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ANALYSIS OF EVALUATIONS

CONDUCTED IN 2012

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List of acronyms

ADB   African Development Bank
B2B   Business-to-Business
CEMAC   Communauté Economique et Monétaire des Etats d'Afrique Centrale
CIDA   Canadian International Development Agency
CTAP   Certified Trade Advisors Programme
EnACT   Enhancing Arab Capacity for Trade
ITC   International Trade Center
MEU   Monitoring & Evaluation Unit
MLS-SCM   Modular Learning System on Supply Chain Management
RBM   Result-based Management
SME   Small and Medium-Sized Enterprises
SSC   South-South Cooperation
SWOT   Strengths, Weaknesses, Opportunities & Threats
TPO   Trade Promotion Organization
TRTA   Trade-Related Technical Assistance
TSI   Trade Support Institution
UEMOA   Union économique et monétaire des Etats d'Afrique de l'Ouest
UN   United Nations
UNCTAD   United Nations Conference on Trade & Development
WB   World Bank
WEDF   World Export Development Forum
WTO   World Trade Organization

Objectives and Context

The present Analysis focuses on the evaluations (both midterm and final) carried out by the ITC Monitoring and Evaluation Unit (MEU) during 2012.[1] Its main objective is to convey:

- Relevant *evaluation lessons* for their consideration, and;
- Main messages emerging from evaluations for *accountability purposes*.

It makes use of a triangulation of complementary methodologies to assess ITC's capabilities and extract from the individual evaluations conducted in 2012 the commonalities across the different projects identifying internal and external factors that are favorable or unfavorable to achieve project, programme or organizational objectives.

These are not definitive messages on ITC as a whole. The four evaluations conducted in 2012 are not fully comprehensive in terms of coverage of all key service areas and capacities of ITC. Most are midterm evaluations rather than final. They tend to focus on providing elements to ensure the accomplishment of achievements during the last period of the project rather than assessing their actual impact on an *ex-post* mode.

In addition, it is worth mentioning that this Analysis focuses on facts identified related to practices developed during the years before 2012 and its scope doesn't cover progress having been registered on some of the issues since then.

SWOT Analysis

The following analysis identifies the strengths, weaknesses, opportunities and threats (SWOT) of the four evaluations conducted in 2012. It is being applied retroactively as a way of determining what the evaluations say regarding progress being made in terms of how well ITC is achieving its strategic objectives. In addition, the SWOT analysis looks at how, and in what way, the information being collected in evaluations is addressing ITC's strategic objectives.

Main Messages on Strengths

Reports

1. ITC is perceived as a legitimate and credible provider of unbiased and quality advice and expertise that helps, in concrete ways, with trade development issues. In particular:

    a. ITC's presence and role, as a provider of leading edge products and services for trade development and promotion, is unquestioned and perceived as legitimate; and

    All

    b. Perception of ITC is positive in other ways, especially with respect to regarding the quality of professional expertise it offers.

    All

2. ITC's products and services, and in particular its value chain analysis approach, are in demand, not only because it is a valued product but also because ITC adapts this and its other products and services to local needs and circumstances. Specifically:

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[1] The list of the evaluations conducted in 2012 is available in Annex 1 together with their reference acronym.

a. ITC has demonstrated adaptability, and flexibility in adjusting to programme/project needs, as well as country needs;	All
b. ITC's willingness to adopt a regional perspective is viewed as relevant to many needs; and	SSC, EnACT, WEDF
c. Value chain analysis is considered to be a powerful and highly valued analytical tool.	MLS, SSC, EnACT

3. ITC's effectively transfers its skills, knowledge and expertise to beneficiaries. Its focus and mode of delivery (train the trainer) is seen as the correct approach to fostering knowledge transfer, while its team approach to programme implementation is viewed as appropriate to ends. From this:

a. Focus on TSI strengthening is seen as a key to success;	MLS, SSC, EnACT
b. Beneficiaries have developed a strong sense of ownership and participation;	All
c. Effective skills transfer (including technology transfer) facilitates policy mainstreaming;	All
d. "Train the Trainer" approach is seen as a correct approach to delivery;	MLS, EnACT
e. Buy-in to ITC's programmes is manifest (evident in shared resourcing); and	All
f. Networking occurs and is seen as important to on-going success.	All

4. ITC's focus on results-based management (RBM) and the dissemination of RBM culture is seen as an important element of TRTA, and complements the high quality work of the ITC professionals.

a. ITC's RBM culture is improving;	EnACT, WEDF
b. ITC is spreading RBM culture to partners; and	EnACT,
c. There is the development of a series of management models providing for enhanced coordination of different services provided by ITC.	MLS, EnACT

Main Messages on Weaknesses

Reports

Clarity of vision and purpose helps to maintain control and provides the basis for assessing performance and success. However, it must be developed and sustained throughout the project cycle – it must be 'full-cycle' and cohesive. A lack of a full-cycle, cohesive approach to project and programme planning incorporates many of the stated weaknesses of ITC in the evaluation findings. Problem areas noted include:

1. Design of intervention: Poor planning; weaknesses in risk

management and communication; and lack of clarity regarding vision or strategic focus. Specifically, ITC planning was characterized by:

