and on 24 October in the Department of Employment, Social Affairs and Families of the Generalitat of Catalonia. Their conclusions were presented at the 2nd Catalan Conference on Energy Poverty, which was organised by the Board of the Third Sector on 8 November.

An Evaluation of the Housing Debt Intermediation Service (SIDH) with the Catalan Housing Agency

Area: **Social Affairs and Inequality | Housing**

Type of Evaluation: **Implementation**

Period: **2017-2018**

Requesting Organisation: **Barcelona Provincial Government**

Evaluation team: **Federico Todeschini, Anna Segura and Jordi Sanz**

The SIDH is a Service fostered by the DIBA that seeks to help families in the province of Barcelona who are at risk of losing their habitual residences due to the non-payment of mortgage loans or rent. The SIDH offers information and legal advice to people at risk of losing their main home, and if necessary, it acts on their behalf when dealing with financial entities, using a single mediation platform, with the aim of reaching an agreement that avoids the imminent loss of the right to live in those homes affected, as well as any other problems that may arise as a consequence.

Evaluation provides answers to questions related to the implementation of the programme in practice in relation to that expected or intended when it was designed, including the analysis of programme coverage, user characterization and comparisons with the target population, with analyses being made of the various activities of the SIDH in practice. To this end, the analysis of the programme's records and population surveys has been combined with perceptions about the design and execution of the programme by the main agents involved in it.

The following recommendations have been attained from the evaluation: the first is that it is necessary to improve the preventive aspect of the SIDH and improve the current case notification system and extend its coverage to all municipalities, by creating a protocol between different levels of administration that accelerates the proactive detection of families at risk of residential exclusion. Secondly, work must be made on providing a predictive model that is capable of detecting the problem's hotspots, which should help to allocate resources and concentrate the dissemination of services in those areas with greater issues. It also makes it

necessary to articulate awareness and advertising/publicity initiatives, so that those families that are the most vulnerable are aware of the service and know where to go as soon as problems arise in terms of housing-related debts. Fourthly, it is important to redefine the SIDH as a structural service, and provide it with resources in order to cope with the potential problems of residential exclusion. Fifthly, a system of indicators must be created from administrative records, which integrates indicators of user needs, implementation, as well as results and monitoring.

Finally, seeking ways of combining the SIDH with other additional policies, such as family-income policies or financial education is also necessary.

The Evaluation of the Neighbourhoods Plan (Foment Ciutat Vella)

Area: **Social Affairs and Inequality | Education**

Type of Evaluation: **Implementation and Impact**

Period: **2018**

Requesting Organisation: **Foment de Ciutat S.A.**

Evaluation team: **Marçal Farré, Anna Segura Federico Todeschini and Núria Comas**

The Neighbourhoods Plan aims to reduce inequalities among Barcelona neighbourhoods by promoting access to income, services, urban quality and welfare for all members of the public. In order to attain these goals, it acts in those neighbourhoods with the highest concentration of greater social vulnerability, while seeking to create cross-sector interventions that include the participation and involvement of neighbours, the associative network and municipal agents and services.

In 2018 evaluation centred on four areas of activity:

The Transfer and Support to the Monitoring of the Indicator System

In 2016, Ivàlua worked on a proposal for a system of indicators for the Neighbourhoods Plan, and in 2017 it calculated the fundamental values involved. During 2018 the transfer of the updated version of this system was made to the company ILabSo SCC. This transfer included the creation of instructions on how to calculate each indicator, as well as training sessions and specific consultations.

The Analysis of Indicators in the Years prior to

the Neighbourhoods Plan

In parallel to the updating of the indicators, the current series of indicators was reviewed, analysing its sensitivity to the Neighbourhoods Plan, based on data from previous years. This analysis aims to identify those indicators that show a lower sensitivity, and which can be effectively used to evaluate the impact of the Neighbourhoods Plan, as well as those that show too much sensitivity, in order to include this date in future analyses. Furthermore, the calculation of the indicator values in the years prior to the start of the Neighbourhoods Plan will be necessary in order to provide a counterfactual or contrast group that will permit the evaluation of its impact.

The Evaluation of the Baobab Programme

During 2018, and for the second year in a row, evaluation has been made of the implementation of the Baobab programme, which has been promoted by Barcelona City Council through the Municipal Education Institute of Barcelona (IMEB). The programme aims to strengthen community-based educational leisure activities in those neighbourhoods where the leisure educational network is weak or non-existent. It involves an initiative that seeks to increase children's opportunities to access educational leisure activities, and at the same time strengthen social links and participation.

The evaluation process this year has been undertaken at a time when the programme has taken a step forward in the deployment of strategies to create new leisure areas and organisations and to consolidate those already existing. It was shown that, although programme's target neighbourhoods are still distant from the rest of the city with regard to access to leisure options, it was possible to promote several initiatives that would allow this tendency to decrease.

Support for the tender in the Evaluation of Singular Actions for the Neighbourhoods Plan

In order to ensure that more actions and programmes can be evaluated, the contract for the assessment of seven actions in the Neighbourhoods Plan, previously evaluated as assessable by Ivàlua, was tendered. To this end, after meetings with those responsible for the Neighbourhoods Plan, Ivàlua drew up technical specifications and participated in the selection of those bids presented. Of the seven bids, four have been awarded and the work required will be carried out over the next few years.

The Evaluation of the Home First Programme for the Homeless in the City of Barcelona

Area: **Housing | Social Affairs and Inequality**

Type of Evaluation: **Implementation and Impact**

Period: **2016-2017**

Requesting Organisation: **Barcelona City Council**

Evaluation team: **Jordi Sanz and Laura Kirchner**

Primer la Llar (Home First) is a programme that provides immediate access to housing for homeless people who have issues with addiction and mental disorders. This is a new care-based model for people without homes that has been inspired by international experiences, which in addition to offering housing, also offers socio-educational support. A multidisciplinary team works to promote a recovery process that helps users of the service to enjoy greater independence and social insertion options. This is a project approved by the Barcelona City Council Governing Committee and which is managed by Sant Joan de Déu and a group of third sector entities: Suara, Garbet and the Sant Pere Claver Foundation.

In 2018 the impact evaluation of the programme came to an end, and this event was accompanied by an evaluation of the programme's implementation.

The main results that arose from the effectiveness evaluation, at 19 and 36 months after the programme's initiation, are:

- A significant improvement in some areas of health-related living standards that are related (improvement in mental health, bodily pain and general health levels) and a positive trend in other areas, as well as in programme participation.
- A significant change in individual skill levels (self-efficacy and personal recovery).
- Social relationships as a mid or long term proposal; First Home participants have improved their social relationships with respect to "having someone to help them with daily chores" and in their "status of social relationships".

The following are noteworthy as evaluation re-

commendations from the evaluation:

- Improving the follow-up systems for the homeless.
- Undertaking more follow-ups in the long-term,
- The introduction of additional measures to the programme, beyond housing, with a social-educational and personal activation character.

The Evaluation of Barcelona City Council Social Emergency Aid Fund for the Under-16s

Area: **Social Affairs and Inequality**

Type of Evaluation: **Implementation**

Period: **2018**

Requesting Organisation: **Barcelona City Council**

Evaluation Team: **Federico Todeschini and Jaume Blasco** (external partner)

The Barcelona City Council Social Emergency Aid Fund for Children under 16 is a revenue programme consisting of monetary transfers of € 100 per month for a one-year period, by means of a non-nominative cash card that may be used for expenses in food, school supplies, hygiene and clothing, and which is supplementary to other ear-marked subsidies, such as dining subsidies, or with the minimum integration income, with the aim of mitigating situations of vulnerability experienced by children and adolescents in situations of need, so that their family situation does not cause impediments when covering essential basic needs in food, hygiene and school supplies.

The aim of this project was to evaluate the efficiency of the targeting of Barcelona City Council's economic subsidy to those families with children between 0 and 16 years and the impact of the subsidy in terms of removing children from being at risk of falling below the poverty line.

The results of the evaluation are the quantification of the target population of the subsidy, together with the calculation of the coverage rate and an estimate of the impact of the subsidy in terms of the economic improvements to the beneficiary families. In the city of Barcelona some 68,000 children between 0 and 16 are close to falling below the poverty line, of which 30,000 are at risk of falling into severe poverty. The subsidy covers 36.2% of those children at risk

of falling into severe poverty in the city, which is a reduction of 1 percentage point with respect to 2016. Despite the progressive reduction of the coverage, the subsidy reaches a highly considerable proportion of the child population in situations of severe poverty.

However, there is room for improvement in terms of focusing the subsidy. Despite the improvement of two percentage points with respect to 2016, of the all those beneficiaries of the subsidy, 80% are at risk of falling into severe poverty. Furthermore, social emergency assistance has an impact on the number and the proportion of children at risk of poverty, as well as on the poverty gap.

The main lessons learned and the recommendations made are:

- To include in the income calculation the taxable basis of savings, an upper limit on income derived from savings and/or an upper limit on income derived from real estate must be included.
- To include the income of both parents or guardians in cases of shared custody.
- To explore non-linear cost reduction mechanisms and to modulate the amount of the specific subsidy for single-parent family units according to income, or replace it with a privileged treatment in the calculation of income.

The Evaluation of the Reincorpora Programme

Area: **Justice and Security**

Type of Evaluation: **Implementation and Impact**

Period: **2017-2018**

Requesting Organisation: **The La Caixa Bank Fund (FBLC)**

Evaluation Team: **Ramon Sabes-Figuera, Federico Todeschini, Núria Comas and Arnau Juanmartí** (external partner)

The Reincorporation (Reincorpora) programme is an initiative of the 'la Caixa' Bank Foundation (FBLC) that is aimed at prison inmates who are at the end of their sentence and that aims to aid their social reintegration and which is based on improving their job insertion possibilities. In Catalonia the imple-

mentation of the program is managed by the Centre for Reinsertion Initiatives (CIRE).

The implementation evaluation was made using sources of qualitative information and interviews, discussion groups, participatory observation and documentary reviews.

This information has been supplemented with quantitative information on the participants in the programme. The impact assessment used the most robust methodology possible, given the data available and the characteristics of the programme, with data from the 'la Caixa' Banking Foundation "Incorpora" Platform, the Catalan Penitentiary Information System (SIPC) and the Information System for Criminal Implementation Measures in the Community (SIMEPC), these two last systems belong to the Generalitat of Catalonia Department of Justice.

The evaluation had two main goals: firstly, to analyse programme implementation, and secondly, to evaluate its effectiveness, which was quantified in terms of the programme's effect on the criminal recidivism of the participants.

Needs assessment of the Inclusion Housing Network of Barcelona

Area: Housing| Social Affairs and Inequality

Type of Evaluation: Needs

Period: 2017-2018

Requesting Organisation: Barcelona City Council and the Board of Organisations of the Third Social Sector

Evaluation Team: Anna Segura and Marçal Farré

The Inclusion Housing Network of Barcelona (XHIB) comprises a significant number of social organisations that manage homes in order to attend to people and families in situations of residential and social exclusion. Its aim is to become a space of reflection and coordination for those agents that work in the field of inclusion housing, promoting their inter-relations and joint actions, while providing an overall perspective on residential resources in the city.

The evaluation seeks to improve our knowledge on the effective use of the city's inclusion housing,

with the aim of contributing to planning that guarantees the availability of services that are both sufficient and appropriate to the needs of users. To this end it analyses how inclusion housing needs, the resources available and the use that has been made of them, fit together in order to respond to the following evaluation-related questions:

- What number of inclusion housing units does the XHIB possess in the city of Barcelona?
- What profiles should be targeted for inclusion housing?
- In practice, what profiles are being catered for in inclusion housing? Do they coincide with the profiles to which the housing should be destined?
- What additional resources should be disposable in order to facilitate the departure of the users of inclusion housing and assign them resources that are more suited to their needs?

The main results of this evaluation are listed below:

- In 2016 all the organisations in the network had 677 inclusion housing units that were used to offer 2,510 places.
- The target population of inclusion housing is "people or units of coexistence that do not have enough economic or property resources to ensure access to a suitable home and who also require some type of support or follow-up procedure in order to carry out daily tasks or to achieve total independence".
- 73.2% of the coexistence units attended in inclusion housing in the city met the target population profile. However 26.8% either had sufficient resources to access a home (5.4%), or were in a situation of total independence (13.8%) or fulfilled both conditions (7.6%).

The main challenge for the organisations in the network is therefore that of promoting ways of departure from the inclusion housing units that adapt to the needs of those users who no longer fulfil the target population profile. To this end the following recommendations are made in the cases detailed below:

- Where a person has economic or housing resources that are sufficient to provide access to housing, alternatives should be considered in order to offer socio-educational supports that are not linked to housing provision.

- When users are in a situation of total independence, accessible housing alternatives should be considered that are not linked to the provision of normal socio-educational support.
- When the economic and property resources of the users are insufficient and it is not foreseen that these will increase in the future, the design of more permanent, or long-term resources should be considered and designed.

