

Evaluation

“The World Export Development Forum”

Monitoring and Evaluation Unit

INTERNATIONAL TRADE CENTRE

A SUBSIDIARY ORGAN OF THE UNITED NATIONS
AND THE WORLD TRADE ORGANIZATION

Geneva, Switzerland

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TABLE OF CONTENT

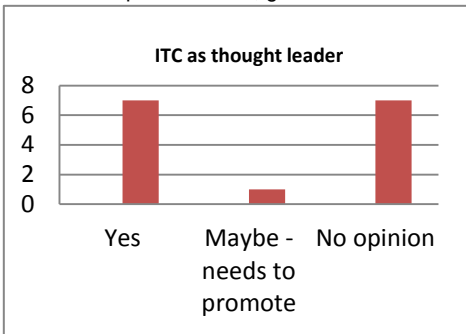
LIST OF ACRONYMS	3
EXECUTIVE SUMMARY	4
1. INTRODUCTION	15
1.1 Background and Content	15
1.2 Purpose and Objective of the Evaluation	16
1.3 Scope of the Evaluation.....	16
1.4 Methods used in the Evaluation.....	18
2. ANALYSIS AND FINDINGS	19
2.1 Assessment of Implementation and Delivery.....	19
2.2 Institutional and Management Arrangements.....	21
2.3 Implementation of Activities.....	24
2.4 Achievements of Results.....	26
2.5 Attainment of Objectives	28
2.6 Assessment of Effects	29
2.7 Outcomes	31
2.8 Impacts.....	31
2.9 Sustainability.....	33
3. LESSONS LEARNED AND GOOD PRACTICES.....	34
3.1 Lessons Learned	34
3.2 Good Practices	35
3.3 Constraints	37
4. RECOMMENDATIONS.....	38
4.1 Issues resolved during evaluation	38
4.1 Actions/decisions recommended.....	38
5. CONCLUSION.....	40
ANNEX 1 Documents Reviewed.....	41
ANNEX 2 Interviews	43
ANNEX 3 INTERVIEW TEMPLATES	45
ANNEX 4: SELECTED STATISTICAL RESULTS.....	51
ANNEX 5 Results Based Management:	67
ANNEX 6 : EVALUATION TERMS OF REFERENCE	69

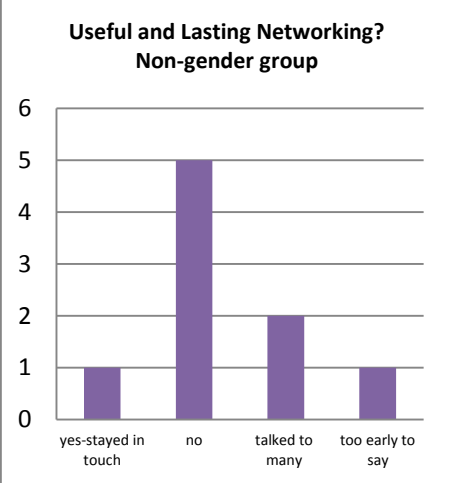
LIST OF ACRONYMS

AfT	Aid for Trade
ITC	International Trade Centre
M&EU	Monitoring and Evaluation Unit
OED/CE	Office of the Executive Director/Centre Executif
SECO	State Secretariat for Economic Affairs, Switzerland
TRTA	Trade Related Technical Assistance
TRTA	Trade related technical assistance
TPO	Trade Promotion Organization
TSI	Trade Support Institution
UN-LDC IV	United Nations Conference on Least Developed Countries IV
WEDF	World Export Development Forum
WTO	World Trade Organization

EXECUTIVE SUMMARY

Summary table of findings, supporting evidence and recommendations

Findings identified problems/issues	Supporting evidence/examples	Recommendations								
<p>Improve WEDF's relevance by:</p> <ol style="list-style-type: none"> 1. Taking advantage of ITC's comparative advantage 2. Better positioning within Aid for Trade (AfT) context 3. Ensure linkage of theme selection with ITC strategic objectives 4. Using audience to define topics 5. Focusing agenda on ITC's networks 										
<p>Recommendation 1: Set clear objectives and focus on results that address the needs of constituents/audience</p>										
<p>ITC is seen as a thought leader in the field of Trade Related Technical Assistance (TRTA) with the additional advantage of being better positioned to achieve real and lasting results than most UN organizations while not doing so as fully as it might. This seems correct especially in terms of ITC's ability to offer policy cohesion among all relevant actors.</p>	<p>All those contacted recognized ITC's leading edge technical competence and professionalism. Three senior presenters noted the need for ITC to capitalize on its strategic position as an interloper between the private sector, government and TSIs.</p>  <table border="1"> <caption>ITC as thought leader</caption> <thead> <tr> <th>Response</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Yes</td> <td>7</td> </tr> <tr> <td>Maybe - needs to promote</td> <td>1</td> </tr> <tr> <td>No opinion</td> <td>7</td> </tr> </tbody> </table>	Response	Count	Yes	7	Maybe - needs to promote	1	No opinion	7	<p>As an overall recommendation, ITC should keep doing what it is doing on a technical and professional level but needs to employ WEDF as a forum that capitalizes on ITC's strategic/positional advantage as an interloper between the private sector, government and TSIs. This can be done through a clear objective setting and a focus on results that address the needs of constituents/ audience; that links to the Aid for Trade agenda and brings all players together through networked relations.</p>
Response	Count									
Yes	7									
Maybe - needs to promote	1									
No opinion	7									
<p>Recommendation 2: Prepare a communication and engagement plan highlighting ITC's value to the AfT agenda to be mediated through WEDF</p>										
<p>The links to the broader AfT agenda are not yet established with partners nor well understood or appreciated within ITC.</p>	<p>There is low awareness by partners in ITC's desire to better coordinate and enhance its position in promoting or be seen as leader in the AfT agenda. Similarly, it was not known to be a WEDF performance objective by most technical staff though it was seen by participants as a legitimate one for ITC.</p>	<p>ITC should prepare a communication and engagement plan highlighting ITC's value to the AfT agenda to be mediated through WEDF.</p>								
<p>Recommendation 3: Undertake a needs analysis for purposes of selection of a coherent theme with the related topics of the conference</p>										
<p>Clearer audience and needs analysis is needed to give WEDF focus in the determination of the conference and facilitate planning and clear statement of conference</p>	<p>Most interviewed stated that they were uncertain as to the audience WEDF was trying to address.</p>	<p>There needs to be an audience analysis and a needs analysis for purposes of selection of a coherent theme with the related topics of the conference. Such analysis needs also to be undertaken in the context of ITC's strategic objectives. WEDF objectives need to be clearly defined and</p>								

objectives.		articulated to the participants.										
Recommendation 4: Network strengthening must be integral to the programme												
<p>WEDF agenda isn't built upon the participation of sector / regional networks of clients and doesn't address practical solutions at a sector and/or regional level.</p>	<p>Numerous commentators noted that WEDF's failure to capitalize on its network building and follow through potential minimized policy impact</p>  <table border="1"> <caption>Useful and Lasting Networking? Non-gender group</caption> <thead> <tr> <th>Response</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>yes-stayed in touch</td> <td>1</td> </tr> <tr> <td>no</td> <td>5</td> </tr> <tr> <td>talked to many</td> <td>2</td> </tr> <tr> <td>too early to say</td> <td>1</td> </tr> </tbody> </table>	Response	Count	yes-stayed in touch	1	no	5	talked to many	2	too early to say	1	<p>Network strengthening must be integral to the programme and agenda. ITC must continuously ask itself with respect to all WEDF activities – does this help build our networks and ITC's role in them?</p> <p>The main goal of WEDF shouldn't be about developing or finalizing certain project plans (as this undertaking is too ambitious to be fully satisfied).</p>
Response	Count											
yes-stayed in touch	1											
no	5											
talked to many	2											
too early to say	1											
<p>Improve WEDF effectiveness by:</p> <ol style="list-style-type: none"> 1. Using the logic model developed during the present evaluation to anchor multi-year WEDF organization, management and design. 2. Better preparation and follow up 3. Involving substantive Divisions in being accountable for preparation and delivery 4. Sustainability 												
Recommendation 5: Implement a Logic Model												
<p>Most of the issues identified in the findings would benefit from being addressed through the implementation of Results-based management.</p>	<p>The management team of WEDF has been following a series of organizational principles to structure design and implementation work. These currently lack the programmatic comprehensiveness of a formalized corporate logical framework. A logical framework for WEDF was developed with management to establish the criteria against which assessing the programme (see Annex 5).</p>	<p>For planning purposes, WEDF management is encouraged to strive towards the implementation of the Logic Model proposed in Annex 5. A longer planning cycle is needed of about 18 months to allow for a strengthened approach to topic selection and partnership building.</p> <p>In terms of project implementation, WEDF management is encouraged to follow a detailed project management approach.</p> <p>Concerning follow up, it is encouraged to gather documented evidence and lessons learned immediately after, and 3-6 months after the conference.</p> <p>As WEDF evolves, Logic Model in Annex 5 will need to be validated and adjusted incrementally in ways that lead to on-going enhanced performance and outcomes.</p>										
<p>Recommendation 6: Gather documented evidence and lessons learned after the event as follow-up</p> <p>Recommendation 7: Pay more attention to communications and media</p>												
<p>The impact of WEDF is deemed low and not seen as close to its potential.</p>	<p>Most of those interviewed referred to ITC's convening power as demonstrated at WEDF while noting measures that could be taken that</p>	<p>An 'Integrated strategic whole-cycle' approach to WEDF with sufficient time lines for planning, implementation and follow up,</p>										

<p>Where it occurred it has been as a result of lines of activities or efforts made by ITC through other programming.</p>	<p>could better impact the the AfT and policy/implementation agenda. It was universally accepted that simply providing networking/connecting opportunities, as valued as that was, was necessary but not sufficient to maximize WEDF impact.</p> <div data-bbox="472 412 940 689"> <p>The bar chart displays the following data:</p> <table border="1"> <thead> <tr> <th>Response</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Yes</td> <td>6</td> </tr> <tr> <td>No</td> <td>8</td> </tr> <tr> <td>Insufficiently</td> <td>1</td> </tr> </tbody> </table> </div>	Response	Count	Yes	6	No	8	Insufficiently	1	<p>and clear understanding of target audiences linked to ITC strategic objectives needs to be taken to capture the full potential of the conference for ITC. WEDF would benefit from predefined 'take-aways' and even written commitments from participants at the conference with ITC following up to ensure implementation.</p> <p>Communications and media should get more attention, best by establishing a communication strategy for each event, including social media.</p>
Response	Count									
Yes	6									
No	8									
Insufficiently	1									
<p>Recommendation 8: Build cohesion and engagement within ITC</p>										
<p>ITC Technical Divisions were not wholly committed to WEDF for both historical and operational reasons. A sense of collective ownership is needed.</p>	<p>For many in ITC, WEDF is seen as an initiative of OED exclusively and not linked to corporate development of benefit to all its divisions and partners.</p>	<p>Strong links with ITC's overall operations need to be fully exploited. To build consensus and cohesion within ITC concerning WEDF, a center of responsibility, possibly rotating through different Divisions – depending on the theme each year – should be embedded more deeply in the organization.</p> <p>Furthermore, staff engagement can also be encouraged by having ITC staff be regular and profiled presenters include them in the theme selection and ensure the event strengthens staff networking possibilities.</p>								
<p>Recommendation 9: Foster mutually beneficial relationships to provide value to participants/sponsors that they are willing to pay for</p>										
<p>WEDF is costly and its long-term sustainability is not assured.</p>	<p>Despite the regular budget funds received, WEDF is dependent on donors' contribution to ITC. It should become a globally recognized, self-sustaining event.</p>	<p>In order to provide value to participants/sponsors that they are willing to pay for, WEDF must foster mutually beneficial relationships by engaging policymakers, the private industry, and trade specialists and even civil society.</p>								

Executive Summary

WEDF is not structured around a series of objectives in the form of a logical framework. At present, the following operational principles¹ have been delineated:

- Participants using the awareness and knowledge they have acquired to implement improvements in their respective businesses, Trade Support Institutions or government agencies;
- Participants using the awareness and knowledge they have acquired to develop future or improve current export development projects;
- Participants expanding their networks and using those new contacts in the future to develop future or improve current projects;
- Building the capacity of the host institution to deliver global events;
- ITC expanding its understanding of innovations and new practices in export development, which can contribute the enhancement of ITC work programme going forward.
- Raising awareness of the work of ITC in the TRTA community and among beneficiary countries and
- Defraying some of the costs associated with staging the event.

Under Terms of Reference for the evaluation a request was made to develop a Logic Model based on these operational principles and it is presented in Annex 5. The lines of questioning addressed attempted to address all these operational issues as to relevance, efficiency; effectiveness and impact especially with respect to speaker/presenter participation (see Annex 2).

1. Major findings

A. Against the evaluation questions of the Terms of Reference

Relevance:

Attendees at WEDF are made up of three primary groups, ITC itself, the Co-organizers and the participants who can be broken out itself two groups, presenters and general attendees.

¹ These have been provided in the terms of reference for the evaluation

Presenters could be from partner organizations or could be others such as private sector or NGO trade specialists or specialists from trade development institutions.

For ITC -WEDF 2010 represented an opportunity to connect at the highest levels of administration over a broad (macro-economic) but urgent topic. For the technical divisions this high level theme was less relevant with one exception as expressed in the “The Global Platform For Action on Sourcing from Women Vendors “ – a result of on-going ITC programming. WEDF 2011 offered more for the technical groups at ITC both specifically (in the form of projects) and in terms of affording a whole new area of technical endeavor (trade and tourism).

The host countries or co-organizers valued the events, though China 2010 has resulted in more ongoing relations between ITC and the host country. ITC is perceived in high regard in China and while there is no information from Turkey in that regard there is no reason to believe it would be different. For Turkey too, the main event was LDC IV and may have resulted in less focused attention to ITC following the Conference.

Presenter participants were made up of Partner organization presenters (WTO, other UN agency representatives) other presenters such as those from the private sector or NGO's or trade development institutions. Expectations are very different among these groups. Partner presenters were the most demanding and supportive at the same time. They were particularly enthusiastic about the trade/tourism focus viewing it as relevant and valuable - the sort of thing ITC should be doing. At the same time they were among the most disappointed at the lack of follow through – they were very sensitive to after event results. China was viewed as topical and informative in a more general way and valuable for understanding China.

Other presenters (private sector) welcomed the opportunity to participate but some very senior representatives (CEO's) 'appeared lost' in Turkey in terms of their role leading to the suggestion that perhaps a regional VP more involved in operations may have fit better with the Conference audience. CEO's work at a strategic level whereas VP's implement strategy. Given ITC's focus on practical operational issues this would seem to make sense and while CEO's add profile and presence, care must be taken to ensure there is value added for them and for the Conference. As for more general participants the Conference was relevant to what they were doing and afforded the opportunity to meet peers and interested parties.

As for whether WEDF was of value to participants the results were mixed but in different ways. For 2010 China results advanced the gender program stream where for WEDF 2011 a couple of country initiatives (Uganda, Tanzania) were advanced. Some 35% of respondents (Annex 4 Figure 16) said the Conference was of high value while another 25% deemed it of moderate value.

In terms of taking away **learnings** that were later implemented to grow exports there were only few instances of this happening but for specific ITC projects (Uganda), following WEDF 2011.

In terms of the concept and design providing solutions to problems, 2010 was characterized by too much high level plenary, while Turkey was more practically focused but was still considered a bit crowded and some would have liked more networking time.

Follow up by ITC following the Conference was considered poor to non-existent

Effectiveness:

In terms of progress toward stated objectives, there was discussion in 2010 of strategies to deal with the recession and the presentation of the Chinese response through site visits and as the objective was to 'look at' these issues then the objective was met. Again in the case of Turkey 2011 if the objective was 'looking at the contribution of the services sector to growth, focusing in on the potential for tourism's contribution to inclusive and sustainable development' then the objective was met.

In terms of any progress towards achievement of results overall in the absence of any specified results being articulated (no log frame) this cannot be addressed but if the activities and outputs being considered is the event itself and the panels and workshops, luncheons and visits then these were delivered on time and according to specifications.

The problems and constraints encountered had mainly to do with leveraging smoothly with the other partner events, sufficient planning time, insufficient time for discussion (in some cases) and lack of networking time (too crowded). The first two were the most serious.

Efficiency:

WEDF is costly, mostly in terms of travel. ITC bears a lot of the costs but given its potential there is much room for shared funding both from donors and participants.

In terms of internal stakeholders there are different levels of cooperation depending on how much WEDF activities align with what the technical decisions are doing. Currently the event is largely seen as 'top heavy' - more aligned to the interests of the OED than the technical divisions though some technical specialists (i.e. gender) have leveraged it to their own purposes quite effectively.

The burden of responsibility for WEDF has usually fallen on a reduced number of ITC staff members. A culture of shared responsibility does not exist as yet. This does not affect efficiency per se as the events were well managed and cooperation has come when called for. It is an issue of shared ownership and incentives.

There is no doubt that WEDF has enjoyed strong senior management support.

WEDF did receive support from the host country, in some cases considerable support. This must be traded off against the question of 'who owns the event'?

Impact

The take-away from the WEDF events in terms of results and outcomes were three fold: information, networks, project plans. The information was noted but impossible to know if it

was utilized. There were contacts made and networks formed but not many came to anything. Projects which were brought to WEDF from other ITC initiatives sometimes carried through it implementation while others did not.

There is no direct evidence to indicate that the knowledge gained at WEDF was put into action by participants and that any change of thinking would have led to behavioral change. Indirectly the Chong'qing Platform of Action on Women Vendors led to companies joining the initiative but this analysis did not address those actions. Indeed, in future tracking such commitments to action would be something future WEDF Conferences might address. As one UN participant stated, as a result 'Declarations and Statements of Intent' are in themselves not enough to declare success.

Two of the three Africa projects out of WEDF 2011 have progressed while one (Ethiopia) has not. Only one of 10 proposed from China seems to have progressed (Declaration on the Chongqing Platform for Action on Sourcing from Women Vendors).

In terms of difference the events have made, because of the absence of follow up and follow through there has been little except for the projects that were being developed by ITC. While this could be seen as a small sample problem, not capturing those that did not answer, it is also the case that those that did respond knew ITC well, and effort was made to solicit answers from the general audience for which there were 10 replies.

For the participants not directly involved in the pilot projects there were some networking opportunities afforded but there was no evidence of application of lessons or information.

Despite this, the reputation of ITC did grow among participants in that they developed an appreciation of the valuable products that ITC produces and an appreciation of ITC's ability to convene multiple and cross sector stakeholders. In other words participants saw the great potential and value of ITC's work but were not committed or able to apply it afterwards. This is the great challenge.

Similar projects to this can benefit from the planning principles invoked here: sound audience analysis, clear statement of objectives, commitment to follow through, and using events like these to strengthen ITC networks.

B. In the context of the Draft Logic Mode requested in the Terms of Reference²

Intermediate Objective 1: "WEDF demonstrates how ITC performs at the highest level as a thought leader in TRTA"

² The complete logical framework for the WED is available at Annex 5.

