A presentation to the Joint Advisory Group
By Miguel Jiménez Pont,
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25 November 2020
Annual Evaluation Synthesis Report

Synthesis of key evaluation messages

- Eighth edition since 2013
- Meta analysis of evaluations conducted in 2019
- Inputs of previous AESRs
- Report on the implementation of previous recommendations

Scope

- Evaluations conducted by the IEU
- Self-evaluations carried out by project managers
- External project evaluations by donors

Evaluation utility

- Perspectives of stakeholders conveyed in parallel document
Main findings

**RELEVANCE**
Fosters trade via nimble, adaptable and innovative approaches

**EFFECTIVENESS**
Builds on technical excellence in purposeful project management

**IMPACT**
Demonstrates results when government and business support ecosystems play their pivotal role

**EFFICIENCY**
Creates high-value added with small resources

**SUSTAINABILITY**
Drives sustainable development when building on local ownership

**GENDER & EQUITY**
Achieves gender transformation, although on a limited scale
Projects address the entire ecosystem covered by the Results Framework.
ITC Intervention Model

Effective and reliable
- Interventions have had multiplier effects in terms of impact
- Support to BSOs has had significant positive effects
- Export Strategies critical in facilitating exports

Nimble, adaptable and innovative
- Strategic and developmental relevance is high
- Technical excellence and innovation confirmed
- Proven flexibility and adaptability to address complex environments
- Good practices in mainstreaming sustainable development
- Rupture in previously observed silo behavior
Countries’ trust, ownership and partnership

Change a process taking time to mature and materialize

- Evaluated projects suggest the possibilities of long-lasting effects
- However, many interventions can be considered as pilots

Fostering partners’ ownership and trust

- Long-term engagement
- Detailed country knowledge
- Project results scaling up and replicability
- Good exit strategies
Field management and coordination is key

Projects’ geographical and technical scope and average size increased considerably

- Implementation facing challenges in the field
- Proven motivation and technical innovation
- Project management overstretch at field and HQ

- Need for stronger and better-coordinated field management
- Alignment with UN Reform at country level happening but needs more structure
More effective and simplified results-based management is key

More detailed project theories of change

- Support results-focused project management
- Monitor to provide good evidence of change
- Monitor whether the ‘theory’ translates into reality
- Report evidence of results attributable to ITC

At the same time simplified and harmonized M&E corporate system also needed
Recommendations

1. Mainstream sustainable development good practices
2. Increase capacity to utilize theories of change
3. Enhance simplification, harmonization and effectiveness of the M&E corporate system
4. Enhance project results sustainability
5. Build on good project field office performance and coordination
6. Implement corporate strategy to engage in UNSDCPs
ITC is a good investment

Across the entire ITC project portfolio

- Improved BSOs’ performance and their ecosystem had a positive impact
- Work with policymakers, when partnering with BSOs, led to wealth creation for MSMEs through export diversification
- Attention to individuals and MSMEs improved confidence and their ability to connect with business ecosystem

Achieving the bottom-line

- ITC is relevant, agile and innovative
- Its niche is relevant and clear
- It creates high-value with small resources
- Indispensable attributes to meet challenges of new (post?) COVID-19 reality
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