The Evaluation of the Activate Yourself for Mental Health Programme of the Catalan Mental Health Foundation

Area: **Health**

Type of Evaluation: **Implementation and Impact**

Period: **2016-2018**

Requesting Organisation: **The Catalan Mental Health Federation**

Other Participant Organisations: **Generalitat of Catalonia**

Evaluation Team: **Jordi Sanz, Anna Segura and Eduard Moreno** (external partner)

The Activa't por la Salut Mental (Activate Yourself for Mental Health) project seeks to address the problem of mental illness by working with the families of those with mental disorders, in order to transform them into health agents in their own recovery process. The intervention methodology seeks to provide participants with an integrated circuit that includes guidance and initial information services, training activities and support in mutual aid groups.

The main results arising from the completed effectiveness evaluation last year were:

- The programme has been effective in improving the personal recovery of those affected in the participant group, especially 6 months after ending psychoeducation.
- The integrated route of this mental health programme has increased the perception by the carers that the aid provided to the person affected by a mental issue has been beneficial in some respect: they felt more useful, they have discovered new skills, they have participated in activities that they would not have done otherwise.

- No impacts have been identified in areas such as the care-burden of carers, support or the use of the health services and pharmaceutical consumption by those families taking part in the programme.

The main recommendations arising from the evaluation include:

- Offering numerous agenda options for participation in the programme's activities so that the participating families reach the end of the route.
- Making the programme modular and specific for the participating families.
- Introducing personal recovery as a priority intervention area in the mental health area.

Evaluations made in 2018

Design evaluation and Implementation evaluation of Guaranteed Public Income (RGC)

Area: **Social Affairs and Inequality**

Type of Evaluation: **Design and Implementation**

Period: **As of 2017**

Requesting Organisation: **Dept. of the Vice-presidency and Economy and Finance and the Dept. of Employment, Social and Family Affairs**

Evaluation Team: **Federico Todeschini, Ramon Sabes-Figuera and Anna Segura**

Guaranteed Public Income in Catalonia is a non-conditioned, guaranteed economic benefit the amount of which is the difference between the income needed to guarantee domestic subsistence and the income received.

It also consists of a complementary benefit of 150 euros per month, which is based on the fulfilment of a job placement plan or a social inclusion plan and which has objectives that guarantee the minimum requirements of a dignified life, the promotion of the independence and the active participation of people in society and their empowerment, in order to overcome those conditions that have led them to need this or other benefits, and to rationalise and simpli-

fy existing benefits, which are decided according to the beneficiary's employability level, with the aim of overcoming the domestic conditions that have led them to require the benefit.

The evaluation of the RGC consists of two parts. A first part that deals with the implementation and management of the RGC. This is focused on the creation and consolidation of an information system that allows the completion of the indicators of design, management and results that were created in the analysis document for the evaluation of the 2016 RGC, and the use and analysis of the indicators. The second part consists of an estimate of the budgetary impact of the RGC for the following 3 years, together with a sensitivity analysis.

During 2018, efforts were made to attain data from the database with RGC case files, by signing a data processing agreement. Furthermore, work is being undertaken with the Employment Service in order to provide an estimate of the portion of those resources used by the SOC in the management of the aid.

obesity on the overall health of the population, which is measured in terms of Quality Adjusted Years of Life (QAYOLs) and terms of Years of Life adjusted for disability. The model estimates the impact of the tax on the use of health services and therefore on healthcare costs and the costs of the design, implementation and management of the tax were also considered. The evaluation adopts the social perspective, which analyses the social efficiency of a public intervention. With respect to the temporal horizon, the analysis was performed for two different horizons; an initial parameter that could be considered as a mid-term horizon, while the second was for a long-term period.

The social efficiency of the tax on the BEEs was analysed by means of an economic evaluation that will verify if the social benefits attained from the tax offset the costs for society that arise from its implementation

The Cost-Benefit Evaluation of the Tax on Bottled, Sugared Drinks (BEE)

Area: **Health**

Type of Evaluation: **Economic**

Period: **2018-2019**

Requesting Organisation: **General Directorate of Taxes and Gambling, the Department of the Vice-presidency and Economy and Finance**

Evaluation Team: **Ramon Sabes-Figuera, Federico Todeschini and Arnau Juanmartí** (external partner)

In March 2017 the Generalitat of Catalonia created a new tax; a fee on bottled, sugared beverages (BEE). The tax, which entered into force on 1 May 1 of the same year, is levied on the consumption of these drinks at different tax rates, depending on the sugar content of the drink.

The efficiency of the tax was analysed using a modelling exercise. This model estimates the reduction of obesity in the Catalan population, which is measured in terms of the body mass index (BMI), as a result of the reduction in the consumption of sugared beverages as a result of the implementation tax on "BEEs". The model also estimates the impact of these reductions in

The Evaluation of the Impact of the Safety Devices for the Prevention of Fires in the Barcelona Regional Government Domestic Remote Assistance Service

Area: **Social Affairs and Inequality | Justice and Security**

Type of Evaluation: **Implementation and Impact**

Period: **2017-2020**

Requesting Organisation: **Barcelona Regional Government**

Evaluation Team: **Jordi Sanz, Federico Todeschini and Ramon Sabes-Figuera**

In April 2017, the Barcelona Regional Government's Local Remote Assistance (Telececare) Service began using a new model of attention that focuses on people, in which prevention continues to play a key role. The Efficient Response in Remote Service (or RET) is based on a philosophy of providing a response adapted to the needs of each individual with greater efficiency and a high technological value. The safety devices installed (smoke, gas, CO2, mobility and for falls) and mobile remote assistance will be provided to 20,300 users over a two-year period.

As part of this new strategy, the Barcelona regional Government commissioned Ivàlua to design a process to evaluate the effectiveness of safety devices, especially fire, smoke and gas detectors.

During 2017, the conclusions on evaluation were explored, in order to reach consensus on those assessment questions that best suit the needs of the service so as to ensure its continued improvement. The assessment sought to respond to the following questions:

- Do safety devices improve the user safety perceptions, and the perception of their family members?
- Do the safety devices installed as part of the new remote assistance model help to reduce the probability of domestic accidents and physical harm (injury and/or death) and associated emotional damage?
- Are there any differences between those users who want to incorporate the safety devices available within the framework of the new RET model and those who do not?

During 2018, the evaluation launched the experimental design in order to evaluate the effectiveness of the introduction of these security devices in the homes of current users of the remote assistance service. The evaluation is expected to be finalized in 2019.

disadvantaged families from neighbourhoods in the Besòs Axis area of the city of Barcelona from socio-economic exclusion. The families were selected from the applicant group on a random basis in November 2017.

The programme as such began at the end of 2017. The transfer may take different forms, such as participants having to take part in activation policies (Training and Employment, Social and Cooperative Economy, Public Participation, or Housing Reform for Room Rental) while in others, the transfer limits the creation of private income. Furthermore, 25% of the transfer is paid in a social currency called the 'Rec', which can only be exchanged for goods and services in stores in the area.

Impact and cost-benefit evaluations will be carried out throughout 2019 and will stress both the creation of the participants' generation of their own revenues (monetary aspect) and in categories linked to social exclusion (deprivation of goods and wellbeing, health and the use of health services, employment situation, financial situation, the empowerment of women, education and training). The beneficiaries will be compared with the control group, and with those who have taken part in an activation policy, those whose transfer was conditioned to the undertaking of an activation policy, and those whose transfer did not limit the generation of private income.

The Evaluation of the B-Mincome Project

Area: **Social Affairs and Inequality**

Type of Evaluation: **Impact**

Period: **2017-2019**

Requesting Organisation: **Barcelona City Council
Department of Social Rights**

Evaluation Team: **Federico Todeschini, Ramon Sabes-Figuera, Laura Kirchner and Anna Segura**

This is a pilot project organised by Barcelona City Council that consists of a monetary transfer that is supplemented by activation policies. Its aim is to find innovative ways to remove 1,000

2.1.2. Assessments for Public Organisations and the Third Social Sector

Ivàlua also offers advisory services aimed at public sector and third sector organisations. The aim here is to accompany these bodies by offering technical support in the design and planning of an evaluation process, by contributing to the improvement of the evaluation during the design of a policy or programme, or by developing tools and support materials to facilitate the incorporation of the evaluation within the organization.

The Assessment of the Catalan Public Administration College by the Institutionalisation of the Evaluation (DGAPH)

Area: Public Administration Bodies

Period: 2018

Requesting Organisation: Catalan Public Administration College

Evaluation Team: Marçal Farré

The Monitoring of the Implementation of the Masters in Public Management

The Masters in Public Management (MDP), was created in 2017 by the Catalan Public Administration College (EAPC) and the Open University of Catalonia (UOC). It aims to act as a multi-disciplinary learning space that offers public managers know-how, values and strategies in order to face the immense challenges of the responsibilities involved in their work.

In 2017, Ivàlua carried out a follow-up proposal for the Master's Degree in Public Management. In 2018, as part of this process a questionnaire was sent to the students of the Master's Degree, while the evaluation and satisfaction questionnaires that the EAPC collects for each subject were also used.

The resulting report allowed the identification of the main motivations of the students when choosing the Masters in Public Management, the evaluation of the different characteristics of the course (schedules, calendar, lecturer profile, programme contents, methodology, etc.) and the evaluation of the different formats of activities that the course includes (subjects, workshops, debates and dialogues) among others. It also allowed student proposals to be compiled, such as that of placing a greater emphasis on the prac-

tical and applied aspects of the subjects, or by improving coordination among the teachers. The project will continue during 2019.

Accompaniment in the EAPC Search Engine project

The "EAPC Search Engine" project was created in 2018 with the main aim of creating research to improve administrative bodies and public policies that are clearly focused on decision-making with real possibilities of being applied in the administrative field. To achieve this aim, the project promotes participation processes that are aimed at identifying shared research challenges and priorities among academics, public administration professionals and civil society, and proposes the granting of aid for research that responds to these challenges and priorities.

In 2018 Ivàlua provided advice on the project in order to help improve its design during the pilot phase that was underway. This advice included a review of the project documentation, several joint work sessions between the EAPC and Ivàlua, and attendance at the project participation sessions. The resulting report is a first step in the evaluation of the project, and includes a proposal for the theory of the change, as well as the identification of evaluation questions that are relevant to the EAPC team. The project will continue in 2019.

Assessment for the Barcelona Education Consortium as part of the Exit (Success) Courses - Èxit Estiu, Èxit Curs, Èxit Enginy and Èxit Anglès Programmes

Area: Education

Period: 2017-2019

Requesting Organisation: **Barcelona Education Consortium**

Evaluation Team: **Federico Todeschini and Anna Segura**

This action involved learning support programmes that extend beyond school hours (during the course in extra-curricular hours, with the exception of the Summer Success course, which takes place at the end of the school year).

The aims of the programmes are different. In the case of the Success Course and Summer Success, the goal is to improve academic results and help pupils avoid having to repeat their original course year. In the case of the English Success course, the objective is to promote work plans in schools that help improve oral skills in English, by raising the teachers' awareness of the importance of using methods that promote oral interaction in English among students, and that foster effective language use in real interaction situations.

The Ability Success course aims to reduce the risk of early abandonment of the educational system by the most vulnerable students.

In 2018 a report was presented with an analysis of the characteristics of the participants in each of the programmes indicated.

Assessment of the General Directorate for Development Cooperation to define the Role of Evaluation in Catalan Cooperation in the 2019-2023 New Master Plan

Area: Public Administration Bodies

Period: 2018

Requesting Organisation: **Directorate General for Development Cooperation**

Evaluation Team: **Anna Segura and Laura Kirchner**

An important part of the debate on Official Assistance for Development (ODA) focuses on how to improve its efficiency and quality. In this regard there is a broad consensus on the need to gather and incorporate past learning experiences in order to reach an effective, efficient and sustainable model of cooperation.

The aim of this assessment is to ensure that evaluation systems and activities that are implemented within the framework of the new 2019-2023 Master Plan contribute to the systematic provision of evidence, lessons and experiences that may be incorporated into the decision-making processes of the Directorate General for Development Cooperation (DGCD) and the Catalan Agency for Development Co-operation (ACCD), in order to advance towards the desired Catalan cooperation model.

The main lessons that arise from this advice are: In the Master Plan, the tracking and accountability component of the evaluation component aimed at generating learning needs to be separated in order to guide the current Master Plan and inform the following.

When evaluations of cross-sector instruments are promoted, organizations that are responsible for them should be encouraged to become involved in the assessment from the start.

It is important to ensure that the conclusions and recommendations that may arise from the assessments are included in the decision-making process of the subsidized entities that commission them. The ACCD and the DGCD must be provided with more evaluation know-how, especially with respect to the definition of evaluation questions.

Assessment at the Catalan Youth Observatory for the Incorporation of Evaluation into the Project Territory Framework

Area: **Social Affairs and Inequality**

Type of Evaluation: **Implementation and Assessability**

Period: **2018**

Requesting Organisation: **Catalan Youth Observatory**

Evaluation Team: **Marçal Farré and Núria Comas**

The Territory Project is one of the three projects in which the National Plan of Youth of Catalonia 2020 is being deployed, and it deals with the promotion and coordination of local organisation self-governance policies, mainly through support actions that the General Directorate of Youth with the Catalan Youth Agency (DGJ-ACJ) provides to municipalities.