- In terms of **overall theme** or focus both the 2010 and 2011 events were seen as topical and informative albeit in very different ways. Tourism and trade especially was seen as one focus that could be an important niche area for ITC with appropriate programmatic framing and event follow up.
- **Application of knowledge and subsequent actions taken** coming out of WEDF generally did not occur outside of the very directed and focused initiatives that were either a product of existing or on-gong ITC business line activities (gender, technical projects) or of individual initiative following the event. Post event follow up by ITC was seen as weak to non-existent by those not already involved in ITC programs and activities.

Intermediate Objective 2: “ITC works as one with other A4T agencies in the showcasing of its leadership role in TRTA at WEDF so as to foster the mainstreaming of TRTA policy into national economic policy”

- The positioning of WEDF with respect to its role in **advancing ITC’s strategy and operational objectives** while strengthening the Aid for Trade agenda and promoting the goals and objectives of its funders leading to TRTA policy mainstreaming is not clear. Until this is better articulated WEDF will not be able to achieve its full potential with respect to this objective.
- **Coordination with other events** such as the LDC-IV has both benefits and drawbacks requiring coherent risk planning and management to ensure WEDF profile and integrity is preserved or enhanced. For example, the scale of LDC-IV overshadowed WEDF, diluted the message somewhat and created administrative problems but did widen the potential audience.
- **Follow up** post-Conference is the key to assessing if what came out of WEDF results in implementation that is Aid for Trade compatible and effective. This could be the responsibility of a Conference committee working with Evaluation Division.

Intermediate Objective 3: “Through WEDF, ITC continues to provide effective and timely leading edge technical assistance in TRTA to policy makers and TSI’s through an ability to mobilize engaged networks and a strengthened partner capability in keeping with ITC’s strategic direction”.

- The business model of partnership with different countries in the staging of the event has potential benefits which can only be maximized if the **interests of the ITC and the country align** and the integrity of the WEDF event itself strengthened. Having the event in different host countries, especially when linked with strong regional themes is of great value in and of itself and the practice should be continued.
- The efficiency, **dedication and professionalism of event organizers** together with the visible commitment by ITC management and quality of people involved were

universally noted. This recognition and capability is a sound basis on which to strengthen networks and build the reputation of WEDF.

- Sound event organization together with the building of stronger partnerships supplements by active follow through in the form of measuring implementation effects and impacts will enable ITC to test its own contributions and maintain its role as a leading edge TRTA institution.

Intermediate Objective 4: “ITC ensures its sustainability through the building of a WEDF work flow process that promotes innovation, policy coherence and improved product and service relevance on important themes as demonstrated in concrete actions being taken post event.”

- In terms of **relevance for participants**, the role and participation of ‘high level’ actors and presenters needs to be carefully positioned to facilitate proper integration into the program and ensure value for time spent. This did not always happen.
- There was widespread agreement that any objectives set for WEDF were only likely to be achieved some time after the event was over and that a **lack of follow up or follow through** meant that most objectives, with some notable exceptions, were not achieved.
- Initially all participants attending the event did so on the basis of a **general understanding that the objective was discussion of issues for purposes of setting direction or getting some ideas**. Clearer, more specific objective definition, where it occurred, developed over the course of the event or as a result of pre-event activities. The briefing sessions before discussion were deemed particularly valuable in that regard.
- The 2010 WEDF, being a very high level discussion, had more difficult **‘takeaways’** as suggested actions were ones that could only be taken at the highest levels and required great institutional sophistication (e .g. need to innovate).

Lessons learned and good practices

In terms of lessons learned: WEDF Conferences have demonstrated the following strengths:

- An ability to mobilize and attract quality speakers and participants (convening power).
- WEDF enjoys strong senior management support.
- The preparation sessions held before the panel and other presentations are valued.
- Some urged the ITC to continue to work on tourism. More generally, this reflects the strength of the ITC’s sectoral approach and need for a longer term engagement on trade issues..
- Partnering with other countries and organizations adds great richness to WEDF.

WEDF Conferences have demonstrated the following weaknesses:

- Lack of forward planning.
- Lack of follow through.
- WEDF's links to ITC's strategic objectives and operations need to be stronger.
- Partnering with other events has a danger of leading to low profile for ITC.
- 'Big name' presenters must be seen to be part to WEDF Conference objectives and outcomes.
- WEDF is costly.

In terms of good practices the following applies:

- Audience analysis: - there needs to be a clearer understanding and articulation of the audience that the ITC wants to address (Figure 2, Annex 4).
- Needs/Issue analysis: Knowing the audience will help ITC to define their issues and needs.
- Demand-driven agendas that meet target audience needs.
- LDC/Regional Focus: ITC should consider regional events focusing on LDC's and regional organizations. Global events are increasingly viewed as expensive, inefficient and less capable of producing results. Very often they are also viewed as encumbered by history. Regional Associations on the other hand (ASEAN, COMESA etc) are seen as implementers and more open to innovation because they are newer and still building their agendas and capabilities.
- Play to strengths: as a smaller, technically oriented multi-stakeholder institution
- Center of responsibility: to embed the event more within ITC operational divisions and share coordination.
- Performance expectations should be clearly set: for both participants and of ITC itself.
- Adopting a project management/knowledge management approach: to better integrate the planning cycle.

2. Conclusions – implications for ITC

- ITC needs to better articulate and leverage its advantages as an organization that has great convening power, excellent products and services that are unique to the UN system.

- WEDF needs a longer and more integrated planning cycle and process. It would enable WEDF to live up to its full potential and make it a 'go to/sought after' event.
- Greater planning integration includes clearer audience analysis in the context of ITC strategic objectives supplemented by needs analysis for purposes of selection of topic and network strengthening.
- WEDF's role in terms of the broader Aid for Trade agenda is not well articulated or established and needs clarification.
- As with Trade and Tourism (WEDF 2011) efforts at widening ITC's and WEDF's policy space beyond simply TRTA should be continued to enhance networking opportunities and assist in audience and needs analysis for future WEDF's.
- WEDF needs to improve post event performance. Production of 'take-aways' that result in concrete action being taken are increasing tests of Conference quality.
- A 'Champion' manager for each WEDF event perhaps might be considered to address the issue of technical divisional buy-in and facilitate coordination across ITC.
- Linking WEDF to ITC's network building agenda would bring the gap between the event as a stand-alone project and ITC's broader corporate programming objectives.
- WEDF and ITC need to be better promoted to the wider trade community including those involved in AfT, trade association and other networks and among trade specialists in academia and elsewhere .

1. INTRODUCTION

1.1 Background and Content

This report is an evaluation of World Export Development Forum (WEDF) of the International Trade Centre. WEDF is ITC's flagship event. Its purpose is to provide a platform for the exchange of ideas and innovations in trade in developing countries and countries in transition.

WEDF began in 1999 and was originally known as the Executive Forum on National Export Strategies. The objective of the Event, which was organized by the Export Strategy unit, was to strengthen the capacity of developing countries and countries in transition in formulating national export strategies. The focus in the first few iterations of the event was on ITC's services. It then evolved to broader solutions, but still fell within the realm of ITC's offerings to its clients – mainly trade support institutions and policymakers. ITC, and its donors, covered all the expenses of participants, who were expected to contribute policy papers to be discussed at the event.

In 2008, discussions were undertaken with SECO, the main donor of the event at the time, on its future direction. SECO requested that ITC 1) find other donors, 2) build a sustainable business model and a proposal for a 5-year period and 3) define a clear vision of the event's goals, define the participants as well as the expected outputs and outcomes.

The Executive Forum on National Export Strategies became the World Export Development Forum, and the theme chosen "Consumer Conscience: How environment and ethics are influencing exports", was one which was very topical following the food miles controversy that year.

In 2009 SECO expressed support for the transformation of the event into an event for the private sector and suggested the need for a more strategic approach in line with ITC's overall strategy. They requested that a log frame be created and the event measured against it.

In 2010, the responsibility for organizing WEDF was given to the Communications and Events unit. The world was faced with the global crisis and as new patterns were emerging, it was decided to examine global economic implications on exports and to promote and encourage strategic approaches to export development. For the first time, WEDF was held in partnership with a developing country. With this new partnering format, the host country absorbed some of the costs and responsibilities associated with event execution. This way ITC would not only build the capacity of its partner to host a global event but was also able to expand the attendance to wider international participation. WEDF is meant to stimulate dialogue, promote partnerships and exchanges of best practices among policymakers, trade support institutions, the private sector and civil society while providing, according to senior management, capacity building services to the host institution

1.2 Purpose and Objective of the Evaluation

The Communications and Events section in the Office of the Executive Director (OED/CE) is responsible for organizing and running WEDF since 2010. WEDF is a key output of the Section, and one of the few non-staff items in the entire ITC receiving regular budget funding. Despite the absence of direct donor requirement, the Section recognizes the importance of undertaking an evaluation.

The purpose of the evaluation was to measure the achievements, outcomes and impact of WEDF events. This was done in the context of how WEDF has evolved over time and particularly in line of the discussions with SECO that led to the transformation of the Executive Forum into WEDF. The overall purpose for the evaluation was to learn from the implementation of the projects, so that lessons could be drawn that could be the basis for instituting improvements to the planning, design and management of future WEDF events.

The results of the evaluation are to provide guidance for ITC as it plans future WEDFs in terms of overall structure of the event and participant selection. While the evaluation of two distinct WEDF events in 2010 and 2011 was requested (see below), the focus was not to be on comparing them to each other, but on identifying the best possible approach in terms of the strategic realignment of WEDF that was agreed upon in 2008 and 2009.

The evaluation is intended to serve four purposes:

1. To ensure WEDF was conducted on the basis of a logical framework approach. Consequently, the first purpose of the evaluation was to build a generic logical framework and to take it through the evaluation process. This is in the process of finalization.
2. The evaluation was expected to provide guidance for ITC as it plans future WEDFs in terms of overall structure of the event, participant selection and cooperation with different Divisions.
3. The evaluation was to provide recommendations about how to use WEDF to strengthen ITC's interaction with its target audiences and better follow up on these interactions.
4. The evaluation was to confirm whether the recent evolution of WEDF was in line with ITC's strategic framework and the goals of the transformation of the event from the Executive Forum into WEDF.

1.3 Scope of the Evaluation

The scope of the evaluation includes two WEDF events in 2010 and 2011:

WEDF 2010 was held in Chongqing, China, 9-11 September 2010. The theme was *Adapting to post-crisis world trade patterns, and lessons for export development*.

WEDF 2011 was held in Istanbul, Turkey in May 2011 within the framework of the UN LDC-IV conference in order to better serve representatives from least developed countries. The theme was *Private Sector Engagement with LDCs for Tourism-led Growth and Inclusive Sustainable Development*.

The evaluation questions were as follows:

	2010	2011
Relevance	<ul style="list-style-type: none"> • Did the event address the identified needs? • Did it address the concerns participants had about the economic climate? • Were the events relevant in the context of ITC's overall strategic focus? • Is the WEDF concept and design the appropriate solution to these needs / problems? • Were the objectives of WEDF attainable? • Did the follow-up books reach participants and were they designed in a way that they found relevant for their purposes? 	<ul style="list-style-type: none"> • Did the event address the identified needs? • Were the events relevant in the context of ITC's overall strategic focus? • Were participants from LDCs able to take away learnings from the event that they can later implement in order to grow their exports? • Is the WEDF concept and design the appropriate solution to these needs / problems? • Were the objectives of WEDF attainable? • Did the follow-up books reach participants and were they designed in a way that they found relevant for their purposes?
Effectiveness	<ul style="list-style-type: none"> • Is there satisfactory progress toward the stated objectives? • Have the results been achieved, and if not, has there been sufficient progress made towards their achievement? Have the anticipated activities and outputs being delivered on time and according to specifications? • What were the problems and constraints encountered? • How did the host country perceive the usefulness of the event and in particular how did the partner organization perceive ITC? 	
Efficiency	<ul style="list-style-type: none"> • Are the effects being achieved at an acceptable cost, compared with alternative approaches to accomplishing the same objectives? • Was the cooperation between the different internal stakeholders optimal? • Was the work divided in an efficient way between the different contributors from ITC? • How efficient was the planning and implementation, coordination mechanisms used by ITC with both internal and external stakeholders? • Did the projects receive appropriate managerial support? • Did the projects receive financial support from the host country or the partner organization? 	
Impact	<ul style="list-style-type: none"> • How useful were the results and outcomes? • Did the participants find the information they received during the plenaries and presentations useful? • Have the participants put any of the knowledge they acquired into action? • What difference have the events made to beneficiaries / clients / stakeholders? • Have there been lessons learned from this exercise that could be used in similar projects in ITC? • Did the event raise political awareness of the work of ITC? 	<ul style="list-style-type: none"> • How useful were the results and outcomes? • Have the participants put any of the knowledge they acquired into action? • Have the projects initiated at WEDF made the progress foreseen? • What difference have the events made to beneficiaries / clients / stakeholders? • Did the participants that were not directly involved in the pilot projects receive concrete and implementable ideas and/or advice out of the meeting that will contribute to inclusive export growth in LDCs? • Have there been lessons learned from this exercise that could be used in similar projects in ITC? • Did the event raise political awareness of the work of ITC?

1.4 Methods used in the Evaluation

The evaluation was based on the following as agreed upon with ITC:

- Document review of all major documents including project documents and project performance and planning reports (see Annex 1);
- Interviews: with key ITC staff and stakeholders (21 in all see Annex 2, for questionnaire template see Annex 3)
- Simplified questionnaires to attendees (10 in all see Annex 2 for questionnaire template see Annex 3).
- Telephone interviews/questionnaires to key ITC presenters and partner coordinators (22 in all see Annex 2 for questionnaire template see Annex 3).
- In preparation for this report and draft Logic Model was created and reviewed by ITC staff. It provides the basis for some of the analysis in this report and can be found in Annex 5.

A summary of the interviews in more statistical form is available in Annex 4.

2. ANALYSIS AND FINDINGS

2.1 Assessment of Implementation and Delivery

In assessing implementation and delivery a distinction needs to be made between the delivery of the event and the delivery of the program. The event itself, of 2 -3 days involves the implementation and delivery related to event management including registration, logistics, collateral materials, internal and external communications, media, panel and workshop organization and delivery, session time (time in plenary and panel discussions) versus network time (free time). The implementation and delivery of the program on the other hand refers to its planning from concept, through delivery through follow-up and closure.

Event Implementation and Delivery

When it came to the event management dimensions of WEDF, ITC received very high praise. The dedication hard work and commitment of the staff and senior management to the enterprise was noted by all.

It is always the case with Forums or conferences that satisfaction with the balance between plenary sessions, workshops, social and networking events will not please everyone all the time. It is a function of needs, expectations, status of speakers and presenters. It is also a function of whether or not the attendees were or were not financially supported by the ITC to attend the event. It is a simple truth that those who were financially or otherwise supported to attend the event are likely to be less critical.

A preliminary comment is warranted at this point. One of the great advantages ITC has, and this was noted by many, is that it can get all players to the table, private sector, NGO and government. This was seen as a huge potential value added to the WED Forum and one many felt ITC should take full advantage of.

ITC's convening power was seen by many participants as a great strength that needs to be fully exploited at WEDF. It is ITC's 'value added'.

But this advantage also poses a challenge in terms of expectations. This is particularly so with respect to senior private sector participants. CEOs' of major corporations expect two things from the people they meet at these events: professionalism (from NGO's especially) and efficiency (from government). The UN bureaucracy is viewed by private sector CEOs' as bloated and inefficient and ITC has to take particular care to convey a 'non-UN' image. Too much process, and too much (covering all bases) protocol does not go over well. ITC is viewed as an efficient and effective technical organization and needs to maintain and cultivate that image.

With this in mind a couple of other features of the presentation and implementation of the event were noted that WEDF organizers should be aware of in the future.

First, the blend of high powered presenters (CEO's and senior bureaucrats) when combined with line people, i.e. implementers of projects and programs needs to be carefully managed as they are two very different worlds. A WEDF that is geared to practical implementation is not the venue for CEO's and Ministers but for Regional Representatives and Director/Director General or even ADM operations personnel. CEO's go to events to meet Ministers and DM's. If the two are to be present there must be benefits for both, dual track outcome streaming. If WEDF links up with other events there must be compatibility between one and more of the local, regional and global views they are embracing with efforts made to ensure appropriate cross-fertilization/leveraging.

Corporate sector CEO's expectations are very high and must be very carefully addressed both substantively and operationally to maximize their presence and value to ITC.

Second, some did feel the agenda was crowded, mainly in the form of too many panelists. This occurred in both Plenary and workshop sessions. It meant there was little time on some occasions to actually work with the information presented. Some saw it as a result of ITC 'having to do its diplomatic thing' especially with respect to plenaries, while others noted the ambitious agenda. From the perspective of the evaluator this was more the case for 2010 and less for 2011. A lot will depend on the objectives established for the WEDF. But if its purpose is to transfer knowledge and foster action then smaller, intense and practical tends to work better than large, general and conceptual. Figure 3 Annex 4 outlines what ITC staff currently understands as the purpose of WEDF.

Event Topic Selection

In terms of **relevance**, the topics selected both for 2010 and 2011 were relevant in that they were 'topical' i.e. dealt with trade and sectoral issues of relevance, but in the absence of a 'needs analysis' based on the requirements of targeted constituency being addressed this was difficult to ascertain specifically. For speakers and partners attendance was not so much based on needs (Figure 6 Annex 4) while those involved in projects found it to be more so (Figure 9, Annex 4). For future Conferences 'needs' needs to be better defined.

Figure 4 Annex 4 addressed the issues about how to approach WEDF topic selection. It suggests it is in need of a more systematic approach so as to help define and articulate WEDF objectives which are currently not clear to participants.

SUGGESTION:

A Standard Operating Procedure (SOP) needs to be developed which both outlines the process of decision making, (how interaction with internal technical staff will occur, the role of outside partners and so on), but also provides a list of criteria or attributes that ITC sees as important to its mandate and vision in terms of where they want to take WEDF. Indeed a

mission and mandate statement for WEDF in itself might help to give the Conference some strategic direction. Such criteria might include:

- Will the event enable ITC to showcase its value added to the trade promotion agenda?
- Is it a potentially new area of expertise for ITC and to what degree will it generate self-sustaining demand for ITC services?
- Is the partner fully committed to this same priority and willing to be the test case as to its importance?
- Will the technical divisions benefit from the time and effort spent and to what degree?
- Who in ITC can lead this (divisionally speaking)?

There may be others, but to be implemented properly requires a sufficient period of time in which to address these questions properly, which means that preparation of each event likely needs to start before the previous event took place. It would also facilitate 'bidding' for the event by different potential partners.

A longer planning cycle would allow for a more systematic approach to topic selection and partnership building based on needs/demand and ITC strategic and operational objectives. This could help define WEDF objectives and potentially facilitate a 'bidding' process from partners.

Figure 5 Annex 4 offers some suggestions as to what is needed for WEDF to have greater success. Networking, engagement and practical integration into a wider agenda are top of this list.

2.2 Institutional and Management Arrangements

The following institutional and management issues are addressed in this section: the linking with other events/partnering; the internal consultation process; the participant and location selection process and the adequacy of the budget.

