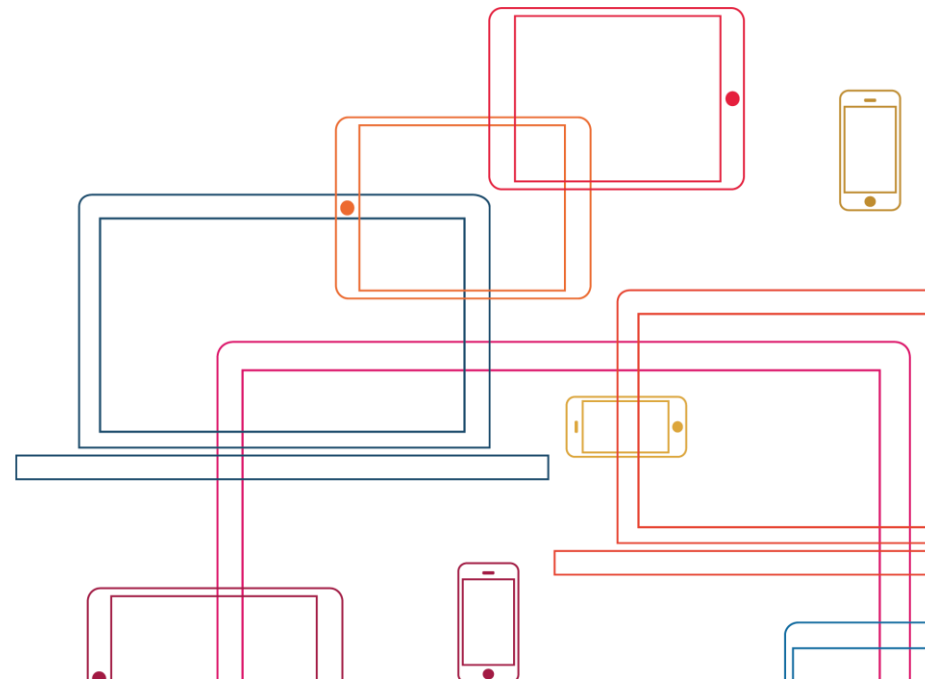


# Presentation of ITC Evaluation: Annual Evaluation Synthesis Report

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# 2021 AESR

- Review of ITC's Strategic Plan 2018-2021
- Two objectives: Accountability and learning
- Analytical framework
  - What is strategic planning?
  - What are the analytical dimensions?  
*“Why”; “How”; “What”; and “Who”*

# 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