In 2017, the Catalan Youth Observatory (OCJ) promoted a survey that was aimed at municipalities and local authorities in which different data was gathered on local youth policies. Based on this data, the OCJ prepared a publication that addressed numerous issues regarding the Territory Project and the actions of municipalities in youth policies. Ivàlua, drafted the final chapter of this publication, which outlines the main indicators that are linked to the deployment of youth policies in accordance with the aims of the Territory Project, while including several recommendations on how to improve the evaluation of the project and how to incorporate evaluation into youth policies.

With respect to the current project, in addition to data from 2017, the data from the previous project in 2009 has also been used. This has allowed us to analyze the development of several indicators, such as the scope of the supports offered by the (DGJ-ACJ), which despite remaining stable in several types of support, has been reduced, or the percentage of municipalities that carry out actions in the numerous areas of youth policies. Furthermore, the chapter includes a proposal for the categorization of municipalities in accordance with the youth policies that they implement, and the degree of alignment they show with the principles of the National Youth Plan.

Assessment at the Department of Education in the Design of a System of Indicators and with Respect to the Assessability of the STEMcat Plan

Area: **Education**

Type of Evaluation: **Assessment**

Period: **2017-2018**

Requesting Organisation: **Department of Education**

Evaluation Team: **Laura Kirchner and Federico Todeschini**

The Plan for the Promotion of Scientific, Technological, Engineering and Mathematics in Studies in Catalonia (STEMcat) is an initiative that seeks to address the current situation of imbalances between professional demands in sectors related to science and technology and the lack of skilled workers available in these fields, which are essential to current technological and economic development and in the immediate future of both Catalonia and Europe.

The assessment made consisted in:

- Defining indicators of special interest that allow a follow-up procedure to be made and the evaluation of activities, actions plans, core strategies and the goals of the plan in both an individual and general manner.
- Assessing the interdepartmental STEMcat work group with respect to the evaluation of two specific actions in the plan (teaching staff training programme and the STEAM educational innovation programme).

A series of recommendations for the future arose from the tasks undertaken:

- El sistema d'indicadors desenvolupat haurà de ser pilotat en algunes accions i objectius específics, per poder ajustar i desplegar la seva implementació al conjunt d'accions i línies d'acció del Pla STEMcat.
- Seguir avançant en la definició d'indicadors per poder avaluar la implementació d'aquestes accions i l'assoliment dels seus objectius específics.

Assessment at the ÈXIT Foundation

Area: **Education | Employment and Entrepreneurship**

Type of Evaluation: **Assessment**

Period: **2018**

Requesting Organisation: **Èxit Foundation**

Evaluation Team: **Laura Kirchner and Federico Todeschini**

Ivàlua has evaluated the assessability of the main projects of the Èxit (Success) Foundation: Coach, eDUO and job.

The results of the assessment were used to work and present a more detailed analysis for a potential impact evaluation of the eDUO project.

The aims of the assessment were as follows:

- To determine the assessability level of the projects and to assess Èxit Foundation staff in those areas of improvement so that the projects are assessable.
- To design various project evaluations for the eDUO project.

The recommendations made to ensure that projects are more accessible were:

- To improve the attainment of data on the characteristics and outcomes of the centres and the participating students in a systematic manner.
- To increase the number of participating centres.
- To design a mechanism to construct a valid contrast group.

2.2. Training and Training Resources

Training, and the generation of training resources, is an important component in Ivàlua's strategy, as if the culture of evaluation and evidence continues to grow in Spain, more people need to be informed and trained in these areas.

To this end Ivàlua possesses four initiatives that are aimed at improving knowledge about evaluation and assessability for both evaluators and decision-makers in our sector.

Ivàlua applies action strategies pertinent to training and the creation of training resources:



In-house training courses



Personalised training courses



Cooperation activities in training courses of other bodies



Training resources

2.2.1. In-house Training

In order to promote the systematic practice of evaluating public policies and social programmes in Catalonia, Ivàlua offers a series of training courses every year with open registration. Instruments and research techniques applied to evaluation are presented in the course.

These courses are aimed at people with managerial responsibilities and to technical personnel from the public administration bodies and the third sector that have an interest in both discovering and promoting the practice of evaluation in their organizations. Other potential students include research personnel from universities and private consultancy professionals seeking to improve their understanding in the sector.

In 2018, Ivàlua offered 3 of its own open courses, in which 66 people were trained in different areas involving the evaluation of public policies.

Most participants came from regional, county, local, and supra-municipal public administration bodies, although people linked to the academic sector and non-profit entities also participated. The characteristics of the three courses offered during 2018 are detailed below:

- Training in quantitative methods – for the evaluation of public policies.
- Training in qualitative methods applied for the evaluation of public policies.
- An introduction to the evaluation of public policies.

Training in Quantitative Methods for Public Policy Evaluation

Type: **Introductory**

Teaching Staff: **Joan Josep Vallbé (Associate Lecturer of the University of Barcelona)**

Teaching Hours: **24**

Trained Employees: **18**

This is an introduction course to the main methods and techniques of quantitative analysis that are applied to public policy evaluation.

Practical examples of the application of statistical techniques for the evaluation of specific public policies are used to present the foundations and the basic concepts of descriptive statistics and inferential statistics.

Introductory Training in Public Policy Evaluation

Type: **Introductory**

Teaching Staff: **Marc Balaguer, Núria Comas, Marçal Farré, Ramon Sabes-Figuera, Jordi Sanz and Federico Todeschini**

Teaching Hours: **16**

Trained Employees: **24**

The aim of the course is to familiarise students with the main methods and techniques used in public policy evaluation, while acquiring a conceptual and practical framework on public policy evaluation themes, and the importance and use of evaluation as a planning tool, together with the overall evaluation of the processes and results, and the improvement of the processes involved in public decision-making.

Formació en mètodes qualitius aplicats a avaluació de polítiques públiques

Type: **Introductory**

Teaching Staff: **Lupicinio Íñiguez-Rueda (Professor - Autonomous University of Barcelona)**

Teaching Hours: **20**

Trained Employees: **24**

The aim of the course is to familiarise students with the main methods and quantitative analysis techniques that are applied in public policy evaluation. Students learn the potential and the limits of each method and will become skilled in assessing the quality of the qualitative evaluations presented.

2.2.2. Personalised Training

Apart from its open-offer training courses, Ivàlua also provides training activities in response to the specific demands of those public administration bodies that seek to broaden the know-how their technical and management staff with respect to public policy evaluation.

In this case, course contents (be they introductory or advanced courses) are adapted to the needs and preferences of the applicant organisation, and may focus on a specific area, such as education or health, or be broader or more generalised. In terms of the profile and the selection of those participating, the applicant body also defines this criteria, taking its own needs into account.

Introductory Course to Public Policy Evaluation

Requesting Organisation: **Catalan Public Administration College**

Type of Training: **Introductory**

Teaching Staff: **Marc Balaguer, Núria Comas, Marçal Farré, Ramon Sabes-Figuera, Anna Segura and Federico Todeschini**

Teaching Hours: **12**

Trained Employees: **17**

L'objectiu del curs és familiaritzar als alumnes amb els principals mètodes i tècniques d'avaluació de polítiques públiques, adquirint un marc conceptual i pràctic sobre la temàtica de l'avaluació de les polítiques públiques, la seva importància i utilitat com a eina de planificació, valoració global dels processos i resultats i de millora dels processos de decisió pública.

Evaluation Course for Local Plans for International Action

Requesting Organisation: **Barcelona Regional Government**

Type of Training: **Introductory**

Teaching Staff: **Marçal Farré, Laura Kirchner, Jordi Sanz and Anna Segura**

Teaching Hours: **16.5**

Trained Employees: **17**

L'objectiu del curs és consolidar els conceptes bàsics de l'avaluació de polítiques públiques i traslladar aquest coneixement a l'àmbit dels plans locals d'internacionalització i desenvolupar i millorar les habilitats dels referents dels ens locals per tal de dissenyar els plans i les activitats dels mateixos de manera que siguin més fàcilment avaluable.

Introductory Training in Economic Evaluation

An Introductory Course in Economic Evaluation

Requesting Organisation: **Department of the Vice-presidency and Economy and Finance**

Type of Training: **Advanced**

Teaching Staff: **Josep Maria Raya** (Pompeu Fabra University), **Jordi Baños** (Department of the Vice-presidency and Economy and Finance) and **Ramon Sabes-Figuera**.

Teaching Hours: **35**

Trained Employees: **30**

L'objectiu del curs és donar a conèixer al personal de la Generalitat de Catalunya els conceptes bàsics i les principals metodologies de l'avaluació econòmica i també facilitar la realització dels Informes d'Impacte Econòmic i Social (IIES), document necessari per tots aquells projectes amb un impacte econòmic superior als 10 milions d'euros.

2.2.3. Participation in External Training Programmes

Finally, Ivàlua also participates in training activities organized by other institutions by offering sessions on evaluation or on public policy evaluation.

These types of cooperative initiatives are designed to improve awareness about both the organization itself, as well as the activities and the evaluations carried out among members of the public interested in this field and who may have a relevant future role in Catalan public administration bodies.

With respect to this last educational module, Ivàlua taught 238 people during 2018 in sessions for master's degrees, postgraduate degrees and specific evaluation courses. In more detailed terms we worked with the following 5 educational programmes during 2018:

- Inter-university Master's Degree in Public Management (UAB, UB and UPF).
- Master's Degree in Public Administration (EAPC).
- Postgraduate Degree in Public Administration and Management (EAPC).
- The Design and Use of Objectives and Indicators in Public Administration (EAPC).
- Public Contract Procedure Course (EAPC).
- Official Master's Degree in Political Science (UAB).
- Postgraduate Degree in Gender Equality Policies in Public Management (EAPC, ICD, UB).
- The Economic Evaluation of Health and Social Services and Programmes (San Joan de Déu Hospital).
- Masters in Policy Analysis and Institutional Assessment (UB).

Inter-university Masters in Public Management

Course Framework: **The Management and Analysis of Public Policies**

Teaching Staff: **Marc Balaguer, Núria Comas, Marçal Farré, Ramon Sabes-Figuera and Federico Todeschini**

Number of Students: **25**

Organising Bodies: **Autonomous University of Barcelona, University of Barcelona and Pompeu Fabra University**

Sessions: **4 sessions of 2.5 hours**

- **Session 1:** The Institutionalisation of Evaluation: Reflections from the Experience of Ivàlua
- **Session 2:** "Needs evaluation and Implementation evaluation"
- **Session 3:** Impact Evaluation: Concepts and Basic Applications
- **Session 4:** Key Concepts in the Economic Evaluation of Public Policies

Masters in Public Administration

Course Framework: **Evaluation as a Tool for Management with Results**

Teaching Staff: **Marc Balaguer, Marçal Farré, Ramon Sabes-Figuera, Jordi Sanz and Federico Todeschini**

Number of Students: **30**

Organising Bodies: **Catalan Public Administration College**

Sessions: **4 sessions of 4 hours**

- **Session 1:** An Introduction to Evaluation: Concepts and Applications
- **Session 2:** Taking Political Decisions based on Evidence
- **Session 3:** Evaluating the Impact of a Public Policy and Economic Evaluation
- **Session 4:** The Institutionalisation of Evaluation

Postgraduate Course in Public Administration and Management

Course Framework: **The Design, Implementation and evaluation of Public Policies**

Teaching Staff: **Marc Balaguer, Jaume Blasco and Eladi Torres**

Number of Students: **23**

Organising Bodies: **Catalan Public Administration College**

Sessions: **2 sessions of 4 hours**

- **Session 1:** QUALITY AND EVALUATION: theory.
- **Session 2:** QUALITY AND EVALUATION: practice.

The Design and Use of Objectives and Indicators in Public Administration

Sessions: **The Use of Indicators to evaluate Public Policies. 1.5 hours**

Teaching Staff: **Marçal Farré**

Number of Students: **20**

Organising Bodies: **Catalan Public Administration College**

Public Contract Procedure Course

Sessions: **Evaluation of Public Policies. 5 hours**

Teaching Staff: **Laura Kirchner and Federico Todeschini**

Number of Students: **20**

Organising Bodies: **Catalan Public Administration College**

Master's Degree in Political Science

Sessions: **The Limits to Regression Analysis in the Social Sciences. 4 hours**

Teaching Staff: **Federico Todeschini**

Number of Students: **30**

Organising Bodies: **UAB**

Masters in Policy Analysis and Institutional Assessment

Sessions: **Introduction to the Evaluation of Public Policies. 6 hours**

Teaching Staff: **Marc Balaguer and Jordi Sanz**

Number of Students: **35**

Organising Bodies: **Autonomous University of Barcelona**

Postgraduate Course in Gender Equality Policies in Public Management

Sessions: **Evaluation of Public Policies. 2 hours**

Teaching Staff: **Núria Comas**

Number of Students: **35**

Organising Bodies: **Catalan Public Administration College, The Catalan Women's Institute, University of Barcelona and the Inter-university Institute for the Study of Women and Gender.**

Economic Evaluation and Health Policies

Sessions: **The Cost and Burden of Illness. 2.5 hours**

Teaching Staff: **Ramon Sabes-Figuera**

Number of Students: **20**

Organising Bodies: **Sant Joan de Déu Health Centre, with the cooperation of PSICOST, London School of Economics and Political Science and the Loyola Andalucía Public University of Catalonia**

2.2.4. Training Resources

As an addition to its training activities, Ivàlua possesses a collection of practical guides that present the key concepts involved in the evaluation of public policies and social programmes in a clear and simple manner. The aim of these guides is to make introductory resources on evaluation and assessability available to everyone, so that all those interested can familiarize themselves with the main concepts and practical applications involved in each type of evaluation in an independent manner. Our aim here is to contribute to creating a mass of people who are aware of evaluation, and who also become informed, critical consumers of the evidence available in their fields of action. This will enable them to assess the quality of evaluation, understand the limitations involved and make use of it, resulting in an improvement of public policies. At present work is being undertaken on the practical guide on the role of systematic reviews in the design and development of public policies, which is expected to be published in 2019.