WEDF event Partnering

Figure 13 Annex 4 addresses cooperation with partners. Generally the partnership was seen as a positive one. It is not explicitly clear to the evaluator however what these partnerships were designed to achieve for ITC other than help the partner build capacity for holding large scale events (a stated objective of WEDF). Were the partnerships meant to help ITC reach a wider audience? Was it to share the costs, and if so to what degree? Was it designed to raise ITC's profile so as to attract higher level speakers? Were they intended to provide an incubator to help foster and generate networks that would be cultivated and matured after

the event, or was it all of the above? Partnership has the potential to address all these things, but it is not yet explicit in the ITC documentation reviewed. Among ITC staff interviewed the issue of partnering was not given any special consideration and was seen only as a component of event management and cost sharing.

These kinds of questions cannot be answered but it is clear that to date the partnership arrangements have achieved mixed results from a general organizational and management perspective for a number of reasons.

In the case of China, a serious, well-resourced and high level commitment by that country resulted in an event that was very formal, structured with themes of interest to the Chinese but not always clearly linked to ITC concerns and value added. With the exception of one stream “Empowering Women, Powering Trade” where ITC gender specialists played a role both before and after the Conference³, little or no follow through resulted outside of continued institutional interactions/meetings between China and ITC⁴. The opportunities to provide practical solutions, ITC strength, were few as the discussion was at a very high policy level for the most part and not readily actionable afterwards. In conclusion, while the topics for discussion were relevant at a very high level, the value added came from an ability to establish some high level relationships with follow up not on a policy level but at the level of opening and sustaining channels of communication.

In the case of Turkey the linking up with LDC IV, a major UN Conference, enabled WEDF to tap into the logistical and organizational capacity of that event and may have drawn attention to WEDF and ITC that it might not have otherwise had, but it also posed some challenges. Registration at WEDF went through the LDC IV registration process which proved slow and burdensome to some but more significantly sent a confusing message to WEDF participants about the distinctiveness and profile of WEDF and ITC itself. Two other drawbacks were mentioned by staff: ITC was unable to retain the contact details of participants and was overshadowed by other events in media coverage. **WEDF did gain from partnering and cross-attendance in the case of Turkey. Having the events in the different developing countries added great richness to both events.**

WEDF should continue to look to partner for these events but must be careful to retain ownership and profile for its agenda.

³ Leading to the Declaration

⁴ There were on-going interactions and visits between ITC and China following EDF 2010 at the executive level.

The Internal Consultation process

Because of the ad hoc nature of WEDF events where topics are addressed and participants engaged depending on the hosting partner and its interests, no standard procedure for engaging ITC internal staff has been put in place. An advisory committee format has been recommended and even tried but has not proven popular in part because of indifferent participation. Technical Divisions have been consulted but participation and enthusiasm has varied. The lead in implementation too has varied but seems now to have settled with Communications and Events.

Any project plan for executing a WEDF event should include the steps involved in internal consultation (when, who, expectations).

Settling on a center of responsibility for the event, an event Champion, who is linked to the corporate level yet, is engaged with the Divisions is important. The champion could for instance be a divisional director who oversees the area related to each year's theme. There is much to be said for event management to remain with Communications and Events especially if a knowledge management approach to the event planning cycle is adopted. At the same time, linking the Conference to ITC strategic goals and objectives will necessitate a close working relationship with SPPG and the relevant operational Sections.

Finally, to ensure Technical Division buy-in a net benefit assessment needs to be undertaken and presented to the technical division that will have the most to gain from any particular WEDF Conference. This net benefit analysis could be used as a basis for approaching a Technical Division to take the lead in organizing developing and organizing the programme. Benefits will need to be made evident however and will need to take the form of how it fits into their work; how it will expand their networks; how it will open up new opportunities and issue areas for their unit and, how it will be a potential revenue generator down the road and the like. As an exercise this will have to be done at the formative stage of event planning, linked to the decision about where to host the Event and linked to the theme or topic.

An event Champion linking the corporate function with the technical and perhaps on a rotational basis has been one suggestion for addressing internal consultation, 'buy-in', and engagement issues.

Participant and Location Selection

Having WEDF in different venues, especially in countries in which trade development is an issue needing attention or has been actively addressed (as with Turkey) is generally recognized to be of value. ITC however, needs to ensure that the host country does not dominate the agenda (as with China), but rather that the venue hosts the ITC agenda as better occurred with Turkey. One suggestion is that countries be called upon to bid in order to host the event, possibly after the main theme has been identified in line with ITC's priorities and objectives. In this countries could contribute to the agenda but it would need

to be evident that the event was of importance to ITC strategic and operational priorities based on sound audience and needs analysis.

In terms of selection of participants, the ITC has a wealth of contacts and access to expertise worldwide. Technical staff have been mobilized to help populate WEDF with some UN partners of ITC suggesting that technical staff be featured more in WEDF sessions.

Budget

One of the reasons the original incarnation of WEDF (200-2008) was changed was because it was very costly and SECO was no longer prepared to support it. It is still so. The total ITC costs for 2010 was \$558,299⁵ (US) for 192 attendees and for 2011 it was \$607,893 (US) for 150 attendees⁶. This works out to \$2,907 per participant in China and \$4502 per participant for Turkey. For a three day event this works out to about \$700 per day for each attendee.

Contributions by the host countries consisted of providing venues, interpretation and some logistical and material support with some financial support for presenters in the case of China. Some presenter support came from a partner (SECO) in the case of Turkey 2011.

It was stated the intent of ITC was to make WEDF more self-supporting, through some combination of registration fees paid by attendants and contributions from traditional donors and/or corporate sponsors. This is laudable and possible, but WEDF would need to be more demand driven and offer mechanisms for continuous engagement if that was to occur. There is little doubt that with these issues addressed funding will be found both from participants but likely donors as well.

WEDF is expensive for ITC but was felt by many to have the potential much more self-supporting through fees and sponsors. Host countries have shown a willingness to offer substantive support to the event.

2.3 Implementation of Activities

Plenary and workshop preparation and delivery

Figure 10 Annex 4 addresses WEDF design in relation to the problem as identified in the theme of the Conference. Most felt it was appropriate while the implementation of activities was seen as professional and of high quality. The pre-session briefings that occurred for

⁵ Total expenditures less contribution for SECO of \$33,445 (US)

⁶ This is based on the list of attendees given to the evaluator. It is possible this is not a complete list for 2011 because it indicated only those with emails. If we use 200 attendees then the cost per person was \$3,039 similar to the China costs.

presenters, be they for workshops or plenary sessions, were very highly valued with it being noted that they provided significant coherence and efficiency gains to the sessions.

Plenary and workshop balance

In the case of China there was for some a sense of too much talking and not enough offered by way of practical solutions. In the case of Turkey the practical side was emphasized but some felt it was not well integrated with the senior level representation and that coming out with complete project plans was both ambitious but also that it really should not be the objective of a Conference. It was felt by many that much more effort needs to be made to make WEDF a network building and reinforcing event relying heavily on actions that are expected of participants following the end of the Conference. It was suggested by some that there needs to be commitments made by participants at the Conference which are followed up on by ITC. One suggested it be like the Clinton Foundation Conferences whereby those who make commitments and do not follow through 'do not get invited back'.

Event presentation and coordination was viewed as professional and well done.
Practical problem oriented sessions were very highly valued.

Communications and media

Modern communications and social media have imposed new standards on events like WEDF. Web presence is expected and on-line communications though social media can be an integral part of any program or event. Currently WEDF does the basics in this regard, providing a website that summarizes the activities and discussions of the Convention. It is a passive site, not part of any on-going actions or activities and not dynamic or interactive.

In its efforts to raise its profile, WEDF is very likely to establish its presence more substantially through an effective communication strategy rooted in well thought out issue placement and participant selection than by big name recruitment alone, though the latter can certainly play a role when employed judiciously. The Communications and Events Division is in a good position to address this.

ITC participation



It was noted that the support of **senior management for WEDF was clearly evident** and appreciated. Some felt however that a greater ITC presence on the panels and discussions would serve ITC well and perhaps foster more input from the technical divisions.

Post event evaluation

The event questionnaires need to be rethought in terms of purpose and intent. The scope needs to be broadened in terms of who gets asked, what gets asked about and integration into the WDF planning cycle.

For consideration:

It is appreciated that people do not want to spend time filling out forms especially at the end of an event. To ease the burden, questions to participants about the organization of the event can be done very simply by asking people to fill out the following (Liked, Did not Like, Comments - but insisting that something be put in each box). Experience has shown this will get you what you want about the organization of the event.

	
Comments	

Then a few questions about actionable items from the Conference would address the impact issue.

Alternatively, WEDF is in need of an understanding of its baseline situation/status against which to measure its impact in the years ahead. Tools are available for this and might be considered.⁷

2.4 Achievements of Results

Addressing the achievement of results poses a problem when there was not an agreed upon logic model or performance framework in place for the Event. Consequently in order to answer this question in reasonable fashion the evaluator is drawing on the information presented from the ITC Executive Director about the goals and objectives of the WED Forum as she envisaged it. This vision became the basis for the drafting of a provisional log frame still under review and finalization. The Terms of Reference of the evaluation required to build a generic logical framework and to take it through the evaluation process. In addition however, the evaluation did also look at the results of WEDF in terms of ITC's strategic objectives as outlined in ITC's Strategic Plan 2010-2013". This is done later in the evaluation in section 5.2.2."Impacts"

⁷ One such future impact oriented baseline measurement technique is available called the "Preliminary Impact Assessment: A Methodology for Establishing an Impact Baseline" Further details are available by contacting Jack Smith; jesmith@tefler.uottawa.ca.

The results expected or corporate objectives (Intermediate outcomes) from WEDF have been outlined by ITC senior management and are contained in the draft Logic Model Annex 5. The conclusions and recommendations contained in this report give no cause to believe that these corporate objectives as expressed in this log frame and by senior management cannot be achieved. Quite the contrary, these objectives are both desirable from the perspective of the wider AfT agenda and suitable to the mandate and mission of the ITC. However, it is to be appreciated that the Log Frame and related documents are 'living' documents and need to be reviewed on an on-going basis as the WEDF program evolves

The objectives described in the Log Frame are as follows:

1. WEDF demonstrates how ITC performs at the highest level as a thought leader in TRTA

The single biggest indicator of ITC's thought leadership in TRTA was evident in ITC's **convening power**. ITC has been able to attract very senior private and public sector actors and policy makers from around the world. At the same time it is recognized as a leading edge **technical support institution** providing tools and analysis of great practical value to those involved in TRTA. The challenge comes in providing a cohesive approach and presentation that effectively integrates these two strengths in a WEDF presentation that makes it a demand driven 'must go' rather than a supplier driven exercise (Figure 1, Annex4). It is not there yet for reasons discussed elsewhere in the report but questions to consider in achieving this are:

- Who is our audience, our natural constituency?
 - Who values ITC's work the most?
 - Will WEDF provide a unified message that is shared with our event management partners that advances the trade agenda for LDC's?
 - Does the event offer new and relevant practical problem solving information of interest to our audience?
2. ITC works as one with other AfT agencies in the showcasing of its leadership role in TRTA at WEDF so as to foster the mainstreaming of TRTA policy into national economic policy.

Among ITC professional and middle management personnel, this was the least known/communicated of the intended corporate outcomes of WEDF. While effort was made to WEDF 2011 to leverage other UN events (LDC IV) it was not seen in the context of ITC leadership on AfT. For a number of reasons LDC IV was 'the lead' including because it was bigger, people registered through the LDV IV process, and it was not focused on trade as such but on a much wider set of issues making ITC's trade leadership less central.

3. Through WEDF, ITC continues to provide effective and timely leading edge technical assistance in TRTA to policy makers and TSI's through an ability to mobilize engaged networks and a strengthened partner capability in keeping with ITC's strategic direction.

Elements of WEDF 2010 and 2011 showcased ITC's technical capability most notably with the *Declaration on the Chongqing Platform for Action on Sourcing from Women Vendors* and the project workshops which were a big part of the 2011 program. In these cases program and project initiatives were processed through WEDF to give credence to ITC's capabilities. As for meeting ITC's strategic objectives this is discussed in more detail in section 5.1.3.2.

4. ITC ensures its sustainability through the building of a WEDF work flow processes that promotes innovation, policy coherence and improved product and service relevance on important themes as demonstrated in concrete actions being taken post event.

With the exception of some project and program specific initiatives incorporated into the Event but that ran parallel and somewhat independently of WEDF, **there was little in the way of follow up of any kind that came out of the WEDF exercise.** It cannot be said that sustainability in the form of promoting innovation, policy coherence or improved product or service relevance emerged from the WEDF. At best participants referred to continued contact with some individuals they met at the forum. In the case of 2010 ITC's engagement with China, ongoing engagement at an institutional level was enhanced. Other than this there appears to have been little else in the way of lasting 'take-a way's.

2.5 Attainment of Objectives

WEDF's operational objectives were defined earlier and in terms of reference for the evaluation.

Dealing with each one in turn the following can be stated.

- Participants using the awareness and knowledge they have acquired to implement improvements in their respective businesses, Trade Support Institutions or government agencies;
 - **There is little evidence of much of this happening**
- Participants using the awareness and knowledge they have acquired to develop future or improve current export development projects;
 - This has occurred in a few instances but they have been heavily supplier (ITC) driven and is generally **not an action item arising out of WEDF itself.**
- Participants expanding their networks and using those new contacts in the future to develop future or improve current projects;
 - This happens on an occasional basis and is usually driven by highly motivated individuals looking to maintain or strengthen a contact they have made at the Conference. **WEDF has no systematic mechanism or framework to build communities of practice and networks.**
- Building the capacity of the host institution to deliver global events;

- Not an issue for China and not something ITC needed to address in Turkey very directly given its embedding in the LDC IV Conference. This is more an issue for LDC's.
- ITC expanding its understanding of innovations and new practices in export development, which can contribute to the enhancement of ITC work programmes going forward.
 - **The selection of tourism** as a subject of focus in 2011 made for more detailed and innovative approaches to be addressed which are of benefit to ITC practitioners. The China event was much more general and related to the need for capacity building than innovation or new practices.
- Raising awareness of the work of ITC in the TRTA community and among beneficiary countries
 - This did occur among those unfamiliar with ITC's work and was generally recognized and appreciated where that occurred
- Defraying some of the costs associated with staging the event.
 - This did not occur to the degree hoped for it seems and will not occur until the value added of the event is clear and meets participant's needs (i.e. needs to be demand driven).

A note on Attendee Participation:

It is worth noting that you get more participation when you invite less people. In other words if the purpose of WEDF is to make sure that everyone participates i.e. engages in constructive and substantive discussion and work activities, then many more smaller events work better than fewer but larger ones. With good facilitation you can fully engage up to 12 people, over that then some people become listeners⁸. It depends on the objectives of the session.

2.6 Assessment of Effects

This is addressed by noting the effects of WEDF on ITC as a corporate entity looking to profile its flagship event, on ITC network building, on its AfT and presentation partners.

⁸ See <http://netmap.wordpress.com/2011/11/15if-you-want-more-participants-invite-less-people/>

The effects of WEDF on ITC are many and varied. They range from an appreciation of ITC's work and professionalism among participants to a general consensus that the event lacks follow through and post event impact. For many staff it remains an Executive exercise not integral to their work or performance requirements or where they are involved but have little ownership. For other staff it can be a catalyst for their work but that raises the perception that the event is too supply (i.e. ITC) driven. Staff engagement can be encouraged in a number of ways including:

- Choosing themes that have a bearing on ITC's future business possibilities
- Including WEDF work and involvement in performance appraisals
- Rotating the champion through different divisions if this is a route chosen
- Have ITC staff be regular and profiled presenters
- Ensure the event strengthens staff networking possibilities

In terms of WEDF effects on ITC networks building and facilitation again there are mixed effects. Importantly and significantly the representation and reinforcing of women's networks-involved-in-trade is evident, robust and on-going. Many heads of organizations led by women were present and every effort should be made to ensure that continues in future Forums. Outside of this however there was no evidence of overt network building, of building communities of practice., or even issue focused problem solving networks of shorter duration. This is not to suggest that networks do not exist or were not used. Quite the contrary, often because time lines to organizing the event were so short the networks of the technical divisions were mobilized to ensure sufficient attendance. But this was not network building per se, it was network utilization.

ITC would benefit greatly by making network building an important output and outcome for WEDF.

In terms of the effects for ITC with respect to its Aid for Trade partners this theme was very weakly developed if at all. As such there were no real effects though if it is the intent of the ITC to be the thought leader in this arena then more effort will need to integrate or AfT programs and AfT donors into the agenda.

As for the effect on partnership, a distinction needs to be made between partnerships that operate at the corporate level versus operational level partnerships. China provided stronger links with China at the corporate level and this has translated into greater Chinese presence at subsequent ITC events. Turkey developed some operational level partnerships based on projects and these included a few new partnerships being developed between different attendees outside of ITC.

Again in the absence of stated performance expectations with respect to partnerships and the goals of WEDF it is difficult to assess effects. If there are partnership expectations then these need to be better defined.

2.7 Outcomes

Annex 4 Figure 16 indicates the **usefulness of results, outcomes** and information from WEDF. Once again the participants linked to projects and those that had enjoyed some sort of follow up tended to view the Conference as most useful. Similarly the networking function of the Conference was seen as the most valuable component (Figures 15 and 21 Annex 4).

In terms of **putting what was learned into action**, Figures 17 and 22 Annex 4 illustrates that this did not occur either for presenters or for those participants who were not involved in projects.

As conferences go WEDF was an event much like any other. But donors and participants expectations are changing. Increasingly they expect events like these to have **'take-aways'** – things that can be of value post event. Furthermore it is not enough for these take-aways to be products or outputs but true outcomes, things that get learned and *applied* – that result in decisions and actions and behaviours that would otherwise not have occurred had they not attended the event.

This is THE challenge for WEDF: to take it to the decision change, behavior change level. The analysis and the recommendations presented, including the log frame, are all undertaken with this objective in mind.

2.8 Impacts

In terms of the **projects initiated at WEDF and progress made** the results are mixed. In the case of WEDF 2011, Uganda and to some degree Tanzania's projects made progress while Ethiopia did not. In the case of WEDF 2010, of the 10 proposed action areas there has been concrete progress in only one instance, related to the Chongqing *Platform for Action of Sourcing for Women Vendors*.

One of the purposes of WEDF was to help ITC achieve its three strategic objectives as outlined in their "Strategic Plan 2010-2013". These were to:

1. Strengthen the international competitiveness of enterprises through ITC training and support

In 2010 64% of the attendees were private sector whereas in 2011 40% of those attending were the private sector. In 2010 there were few workshops where training would have occurred or more direct support offered as the debate was very high level and policy oriented. The take away from 2010 – found mainly in the conclusions of the sections of the Conference Report are very policy oriented and identify the problems as opposed to providing the skills competencies and mechanisms for resolution.

In 2011 there were many more workshops where training and knowledge transfer were better facilitated. Because they were project and workshop focused they were not general learnings for the Conference but specific and more targeted to whichever group was involved. Additionally, the follow through on the projects did not always materialize. **In conclusion 2011 better met this strategic objective but in a limited way.**

2. Increase the capacity of Trade Support Institutions to support businesses. WEDF 2011 had 21 non-government⁹ TSI's in attendance (16% of attendees) while WEDF 2010 had 46 (30% of all attendees). If trade related government Ministries were included we would be getting to the majority of attendees.

