European
Commission

IMPROVE ALL AREAS OF PES THAT REFER TO ACTIVE EMPLOYMENT POLICIES (ACTIVE LABOUR MARKET POLICIES (ALMPS) THROUGH COMPARATIVE LEARNING.

EVADES (Evaluation of PES performance)

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SPAIN

Share experiences and improve coordination of national employment services (Sistema Nacional de Empleo, SNE) in a decentralised country, where ALMPs competence is transferred to the Autonomous Communities (CCAA) in order to improve efficiency and effectiveness.

Name of the PES	Servicio Público de Empleo Estatal (SEPE) (State Public Employment Service)
Scope of measure (a pilot project or a national reform)	National
When was the practice implemented? (including start and end date for pilot projects)	2016 – 2018: First Programme. 2018 – 2021: Second Programme. 2021 – 2023: Third Programme. 2023 – ongoing: Fourth Programme.
What was the driver for introducing the practice? Was it internal or external?	External: implementation of the PES Network's technical framework benchmarking methodology, including comparative evaluations of PES performance. In addition, the initiating legislation includes the Spanish Active Employment Support Strategy 2021-2024 (EEAAE) and the Annual Plan for the Promotion of Decent Employment (PAFED). Internal: The need to improve coordination between regional PES and the SEPE.
Which organisation was involved in its implementation?	Servicio Público de Empleo Estatal (SEPE) in collaboration with the 17 regional autonomous PES.
Which groups were targeted by the practice?	All regional PES and the SEPE.
What were the practice's main objectives?	▸ Improve coordination in the SNE, including all regional PES and the SEPE. ▸ Improve areas related to active employment policies. ▸ Share knowledge and experiences through good practices. ▸ Promote the culture of evaluation in the National Employment System.
What activities were carried out?	▸ Monitor and evaluate 19 regional PES. ▸ Prepare and implement roadmaps to guide the implementation of the recommended measures, based on the evaluation. ▸ Creation of a network of evaluators in the SNE ▸ Train some members of the SNE on comparative peer evaluation. ▸ Create a methodology for identifying and disseminating good practices (benchmarking).
What resources and other relevant organisational aspects were involved?	Programme coordinated by the SEPE.
What were the source(s) of funding?	Programme is financed by the SEPE.
What were the outputs of the practice: people reached and products?	▸ Evaluation of 17 regional PES and the SEPE. ▸ Six EVADES Good Practice Conferences for the SNE and several smaller conferences to exchange experiences. ▸ Identified more than 30 best practices to be incorporated into a Best Practices Platform. ▸ Involved all regional PES, as well as jobseekers and employers. ▸ A common evaluation framework is being developed within the framework of the SNE, intended to be launched under the new Spanish Active Employment Support Strategy (EEAAE), by the end of 2024. ▸ Trained some PES members on comparative peer evaluation to improve coordination of evaluations across all PES.

What outcomes have been identified?	▶ Introduced new results-based management methodologies and data-driven decision-making, by evaluating the impact of the services and programmes on jobseekers through comparing with jobseekers who did not receive such services or programmes.
	▶ Strengthened user-profiling tools through the implementation of Artificial Intelligence in various PES (some examples are Andalusia, Galicia, Castilla-La Mancha or the SEPE itself).
	▶ Gained a more holistic view of the SNE across regions, by understanding the particularities and best practices of each territory, and enable the sharing of information and mutual learning among all regions.
	▶ Developed specific action plans with a common methodology, including specific solutions based on initiatives used in other PES.
What are the lessons learnt and success factors?	▶ Evaluations are essential to monitor and evaluate the performance of the regions (CCAAs). These evaluations are carried out by an external and independent company that identifies PES improvement areas, by gathering evidence on each of the PES performance factors and processes. They help the PES make decisions regarding their short- and medium-term strategies to improve their processes and services for their users.
	▶ Regional PES share experiences through the COE Network (Centres of Orientation, Entrepreneurship and innovation for the Employment) and follow a specific methodology for identifying and categorising best practices.
	▶ Beyond identifying best practices, specific knowledge exchange sessions on topics of particular relevance to the SNE are held within the framework of EVADES.
	▶ PES must show a willingness to learn from one another.

Contact details for further information

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