The entire collection of the practical guides is available in digital format and may be downloaded free of charge from the [Resources for Evaluation Website](#).

Practical Guide 16

The Role of Systematic Reviews in the Design and Creation of Public Policies

In recent years there has been a highly rapid growth in terms of applied research in the field of public policies. This process has resulted in an important body of scientific knowledge that helps us improve our responses to key questions when tackling an issue, such as what its root causes are, what interventions worked to solve it and what the mechanisms applied were. In this vein, the guide presents systematic reviews of evidence as a useful tool with which to manage and organise all the information and know-how available and place it at the service of designing better evidence-based policies and programmes.

Author: Jordi Sanz

2.3. The Dissemination of Evidence

In order to promote decisions on public policies being made considering pertinent evidence, the mere production of this evidence from intervention evaluations is insufficient. The evidence produced must also be known. Ivàlua therefore performs a series of actions to disseminate the results of its own evaluations and to bring together the evidence available in several subject areas.

2.3.1. The “10 Years of Ivàlua” Conference

Ivàlua celebrated its 10-year anniversary by taking stock of the work completed and by studying the impact of its reports on the decision-making processes of public managers. It also organized a conference on how to make evaluations that improve decision-making and published the informative booklet on the culture of assessment and balance, “Ivàlua. 10 years evaluating Public Policies”:



The Balance of 10 years of Work

During this time, Ivàlua has evaluated over 50 policies, and has carried out a similar number of assessments in important sectors of intervention, such as policies on employment,

education and the social services. It also launched 120 training initiatives in which almost 2,000 people have taken part, and which have improved their skills in the evaluation of policies and have provided a series of tools, so that

people and the organizations where they work may improve their decision-making processes.

The public policies evaluated represent an approximate impact of 2,400 million euros and they affect some 1.4 million users.

Ivàlua has established itself as the first and only body of reference in the evaluation Sector in Catalonia and in Spain. The report on the use of Ivàlua's evaluations was presented at this conference.

Finally, the mention must be made of the dissemination of evidence that has arisen from quality evaluations (both our own and those of others), in order to encourage its use in the political and social debate, in public decision-making processes, and as a tool for ensuring accountability, transparency and democracy. To this end we have implemented initiatives such as that of "What Works in Education?", our fifteen guides on evaluation that have today become a benchmark in the teaching of subjects and contents related to evaluation in almost all the universities in Catalonia, not to mention the "Evaluate to Improve" Conference, on how to ensure that evaluations improve decision-making and which celebrates the 10-year anniversary of the institution.

It is founded to respond to the need to incorporate evaluation into the dynamics of public administration.

Ivàlua is created with public service in mind
2008

The launch of the ivalua.cat website
2009

The first website on the evaluation of Catalonia is created, offering information and resources (the start of the Practical Guides Collection) on the evaluation culture.

The first conclusions of the assessments are shown, with our recommendations; our own way of providing guidance on how to improve public policies.

2010
The presentation of the first evaluation results

Ivàlua opens to the third sector
2011

Ivàlua broadens the field, acting as an engine of evaluation between third social sector entities (the Evaluation Conference for the Third Social Sector), recognizing the importance of their work public service providers.

Ivaila initiates its participation in national and international scientific and research forums so as to share evaluation experiences and results (APPAM, COMPIE, Innovation Growth Lab, etc.) up to the present.

2012
Ivàlua connects the public and academic sectors

Ivàlua looks to the world
2013

Ivàlua connects with international organizations and assessment experts to enrich experiences from around the world and begins networking (Cycle of Thematic Conferences on Evaluation).

Ivàlua considers where the evaluation should be oriented by inviting experts from different sectors (Dialogues on Evaluation).

2014
Ivàlua reflects on the future of evaluation

We create thematic projects, such as 'What works in Education?'
2015

Ivàlua endorses facilitating evaluation and evidence to decision makers and public managers in an accessible and thematically specialised format (the launch of the What works in Education? Project, with the Jaume Bofill Foundation, specific seminars, sector training, etc.)

Ivàlua begins stable relationships with the media to disseminate the evaluation culture (Social.cat, EAPC blog etc.) and collaborations with publications of other organizations (note of economics, EPuM of the EAPC etc.).

2016
Ivàlua endorses the importance of evidence

It promotes the institutionalisation of evaluation
2017

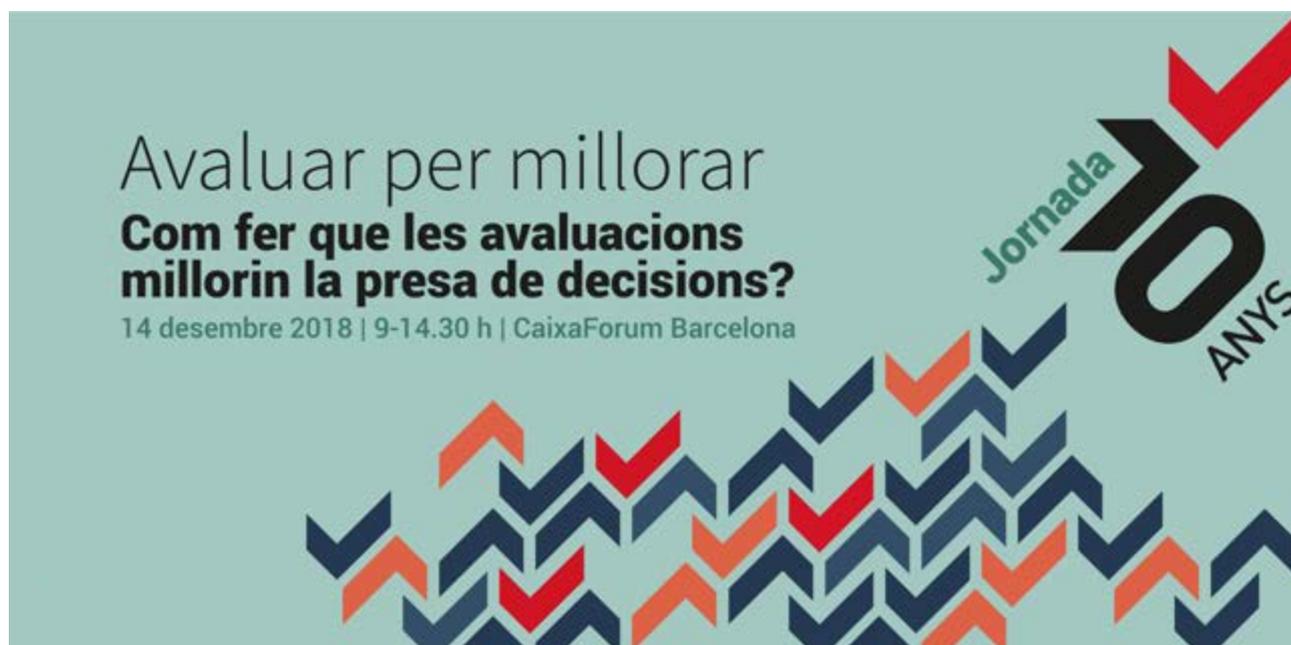
In addition to approaching other Catalan thematic evaluation agencies (AQuAS and AQU), Ivàlua exercises more influence to promote the inclusion of mechanisms to improve evaluation in administration bodies and provides evaluation to organisations (Policy Briefs, Resource Evaluation Protocol).

In order to support the evaluation community, beyond its internal actions, Ivàlua advises administrations and entities and acts as a transmission channel, promoting experts in the evaluation sector.

2018
Ivàlua activates the evaluation community

14 December 2018

The Conference, 10 Years of Ivàlua | Evaluate to Improve, 2018.
How to ensure that evaluation improves decision making.



The conference, which was held in the CaixaForum Auditorium, was attended by members from the evaluation sector. The institutional opening was performed by the Vice-President and Minister of Economy and Finance of the Generalitat, Pere Aragonès, and the President of the Ivàlua Board of Directors, Frederic Udina, who explained the great achievements and the future challenges facing the institution. Geoff Mulgan, the Director of Nesta, one of the most relevant entities worldwide in the public policy evaluation sector, focused his speech on how to improve decision-making through evaluation, which was the main theme of the conference.

The Director of Ivàlua, Marc Balaguer, and the analyst, Núria Comas, spoke about the report “The Use of Ivàlua Evaluations” - an analysis of how evaluation supports public policies. With respect to how to ensure that results are incorporated into decision-making, Anna Tarrach, the Budget Director of the Generalitat, focused on the challenges administrative bodies have when incorporating assessment into their daily work, while Guillem López-Casasnovas, Professor of Economics at the UPF and the Director of the Centre for Research in Economics and Health, spoke about the place of evaluation agencies and their importance.

The conference also included two seminars: the first on initiatives for the promotion of an evaluation community, with input from the Scientific Director of J-Pal Europe, Marc Gurgand, the Head of the Public Policy Economic Evaluation Area of the Generalitat, Jordi Baños; and the Deputy Director General for Research and Training in Senior Management of the EAPC, Eulàlia Pla. The second speaker focused on how organizations or units should prepare for evaluation and included the participation of the Director of Planning and Innovation of Barcelona City Council, Lluís Torrens; the Analyst of the Planning and Evaluation Service of Barcelona’s Regional Government, Andreu Orte and Ivàlua’s own analyst, Marçal Farré.

As a testimonial of the day, brief videos summarising the events and each of the talks, discussions and seminars organized were made. The presentations of the talks can also be consulted.

2.3.2. Evidence Reviews

In 2018 Ivàlua worked on two **systematic evidence reviews**. This type of review attempts to gather all the empirical evidence that matches with previously-specified eligibility criteria, in order to respond to a specific evaluation issue related to the problem to be resolved. The methodology used to select and analyse the relevant studies and articles in this type of review is explicit and systematic in nature, in order to provide reliable evidence that is useful to administrative organisations and in order to facilitate informed decision-making.

A Review of the Literature on what works in Housing Subsidies for Vulnerable Groups

Area: **Housing**

Type of Evaluation: **Systematic Review of the Literature**

Period: **2018**

Requesting Organisation: **Barcelona City Council**

Evaluation team: **Laura Kirchner, Federico Todeschini, Inés Reineke (intern), Ysabel Esquerra (intern)**

This review was undertaken at the request of Barcelona City Council, and it aimed to analyse what works with regard to housing aids for vulnerable people. The relevant published evidence was identified and analysed with respect to the impact of different housing aid policies on strategic objectives, such as residential exclusion and broader social exclusion objectives (poverty, employment, education and health). Those housing policies analysed included: renting, social housing and rehabilitation and energy efficiency programmes.

The main aim of this review was to provide evidence and detailed information about the following aspects:

- The effectiveness of housing policies and programmes to reduce residential exclusion.
- The effectiveness of different policies and programmes on social inclusion indicators.
- The subsidy modes work better from a perspective of implementation.

The results of this review helps to create an understanding on the effectiveness of public policies for better-informed decision-making.

- The bulk of the evidence is concentrated in American programmes, especially with respect to economic subsidies for rent.
- The evidence on the effectiveness of rental subsidies to improve access to accessible housing is mixed.
- The impacts of rental subsidy subsidies on different aspects of social inclusion.

The main recommendations are:

- It must kept in mind that the conditions and parameters of a programme may influence the effectiveness of the programme itself. A good approach with respect to the eligibility conditions of potential beneficiaries is essential in ensuring aid reaching the population that most needs it, thus guaranteeing the effectiveness of policies and a good use of resources.
- Given that rental subsidies are instruments that stimulate demand, the situation of the housing market in Barcelona must be understood before promoting a policy of this type and it must be seen if it possible to increase housing offers without this resulting in price increases.
- The evidence available is mainly centred on American rental subsidy programmes. Caution is therefore advisable when transferring the results to the context of Barcelona.
- The non-intentional effects of certain programme design aspects must be taken into account. With regard to which eligibility requirements could discourage families to improve their socio-economic situations.