Coming out of the Conferences, WEDF 2010 has strengthened working relations between the ITC and the PRC at the government level and facilitated the promotion of women vendors through its *Chongqing Platform for Action of Sourcing for Women Vendors*. Post-event factory visits in China resulted in requests from Indonesia for Chinese firms to visit that country but it seems no lasting business relations ensued. 2011 reinforced and strengthened on-going relations between ITC a few of its TSI partners (Uganda Tourism Board; International Women in Development, Samoa; Horticultural Development Society, Tanzania).

Outside of this, in terms of this specific (i.e. non-government) sub-group it is **very difficult to identify capacity building activities and actions that would have been of direct or lasting benefit.**

3. Strengthen the integration of the business sector into the global economy through enhanced support to policymakers.

Both WEDF 2010 China and 2011 Turkey addressed this issue in different ways with China being very high level and policy oriented (global economic crisis and its aftermath) and Turkey sector- specific (tourism) with more of a focus on practical solutions and implementation. The Conference Report 2010 provided much analysis and insight but concrete actions and developments coming out of this work and information other than the ones already mentioned above has not occurred. No doubt this was a result in part of the very high level and sophistication of many of the conclusions, for example on partnerships it was stated that what was needed was "*A shared vision between the government and collectively organized private sector. The credibility of the private sector lies in their ability to produce innovative, cost-efficient options rising above short term interest*¹⁰". For this to be realized requires great political will, societal coordination and negotiation and cooperation and sophisticated understandings bridging very different interests. This is a tall order for any society.

In the case of 2011, strengthening integration was not so much a product of after Conference policy making as practical actions taken by individual actors/businesses through projects; a limited and partial meeting of this strategic objective.

⁹ Non-government includes Chambers of Commerce, Business Association or organizations specializing in helping private sector firms that are arms-length from government. It does not include Ministries and Government Agencies.

¹⁰ ITCF World Export Development Forum Conference Report, page 76.

2.9 Sustainability

Many of the measures and issues discussed in this report are in an effort make WEDF as self-sustaining (self-funded) event that is sought after/must attend by the constituency that ITC cultivates and promotes. ITC has convening power; it is just a matter of mobilizing it effectively and to self-sustaining ends. It has also enjoyed increased awareness and reputation-raising as Figures 18 AND 19 Annex 4 illustrate.

3. LESSONS LEARNED AND GOOD PRACTICES

3.1 Lessons Learned

WEDF Conferences have demonstrated the following strengths:

- An ability to mobilize and attract quality senior and operational level policy makers, planners and practitioners that bridge all three sectors, government, private industry and civil society organizations. Some have referred to this as ITC's convening power and it is of great value and must be maintained through ensuing quality events/conferences.
- Conference organizing: the event was viewed as well managed and professional and a credit to ITC.
- ITC senior management support for the event was obvious and valued (Figure 14 Annex 4)
- The preparation sessions held before the presenters addressed workshops and plenaries were deemed of great value
- Some urged the ITC to continue to work on tourism as it was considered a very important area of discussion that no one else was doing, and because of ITC's convening power something ITC could do in a way no one else could.
- Leveraging WEDF by partnering with other countries and organizations has the potential to add great richness to the WEDF Conference within limits.

WEDF Conferences have demonstrated the following weaknesses:

- **Lack of forward planning.** Planning starts too late and results in much scrambling with much more potential for 'ad hoc' problem solving and lack of early participant and corporate commitment. Consequently to ensure sufficient participation ITC must incentivize (pay for) participants reinforcing the 'supply driven' nature of the Conference.
- **Lack of follow through.** Any follow through that occurred was a product of other initiatives that flowed through WEDF, not integral to WEDF program and design itself. As a consequence it is viewed as a heavily supply driven model.
- The **links to ITC's strategic objectives** both with respect to the corporation and the Aid for Trade agenda is not clear to ITC staff and participants resulting in a lack of buy-in by many staff and uncertainty as to objectives by participants.
- While partnering offers potential value it poses challenges by way of highlighting and preserving the integrity of the WEDF Conference in that **ITC's leadership role and value added to the trade agenda may get lost or misrepresented.**

- Invitations to corporate CEO's or Secretary Generals of large government institutions and the like must be treated as special cases. They need long lead times to invitation, they must see that it is of value to them (through the presence of others like them) and their contribution needs to be seen as relevant to the agenda – as in setting up the strategic context for the more operational technical discussions. In the end though ITC should not lose sight of the need for WEDF to be a demand driven, strategically focused event, offering value-added engagements to its constituency. Executive presence must be seen to be integral to WEDF Conference objectives and ITC corporate strategic outcomes.
- **WEDF is costly.**

3.2 Good Practices

In broad terms the main challenges facing WEDF have been identified as the knowledge management/ planning cycle problem and the framework problem which when addressed will result in a whole cycle strategic planning approach to the WEDF Conference. To achieve this end the following good practices are suggested:

Audience analysis: - there needs to be a clearer understanding and articulation of the audience that the ITC wants to address. Is it TSI's, TPO's primarily? Is it policy maker? Is it both together and so on. There may be various audiences but for each WDF event a clear understanding of the audience will help focus the event. The audience may well include the partners ITC wants to cultivate in staging the event.

Needs/Issue analysis: Knowing the audience will help ITC to define their issues and need. Such definition should be approached systematically and strategically linked to ITC's vision and mandate. Needs/issues analysis may include potential partners including those linked to the Aid for Trade agenda.

Becoming Demand Driven for Sustainability - Develop the Right strategy, get the right people, and sell it to your audience. Once the audience and issue/needs have been defined, participant selection and recruitment can begin, alongside a communications strategy that will ensure interest and participation.

LDC/Regional Focus: ITC should consider regional events focusing on LDC's and regional organizations as it is an underutilized arena that would welcome global expertise.

Play to strengths: ITC is positioned to engage policy makers, private industry, and trade specialists and even civil society together. Fostering mutually beneficial relationships among these actors needs to be at the center of every WEDF Conference. Consideration might be given to asking all country attendees to have representatives from all three or four groups.

Embedded center of responsibility: It was noted that a center of responsibility for WEDF, possibly rotating through different divisions would bring the event closer to

staff. Support services to WEDF such as communications and logistics would best be maintained at one place.

Net benefit Analysis: WEDF events might consider a net benefit analysis for the technical division so as to facilitate technical division ownership and engagement.

Performance expectations of participants and of ITC itself: Facilitated by an agreed upon logic model and performance measurement framework for the Conference generally, ITC should look to having performance expectations for participants following the event in the form of concrete actions to be taken and even deliverables.

Adopting a Project management/knowledge management approach: While WEDF is a repeated event, because it has a beginning and end, it does lend itself to taking a systematic project management approach. At the same time viewing it as a knowledge management cycle would help give definition to activities and requirements (the gathering, harnessing, distribution and utilization of knowledge) while providing the conceptual link to the programming dimensions of WEDF i.e. building ITC as a thought leader.

Feature ITC value added: ITC should not be shy about displaying its capabilities by way of products, services and advise while trying to learn about new things it can do and new areas of endeavor that it can pursue (as with tourism). ITC's highly rated technical personnel should be given every opportunity to be front and center in the WEDF process, even as presenters and discussants perhaps as a way of recognition.

Master of ceremonies: There may be some advantage to having one person oversee all activities of the Conference and have that person report back on the final session. It can facilitate cohesion and clarity of objectives for participants. An outside expert could be retained who has both facilitation skills and deep understanding of the issues. This expert will also provide a summary report which will address the strategic issues for ITC that come out of each Conference and how follow up is to be addressed.

Venue competition: Consideration should be given to a bidding process where countries could bid on staging the event. Allowances would need to be made where LDC's are concerned.

Self-supporting: Over time and with these changes WEDF could become a self-supporting event as it will be seen as a 'go to' value added activity

Session preps: The preparatory discussion that occurs before session presentations is a best practice.

Pay attention to detail: Clear name tags, readily available participant lists for sessions, name circulation and communication facilitation among registrants is extremely valued by participants and is noticed when not done

After Action Appraisals: – a practice of documenting experiences and lessons learned immediately after, and 3 to 6 months after the event might be considered. This would address event and post event objectives (strengths and weaknesses) to be reviewed by event organizers at the begin

CEOS's: If the intent is to attract leading private sector CEO's to WEDF plenty of advanced planning is needed and care must be taken to ensure their time is well spent.

While not good practices as such, discussions indicated that ITC might want to consider the following to ensure maximum success:

- Consider greater donor presence at WEDF to promote ITC and to enable them to have a more direct stake in the results, and to see the results over time.
- Better clarify ITC's leadership role in the Aid for Trade agenda.
- Consider the benefits of WEDF as a regionally sponsored event, working more closely with organizations like ASEAN, COMESA, ECOWAS who are in need of trade capacity building and who do not have established interests like the UN system

3.3 Constraints

The most readily identifiable constraints to WEDF success are:

- Insufficient planning and preparation time
- Weak framing of WEDF purpose and intent as a knowledge leader and broker
- Lack of strong and systematic link with ITC's overall operations and the resulting perception that it is 'an Executive thing' and not integral to the interest of ITC operations

4. RECOMMENDATIONS

4.1 Issues resolved during evaluation

Over the course of the evaluation a preliminary log frame for a renewed WEDF was developed.

During the course of the evaluation the consultant and CE agreed that planning for 2013 should begin now.

4.1 Actions/decisions recommended

- ITC is recognized and appreciated as a professional technical and thought leading institution that is a leader in its field. It is better positioned than other UN organizations to capitalize on that special capability because of its ability to bring many different types of actors together.
- Any WEDF planning team, however constructed should plan over a longer cycle; say 18 months than is currently the case. This would help enable WEDF to live up to its full potential and make it a 'go to/sought after' event.
- A clearer audience analysis for WEDF must be taken in the context of the strategic objectives ITC hopes to gain from staging the event. It will also help better define Conference objectives.
- Audience analysis needs to be accompanied by a needs analysis for purposes of selection of topic and to strengthen ITC's constituency. Such analysis needs to be undertaken in the context of ITC's strategic objectives.
- WEDF's links to and coordination with the broader Aid for Trade agenda is not clear or well established with partners and ITC's Technical Divisions. If this is an important consideration for ITC then it needs to be integrated into the strategically framed audience and needs analysis exercise. It will have important communication and engagement implications for WEDF.
- WEDF is most valued when it offers practical solutions to real world problems at the sector or regional level as shown when it addressed trade and tourism, or trade and gender. These efforts at widening ITC's and WEDF's policy space beyond simply TRTA should be continued as it will provide ITC with concrete networking opportunities and assist in audience and needs analysis for future WEDF's.
- For WEDF to be successful and have an impact it must improve its post event performance. On the spot networking opportunities are necessary but no longer sufficient for many. Participants increasingly want clear 'take-aways' while funders want to see results born of commitments to take action.

- Technical Divisions for WEDF are not uniformly supportive and together with the other needs noted above suggests a 'Champion' manager for the event perhaps on a rotating basis might be considered. This would bring the event closer to the technical divisions and help provide coherent problem solving.
- ITC's existing networks, especially around gender, have proven to be streams within WEDF which generate most impact. WEDF and networking building with ITC as a hub should be mutually re-enforcing for ITC long term benefit.
- WEDF and ITC need to be better promoted to the AfT community, the Trade Associations and to trade professionals including those in academia..

5. CONCLUSION

It is no longer good enough for Conferences to make the gathering of people together the end in itself. In the revolt against 'talk shops' and with all expenditures under review, coming up with Declarations that never get implemented and holding meetings where no subsequent actions of consequence are not taken will mean that Conferences will lose their credibility and meaning. Addressing the framework and planning cycle issues will help ITC get to the action oriented level.

Finally, and to make the point another way, the WEDF has the potential to be a meeting that is of immense value to its participants and its partners. But as a technical unit in the UN system it needs to play to its strengths. It needs to deal with real issues in ways that offer solutions and do so in a way that addresses all its constituencies. This may not always require a global WTO level focus. There is much going on at the next – or regional – level where ITC can work with institutions in need of strong partners and where the agendas are not already pre-determined by historical legacy but where global issues of trade are of importance.

ANNEX 1 Documents Reviewed

1. International Trade Centre, *Global Platform for Action on Sourcing from Women Vendors*, 2011.
2. International Trade Centre, *Platform News – Women Powering Trade, Edition No. 1*.
3. International Trade Centre, *Consolidated Programme Document for 2011*, 2010.
4. International Trade Centre (J. Campo, with input from L. Saccaro, S. Neuhaus and M. Gaspar), *Lessons Learned and Suggestions for 2012*, 07/06/11.
5. Confédération suisse, Federal Department of Economic Affairs, FDEA, SECO/ITC – *Annual Review of all projects financed in 2007; Minutes of SECO/ITC Annual Consultation*, ITC, Geneva, January 16, 2008.
6. Anton J. Said, OED/EF, *Positioning Export Strategy in ITC*, Revision 17 March 2007.
7. International Trade Centre, *Adapting to Post-Crisis World Trade Patterns, and Lessons for Export Development*, 9-21 September 2010.
8. International Trade Centre, *WEDF 2010, Overview and Expectations*, 2010.
9. International Trade Centre, *World Export Development Forum 2011*, 10-11 May, 2011.
10. International Trade Centre, *Output of WEDF*.
11. International Trade Centre, *ITC Staff at WEDF, Roles and Responsibilities*.
12. International Trade Centre, a presentation by Jackie Campo, *WEDF 2011 – Evaluation by Participants*, 25 May 2011.
13. International Trade Centre, Opening Speech by Patricia Francis, *Tourism's potential for sustainable development in LDCs*, *WEDF 2011*, and 10 May 2011.
14. International Trade Centre, *WEDF 2011: Private Sector Engagement with LDCs for Tourism-Led Growth and Sustainable Development*, 10-11 May 2011.
15. International Trade Centre, *Proposed Themes for WEDF 2012*, 12-14 October 2011.
16. *Speakers 2010*, WEDF.
17. International Trade Centre, *World Export Development Forum 2010, Conference Report*, 2011.
18. International Trade Centre, *Annual Report 2010*, 2011.
19. International Trade Centre, *Senior Management Committee (SMC) Meeting Minutes*, April 20-21, 2011.

20. International Trade Centre, *Senior Management Committee (SMC) Meeting Minutes*, 8 June 2011.
21. International Trade Centre, *Senior Management Committee (SMC) Meeting Minutes*, 2 February 2011.
22. International Trade Centre, *Senior Management Committee (SMC) Meeting Minutes*, 16 March 2011.
23. International Trade Centre, *Senior Management Committee (SMC) Meeting Minutes*, 12 May 2010.
24. International Trade Centre, *Senior Management Committee (SMC) Meeting Minutes*, 5 May 2010.
25. International Trade Centre, *Senior Management Committee (SMC) Meeting Minutes*, 20 January 2010.
26. International Trade Centre, *Senior Management Committee (SMC) Meeting Minutes*, 18 November 2009.
27. International Trade Centre, *Country and Programme Coordination (CPC) Meeting, Draft Minutes*, 13 January 2009.
28. International Trade Centre, *Operational Plan 2012*.
29. International Trade Centre, *ITC's Corporate Strategic Framework 2014-2015*.
30. International Trade Centre, *Strategic Plan 2010-1013*, 2009.
31. International Trade Centre, *From Competitiveness to Inclusiveness, ITC Strategic Plan (2012-2015) – Draft for discussion*, December 2011.

ANNEX 2 Interviews

ITC Staff Interviewed

- | | |
|-----------------------|------------------------|
| 1. Simone Capriani | 10. F. Von Kirchbach |
| 2. Miklos Gaspar | 11. Patricia Francis |
| 3. Luisa Cassaro | 12. Anton Said |
| 4. Sibylle Neuhaus | 13. Xuejun Jiang |
| 5. Jackie Campo | 14. Silencer Mapuranga |
| 6. Ian Sayers | 15. Helen Lassen |
| 7. Silencer Mapuranga | 16. Margareta Funder |
| 8. Ramin Granfar | 17. Amy Fallon |
| 9. Meg Jones | 18. Jacky Charbonneau |
| | 19. Arran Riddle |
| | 20. Anders Aeroe |

Participants/Speakers Interviewed

1. Mr. Ujal Singh Bhatia, Ambassador, Former Permanent Representative of India to the WTO, Geneva
2. Mr. Alexander Barkawi, former Managing Director, SAM Indexes and Dow Jones Sustainability Indexes
3. Ms. Elizabeth Vazquez, CEO & Co-Founder WeConnect International, USA
4. Ms. Archana Bhatnagar, Managing Director, Haylide Chemicals PVT Ltd (WOMEN VENDORS)
5. Ms. Liz Benham, former BPW President
6. Mr. Hugo Cameron, First Secretary, Permanent Mission of Canada to the United Nations Office and other International Organizations at Geneva
7. Prof. Geoffrey Lipman Chair, Greenerth.travel and advisor to UNWTO SG
8. Ms. Florence Kata, Executive Director, Uganda Export Promotion Board (TSI)
9. Ms. Valentine Sendanyoye Rugwabiza Deputy Director General, WTO

10. Ms. Dorothy Tembo, Executive Director of EIF
11. Mr Dick de Man, Head Trade Promotion, Centre for the Promotion of Imports from Developing Countries (CBI)
12. Mr. Jim Burba, Consultant
13. Mr. Shen XiaoKai, Deputy Division Director, Dep't of International Trade and Economic Affairs, Ministry of Commerce, PRC (MPFCOM)
14. Mr. Guy Johnson, Secretary-General, Ministry of Culture, Tourism and Handicrafts (incumbent)
15. Ms. Hala El Khatib, Secretary-General, Egyptian Hotel Association and former communication adviser to the Minister of Tourism, Egypt
16. Mr. Martin Roche, Partner Etoile Partners, UK
17. Hans Peter Egler, State Secretariat for economic Affairs (SECO)

Questionnaire to Participants

1. Juanita Hardy, Managing Principal, Tiger Management Consulting Group, LLC
2. Khalid Maqsood Khokhar, CEO/Consultant, K. National Traders
3. Virginia Littlejohn
4. Gourish K. Kharel
5. Jonathan Rao, MATRADE, Malaysia
6. Dr. Bambang Priyambodo, Indonesia
7. Tindyebwa Amos, Executive Director, Trade And Business Development Centre, , Kampala, UGANDA
8. Maria Inez
9. Aloysius Lim, Singapore
10. Joylyn Dennis – Lampkin, Technical Specialist, SVG Chamber of Agriculture & Nutrition Inc., Kingstown , West Indies

ANNEX 3 INTERVIEW TEMPLATES



(SAMPLES)

Sample Questionnaire to Staff and Stakeholders/Partners

QUESTIONNAIRE FOR SECO (Hans Peter Egler)

Rasons for Attending

- 1) What is the relationship between the ITC and SECO re: WEDF?
- 2) In your view, does WEDF have a role to play in the Aid for Trade agenda generally? What would that be most effectively?
- 3) Did the Forum provide useful and lasting networking opportunities?
- 4) Finally, can you put something in each of the boxes? What you liked, what you did not like and comments.

