2019 Annual Evaluation Synthesis Report

A presentation to: Joint Advisory Group
By: Miguel Jiménez Pont, Head Independent Evaluation Unit
Date: 2 July 2019
Seventh edition of the AESR

Purpose:
• convey the critical learning points generated through evaluation
• generate informed debate

Scope:
• 10 recently completed evaluations (within April 2018 – May 2019)
• 9 Project Completion Reports (projects ending in 2018)

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

Management responses to the previous AESR recommendations
Complexity as the AESR theme

Complexity is challenging the evaluation community:

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

OECD/DAC on-going process for adaptation:

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

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

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

Projects are becoming more complex and managers are aware:

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

By achieving synergies, ITC is adjusting to complexity requirements:

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

• the higher the complexity the greater the risk, and with it the degree of flexibility / innovative adaptability that may be needed

• synergies rooted in policy coherence, effective partnerships and coordination, can overcome the challenges related to complex interventions

• in a complex intervention, partners agree on the measurement of success and are mutually accountable for it

• communication and knowledge management is also about building the synergies and trust required for addressing risks

• in the AfT arena, ITC is well positioned to build up a distinctive trade and sustainable development constituent
Incentivizing the mechanisms in place to manage complexity

• Complexity is increasing and managers are aware; it is now **time to monitor complexity-related risks**

• Since **synergies** are key for leveraging capabilities within the ecosystem ITC operates, they **should be mandatory** and tracked throughout the project cycle

• to demonstrate how, why and for whom, changes are occurring, **projects should have constant dialogue with partners** on the intermediate steps within logframes

• **communication and knowledge management** should be used to generate the trust and mutual engagement with partners, required to address challenges together

• the **successful tools and experiences** that mutually reinforce business development and sustainable development should be wide spread within ITC project portfolio
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