The Effects of Intelligent Tutorial Systems on Learning: A Systematic Review (eLearn Center, UOC)

Area: Education

Type of Evaluation: Evidence Review

Period: 2017 and 2018

Requesting Organisation: eLearn Center and The Open University of Catalonia

Evaluation Team: Marçal Farré and Miquel Àngel Alegre

Over the last few decades, the use of information and communication technology has expanded in the education sector. Among those applications available, are those known as Smart Tutors, which are computer-aided learning environments that use computational models designed to offer adaptive behaviour, which adjusts and responds to students, their learning characteristics, pace and needs.

The review of evidence performed seeks to discover the effects of Smart Tutors on the learning of post-compulsory and higher education students. A total of 444 documents were identified, 29 of which were included,

and which correspond to 36 studies. Among these are 4 systematic reviews and 32 primary studies. The results of the review show that the volume of accumulated evidence on the effects of Smart Tutors is extensive, and that they increase the student learning capacity beyond the level of conventional methods, with the exception of individualized human tutoring.

Despite their advantage over other modes of instruction, it cannot be said that replacing traditional instruction methods with Smart Tutors would be desirable, as the evidence does not ensure that positive results are generalizable in new contexts or situations. However, we do know that there are situations in all areas of knowledge in which Smart Tutors can compete, complement or successfully replace other modes of instruction.

2.3.3. The 'What Works in Education' Project?

In 2015 Ivàlua and the Jaume Bofill Foundation launched the **What functions in Education?** Project, with the aim of aiding the promotion of the use of evidence in the launching of policies, programmes and innovative projects in the educational sector



During 2018, the collection **What functions in Education: Evidence for educational improvement** has been expanded with the publication of four new evidence reviews on programmes and educational policies:

Number 10:

Do Behavioural Programmes improve the Attitudes and Results of Pupils?

Author: Miquel Àngel Alegre



10
maig de 2018

Els programes conductuals milloren les actituds i els resultats de l'alumnat?

Disruptive behaviour, indiscipline or even aggressiveness distort the optimal functioning of classes and compromise the learning conditions of all students present. It has also become apparent that these attitude problems damage the educational progress of those students involved when maintained over time. Responses regarding this problem from educational centres have been diverse, from the establishment of systems of penalisations and expulsions to preventive approaches or activities involving emotional management. What do we know about the effectiveness of these interventions? Which work better? Under what conditions? And what can we do to move towards more effective behavioural programmes in Spain?

Number 11:

Do Programmes for Promoting Parental Involvement in Education Improve Performance at School?

Author: Jaume Blasco



11
octubre de 2018

Els programes per fomentar la implicació parental en l'educació serveixen per millorar el rendiment escolar?

The idea that the involvement of parents in the education of children has a positive influence on academic performance is so intuitive and attractive that educational administrations, teachers and families have recognized it as a critical component for educational success. However, what evidence exists that this idea is actually true? And, if the concept is valid, what kinds of parental practices, at home or at school, influence which kinds of performance? What kinds of programmes work in order to alleviate situations in which the levels or the quality of parental involvement is not adequate? What can we recommend to families, schools and educational administrations so that parental involvement contributes positively to the educational success of children?

Number 12:

What Impact do Guidance and Assessment Programmes have on Pupils?

Authors: Sandra Escapa and Albert Julià



12
octubre de 2018

Quin impacte tenen els programes d'orientació i assessorament en els alumnes?

During their educational careers students are constantly prepared to overcome the numerous challenges that they come to face.

They often need some kind of support, guidance or assessment in order to deal with educational

challenges and the decisions they have to take about their future in better conditions. In this evidence review, we asked to what extent the guidance and assessment programmes become instruments that improve the situation of the pupils, in which areas they have impact (on educational performance, personal or emotional situations, peer group relationship, self-confidence, etc.), and what their characteristics should be in order for them to be as effective as possible.

Number 13:

Inspection in Education: which models work best?

Author: Álvaro Choi



13
gener de 2019

La inspecció de l'educació: quins models funcionen millor?

Most educational systems in developed countries possess an inspection service and, although they are not homogeneous models, they all seek to improve the quality of education. The question is: do they really achieve this? In this review, we approached quality in education quality by looking at student performance, and we collected the evidence that relates inspection activities with the academic results. In

the following pages not only will we answer this question, we will also respond to other questions, such as: must inspection activities must have a consultative role or should they have other implications? Is it better to publish evaluation reports or not? What type of feedback is more effective? Should inspection activities be improved?

Public Acts for the Presentation of Evidence Reviews on Educational Programmes and Policies

Three of these four evidence reviews were presented publicly during 2018, in events organized by the Jaume Bofill Foundation in which Ivàlua participated:

22 May 2018

Zero in Behaviour: what works best to improve Attitudes and Learning Environments in Schools?

2 October 2018

How was School Today? What works in Family accompaniment in School Learning

24 October 2018

Guidance and Assessment The Educational Arena: How to improve Successful Pupil Careers

JORNADA: El com, el què i el per a què de l'avaluació de l'alumnat: evidències i propostes



14 May 2018

The conference Student Assessment Approaches and Mechanisms for the 21st Century: What Works, for What and to Whom

On 14 May, the conference Student Assessment Approaches and Mechanisms for the 21st Century: What Works, for What and to Whom took place at the CaixaForum in Barcelona. In a context in which qualifying and final forms of student evaluation coexist in educational systems with others which, by contrast, have a formative approach, the conference sought to act as a space for reflection on the manner in which the various types of evaluation (formative or summative, diagnostic or final, standardised or adapted, internal or external, normative or self-referenced, qualifying or facilitative, etc.) can complement each other. More specifically, we wanted to answer questions like the following:

- How to align the numerous evaluation instruments with the aim of improving learning?

- And with the objective of accountability? What evaluations work better in order to evaluate and stimulate different types of skills (cognitive, socio-emotional and meta-cognitive)?
- Can standardised evaluation inform training evaluation, and vice versa?

Janet Looney, Director of the European Institute of Education and Social Policy, offered the framework presentation of the event, and Sheila González Motos, a lecturer at the Autonomous University of Barcelona, presented the evidence review entitled "Is Evaluation a Mechanism for Improving School Performance? (What works in Education, 9).

The conference also included areas for debate in which those responsible for educational policy and people linked to teaching and research in education took part.

2.3.4. The Publication and Presentation of the Evaluation Results

Ivàlua has presented its evaluations at public events and in scientific debate forums, such as congresses and workshops that disseminate the results obtained and which help to provide an overview of Ivàlua's actions:

11 and 16 April 2018

3rd Congress on Economy and Business in Catalonia

Public presentations: Guaranteed Income Policies, a Study of the Skills of People in Public Management Positions in Catalonia | A Systematic Review of Intelligent Tutoring Systems with Respect to Learning.

The congress, organized by the College of Economists of Catalonia, focused on efficient and equitable models. Federico Todeschini and Ramón Sabes-Figuera, Ivàlua analysts, presented the conference topic entitled “Guaranteed Income Policies: the Situation in Catalonia and Evaluation Strategies”. Analyst Marçal Farré presented two talks: “Management Skills in Catalan Public Administration Bodies” in which he presented the study on the skills of those in public management positions in Catalonia, which was commissioned by the EAPC, and “The Effects of Intelligent Tutoring Systems on Learning”, which was a systematic review arising from a commission from the UOC.

18 June 2018

Ivàlua – The European Society and Education Foundation– the Areces Foundation

Public presentation: Monographic reports with the impact evaluation of the programme on the Èxit Estiu (Summer Success) programme.

This reports was presented at the headquarters of the European Society and Education Foundation in Madrid, and was produced together with the Areces Foundation as part of the Monographic Collection on Education.

The impact evaluation of the Èxit Estiu, a supplementary school study and accompaniment programme implemented in Barcelona, undertaken by Ivàlua during 2017 was outlined by the analysts Miquel Àngel Alegre, Federico Todeschini and Anna Segura.

29 June 2018

1st Technical Meeting on the Implementation of the B-Mincome

Public presentation: The Participation of Ivàlua to the Guaranteed Income Project at Barcelona B-Mincome

The analyst Federico Todeschini took part in the conference on behalf of project partnership members with the talk “The Annual B-MINCOME Surveys”, which dealt with the methodology applied in Project evaluation.

25-27 September 2018

GIGAPP 2018 – 9th International Congress on Government, Administration and Public Policies

Public Presentation: Systematic Review of Literature on Housing Subsidies for Vulnerable Groups

Al GIGAPP 2018, IX Congreso Internacional en Gobierno, Administración y Políticas Públicas celebrat a Madrid, l'analista d'Ivàlua Laura Kichner va presentar un resum de la Revisió Sistemàtica de Literatura sobre Ajuts a l'Habitatge per a Col·lectius de Persones Vulnerables en el grup de treball El acceso a una vivienda: especial referencia a las políticas fiscales.

26-28 September 2018

The COMPIE Congress: Counterfactual Methods for Policy Impact Evaluation

Public presentation: An Evaluation of the Èxit Programme

Ivàlua analyst Anna Segura presented the results of the impact assessment carried out in collaboration with the Barcelona Education Consortium on the Èxit supplementary school study programme at the COMPIE, Counterfactual Methods for Policy Impact Evaluation Congress in Berlin. Her presentation looked into the effects of educational accompaniment on results and the possibility of promoting or grading participating students.

8-9 November 2018

2nd Conference on Energy Poverty

Public Presentation: Evaluating Needs on Energy Poverty in Catalonia

Ivàlua analyst Federico Todeschini presented the main results from the evaluation of needs at this conference held in Barcelona. The theme concerned energy poverty and how it is spread throughout the region.

8 - 10 November 2018

The APPAM Conference. Evidence for Action: Encouraging Innovation and Improvement

Public Presentation: The Evaluation of the Preliminary Results of the “Activa’t per la Salut Mental” Programme

Ivàlua analyst Jordi Sanz presented the evaluation methodology and the preliminary results of the “Activa’t per la Salut Mental Catalunya” (Activate yourself for Mental Health) programme at the APPAM conference in Washington (USA).

22 November 2018

The ‘Activa’t per la Salut Mental’ Programme: Beyond the Pilot Stage

Public Presentation: The Evaluation and Preliminary Results of the ‘Activa’t per la Salut Mental Health Programme

At the congress, which was organized by the Mental Health Federation of Catalonia, Jordi Sanz, an Ivàlua analyst, explained the results of the evaluation regarding the impact of the programme, which seeks to ensure that people with mental health problems, and their families can become more active in their own processes of recovery and in the improvement of their quality of life, through participation in a structured circuit that allows them access to information, training, empowerment and social support among their peers.

Other preliminary evaluations, or final evaluations published in 2018 on the **Ivalua.cat** corporate web page and that have been sent internally to those organisations involved were:

9 January 2018

Publication: An Evaluation of the Barcelona City Council Extraordinary Funds for Emergency Social Aid

5 March 2018

Publication: Initial Characterisation Report on the Participants of the Barcelona City Council ‘Primer la Llar’ (Housing First) Programme, as part of the Evaluation of this Programme

3 May 2018

Publication: The Qualitative Evaluation of the Design of the Implementation of the First Months of the Barcelona Neighbourhoods Plan Programme

4 May 2018

Publication: The Evaluation of the Implementation of the Baobab Programme

4 July 2018

Publication: Census Report on the Barcelona Inclusion Housing Network.

2.3.5. Institutional Relations

In 2018 Ivàlua has signed two cooperation agreements in order to create resources with respect to evaluation:

5 September 2018

The Renewal of the Cooperation Agreement between Ivàlua and the Catalan Public Administration College (EAPC) to expand the Presence of Evaluation in the Training of Generalitat Employees

The renewal of the cooperation agreement between Ivàlua and the Catalan Public Administration College (EAPC) aims to continue advancing in the promotion of evaluation culture in public administration bodies

and improve the evaluation skills of Generalitat employees. The contribution of Ivàlua allows the EAPC to improve the presence of assessment in internal training, extending its scope across the board to all departments and at all the professional administration levels of the Generalitat, as well as facilitating participation in the Master's Degree in Public Management. Ivàlua also assessed the EAPC in improving the presence of the evaluation and its link with research activities, as well as in the drawing up of a study on the skills of people in public management positions in Catalonia.

25 October 2018

The Signing of a Cooperation Agreement between Ivàlua and the UPF to promote the First Repository of Public Policy and Third Sector Evaluations

The cooperation agreement signed between the President of the Board of Directors of Ivàlua, Frederic Udina, and the Rector of Pompeu Fabra University (UPF), Jaume Casals, on 25 October 2018, established the creation and implementation of a repository for public policy and third social sector evaluations undertaken in the regional area of Catalonia. The creation of this database will allow the systematic collection and public dissemination of those public policy assessments in Catalonia according to themes, sectors and types of evaluations from the end of 2019.

2.3.6. Evaluation Promotion Events

Throughout 2018, Ivàlua analysts took part in numerous public debate and scientific forums in which the results of evaluations completed and the status of projects underway were made public, while also contributing to the dissemination of the evaluation culture:

6 - 7 March 2018

Participation in the 'Challenges of our Era' Conference Summit 2018 organized by NESTA

The President of Ivàlua, Frederic Udina, took part in the NESTA conference for debate, discussion and the search for solutions with respect to food, technology and surgery, which was held in Milan (Italy).