	
Comments	

Relevance

1. Did the event address the identified needs?
2. Did you see a link between this event and ITC's strategic focus?
3. In your estimation were LDC participants able to take away learnings that could later be implemented? Were you able to do the same?
4. Was the WEDF concept and design the appropriate solution to these needs / problems?
5. Were the objectives of WEDF as you understood them attainable?
6. Did the follow-up books/material reach you and were they designed in a way that they found relevant for their purposes? Did it prove of value after the Forum was over (6 months, one year later)?
7. Did you receive any further information or establish working contacts post event and as a result of your participation in the Forum?

Efficiency

1. Were the objectives of the Forum clear and do you think the objectives were something that could be achieved at the Forum or only by actions afterwards?
2. Either way, do you think they were achieved?
3. How did you perceive the usefulness of the event for your organization and in particular how did you perceive the ITC?

Effectiveness

1. Do you think there was good cooperation and coordination among the various elements of the Forum?
2. Was the messaging from the Forum clear and evident to participants?
3. How efficient was the planning and implementation, coordination mechanisms used by ITC from your perspective?
4. Was managerial support evident?
5. Was there any follow up from the Forum for you that involved any mobilization of resources or aligning with new partners?

Impact

1. How useful were the results and outcomes?
2. Was the information you received out of the Forum useful?
3. Was any of this information or knowledge they acquired into action?
4. Have the projects you were involved in at WEDF made the progress foreseen?
5. What difference have the events made to you and your organization?
6. For others at WEDF who were not involved in projects, do you think concrete and implementable ideas/advice was presented that will contribute to inclusive growth in the LDC's?
7. Have there been lessons learned from this exercise that think could be used by ITC in future forums?
8. Did the event raise greater awareness for you of the work of ITC? Did that in turn result in specific actions being taken involving ITC or ITC type work?
9. Would you consider ITC the world leader in creating knowledge related products related to issues of Trade related technical assistance? Who else meets this standard?



Sample Questionnaire to Presenter/Speaker

QUESTIONNAIRE FOR _____

Rasons for Attending

- 1) What was your primary and secondary reason for participating in WEDF in 2010/2011?
 - a) Wanted to convey message about the work of my organization to the Forum
 - b) Wanted to gain a deeper understanding of China/Turkey
 - c) I wanted to support the work of the ITC
 - d) It was an opportunity to meet with others involved in the trade agenda of the UN and other organizations/To strengthen my professional networks
 - a) Did it do so?
 - e) Other?

- 2) Does WEDF have a role to play in the Aid for Trade agenda? What do you think that would be most effectively?
- 3) Did the Forum provide useful and lasting networking opportunities? Examples?
- 4) Could you please put something in each of the boxes: What you liked, what you did not like and comments. Please fill the all.

	
Comments	

Relevance

8. Did the event address the clearly identified needs?
9. Specifically, did it address the concerns participants had about the economic climate?
10. Was the WEDF presentation and design the appropriate solution to these needs / problems?
11. Were the objectives of WEDF 2010 attainable in your view? Did they get there?
12. Did the follow-up books/material reach you and were they designed in a way that they found relevant for their purposes? Did it prove of value after the Forum was over (6 months, one year later)?

Efficiency

1. Were the objectives of the Forum clear and do you think the objectives were something that could be achieved at the Forum itself or only by actions afterwards?
2. Either way, do you think they were achieved?
3. How efficient was the planning and implementation, coordination mechanisms used by ITC from your perspective?
4. Were all the sessions, workshops etc. and related events well planned, clear, and organized?

Effectiveness

1. Do you think there was good cooperation and coordination among the various elements of the Forum?
2. Was the messaging from the Forum clear and evident to participants?
3. Was managerial support evident?
4. How did you perceive the usefulness of the event for your organization and in particular how did you perceive the ITC?
5. Was there any follow up from the Forum for you that involved any mobilization of resources or aligning with new partners? Should there have been?
6. Which parts of the Forum were for you the most valuable? Why?

Impact

1. How useful were the results and outcomes?
2. Was the information you received out of the Forum useful?
3. Was any of this information or knowledge they acquired into action?
4. What difference have the events made to you and your organization?
5. Have there been lessons learned from this exercise that think could be used by ITC in future forums?
6. Did the event raise greater awareness for you of the work of ITC? Did that in turn result in specific actions being taken involving ITC or ITC type work?
7. Do you consider ITC a world leader on Trade issues?

Sample Questionnaire to Attendee**QUESTIONNAIRE ON WEDF EVALUATION**

1. Why did you attend the Forum? (Answer more than one, if applicable)

- Personal professional development
- I represented my organization
- I/we have worked with ITC and were approached to attend
- Looking to network with others involved in trade
- Looking to build understanding and links in the country where it was held
- Other Invited by WeConnect International, with whom we have worked

2. Looking back, what did you like about the WEDF? (Before, during and/or after the event)

3. Similarly, what do you remember about the event that was not so strong or could have offered more? (Before, during and after)

**Please, kindly forward
your answers to:**

William Cowie, Senior
Evaluator WEDF
wicowie@rogers.com

ANNEX 4: SELECTED STATISTICAL RESULTS

Staff Survey

Interviews with staff generated five thematic areas with respect to their understanding and appreciation of WEDF. These thematic areas were:

1. Who drives the WEDF Agenda?
2. What is the Target Audience for WEDF?
3. What should be the purpose of WEDF?
4. How should the theme of WEDF be chosen?
5. What is needed to ensure greater success?

As noted in Annex 2 some 23 staff were interviewed, in the course of 11 interview sessions. The tabulation of results is as follows and is calculated on the basis of the number of interview sessions raising the item identified.

A-1 Who Drives the WEDF Agenda?

Agenda driven by supplier ⁽¹⁾	6
Supported by ED and Director	3
Not all on board - no ownership/run out of ED	3
Disconnect at level of Chief/disconnect to ITC Strategy	4

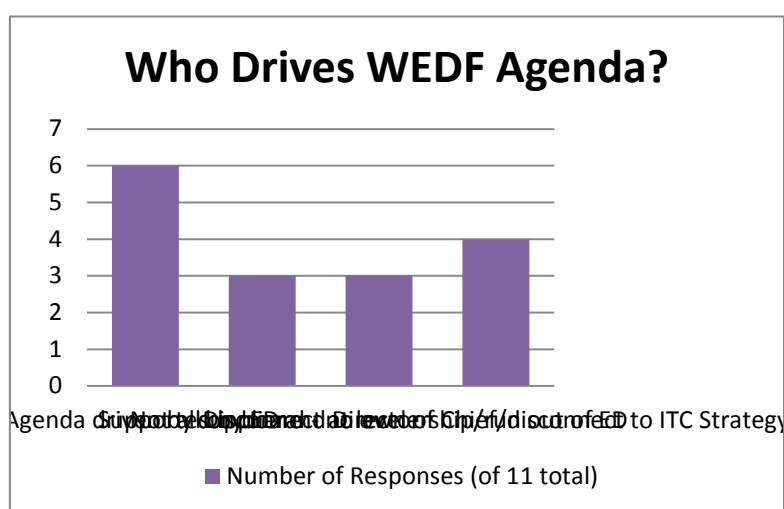


Figure 1

(1) Supplier means ITC, its project partners/host country partner.

A-2 What is Target for WEDF?

Not targeted/no clarity right now	8
A promotion platform for Execs	1
Should depend on issue	1
Not stated	1

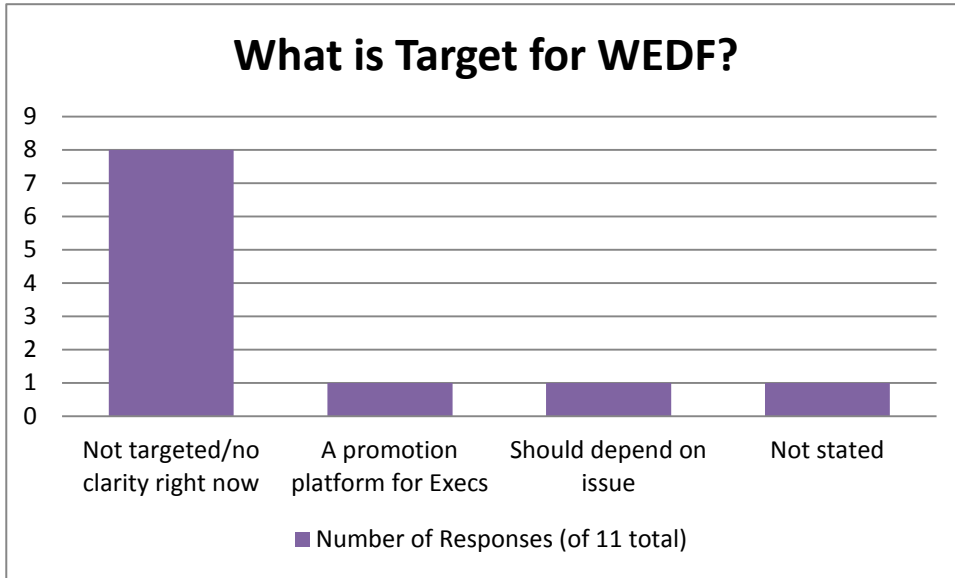


Figure 2

A-3 What should be the purpose of WEDF?

- shared experiences/learning forum 6
- Produce measurable take aways 5
- right strategy, right people and sell 5
- Now a promotion platform 4
- Create a network for trade promotion professionals 3
- directed to strengthening ITC capacity 2
- Showcase good practices 1

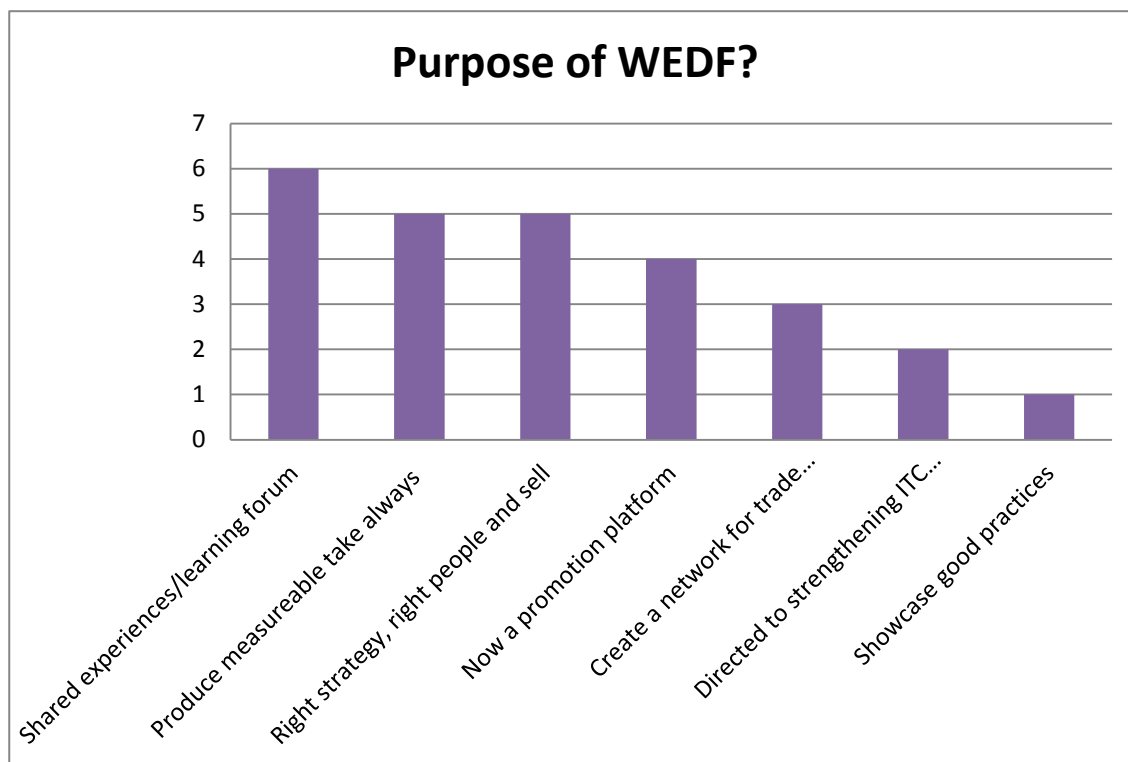


Figure 3

A-4 How to choose theme

Committee approach had problems	4
Need nugget for theme (e.g. report)	2
What is sellable as an output/what do we present?	2
Identify agenda through participant feedback/work with	5
Identify knowledge sources and beneficiaries.	1

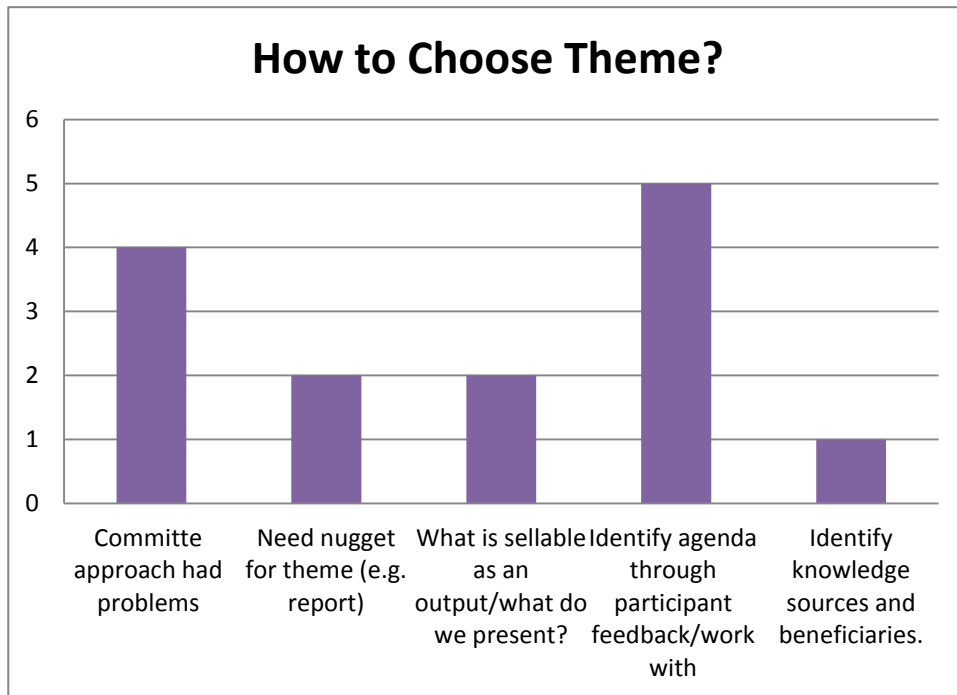


Figure 4

A-5 What is needed for success?

How to integrate projects as conduit to bigger things	5
Not much has happened after/no follow up/no benefits	5
Improve networking tools	4
Engage private sector	4
Need a business leader	3
Need for clearer format business model	2
Sessions to remain open/spontaneity	2
Watch getting too technical	2
Quality Assurance Group	2

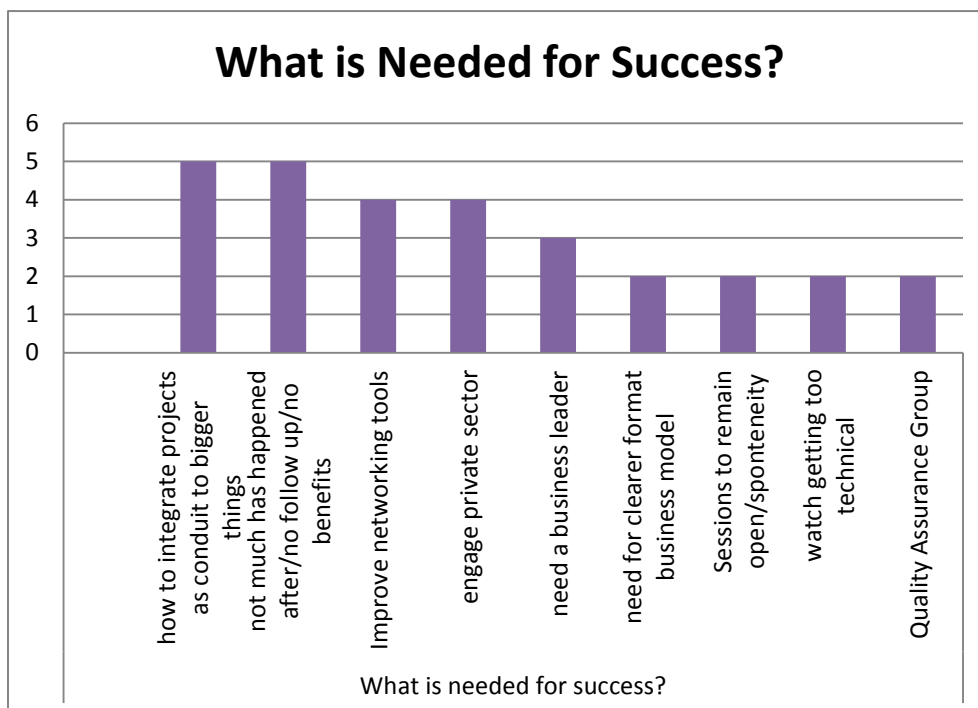


Figure 5

SUMMARY

Evidence from these interviews suggests clearly that the key challenges facing WEDF from a staff point of view are:

- Lack of a clear and defined target audience
- A clear mechanism that helps identify topics while assuring buy-in by staff
- Integrating ITC's strategic based work with the themes of WEDF in a way that balances the need for profile, with practicality (given ITC's technical orientation and scale) with the need to actually produce results post event
- Failure to leverage the event in terms of partnership building, profile raising and networking capacity building

Besides these points a numerous suggestions were offered on a more details level such as: a need for a funding formula; some form of external accountability; needing the right mix to give each other something; 3-5 year plan focusing on key areas; develop key questions and a PR strategy; better After Action Review process; Country papers prepared beforehand; regionally based WEDF's a JAG for donors; a linking with annual stakeholder meeting; fixed date for WEDF among others.

Some of these suggestions also are made by presenters and speakers as is discussed below.

B. Speakers and Partners Survey

The speakers and partners survey attempted to look at the following key questions from their perspectives:

1. Why did they want to attend?
2. What did they like, like not so much, and what comments do they have re: the WEDF event (generally)?
3. What were their thoughts on the relevance, efficiency, effectiveness and impact of the event?

In reviewing the answers to these questions two groups of responses became evident. One set of responses came from the stream of gender based programming that is well developed and very active at ITC while the other set of answers came from the rest, from private sector representatives and institutional partners of ITC including UN partners. In the former case the statements about the impact of WEDF were much stronger in a positive way than with the latter group. This had everything to do with WEDF being a stepping stone/conduit to on-going activities and work of this network of trade and gender specialists both before and after the event. All other attendees attended the event for its own sake.

NOTE: This differential response is a testament to the value of networks and how functioning networks can strengthen and be strengthened by the WEDF.

The total number of interviews conducted was 16 with some responses soliciting more than one answer.

