



International
Trade
Centre

2019 Annual Evaluation Synthesis Report

A presentation to: Joint Advisory Group

By: Miguel Jiménez Pont, Head Independent Evaluation Unit

Date: 2 July 2019



Seventh edition of the AESR

Purpose:

- convey the **critical learning points generated through evaluation**
- generate **informed debate**

Scope:

- **10** recently completed **evaluations** (within April 2018 – May 2019)
- **9 Project Completion Reports** (projects ending in 2018)

Variety of sources and contexts:

- **different types** of evaluation
- **heterogeneous projects**, initiatives and on-going programmes initiated as early as 2002, and as recent as 2016
- **varying budgets**, diverse context and different roles for ITC support

Management responses to the previous AESR recommendations

Complexity as the AESR theme

Complexity is challenging the evaluation community:

- complexity of the 2030 Agenda and UN reform
- increasing expectations to demonstrate contribution to SDGs

OECD/DAC on-going process for adaptation:

- effective synergies evaluation criterion to address complexity
- dimensions: policy coherence, partnership building, and coordination

What are evaluations telling us to **analyze ITC performance when using this new criterion?**

- what are the **enabling conditions** to manage complexity and ensure long-term results?
- has ITC achieved **effective synergies** as an element to measure long-term change and attribution?

Findings

Projects are becoming more complex and managers are aware:

- **TISIs crucial** with respect to partnership and coordination.
- **policy-cohesion** within export strategy enables buy-in at highest and private sector levels
- reaching stated targets requires **mobilizing complementary forces**
- **contextual factors** embedded in risk and knowledge management

By achieving synergies, ITC is adjusting to complexity requirements:

- **satisfactory level of effectiveness** given challenging environments
- **clarity of objective compromised** when self-generated complexity
- strong sense of **collective ownership**
- **efforts to work on inclusivity** improving but often still to be transformed into specific results
- a **culture of innovation** is moving in a positive direction

Lessons learned

- **the higher the complexity the greater the risk**, and with it the degree of flexibility / innovative adaptability that may be needed
- **synergies rooted in policy coherence**, effective partnerships and coordination, can overcome the challenges related to complex interventions
- in a complex intervention, **partners agree on the measurement of success** and are mutually accountable for it
- **communication and knowledge management** is also about building the synergies and trust required for addressing risks
- in the AfT arena, ITC is well positioned to build up a **distinctive trade and sustainable development constituent**

Incentivizing the mechanisms in place to manage complexity

- Complexity is increasing and managers are aware; it is now **time to monitor complexity-related risks**
- Since **synergies** are key for leveraging capabilities within the ecosystem ITC operates, they **should be mandatory** and tracked throughout the project cycle
- to demonstrate how, why and for whom, changes are occurring, **projects should have constant dialogue with partners** on the intermediate steps within logframes
- **communication and knowledge management** should be used to generate the trust and mutual engagement with partners, required to address challenges together
- the **successful tools and experiences** that mutually reinforce business development and sustainable development should be wide spread within ITC project portfolio



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