The conferences, which were organized by Aproveal (the Iberian Association of Professionals for Evaluation) and Oxfam Intermón, aim to open up opportunities for cooperation among all those people and organisations that promote and encourage the use and quality of evaluations in these areas of action

Ivàlua contributed with a talk on the role of different actors in the institutionalisation of public policy evaluation by the Director of Ivàlua, Marc Balaguer, in the Session 'Participation and the Impact of Actors in the Evaluation of Block 4: Specific Approaches to Evaluation'. Ivàlua also took part with the presentation of the assessability protocol undertaken by analyst Marçal Farré at the Session 'Block 2: Learning from Others: Experiences and Initiatives'.

26 - 27 April 2018

Participation in the Evaluation Conferences in the Area of Cooperation and Education for Development

10 May 2018

Participation at the 5th International EDO Congress

In this conference on the leadership and management of talent in organizations, organized by the Organizational Development Team of the Autonomous University of Barcelona, the Centre for Legal Studies and Specialized Training (CEJFE) and the EAPC. Analyst Marçal Farré took part in the conference

‘The Transformation of Personal, Professional and Organizational Environments’, to explain the research, which was promoted by the EAPC, into the skills and talents of people holding positions of public management in Catalonia.

27 June

Participation at Nesta Sparks: Using Evidence for Smarter Decision-making: learning how to effectively use Evidence in your Work

The Director of Ivàlua, Marc Balaguer, took part in the Nesta Sparks interactive networking conference held in London: Using Evidence for Smarter Decision-making: learning how to effectively use Evidence in your Work’, in which heads of evaluation organisations met with technicians, professionals and public decision-makers.

27 September 2018

Participation at the Conference on the Caring for Persons with Complex Needs Model

At this conference, which was organised by the Health and Social Consortium of Catalonia, the Director of Ivàlua, Marc Balaguer, presented the organisation’s activities with respect to the promotion of evidence in the areas of social and health service policies.

4 October 2018

Participation at the Open Ethics and Data Workshop

The President of Ivàlua’s Board of Directors, Frederic Udina, took part in the session ‘Knowledge, Awareness and Transparency’ that concerned data analysis, and the presentation of actions undertaken by Idescat and Ivàlua to facilitate the availability of data and promote research and evaluation.

8 October 2018

Participation at the Municipal Support Advisory Council for the inclusion of the Besòs Civic Centre into Barcelona City Council

The President of Ivàlua’s Board of Directors, Frederic Udina, and the organisation’s Director, Marc Balaguer, took part in the debate forum Municipal Support Advisory Council for the inclusion of the Besòs Civic Centre into Barcelona City Council.

22 November 2018

The ‘Activa’t per la Salut Mental’ Programme: beyond the Pilot Stage

Public Presentation: The Evaluation and Preliminary Results of the ‘Activa’t per la Salut Mental’ Programme

At this conference, which was organised by the Catalan Mental Health Federation, the President of Ivàlua’s Board of Directors, Frederic Udina explained the key role of evaluation in the context of the ‘Activa’t per la Salut Mental’ project.

23 November 2018

Participation at the IEE Innovation Evaluation Conference: Improving Outcomes for Children: How do we know we’re succeeding?

Ivàlua analyst Núria Comas took part in this conference, which was organised by the Institute for Effective Education at the University of York (U.K.), a location considered to be a meeting point for education centres that receive Innovation Evaluation Grants and is part of the Research Schools Network.

The results of the initial evaluations made were presented, and experiences were shared in the environment of educational intervention evaluations in schools. Together with the Jaume Bofill Foundation with which we co-promote the “What works in Education” Project, we explored ways of working with the Institute for Effective Education.

29 November 2018

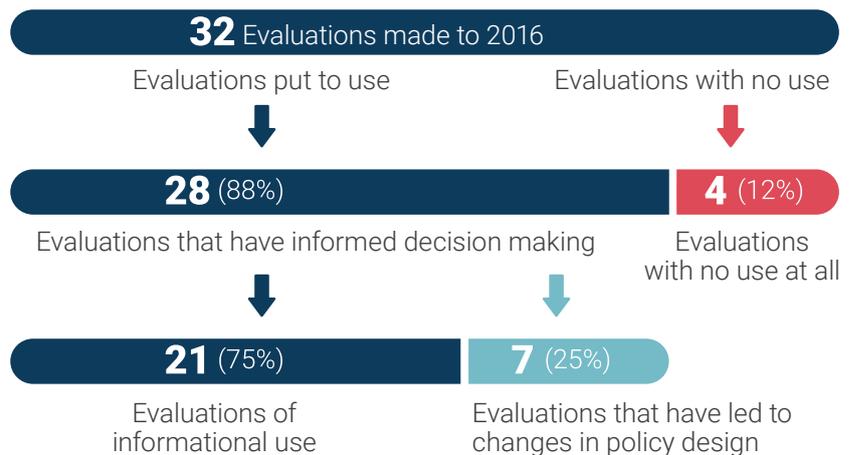
Participation in ‘Fighting Urban Deprivation’ as part of the URBACT European Programme ‘Driving Change for Better Cities’

Ivàlua’s Director, Marc Balaguer, took part in Fighting Urban Deprivation as part of the URBACT European Programme ‘Driving Change for Better Cities’ by explaining the evaluation model being undertaken in the Neighbourhoods Plan project of Barcelona City Council, as well as the evaluations made by the Generalitat of Catalonia, which have a regional perspective and approach.

2.3.7. The Use of Ivàlua Evaluations

The report entitled ‘The Use of Ivàlua Evaluations: 2008–2016, which was published on the tenth anniversary of the organisation, seeks to reflect to what extent these evaluations have been useful and how they have contributed to the generation of effective and efficient policies.

Using research carried out between 2017 and 2018, an attempt has been made to try and identify the use the information generated in the evaluations carried out during the first eight years of Ivàlua has been put to by those organizations responsible for the policies evaluated. It was seen that in 88% of cases the evaluations have had some informational use, and that in 25% of these cases they have contributed to the application of changes in policy design.



It was also discovered that in many cases, the same evaluation processes have brought organizations and teams of professionals in the evaluation sector together, and have served in the dissemination of an evaluation culture.

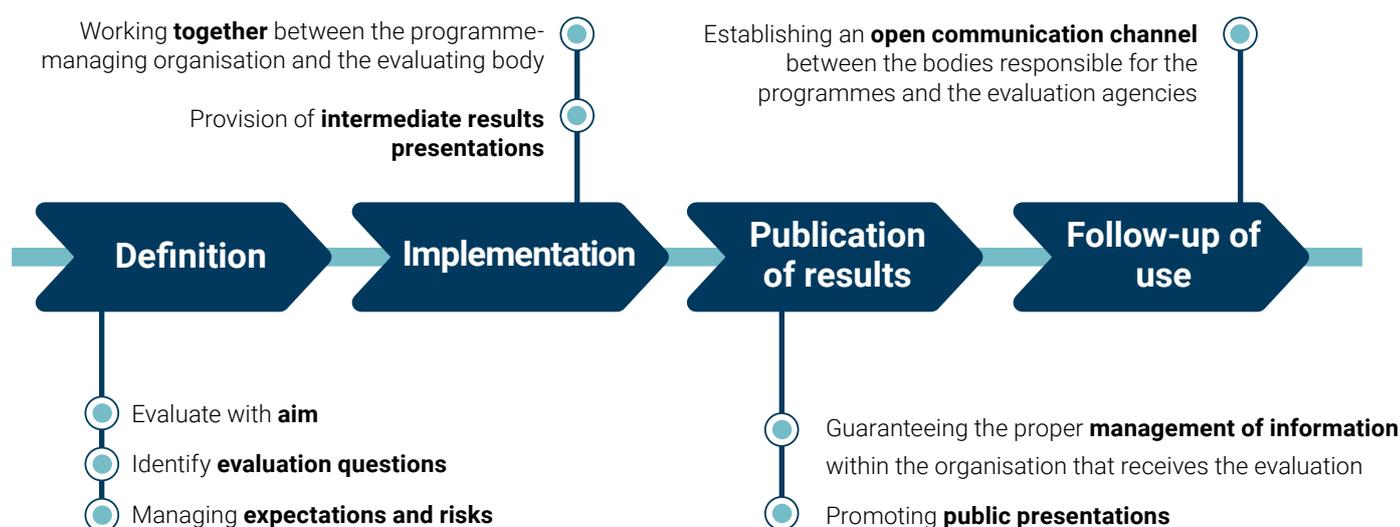
Users (those responsible for the policies) who used the evaluations took part in the research, as did those analysts who coordinated the evaluations, and who also incorporated the analysis of relevant documentation in order to validate the uses detected as accurately as possible.

One of the priority aims of the research was to identify what factors promote or hinder the effective

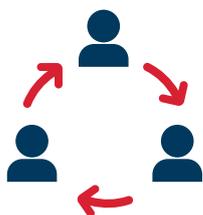
use of evaluations decision-making and the design of better policies and programmes, with respect to these factors, a series of recommendations addressed to both the evaluating agencies and to the organizations responsible for public policies, and that are related to the various stages in an evaluation have been gathered.

Evaluation team: Núria Comas, David Vilchez, Carolina Costa, Carla Montané, Clàudia Vallvé, Rossy Ysabel Esquerro Carrera and Inés del Rosario Reineke.

Recommendations to promote the use of Evaluations



Examples of Evaluations made by Ivàlua that have led to changes in public policy design.



Social Insertion

The evaluation of the design for the Interdepartmental Minimum Insertion Income programme to improve the link between the subsidy and the aims to guarantee income and employment insertion has allowed the balance to be adjusted between economic protection and work incentives, and has affected the design of the current Guaranteed Income for Citizens of Catalonia.



Academic Failure

Due to the impact assessment of the “Success Course” and “Summer Success” (“Èxit Curs” and “Èxit Estiu”) programmes, we know that, in a context of high repetition and school failure such as that of Catalonia, school support, both in out-of-school hours and during summer holidays, helps students to pass more exams and increases their probability of successfully completing their courses.

Impact assessment helped to endorse the continuity of the programmes.



Social Subsidies

The evaluation of the 2015 terms of the Barcelona City Council Social Emergency Aid Fund for children aged under 16 has helped to improve publicity for subsequent acceptance criteria for the subsidy, so that it reaches more people, changes were made to improve its focus and extend the concepts of the family-spending allowances.



Remote Assistance (Telecare)

The evaluation of the Barcelona Regional Government's Local Domestic Telecare Service has led to the design and implementation of a protocol to evaluate the needs of potential users so as to improve the selection of beneficiaries, thus allowing the service to be acquired by those who most need it.



Active Aging

The evaluation of the La Caixa Bank Foundation's Gent 3.0 Programme, which aims to promote the active aging of the elderly, helped to modulate the transfer of a programme in which the elderly were passive beneficiaries of the activities that were offered to another programme that also included activities, training and resources aimed at motivating and preparing the elderly to become volunteers.



Subsidies for recruitment

The evaluation of the subsidy programmes for job recruitment at 'Barcelona Activa' led to a change in the design of the "Barcelona Es Compromet" programme following one of the recommendations in our report, which stated incorporating young people into the programme's target population was recommendable



Policies on Youth

In the evaluation of the 2000-2010 National Plan for Youth in Catalonia, it was detected that the methodology of one of the support actions to local entities, namely assessments in terms of participation, which was undertaken by the Catalan Youth Agency, had been highly beneficial.

As a result, the format was replicated, and characterized by combining a training assessment component, in the programme development support service (in areas such as housing, health, work, interculturality and information focusing on youth interests).

3. Communication

During 2018, Ivàlua made a firm commitment to promote communication through its Communication and Knowledge Management Department (where Jordi Miras Llopart has been director since May) with the aim of giving more relevance to its activities and evaluations, in addition to promoting the culture of public policy evaluation in Catalonia.

3.1. Strategic Communication Actions

Work has been undertaken on different fronts at an internal level in order to make institutional communication more proactive and strategic, while improving several aspects of structural communications that will determine the external focus of Ivàlua from 2019:

3.1.1. The Activation of Investigative Research Actions into Public Awareness of Ivàlua

Using **qualitative interviews with evaluation users and dynamics based on empathy maps at a technical level**, an internal study has been undertaken to find out more about the different potential profiles of Ivàlua's target public and their interests. An open survey was conducted to discover what Ivàlua users want from this Catalan institution of reference in evaluation, as well with respect to content. It was also conducted to discover their interests with respect to the area of evaluation. Respondents were interested in the resources, training and activities the institution offers, together with its main evaluation work. As a result of these actions, the need to elaborate summarised and infographic formats on the contents and to facilitate the information by subject themes has been determined.

3.1.2. The Renewal Process of the *ivalua.cat* Corporate Website



After having detected the need to offer **thematic content** and faced with the challenge of restructuring and **modernizing the website**, Ivàlua is now working with the Giny company in the programming and design of the new corporate website that will be available in the first half of 2019. This renovation implies an improvement in terms of navigability, facilitating access to contents in a more intuitive manner, as well as an update at a graphic level.

3.1.3. The Renewal of our Corporate Visual Identity



Using a study of the existing materials and of our new needs, a visual identity manual has been commissioned by designers Fran Chávez (fmil) and Alexis Cumberbatch, which **renews and harmonizes our institutional graphics and highlights our corporate image**.