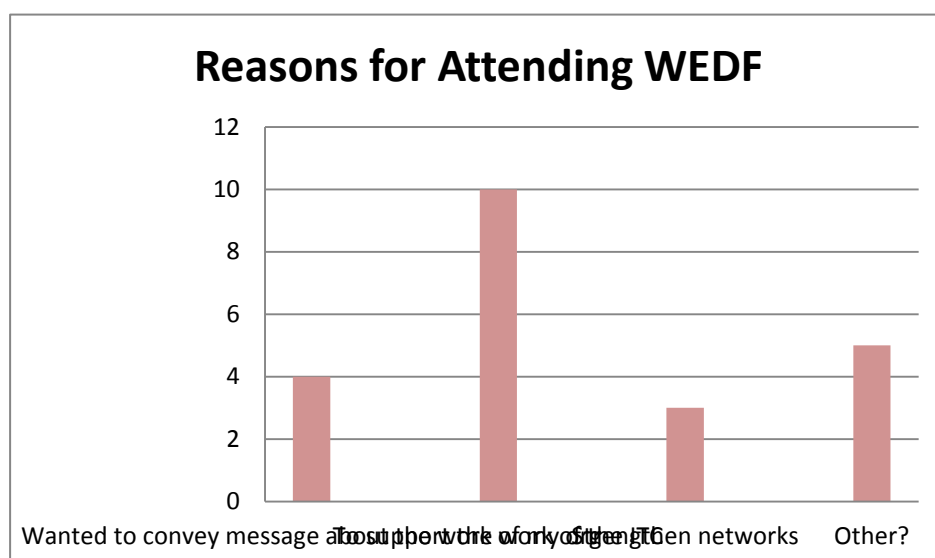


Figure 6

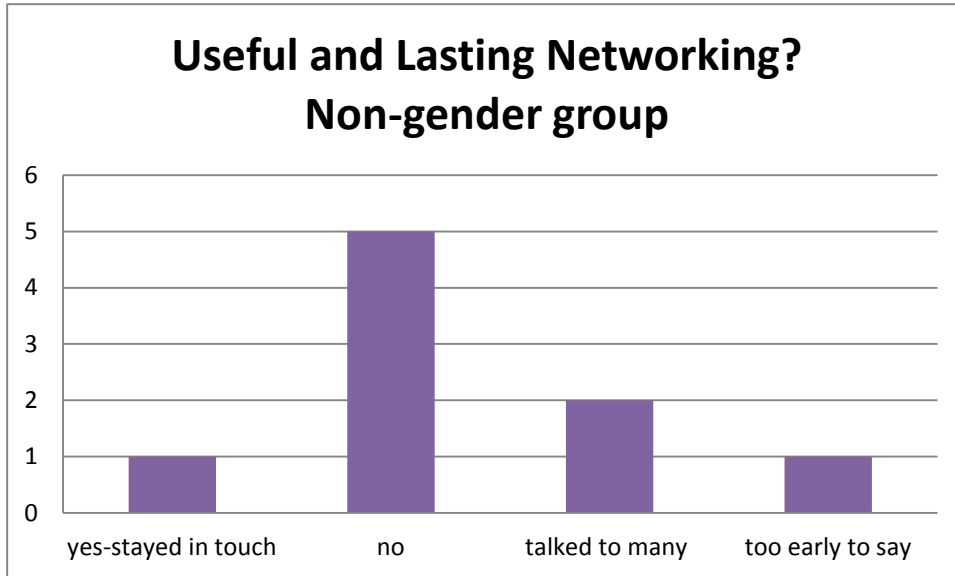


Figure 7

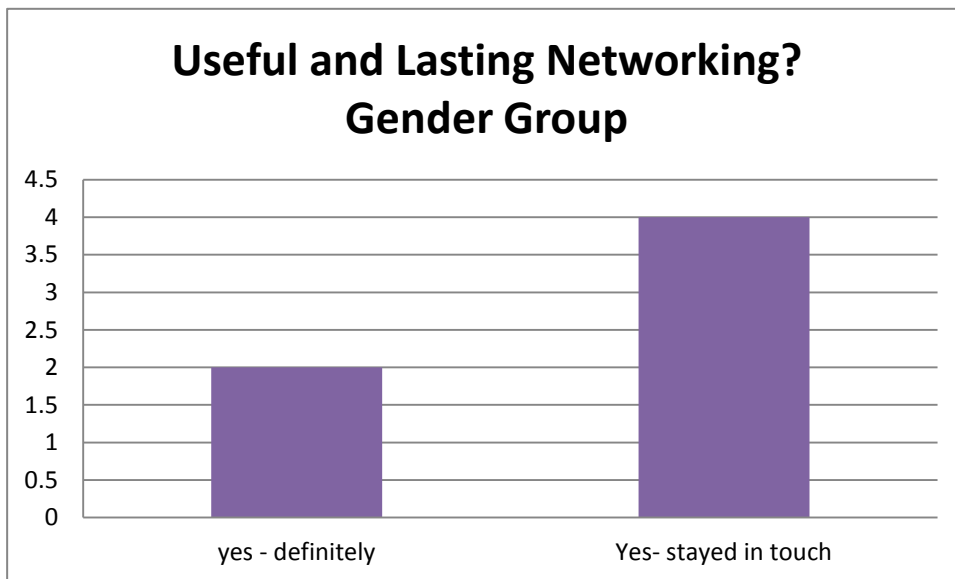


Figure 8



- Meet quality people (3)
- Views expressed (2)
- Bring together critical actors (3)
- Help develop network
- Concrete examples (3)
- Casual format/organized for listening
- Not boring
- Working where no one else is (2)
- Extremely good organization
- Got to know ITC



- Old failed ideas
- No follow up mechanism/action (3)
- More LDC presence needed
- One good theme – did not emerge
- Too much on problems – not solutions (Turkey better)
- A signing ceremony
- Focus more on concrete
- More workshops, fewer plenaries
- Too geared to private sector – need gov't decision makers
- Global elite love in

Comments

- **Help small LDC's with a new reality agenda**
- **Technical units take charge of follow up**
- **Not 100 things going nowhere – one somewhere**
- **Private sector needs to be challenged more**
- **Leave more time to organize**
- **Need mechanism to look at what was said and needs to be done**
- **Hear from business people both sides (DC's and LDC's)**
- **Be even more flexible**
- **Venues interesting**
- **Want to see a roster (3)**

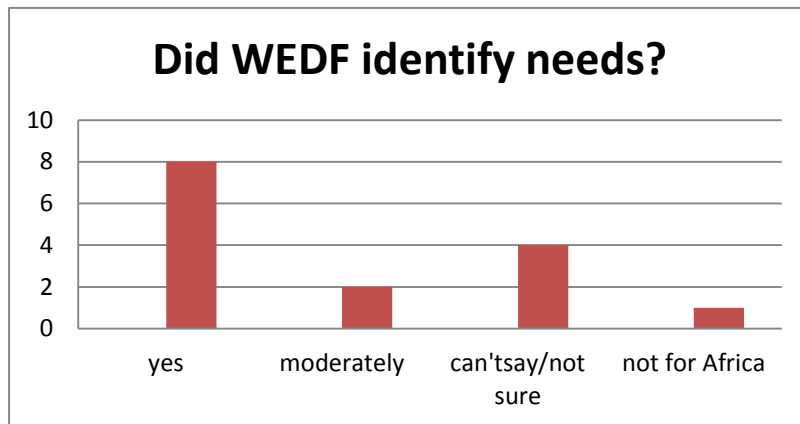
On Relevance

Figure 9

NOTE: In terms of design, the request for a roster was noted by several. This is a list of who attended what sessions, not for the event over all.

