Presentation of ITC Evaluation: Annual Evaluation Synthesis Report

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- Review of ITC’s Strategic Plan 2018-2021
- Two objectives: Accountability and learning
- Analytical framework
  - What is strategic planning?
  - What are the analytical dimensions?
The “Why” – Strategic rationale

- Findings
  - Clear direction
  - Managing for results

- Conclusions
  - Ambitious and inspirational
  - Effective tool – directional, flexible and focused
  - Enabled trust and confidence
  - Oversaw exceptional growth in extrabudgetary delivery
The “How” – Resource allocation

- **Findings**
  - Clear results framework, although realization not always well-defined
  - Real-time decisions making in a fast-changing corporate context

- **Conclusions**
  - Most objectives duly planned, reviewed and adjusted
  - Evolving changes and fast growth require real-time adjustments
The “What” – Outcomes reached

Findings

- Strong rationale for ITC’s role within 2030 Agenda
- Some objectives could have been more specific and measurable

Conclusions

- Defining a clear organizational agenda is of paramount importance
- A strengthened strategic planning function is helpful
The “Who” – Affected stakeholders

Findings
- Contributed to a sense of belonging and motivation among staff
- Many types of partnerships leveraged successfully
- Needs assessments capability strengthened in certain key areas

Conclusions
- Staff desire an even stronger sense of organizational belonging
- Measuring effectiveness for partnerships is helpful
- Complex situations demand systematic needs assessment practices
Recommendations

Message 1: Underscore Strategic Plan results-focus

➢ Determine limited number of high-level, medium- to long-term objectives for the organization (aligned with / contributing to SDGs)
Recommendations

Message 2: Maintain corporate focus throughout strategy operationalization

- Bridge between high-level objectives and their operationalization on an annual basis
- Prioritize all corporate objectives and determine contributing sections
- Develop sub-strategies to guide work necessary to achieve high-level objectives
- Incorporate lessons learned throughout operationalization
Recommendations

Message 3: Ensure strategic allocation of resources

➢ Develop internal value chains of how best to combine individual products and services, in which order and context, to achieve specific goals

➢ Develop coordinated solutions for the achievements of the high-level objectives

➢ Develop blueprints for general models of solutions that meet the needs of specific client groups or contexts and the same for different types of partnerships
Recommendations

Message 4: Create momentum for enhancing stakeholders’ mobilization

- Promote the values of coordination and collaboration in the next Strategic Plan
- Keep ongoing dialogue with beneficiaries on their needs in relation to high-level objectives
- Ensure staff understanding of and adherence to the Strategic Plan