A first taste of this visual identity could be seen at the 2018 Evaluate to Improve Conference 2018, and will be implemented progressively in all formats and media publications during 2019.

3.1.4. Adaptation to New Legislation on Personal Data Protection in Communication Formats



Ivàlua has adapted to the new 2018 legislation on personal data protection privacy policies in all its digital communications, with the assessment of the legal office of Font Advocats.

In information sent via an electronic bulletin, the explicit user consent requirement has led to a reduction of subscribers, although greater impact, interest and interaction has arisen in terms of those users who are genuinely interested in Ivàlua.

At a public level, communicative action has introduced new features in order to highlight the evaluation culture, while promoting Ivàlua's institutional work:

3.1.5. A Commemorative Logo celebrates the 10th Anniversary of Ivàlua



Coinciding with the celebration, an adaptation of the **logo dedicated to 10 years of Ivàlua** has been used in the majority of media formats, comprising an adaptation of the official logo by graphic designer Fran Chávez and Alexis Cumberbatch (from fml). The promotion of this anniversary displays a publicly consolidated image of Ivàlua as the only cross-sector institution in the country that is thematically dedicated to evaluation.

3.1.6. The Publication of the Ivàlua Bulletin. 10 Years of Evaluation for the Improvement of Public Policies



With respect to information, a dissemination of the evaluation culture and a compilation of the activity undertaken in the institution's first 10 years has been edited and distributed in both physical and digital formats, with texts from the Ivàlua team and graphic design by Fran Chávez and Alexis Cumberbatch (from fml). This publication is also a form of public acknowledgment with regard to the contribution made by public administration bodies and entities in creating an evaluation community in Catalonia.

3.1.7. A New Format for Evaluation Summaries: the Policy brief



La pobresa energètica a Catalunya

Una problemàtica que afecta com a mínim el 7,5% de les llars catalanes

<p>Ambit Afers socials i desigualtat</p> <p>Tipus d'avaluació Necessitats</p> <p>Objectiu Aportar coneixement per al disseny i la implementació de polítiques públiques per abordar la pobresa energètica.</p> <p>Període d'anàlisi 2008 - 2015</p> <p>Avaluació encarregada per Departament de la Vicepresidència i d'Economia i Hisenda de la Generalitat de Catalunya.</p> <p>Avaluació realitzada per IvÀlua</p> <p>Anàlisis Fèlix Todorochini, Anna Segura, Núria Comas i Ramon Sabes-Figuera.</p>	<p>Des del començament de la crisi econòmica l'any 2007, a gran part dels països d'Europa s'han fet cada cop més visibles els casos de famílies que han deixat de poder accedir a un consum adequat d'energia. És a dir, que es troben en situació de pobresa energètica. A Catalunya, aquest fenomen afecta com a mínim a 225.000 famílies, una xifra que indica que no es tracta d'una problemàtica menor.</p> <p>La pobresa energètica és un fenomen multidimensional i amb manifestacions diverses. No només és pobre energètic qui no pot escalfar casa seva, sinó també qui necessita endur-se o reduir el consum d'altres béns de primera necessitat per fer-ho. Així, conèixer l'abast d'aquesta problemàtica requerirà la utilització de diversos indicadors que capturin les seves diverses dimensions.</p> <p>La pobresa energètica afecta com a mínim el 7,5% de les llars catalanes. Depenent de l'indicador que s'utilitzi per mesurar-la, la pobresa energètica afecta entre 225.000 i 579.000 famílies de Catalunya.</p>	<p>conèixer les causes de la pobresa energètica a Catalunya és clau per poder dissenyar polítiques per combatre-la.</p> <p>Entendre què és la pobresa energètica és el primer pas per fer-hi front. No obstant, a Catalunya no hi ha una definició formal que delimiti el concepte.</p>
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La pobresa energètica afecta entre 225.000 i 579.000 famílies de Catalunya

Policy Brief

In order to highlight to the evaluations and to facilitate the effective contribution of the evidence generated by Ivàlua to decision making, **a new summarised format of the evaluations, called the 'policy brief' has been conceptualised.**

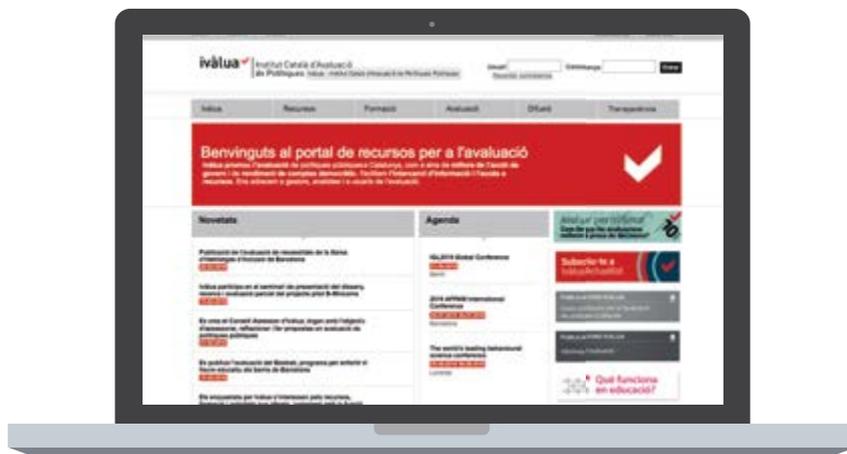
The first policy briefs have already been sent out, and the idea is to use them for the most noteworthy evaluations undertaken by Ivàlua. The policy briefs completed in 2018 by intern Joana Maria Ferrer Gost (Graduate in Audiovisual Communication and Master's Degree in Journalism, Literature and the Humanities)

Cover the following programmes:

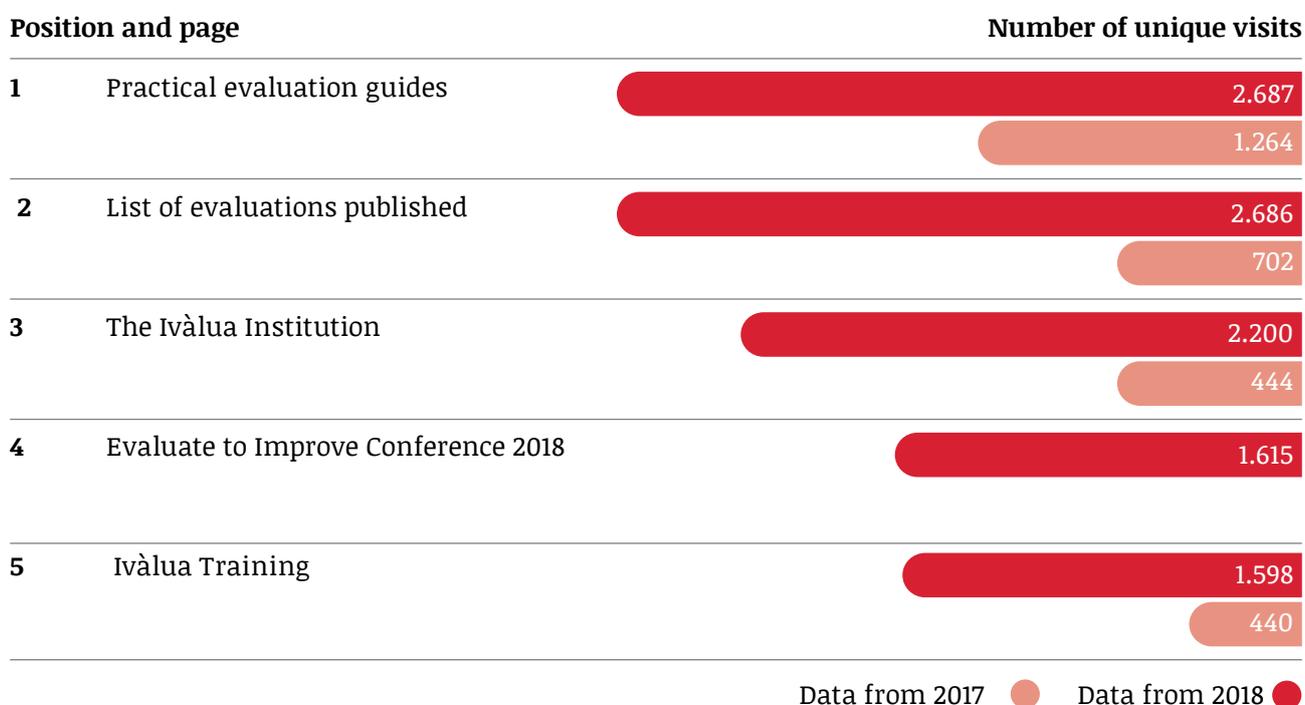
- Energy Poverty in Catalonia
- The 'Summer Success' Programme
- The 'Move yourself Mobile Programme
- The Digital Skills Workshop Programme

3.2. External Communication Formats

According to web analytics, in 2018, the ivalua.cat com website, acting as a dissemination platform for the institution's activities and the evaluation culture, experienced an 18% increase in the number of pages viewed and a 29% increase in the number of user entries with respect to the previous year.



The Topics most consulted by visitors are the following:



The data indicates the interest of the users in the content generated by Ivàlua, especially in terms of evaluation resources and evaluation results - areas that will be promoted on the new website, which is due to come into service in 2019, with a more intuitive approach to subject matter.

3.2.2. The Ivàlua News Bulletin

Ivalua sends out the digital news bulletin **Ivàlua Actualitat** every month, with articles on its activities and evaluation culture.

With the application of the explicit requirement of user consent, as demanded by new legislation on personal data protection regarding the sending of communications, the number of subscribers fell by almost half, totalling 948 in May. In December, numbers had recovered by almost 8%, totalling 1021 subscribers. However, a percentage increase in the interest and interaction of subscribers has also been noted. This year's monographic bulletin, dedicated to the 2018 Evaluation to Improve Conference was the most-read, with **an initial percentage of 61.9%**, together with the November bulletin which had the **highest percentage of clicks (24.9%)**.

The normal contents most viewed are the following:

- Ivàlua news
- Available resources on evaluation
- Ivàlua activities and training.



3.2.3. Social Networks

Ivàlua is present on Twitter, Vimeo and Flickr. In 2018 a new Ivà-lua account was opened on the YouTube video channel.



Twitter

https://twitter.com/Ivalua_Cat

Twitter is the most dynamic social media network used to publicise the day-to-day activity of Ivàlua and the evaluation culture, with a total of **345 tweets** sent in 2018, **an increase of 25.4%** with respect to 2017.

In July, the threshold of 2000 followers was surpassed. In 2018, Ivàlua account followers increased by 405, to total **2,169 followers** in December, **an increase of 22.9%** when compared to the previous year.



VIMEO

<https://vimeo.com/ivalua>



YOUTUBE

https://www.youtube.com/channel/UC2ew_r4Y2t-NMOxNAkqMlgw

Ivàlua has produced videos of its activities in order to allow permanent access to the information emerging from the conferences and seminars it organizes and which it broadcasts through Vimeo and YouTube, these newly-created accounts were launched in May, with **22 videos** which have had **771 views**.



Flickr

<https://www.flickr.com/photos/ivalua/>

A media network with photo albums on Ivàlua's activities, with a collection of **440 images**.

3.3. Media Presence

Ivàlua has maintained its presence in the media by focusing on two fronts: firstly its appearance in news items on its activities and the results of its evaluations, and secondly, as a prescriber in the evaluation sector, by contributing knowledge to public opinion through specialized opinion articles.

In 2018, Ivàlua had 62 media impacts, 53 of which were news items and the remaining 9 in the form of opinion articles.



3.3.1. Press Releases

The Ivàlua thematic project with the greatest total impact as a media news item was **What works in Education?** A project undertaken with the Bofill Foundation.

Several projects that Ivàlua evaluates under the **B-Mincome** Programme have also had a marked public impact, such as the guaranteed income programme in Barcelona, and the quantification and estimation of **energy poverty in Catalonia**.



Thematic Project / **What works in Education?**



Evaluation/ **B-Mincome Programme**



Evaluation / **Energy Poverty in Catalonia**



Other Projects

Publications 2018 ●
Publications 2017 ●

3.3.2. The Publication Op-ed Articles on Evaluation

Among the 9 opinion articles published in the press in 2018 authored by Ivàlua analysts with other experts linked to the evaluations or to their own activities, those that refer to evaluation resources stand out.

Our work with **Social.cat** has been improved, and maintained with **El diari de l'educació** (educational publication) and has been extended to the **EAPC blog** (Catalan Public Administration College), with whom Ivàlua works on other projects, and with the UPF (Pompeu Fabra University), a member institution of the Ivàlua Consortium that is working with us on a repository of evaluations undertaken in Catalonia.