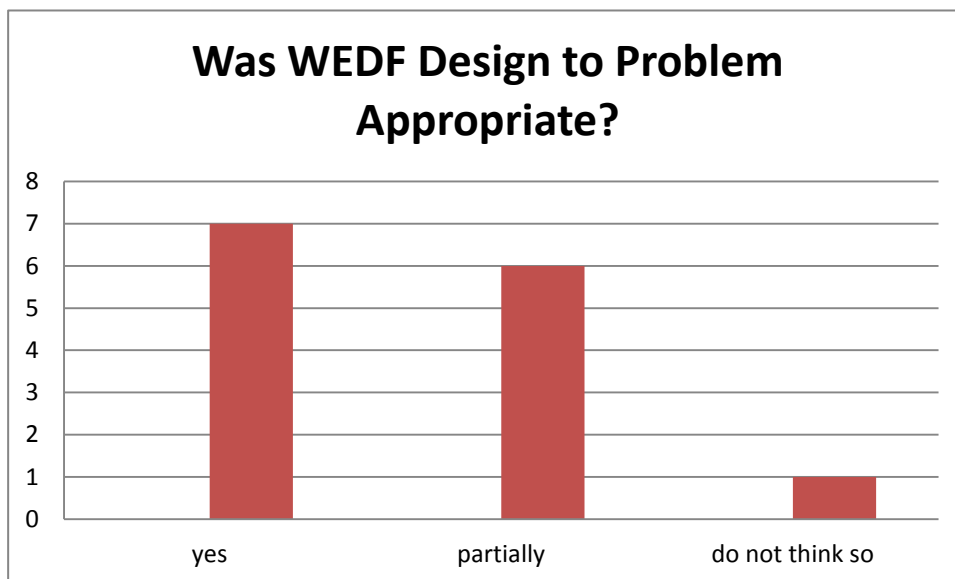


Figure 10

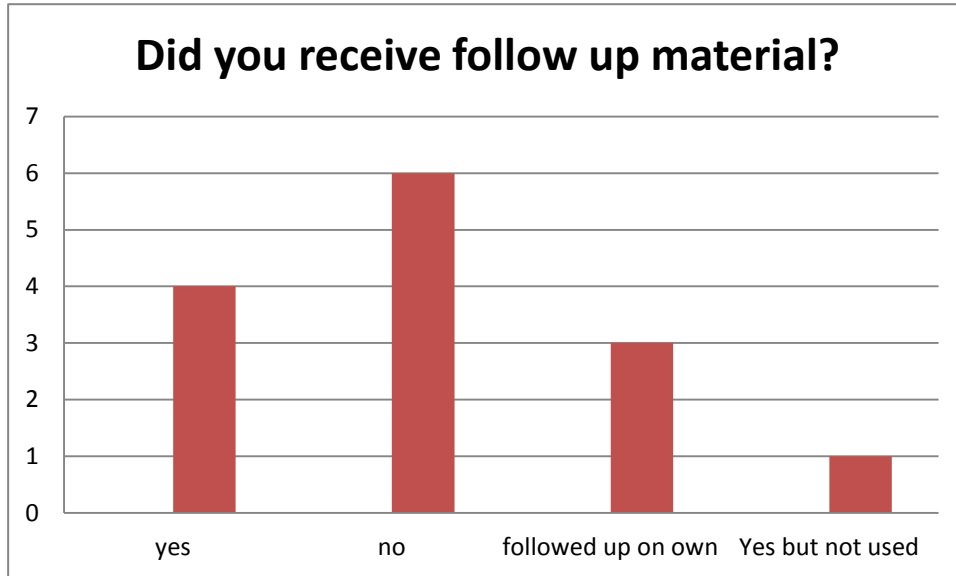


Figure 11

On Efficiency

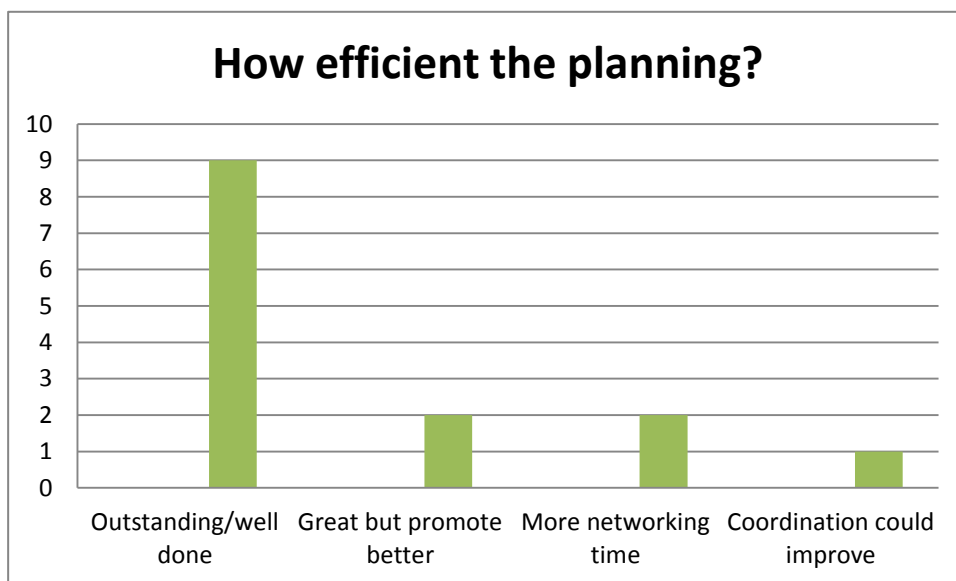


Figure 12

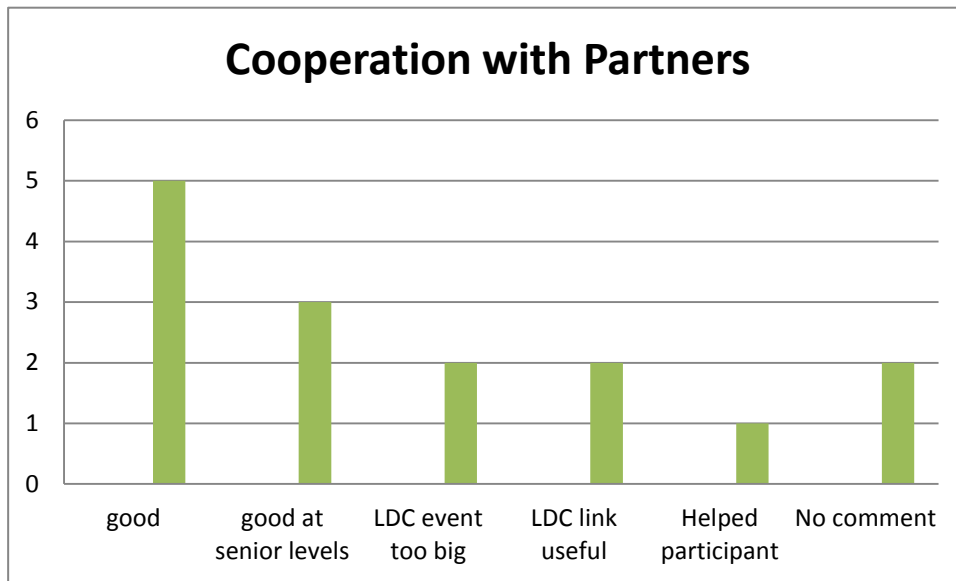
On Effectiveness

Figure 13

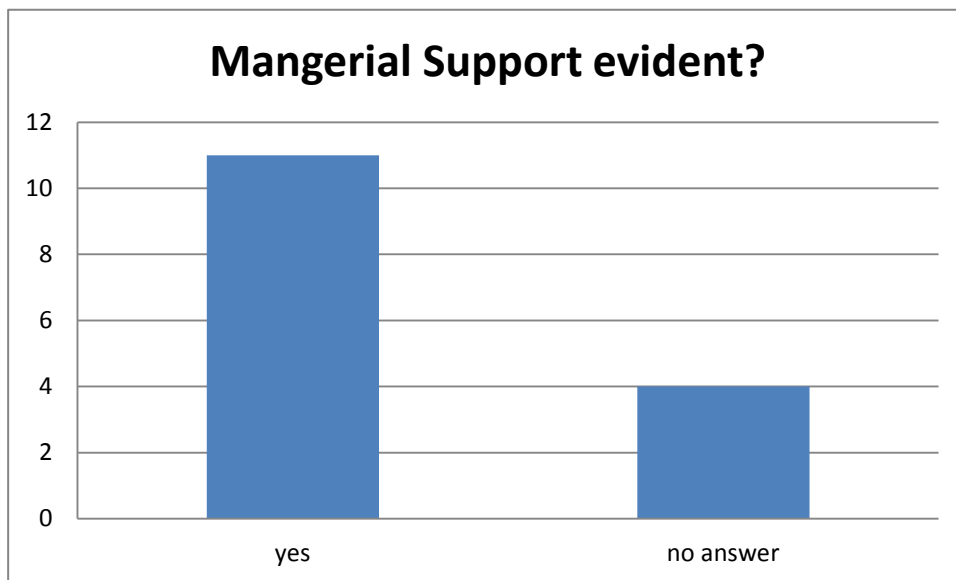


Figure 14

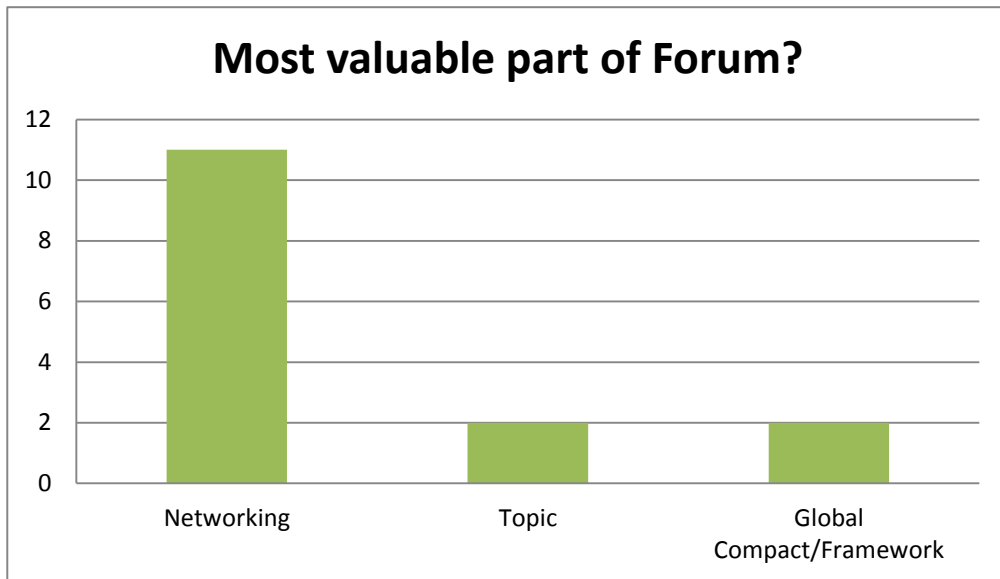


Figure 15

On Impact

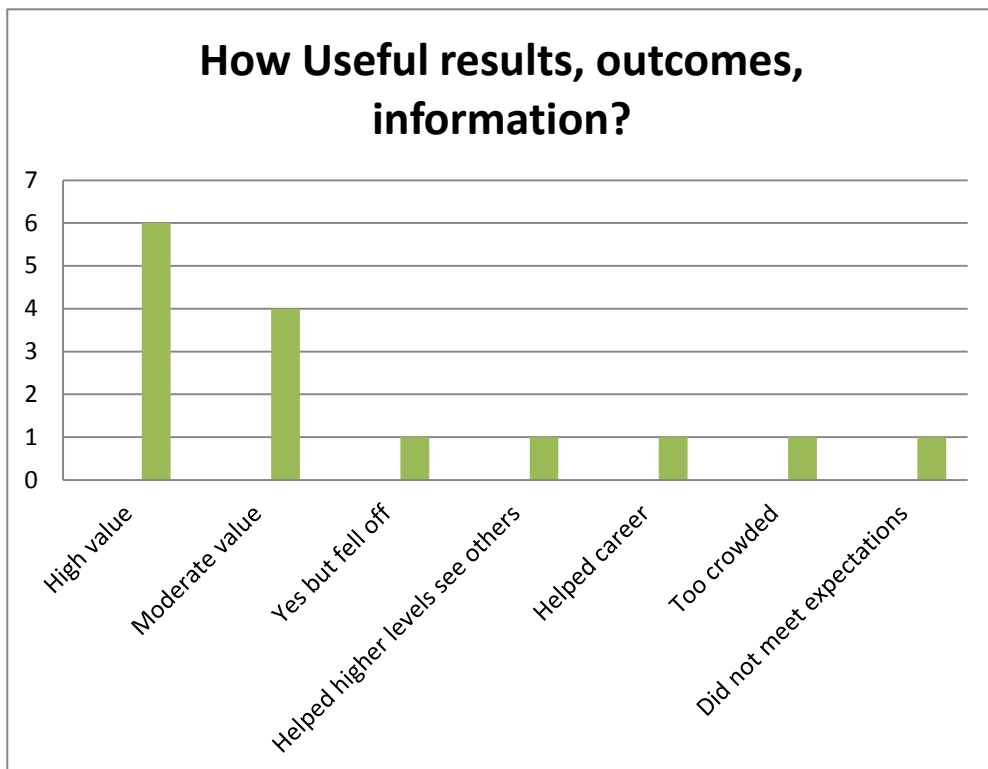


Figure 16

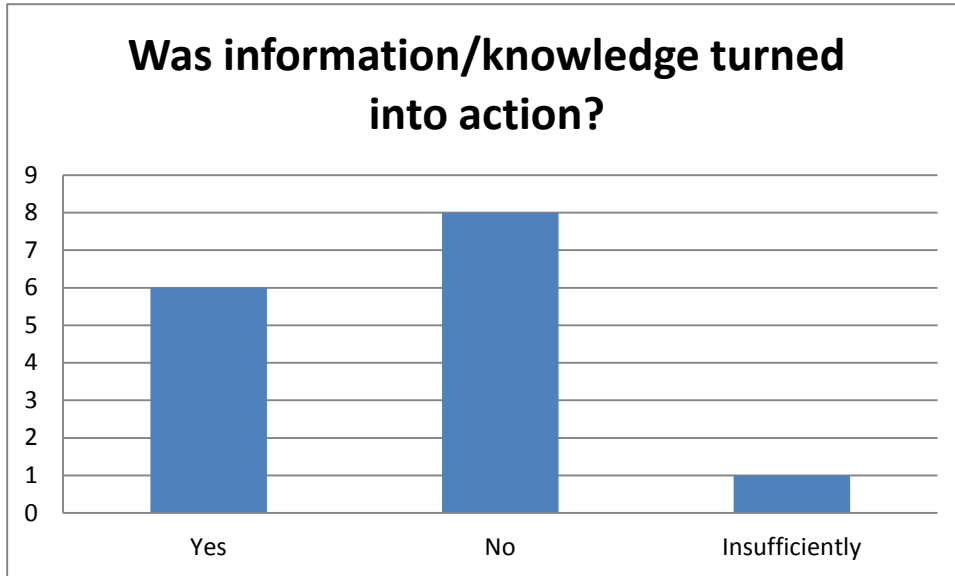


Figure 17

NOTE: Actions undertaken post event were driven by on-going processes not linked specifically to WEDF.

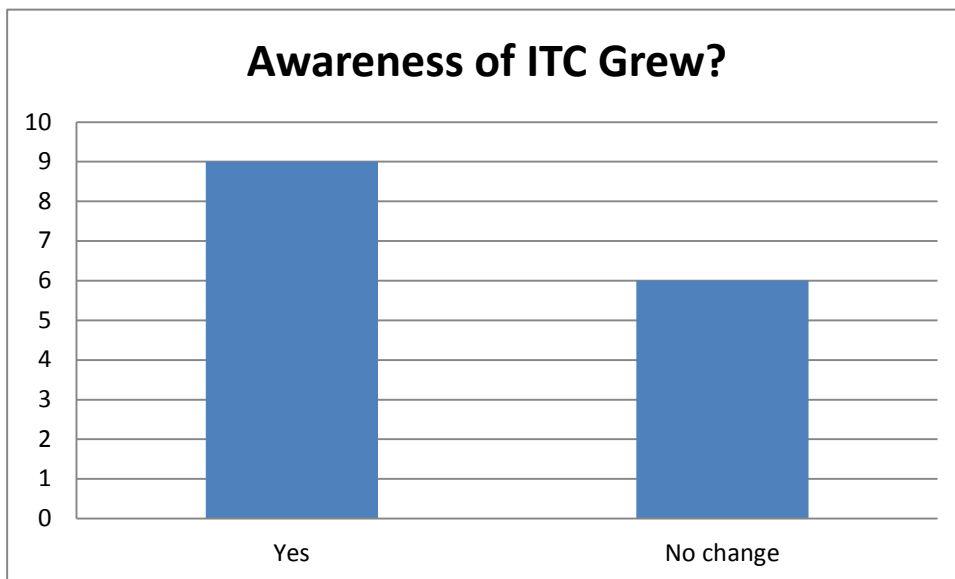


Figure 18

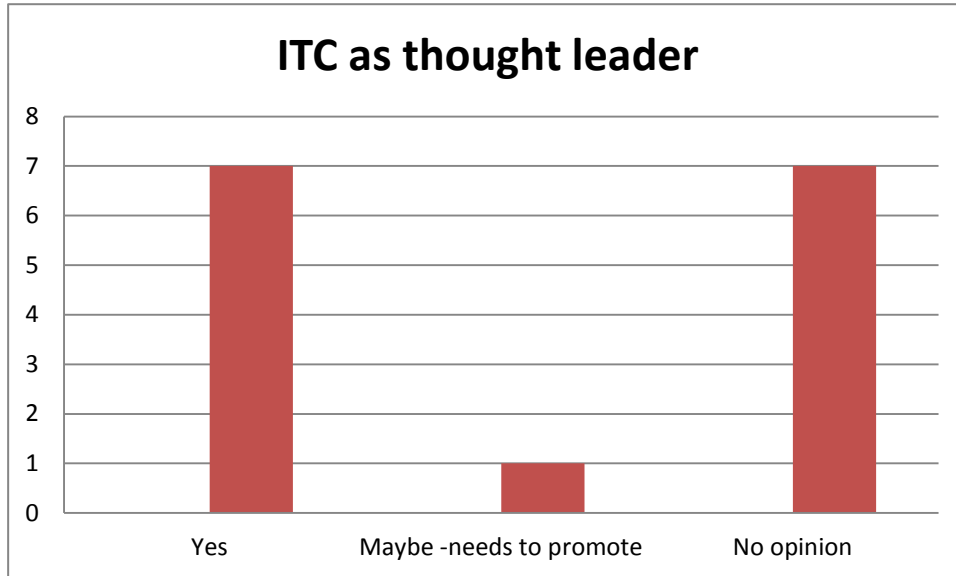


Figure 19

General Participants Analysis (Sample of 10)

C-1 Reason for Attending

(Most had many reasons for attending leading 10 people to have 31 responses – 3 reasons each on average)

Personal professional development	6
Looking to network with others involved in trade	6
I represented my organization	5
I/we have worked with ITC and were approached to attend	5
Looking to build understanding and links to host country	4
Other	5

C-2 View of WEDF

What was liked

The networking	8
Great speakers/presentations	4
Latest policies	5
Participation	2
Knowledge of host country	6
Well managed event	2

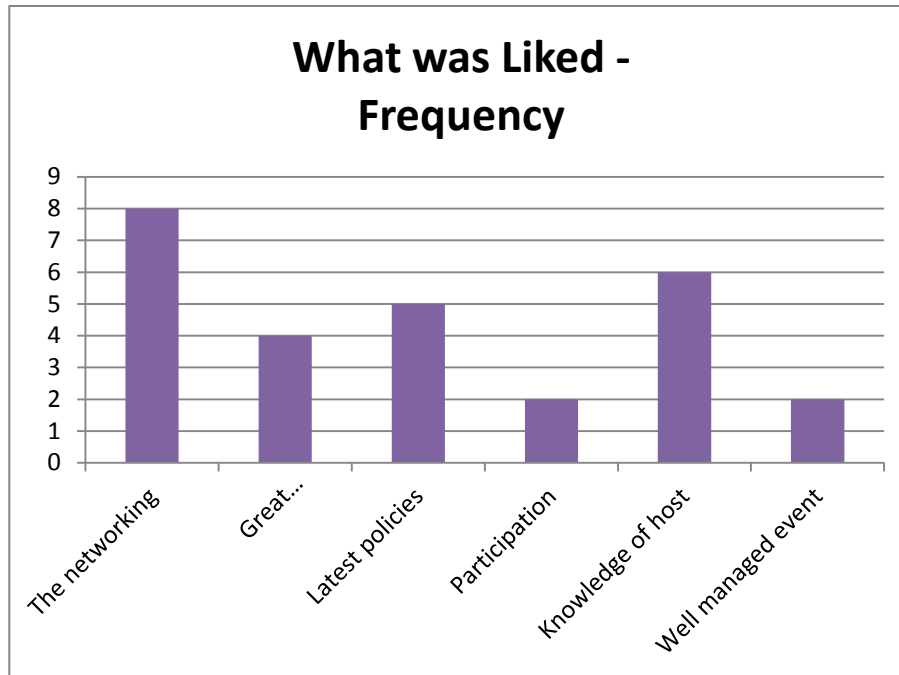


Figure 20

What was not so liked

More opportunities for networking needed	3
No dissemination of info after Conference	4
Stagger visits off site	1
Nothing to report	1
Present ITC Trade Map (more technical info)	1
Problem of Hallal Food	1
Language problem	1

NOTE: Personal professional development and looking to network commonly occurred together

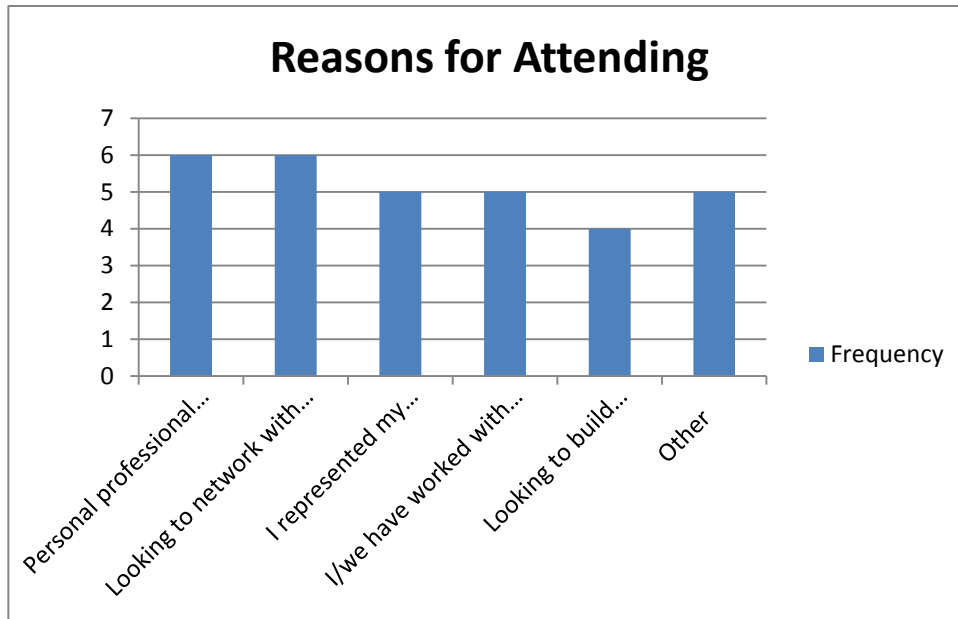


Figure 21

C-3 Post-WEDF Actions Taken

Some communication - no actions taken	6
Concrete trade developed ⁽¹⁾	2
Unspecified/not stated	2

(2) One was the Uganda project the other was from Indonesia who spoke of lots of visits from businessmen from China.

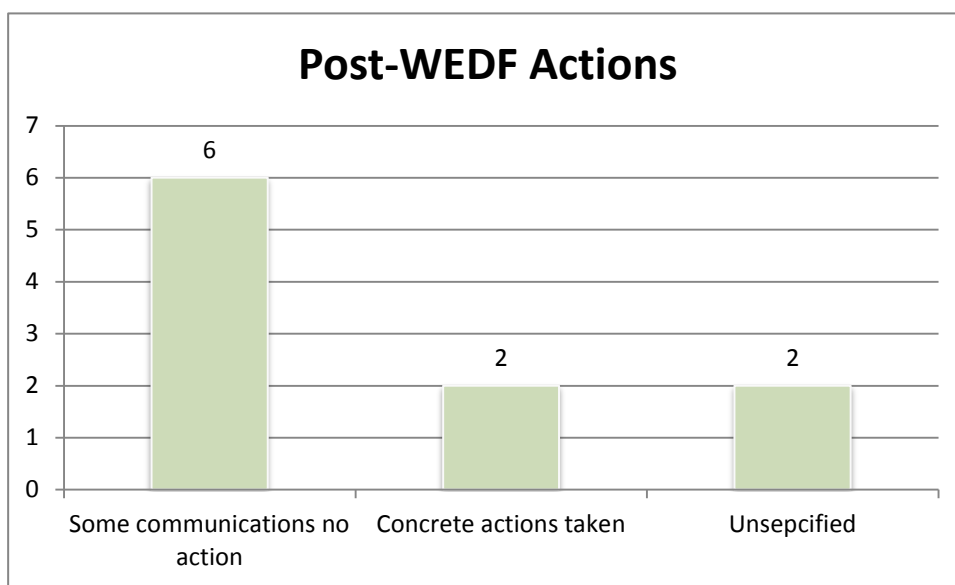


Figure 22

SUMMARY:

Half of those who replied had been approached to attend by ITC with the majority (3 of 5) representing an institution.

In terms of reason for attending and what was liked, the key ingredient that attracted people to WEDF was the networking opportunities, while host country insights and getting the latest on policies was what was most liked about the Conference. For those stating 'other' reasons for attending reference was made to the financial support and this was pared (in 3 of 5 cases) with wanting to learn more about the host country. Gaining knowledge of the host country ranked highly as something that attendees liked about WEDF.

The key missing ingredient most often mentioned was lack of follow up and the failure to take the networking opportunities and capitalize on them in the form of concrete actions post-Conference. Alternatively it is to be appreciated *that among those that answered 80%* had some form of follow up.

ANNEX 5 Results Based Management:

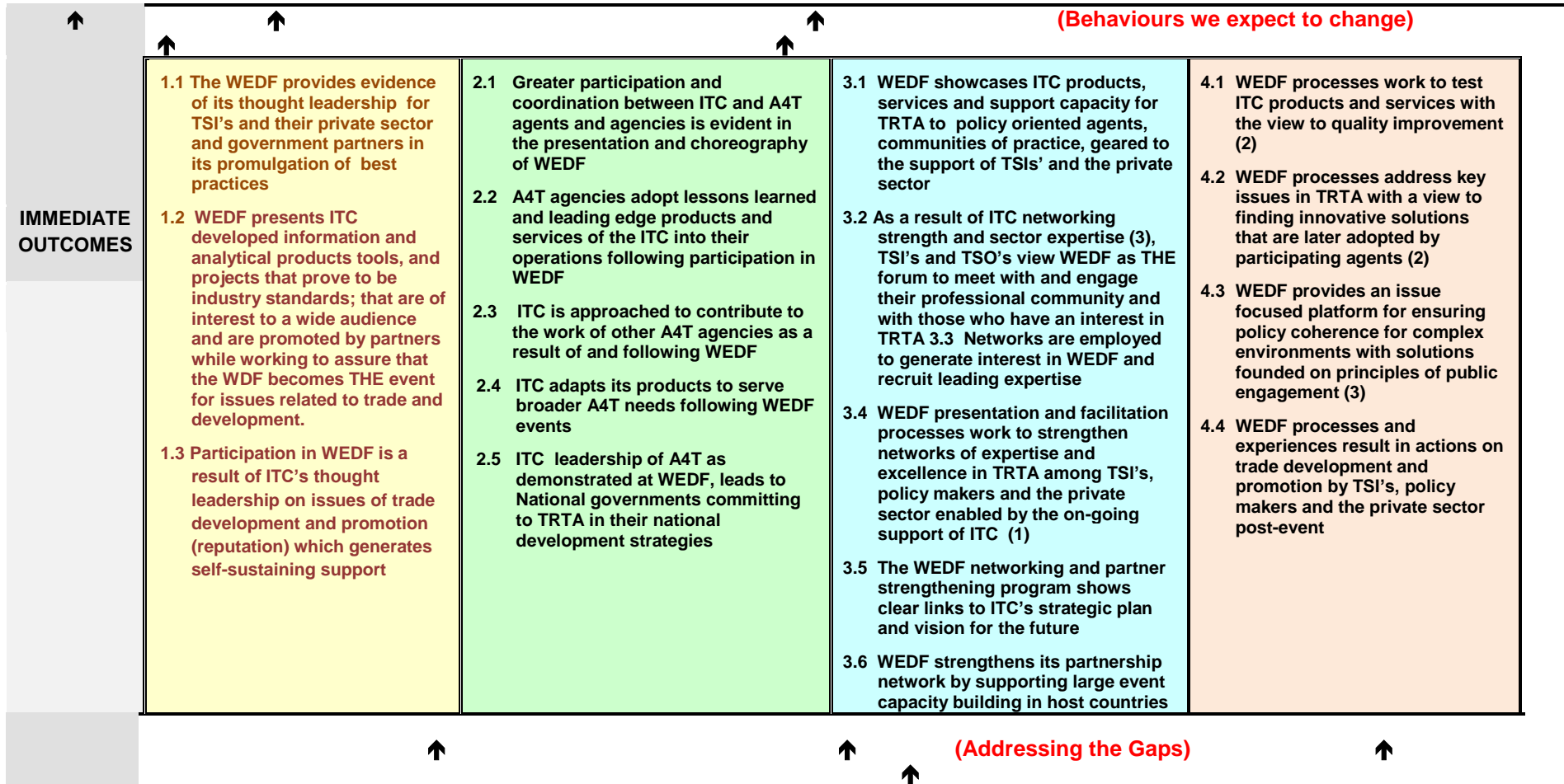
Results based management: WORLD EXPORT DEVELOPMENT FORUM

(Ultimate, Intermediate and Immediate Outcomes only)

Logic Model (LM) Program Area:

Project:

ULTIMATE OUTCOME	<p>Build on ITC's portfolio of activities to strengthen the WEDF as a flagship product of ITC that collaborates with other Aid for Trade (A4T) agencies in supporting ITC's networks of TSI's and TPO's</p> <p>in a way that reaches business leaders and policymakers at the highest levels of decision making.</p>			
↑	<p>(Why we ↑ do it)</p>			
INTER- MEDIATE OUTCOMES	<p>1. WEDF demonstrates how ITC performs at the highest level as a thought leader in TRTA</p>	<p>2. ITC works as one with other A4T agencies in the showcasing of its leadership role in TRTA at WEDF so as to foster the mainstreaming of TRTA policy into national economic policy</p>	<p>3. Through WEDF, ITC continues to provide effective and timely leading edge technical assistance in TRTA to policy makers and TSI's through an ability to mobilize engaged networks and a strengthened partner capability in keeping with ITC's strategic direction.</p>	<p>4. ITC ensures its sustainability through the building of a WEDF work flow processes that promotes innovation, policy coherence and improved product and service relevance on important themes as demonstrated in concrete actions being taken post event.</p>



ANNEX 6 : EVALUATION TERMS OF REFERENCE



Date: 16 January 2012

EVALUATION TERMS OF REFERENCE

WEDF 2010, 2011 EVALUATION

INTERNATIONAL TRADE CENTRE

THE JOINT AGENCY OF THE WORLD TRADE ORGANIZATION AND THE UNITED NATIONS

Geneva – Switzerland

CONTENTS

	<u>Page</u>
1. Background Information.....	71
2. Purpose of the Evaluation	72
3. Scope of the Evaluation.....	74
4. Evaluation Methods	78
5. Evaluation Team Composition	79
6. Planning and Implementation Arrangements	79
References	81

1. BACKGROUND INFORMATION

The World Export Development Forum (WEDF) is ITC's flagship event. Its purpose is to provide a platform for the exchange of ideas and innovations in trade in developing countries and countries in transition.

WEDF began in 1999 and was originally known as the Executive Forum on National Export Strategies. The objective of the Forum, which was organized by the Export Strategy unit, was to strengthen the capacity of developing countries and countries in transition in formulating national export strategies. The focus in the first few iterations of the event was on ITC's services. It then evolved to broader solutions, but still fell within the realm of ITC's offerings to its clients – mainly trade support institutions and policymakers. ITC, and its donors, covered all the expenses of participants, who were expected to contribute policy papers to be discussed at the event.

In 2008, discussions were undertaken with SECO, the main donor of the event, on its future direction. SECO requested that ITC 1) find other donors, 2) build a sustainable business model and a proposal for a 5-year period and 3) define a clear vision of the event's goals, define the participants as well as the expected outputs and outcomes.

The Executive Forum on National Export Strategies became the World Export Development Forum, and the theme chosen "Consumer Conscience: How environment and ethics are influencing exports", was one which was very topical following the food miles controversy that year.

In 2009 SECO expressed support for the transformation of the event into a forum for the private sector and suggested the need for a more strategic approach in line with ITC's overall strategy. They requested that a logframe be created and the event measured against it.

In 2010, the responsibility for organizing WEDF was given to the Communications and Events unit. The world was faced with the global crisis and as new patterns were emerging it was decided to examine global economic implications on exports and to promote and encourage strategic approaches to export development. For the first time, WEDF was held in partnership with a Developing country with a new format of the host country absorbing some of the costs and responsibilities associated with the execution of the event. This way ITC would not only build the capacity of its partner to host a global event but ITC was also able to expand the attendance to wider international participation. WEDF is meant to stimulate dialogue, promote partnerships and exchanges of best practices among policymakers, trade

support institutions, the private sector and civil society while providing capacity building services to the host institution.

Currently, the following operational principles have been delineated:

- Participants using the awareness and knowledge they have acquired to implement improvements in their respective businesses, Trade Support Institutions or government agencies;
- Participants using the awareness and knowledge they have acquired to develop future or improve current export development projects;
- Participants expanding their networks and using those new contacts in the future to develop future or improve current projects;
- Building the capacity of the host institution to deliver global events;
- ITC expanding its understanding of innovations and new practices in export development, which can contribute the enhancement of ITC work programme going forward.
- Raising awareness of the work of ITC in the TRTA community and among beneficiary countries and
- Defraying some of the costs associated with staging the event.

2. PURPOSE OF THE EVALUATION

The Communications and Events section in the Office of the Executive Director (OED/CE) is responsible for organizing and running WEDF since 2010. WEDF is a key output of the Section, and one of the few non-staff items receiving regular budget funding. Despite the absence of direct donor requirement, the Section recognizes the importance of undertaking an evaluation.

The purpose of the evaluations is to measure the achievements, outcomes and impact of WEDF events. This will be done in the context of how WEDF has evolved over time and particularly in line of the discussions with SECO that led to the transformation of the Executive Forum into WEDF. The overall purpose for the evaluation is to learn from the implementation of the projects, so that lessons can be drawn that can be the basis for instituting improvements to the planning, design and management of future WEDF events.

The results of the evaluation will provide guidance for ITC as it plans future WEDFs in terms of overall structure of the event and participant selection. While we are requesting the

evaluation of two distinct WEDF events in 2010 and 2011 (see below), the focus should not be on comparing them to each other, but on identifying the best possible approach in terms of the strategic realignment of WEDF that was decided in 2008 and 2009.

The evaluation serves four purposes:

1. WEDF should be conducted on the basis of a logical framework approach. Therefore, the first purpose of the evaluation is to build a generic logical framework and to take it through the evaluation process.
2. The evaluation is expected to provide guidance for ITC as it plans future WEDFs in terms of overall structure of the event, participant selection and cooperation with different Divisions.
3. The evaluation should provide recommendations about how to use WEDF to strengthen ITC's interaction with its target audiences and better follow up on these interactions.
4. The evaluation should confirm whether the recent evolution of WEDF was in line with ITC's strategic framework and the goals of the transformation of the event from the Executive Forum into WEDF.

The evaluation will be undertaken in Q1, 2012 to satisfy the following two requirements:

- Enough time should pass between the events in September 2010 and May 2011 and the evaluation, so that achievements and impact can be evaluated;
- The evaluation should precede the finalization of the logframe for WEDF 2012, so that any learnings can be directly applied to next year's event.

The "UNEG Ethical Guidelines for Evaluation"¹¹ apply to the conduct of the evaluation in the ITC in general and to the present evaluation in particular.

¹¹ The UNEG Ethical Guidelines for Evaluation are available at:
http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=102

3. SCOPE OF THE EVALUATION

The scope of the evaluation includes two WEDF events in 2010 and 2011:

1. WEDF 2010 was held in Chongqing, China, 9-11 September 2010. The theme was **Adapting to post-crisis world trade patterns, and lessons for export development**. The 2010 event was organized with support from ITC's substantive divisions in charge of its TRTA delivery. Local Chinese partners were the Chongqing Municipal Government and the China Council for Promotion of International Trade.

WEDF 2010 focused on presentations and plenary sessions which were aimed at providing participants with information on adapting to shifting patterns in international trade.

Sessions included:

- The state of world trade
- New realities within the global supply chain
- Optimizing business success through strategic partnerships
- Innovative business models for sustainable development
- Empowering women, powering trade
- Long-term potential for export-led growth

2. WEDF 2011 was held in Istanbul, Turkey in May 2011 within the framework of the UN LDC-IV conference in order to better serve representatives from least developed countries. The theme was *Private Sector Engagement with LDCs for Tourism-led Growth and Inclusive Sustainable Development*. (With its narrow focus on LDCs, this was not a traditional WEDF.) The 2011 event was organized in cooperation with the Office for Africa in the Division of Country Programmes (DCP/OA), the Enhancing Arabic Capacity for Trade (EnAct) programme (currently housed in the Office for Arab States (DCP/OAS)), the Ethical Fashion programme in Division of Market Development / Sector Competitiveness Section and the Women and Trade Programme (currently housed by the TSI Strengthening Section within the Division for Business and Institutional Support).

WEDF 2011 focused on the following projects:

Project 1 (Office for Africa):

Protection and promotion of cultural heritage in Ethiopia through inclusive cultural heritage product development for the tourism industry. Two potential areas are being explored: 1) designing a tourism sector development strategy using the Export Strategies methodology, and 2) developing a project based on the Ethical Fashion model, promoting exports of useful household items with a touch of Ethiopian design. This project is being explored in partnership with the Ethiopian Ministry of Culture and Tourism.

Project 2 (Sector Competitiveness/Ethical Fashion programme):

Trade development for micro-artisans and artisans in Uganda. A team of international and national experts are working with government representatives to conduct a study on inclusive tourism opportunities: how to link the work of micro-artisans and artisans into the value chain of tourism using a market-led approach. Partners include Uganda's Ministry of Tourism, Trade and Industry; the Uganda Tourism Board; the Uganda Export Promotion Board; hotel associations; tour guide associations; and other partner agencies. The output of the project was planned to be a study that will be used to further define the project.

Project 3 (Office for Africa):

Connecting farmers producing fresh fruits and vegetables to commercial agro-industry operations in the tourism sector. Using Tanzania as a pilot country, areas being explored during the project development including investigating successful methods that are being used in other countries to tackle this problem and identify the best solutions for least developed countries.

Project 4 (Women and Trade Programme):

Engaging women vendors in the tourism value chain. ITC is working under the framework of the Global Platform for Action on Sourcing from Women Vendors to explore the possibility of a public-private partnership between the governments of New Zealand and Australia, Carnival Cruise Lines and ITC to investigate ways to more fully involve women in the tourism value chain in the Pacific. The goal was not to launch a technical assistance project, but to obtain the partnership agreement.

Project 5 (EnAct programme):

A guide to assisting LDCs in recovering tourism after a crisis, a project led by ITC's supporting partner at WEDF, the UNWTO. This workshop highlighted the development of the guide and presented three key elements of crisis management. The goal was not to launch a technical assistance project, but to introduce participants to the upcoming guide and discuss issues related to crisis communications.

Evaluation questions

	2010	2011
Relevance	<ul style="list-style-type: none"> • Did the event address the identified needs? • Did it address the concerns participants had about the economic climate? • Were the events relevant in the context of ITC's overall strategic focus? • Is the WEDF concept and design the appropriate solution to these needs / problems? • Were the objectives¹² of WEDF attainable? • Did the follow-up books reach participants and were they designed in a way that they found relevant for their purposes? 	<ul style="list-style-type: none"> • Did the event address the identified needs? • Were the events relevant in the context of ITC's overall strategic focus? • Were participants from LDCs able to take away learnings from the event that they can later implement in order to grow their exports? • Is the WEDF concept and design the appropriate solution to these needs / problems? • Were the objectives¹³ of WEDF attainable? • Did the follow-up books reach participants and were they designed in a way that they found relevant for their purposes?

¹² Objectives: "Intended impact contributing to physical, financial, institutional, social, environmental, or other benefits to a society, community or group of people via one or more development interventions". Glossary of Key Terms in Evaluation and Results Based management, OECD-DAC, 2002.

¹³ Objectives: "Intended impact contributing to physical, financial, institutional, social, environmental, or other benefits to a society, community or group of people via one or more development interventions". Glossary of Key Terms in Evaluation and Results Based management, OECD-DAC, 2002.

Effectiveness	<ul style="list-style-type: none"> • Is there satisfactory progress toward the stated objectives? • Have the results¹⁴ been achieved, and if not, has there been sufficient progress made towards their achievement? • Have the anticipated activities¹⁵ and outputs¹⁶ being delivered on time and according to specifications? • What were the problems and constraints encountered? • How did the host country perceive the usefulness of the event and in particular how did the partner organization perceive ITC? 	
Efficiency	<ul style="list-style-type: none"> • Are the effects¹⁷ being achieved at an acceptable cost, compared with alternative approaches to accomplishing the same objectives? • Was the cooperation between the different internal stakeholders optimal? • Was the work divided in an efficient way between the different contributors from ITC? • How efficient was the planning and implementation, coordination mechanisms used by ITC with both internal and external stakeholders? • Did the projects receive appropriate managerial support? • Did the projects receive financial support from the host country or the partner organization? 	
Impact	<ul style="list-style-type: none"> • How useful were the results and outcomes?¹⁸ • Did the participants find the information they received during the plenaries and presentations useful? • Have the participants put any of the knowledge they acquired into action? • What difference have the events made 	<ul style="list-style-type: none"> • How useful were the results and outcomes?¹⁹ • Have the participants put any of the knowledge they acquired into action? • Have the projects initiated at WEDF made the progress foreseen? • What difference have the events made to beneficiaries / clients / stakeholders?

¹⁴ Results: "The output, outcome or impact (intended or unintended, positive or negative) of a development intervention". Idem

¹⁵ Activities: "Actions taken or work performed through which inputs...are mobilized to produce specific outputs". idem

¹⁶ Outputs: "The products and services which result from the completion of activities within a development intervention." UNDG Results-Based Management Terminology, <http://www.undg.org/index.cfm?P=224>.

¹⁷ Effects: "Intended or unintended change due directly or indirectly to an intervention." ". Glossary of Key Terms in Evaluation and Results Based management, OECD-DAC, 2002.

¹⁸ Outcomes: "The intended or achieved short-term and medium-term effects of an intervention's outputs.... Outcomes represent changes in development conditions which occur between the completion of outputs and the achievement of impact." Idem.

¹⁹ Outcomes: "The intended or achieved short-term and medium-term effects of an intervention's outputs.... Outcomes represent changes in development conditions which occur between the completion of outputs and the achievement of impact." Idem.

	<p>to beneficiaries / clients / stakeholders?</p> <ul style="list-style-type: none"> • Have there been lessons learned from this exercise that could be used in similar projects in ITC? • Did the event raise political awareness of the work of ITC? 	<ul style="list-style-type: none"> • Did the participants that were not directly involved in the pilot projects receive concrete and implementable ideas and/or advice out of the meeting that will contribute to inclusive export growth in LDCs? • Have there been lessons learned from this exercise that could be used in similar projects in ITC? • Did the event raise political awareness of the work of ITC?
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The main stakeholder of the evaluation is OED, principally CE, the Section in charge of the event.

This section contextualizes the evaluation exercise by identifying the related crucial and strategic issues. It details the issues to be covered and the corresponding evaluation criteria to assess performance. It includes a list of specific and targeted evaluation questions that substantiate the focus of the evaluation. The evaluation questions will guide the Evaluator in his/her task to produce the relevant findings, lessons learned and recommendations.

To provide these recommendations, the evaluation will focus on the two most recent WEDFs, to ensure ITC is heading in the right direction and the strategy shift over the last few years away from an event focusing on national export strategies was in line with the needs of beneficiaries.

4. EVALUATION METHODS

It is expected that the evaluation will be based on the following:

- Document review of all major documents including project documents and project performance and planning reports;
- Interviews: with key ITC stakeholders;
- Questionnaires to 30-35 participants for each event and 10-12 follow-up telephone interviews for each event.

Evaluation methods will be discussed during the briefing meetings with ITC at the beginning of the assignment. On this basis, the International Evaluator will decide about the evaluation methods that are the most appropriate to the purpose of the evaluation. It is expected that the final report will a statement of the evaluation methods used.

5. EVALUATION TEAM COMPOSITION

The evaluation is conducted by one International Evaluator. She/he determines the evaluation methods and is responsible for the redaction and transmission of the final report, and its presentation. ITC stakeholders will assist the international evaluator by gathering baseline information, collecting reports, and providing participant lists and contact information.

The International Evaluator should have the following key qualifications:

- Prior evaluation experience in trade-related technical assistance projects, including in-depth knowledge of evaluation principles, methodologies and tools;
- Proven ability to write clear and concise analytical reports;
- Excellent knowledge of English.

The evaluator shall have no past connection with the object of the evaluation, so that conflicts of interest are avoided and the credibility of the evaluation process and product is not undermined.

6. PLANNING AND IMPLEMENTATION ARRANGEMENTS

Management Arrangements - The ITC Monitoring and Evaluation Unit (M&EU) reports directly to the Executive Director of the ITC. M&EU is responsible for the management of the substantive aspects of the present evaluation, on a pro bono basis. In managing the evaluation, M&EU respects the obligations of evaluators as specified in the UNEG Ethical Guidelines for Evaluation: independence, impartiality, credibility, conflicts of interests, honesty and integrity, and accountability.

M&EU is in charge of the management of the evaluation exercise:

- It prepares the evaluation terms of reference in consultation with CE;
- It selects the international evaluator in consultation and with the support of CE;
- It hires and contracts the international evaluator and covers other consultant-related costs (travel, DSA, etc) and manages the corresponding contractual aspects;
- It manages the substantial aspect of the work of the international evaluator;
- It conducts the evaluation process, including the approval of the final report, the supervision of the production and follow up of the management response and the dissemination of the evaluation results.

The international evaluator is responsible for the provision of the expected deliverables of the evaluation.

Timeframe - The implementation period of the evaluation process is 1 Jan – 29 Feb. 2012.

Within this period, the estimated work time is of 6 working weeks with the following distribution.

1. Develop the logframe for WEDF 2010 and 2011. As the events were organized very quickly, time did not allow the preparation of a logframe. The first task of the consultant will be to develop the logframe following reviewing the relevant documentation and conducting stakeholder interviews with up to 10 ITC staff members/consultants, including those who were involved in preparing the concept for the strategic realignment of WEDF in 2008/2009. Expected duration: 10 days (on site in Geneva).
2. Following the approval of the logframe by CE and M&EU, the consultant will conduct the evaluation against the logframe to measure the achievements, outcomes and impacts of WEDF 2011. The evaluation will consist of questionnaires sent to 30-35 participants per event, and follow up telephone interviews with 10-12 participants per event from beneficiary countries, as well as managers at ITC, whose projects were to be developed at WEDF 2011. Expected duration: 15 days.
3. The consultant will prepare a generic logframe for future WEDFs, based on the original logframe prepared for the 2010 and 2011 WEDFs and incorporating the learnings from the evaluation of the event: 5 days .

Resources required and Logistical Support - The International Evaluator will be directly hired by ITC to conduct the evaluation. The International Evaluator financial compensation will include a lump sum covering a period of 30 working days, the exact rate will be determined by the ITC Human Resources function on the basis of the CV of the selected evaluator. The costs of a round trip home - Geneva - home and the corresponding daily subsistence allowance (DSA) at the official UN rate for a period of approximately 10 days in Geneva at the beginning of the assignment will also be provided. The possibility to

conduct separate field missions to cover the three RECs can also be envisaged and in case of need and will be taken into account in the calculation of the abovementioned lump sum.

Expected Deliverable of the Evaluation - The International Evaluator will provide M&EU with the initial logframe, then upon its approval proceed with the evaluation. The evaluation Draft Report that should not exceed 12 pages, plus the recommended new logframe. This document will be structured according to the ITC Standard Format and Guidelines for Project Evaluation Reports (see URL in Reference 2).

M&EU will acknowledge receipt of the Draft Report and will transfer it to CE who will identify any factual errors and omissions in the Draft Report. M&EU will transfer this report to the International Evaluator to be taken into account for the finalization of the Evaluation Report.

M&EU is responsible for the approval of the Final Evaluation Report.

REFERENCES

UNEG Norms and Standards:

<http://www.uneval.org/normsandstandards/index.jsp?doccat=source&id=4>

ITC Evaluation Guidelines:

<http://www.intracen.org/about/impact/evaluation-guidelines/>

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