Social.cat | 19 February 2018
The Evaluation of Organisations: A Road Map
Marçal Farré

Social.cat | 19 February 2018
Starting with the Solution: the 'Home First' Programme for the Homeless.
Carme Fortea and Jordi Sanz

Social.cat | 19 February 2018
Innovating in Community Interventions in Mental Health: from the Individual to the Social Environment
Jordi Sanz

Blog EAPC | 26 June 2018
Public Policies based on Evidence:
The Use of Systematic Reviews of Literature
Laura Kirchner and Jordi Sanz

The Education Agenda | 18 July 2018
Supplementary School Programmes during Summer: An Effective Tool to counter Course Repetition Miquel Àngel Alegre, Anna Segura and Federico Todeschini

Social.cat | 19 July 2018
Supplementary School Programmes during Summer: An Effective Tool to counter Course Repetition Miquel Àngel Alegre, Anna Segura and Federico Todeschini

Social.cat | 3 September 2018
Educational Success in Vocational Training: the Key to Improve Employment Levels for Young People in Situations of Vulnerability
Laura Kirchner and Nacho Sequeira

Blog EAPC | 18 December 2018
Ivàlua and the UPF endorse the First Repository of Public Policy and Third Sector Evaluations in Catalonia
Marçal Farré and Miquel Salvador

Upf.es | 19 December 2018
Ivàlua and the UPF endorse the First Repository of Public Policy and Third Sector Evaluations in Catalonia
Marçal Farré and Miquel Salvador

4. 4. Organization and Management

The highest level management body in Ivàlua is the Board of Directors, which comprises the Generalitat of Catalonia, the Regional Government of Barcelona and Pompeu Fabra University. It also includes, under the Generalitat of Catalonia, the Inter-university Council of Catalonia and the Economic and Social Council of Catalonia.

Ivàlua has had a definitive annual budget of 1,025,043.72 euros, in which acknowledged liabilities amounted to 930,833.49 euros (91% of the budgetary execution of expenses), while recognized revenue amounted to 692,602.20 euros.

4.1. Estimate for the Financial Year 2018

Item and amount from total in %		Total rights settled*
3.	Registration for own courses 2,35%	16.260,00 €
3.	Other income for training provided 0,29%	1.985,80 €
3.	Projects for Public Sector bodies 16,88%	116.925,00 €
4.	Projects other non-profit entities 10,97%	75.961,00 €
3.	Subsidies received from European projects 8,70%	60.224,04 €
Subtotal of revenue for courses and projects 39,19%		271.355,84 €
4.	Transfer. Ordinary op. Gen. of Catalonia 45,44%	314.746,36 €
4.	Transfer. Ordinary op. Bcn Reg. Govt. 13,93%	96.500,00 €
7.	Capital transfers, Generalitat of Catalonia 1,44%	10.000,00 €
Subtotal of revenue for operating transfers 60,81%		421.246,36 €
Total		692.602,20 €



Income and Transfers
for Projects
271.355,84 €



Transfer: Operating costs
Generalitat of Catalonia
314.746,36 €



Transfer: Operating
Costs Barcelona
Regional Govt.
96.500,00 €



Capital Transfer
Generalitat of
Catalonia
10.000,00 €

* Annual accounts from the 2018 financial year, approved by the Governing Council on 11 April 2019.

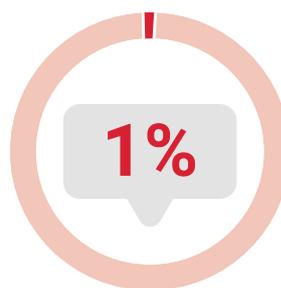
Item and amount from total in %	Acknowledged liabilities*
1. Staff payments 62,03%	577.353,23 €
2. Current payments for goods and services 35,36%	329.121,40 €
3. Financial expenses 0,05%	436,13 €
4. Actual investments 2,57%	23.922,73 €
Total	930.833,49 €



Staff Payments
583.878,39 €



Current Expenses
from Goods and
Services
274.326,01 €



Financial Expenses
450,32 €



Actual Investments
9.293,91 €

* Annual accounts from the 2018 financial year, approved by the Board of Directors on 11 April 2019.

4.2. The Composition and Activities of the Management Bodies

4.2.1. Composition: Board of Directors - 2018

President

Mr. **Frederic Udina**, Director of the Catalan Statistical Institute (Idescat).

Mrs. **Natàlia Mas Guix**,
General Manager of Economic Analysis.
[to 21 June]

Vice-president

Mr. **Jordi Martí i Galbis**, Member of the Barcelona Regional Govt.

Mrs. **Marta Curto Grau**
General Manager of Economic Analysis.
[appointed 11 October]

Members

Generalitat of Catalonia Department of the Vice-presidency and the Economy and Finance
Mrs. **Anna Tarrach i Colls**,
General Manager of Budgets.

Barcelona Regional Govt.

Mr. **Salvador Gausa Gascón**,
Director of the Presidency Cabinet, expert in the Evaluation Sector.
[to 8 November]

Mrs. **Montserrat Tordera Vigas**,
Director of the Presidency Cabinet, expert in the
Evaluation Sector.
[appointed 8 November]

Mr. **Xavier Bertrana i Horta**,
Head of the Planning and Evaluation Service,
expert in the Evaluation Sector.
[alternate member, appointed 8 November]

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

The Inter-university Council of Catalonia
Mr. **Francesc Xavier Ballart**,
Political Science and Administration Professor of
the Autonomous University of Barcelona.
**The Council of Economic and Social Work of
Catalonia (CTESC)**
The Honourable Mr. **Lluís Franco Sala**,
President of the CTESC.

4.2.2. Meetings held in 2018

- Board of Directors - 4 April
- Board of Directors - 20 June
- Board of Directors - 12 December

4.3. Staff

4.3.1. Ivàlua Employees

The organisational structure of Ivàlua centres on 4 main areas:

**Executive
Management**

**Area of
Operations**

**Resource
Management Area**

**Communication and
Information
Management Area**

Executive Management

Marc Balaguer, director

Area of Operations

Miquel Àngel Alegre, analyst [to February]

Núria Comas, analyst

Marçal Farré, analyst

Laura Kirchner, analyst

Ramon Sabes-Figuera, analyst

Anna Segura, analyst

Jordi Sanz, analyst

Federico Todeschini, analyst

Communication and Information Management Area

Jordi Miras Llopert, head of Communication
and Information Management
[from May]

Resource Management Area

Erika Pérez, head of Administration and
Resources

Mireia Climent, general Affairs Coordinator

Interns

Rosy Ysabel Esquerra Carrera,
Inter-university Master's in Public
Administration
(UAB - UB - UPF - EAPC)

Anna Recio, Economy Degree (UPF)
Inés del Rosario Reineke,
Inter-university Master's in Public
Administration
(UAB - UB - UPF - EAPC)

4.3.2. External Partners

Evaluation Activities, Assessments and Evidence Reviews

Miquel Àngel Alegre, PhD in Sociology and Project Manager at the Jaume Bofill Foundation.

Jaume Blasco, Master's degree in Public Administration from the Robert F. Wagner School of Public Service of the University of New York and an Environmental Science degree from the Autonomous University of Barcelona.

Álvaro Choi, PhD in Economics from the University of Barcelona and a Diploma in Advanced Studies (DEA) in International Economics and Economic Development from the University of Barcelona. Associate lecturer at the Department of Economics of the University of Barcelona.

Bruna Coll Trepà, Graduate in Sociology from the UAB. Expert in the implementation of applied social research projects and participation.

Carolina Costa, Graduate in Sociology (UAB) and Master's in Public and Social Policies (UPF - Johns Hopkins University). Member of the Consultants' Network.

Sandra Escapa, Sociologist and Lecturer at the Department of Sociology of the University of Barcelona and the Faculty of Social Education and Social Work of the Pere Tarrés Foundation-Ramon Llull University.

Oscar Ferré, Master's in Sociology and Demography Research from Pompeu Fabra University and a degree in Sociology from the UNED.

Lluís Ferrer, Graduate in Political Science. Expert in databases and programming in the areas of social research and private sector.

Jaume Garcia, PhD in Economics, Professor of Applied Economics at the Department of Economics and Business at Pompeu Fabra University.

Albert Julià, PhD in Sociology and Lecturer at the University of Barcelona Sociology Department.

Arnau Juanmartí, Graduate in Economics from Pompeu Fabra University and a Master's degree

in Economics from the Barcelona Graduate School of Economics.

Francisco Marin, PhD in Economics and Business from the Rovira i Virgili University, and Lecturer at the Barcelona School of Management of Pompeu Fabra University.

Neus Martí, PhD in Economics and Economic History from the Autonomous University of Barcelona and Associate Lecturer at the Department of Economics and Economic History of the University of Barcelona.

Carla Montané, Graduate in Sociology from the University of Barcelona. Specialist in qualitative analysis, moderation, analysis and strategy.

Xavier Peralta, graduate in Psychology from the University of Barcelona, Diploma in Business Studies from Pompeu Fabra University and Advanced Technician in Risks at Work. Extensive experience in conducting interviews and encouraging participatory workshops.

Josep Maria Raya, University Professor and Doctor of Economics from the University of Barcelona

Clàudia Vallvé, Graduate in Law (UB) and Sociology (UAB - East London University) and a member of the Consultants' Network.

David Vílchez, Graduate in Sociology from the University of Barcelona. Specialist in qualitative research and analysis.

Training Activities

Jordi Baños, Head of the Area of Public Policy Economic Evaluation of the Department of the Vice-presidency and Economy and Finance of the Generalitat of Catalonia

Jaume Blasco, Master's degree in Public Administration from the Robert F. Wagner School of Public Service of the University of New York and a Graduate in Environmental Sciences from the Autonomous University of Barcelona.

Lupicinio Íñiguez-Rueda, Professor of Social Psychology (2003) at the Department of Social Psychology of the same university.

Neus Martí, PhD in Economics and Economic History from the Autonomous University of Barcelona and Associate Lecturer at the Department of Economics and Economic History of the University of Barcelona.

Joan Josep Vallbé, PhD in Political Science from the University of Barcelona and Associate Lecturer at the Department of Political Science of this university.

Activities and/or Dissemination and Communication Actions

Fran Chávez and Alexis Cumberbatch from Fmil, experts in corporate identity, branding and graphic design, the creators of our new corporate visual identity and graphic manual.

Raimon Gumà and Èrica Gàlvez from Giny, experts in web design and programming, developers of the new Ivalua.cat. website.

Joana Maria Ferrer Gost, Graduate in Audiovisual Communication and a Master's degree in Freelance Journalism, Literature and Humanities, collaborates in the writing of the policy briefs on Ivàlua evaluations.

Clara Faura, Laura Pelegrín, Daniel Pérez and Sabrina Zaia from LP Transformative Communication, experts in strategic communication and brand management.

5. Acknowledgements

Ivàlua would like to thank the following administrative bodies, areas and entities for their work with us during 2018. They have contributed to the progressive incorporation of the evaluation culture in public policy and in the use of evidence for decision-making processes.

Department of Economic Evaluation of Public Policies, Directorate General of Budgets

Presidency Area, Barcelona Regional Government

Catalan Health Quality and Assessment Agency (AQUAS)

Public Attention Area. Barcelona Regional Government

Area of Social Rights. Barcelona City Council

Area of Land and Sustainability. Barcelona Regional Government

CatSalut. Generalitat of Catalonia

Initiatives Center for Reintegration

The Centre for Legal Studies and Specialized Training

The Barcelona Education Consortium

The Department of Education. Generalitat of Catalonia

The Department of Justice, Generalitat of Catalonia

The Department of Interior. Generalitat of Catalonia

The Department of Health Generalitat of Catalonia

The Department of Employment, Social Affairs and Families, G. of Catalonia

The Department of the Vice Presidency and Economy and Finance.

The Directorate General of Development Cooperation. Department of Affairs and Institutional and External Relations and Transparency

The Generalitat of Catalonia

Directorate General of Taxation and Game Department of the Vice Presidency and of Economy and Finance. Generalitat of Catalonia
eLearn Center. Open University of Catalonia

The Catalan Public Administration College. Gen. of Catalonia

The Catalan Mental Health Foundation

Foment de Ciutat S. A. Barcelona City Council

The “la Caixa” bank Foundation

The Èxit Foundation

The Jaume Bofill Foundation
The Openly Foundation
The Generalitat of Catalonia
The Catalan Women's Institute
The Institute of Government and Public Policies (UAB)
The Municipal Institute of Education of Barcelona. Barcelona City Council
The Statistical Institute of Catalonia
The Catalan Youth Observatory. Directorate General of Youth, Department of Employment, Social and Family Affairs, Generalitat of Catalonia
Planning and Evaluation Service of the Cabinet of the Presidency. Presidency Area, Barcelona Regional Government
Novact. International Institute for Non-violent Action
The Sant Joan de Déu Health Centre
The Autonomous University of Barcelona
The University of Barcelona
Pompeu Fabra University
The Polytechnic University of Catalonia
The Young Foundation
The Inclusion Housing Network of Barcelona



Avaluar per millorar

A Ivalua promovem la cultura de l'avaluació de polítiques públiques a Catalunya.
Avaluem polítiques públiques, difonem evidències, oferim formació i elaborem recursos.

Institucions membres d'Ivalua



Diputació
Barcelona



upf.
Universitat
Pompeu Fabra
Barcelona



Generalitat
de Catalunya
Consell
Interuniversitari
de Catalunya