		Reports
a.	Lack of role/vision clarity which impeded efficiency and strategic orientation;	All
b.	Slow start-up of projects;	EnACT, WEDF
c.	Low profile and recognition for ITC and/or its programmes;	MLS, EnACT, WEDF
d.	Weak planning process especially with respect to analyzing needs that facilitate rapid launch;	MLS, WEDF
e.	Underdeveloped commercial presence (marketing, self-sustaining business model); and	MLS, EnACT,
f.	Consequently, there was a low profile and recognition for ITC and/or its programmes.	MLS, ENACT, WEDF

2. Delivery of intervention: Inconsistent management of delivery along the full project cycle, including follow through and coordination with other agencies. Specific issues include:

a.	Lack of communication plans and planning, insufficient online presence and IT support;	MLS
b.	Lack of follow through in programming (full-cycle management weak);	MLS, SSC, WEDF
c.	Problematic coordination with technical sections;	EnACT, WEDF
d.	Not well developed/inadequate risk management analysis; and	MLS, SSC,
e.	Weak coordination with other UN initiatives (Aid for Trade, National development strategies).	WEDF

3. Monitoring and assessment of intervention: Insufficient attention and discipline devoted to reporting on results. Specifically, there are:

a.	Data challenges (hard to collect, does not exist, inconsistent);	SSC, WEDF
b.	Inadequate results and impact reporting (performance information problems); and	All
c.	Implementation of monitoring and evaluation (M&E) at the field level is inadequate since implementing partners are not systematically involved in reporting on results.	All

Main Messages on Opportunities

Reports

The evaluations are suggestive of opportunities that speak to refinement of existing approaches and practices, and in terms of advocating for a more radical or holistic perspective. The rapport with beneficiaries and partners in the field might be key as to leveraging ITC's strengths and advantages in

each situation:

- Engaging multiple stakeholders on a continuing basis;

- Applying its various kinds of expertise, tools and resources in a coordinated and coherent fashion – from private companies through to Ministers of government; and

- Leveraging all partners to the cause of trade promotion and development through strong network building.

More specific measures could include:

1. Expanding ITC's services and service offerings into areas such as marketing expertise and online services for example. ITC is at the interface between the UN system, national governments, regional bodies, and the private sector. It is in a unique position to take advantage of the resources and capability these bodies to improve trade. Opportunities exist because there is a:

    a. Strong market need for ITC-type services and capability (especially in the private/public space it occupies);   *All*

    b. Need for services beyond value chain analysis (marketing, sales, management);   *All*

    c. Capacity to improve online presence and improved IT systems;   *MLS, EnACT, WEDF*

    d. Latent networking capability in need of improved partner support that can spread TRTA and thereby increase ITC value-added to the trade community;   *MLS, EnACT, WEDF*

    e. Strong focus on women, which offers a high return on investment;   *MLS, EnACT*

    f. Willingness to take a regional approach which offers great possibilities; and   *All*

    g. Potential to leverage other UN organizations toward ITC strategic and programming objectives.   *WEDF*

2. An improved capability for delivery, monitoring and follow-up is necessary to take advantage of opportunities. Evaluations suggest the need for the emergence of a special kind a business culture, combining control without rigidity; harnessing and fostering emergence of results rather than adhering to the specifics of a plan or as a particular way of doing things. Such a culture understands that:

    a. A key to future success and impact is better follow-up (ensuring sustainability);   *MLS, SSC, WEDF*

    b. Dedicated teams would improve outcomes (e.g. programme coordination units and buyer-seller teams);   *SSC, EnACT, WEDF*

    c. There is room to strengthen ITC's role as coordinator or facilitator for more results-focus and broader impact; and   *MLS, EnACT, WEDF*

d. Improved performance can be facilitated through the building an expert-based consultant roster.

Main Messages on Threats

Threats to ITC as an organization were not specifically addressed in the evaluations reviewed, as this consideration was not built into the terms of reference. However, the fundamental threat which emerges from this analysis is the need to evolve from a demonstration mode to an impact mode. The evaluations indicate that change has been provided in terms of trade development, but within limited economies of scale and too narrow a context.

While generally speaking, ITC seems in a strong position to take advantage of opportunities because of its particularly favorable positioning and potential, it is also the case that future threats to ITC could come from its inability to address its weaknesses and better harness its strengths. For example:

1. Need of balance between standardization and preserving flexibility:

    a. Rationalizing processes seeking standardization and quality control in terms of attaining sufficient levels of efficiency in operations; and

    b. Simultaneously, preserving flexibility for meeting diversity in demand requiring at each instance, a different layout of differentiated products and services;

EnACT, WEDF

2. Occurrence at the inception and implementation phases of projects, of high transaction costs to define on a case by case mode, adequate management system. Project managers are obliged to agree on terms of cooperation which is time consuming;

EnACT, WEDF

3. Failure of utilizing partners and networks to their optimum can lead to problems with relevance (failure to integrate beneficiary needs); efficiency (high cost in delivery and delays); effectiveness (delivery limited in terms of coverage); sustainability and impact (uncertain change in beneficiary capabilities); and

WEDF, SSC, MLS

4. Ability to adapt is an aptitude that ITC should work to replicate in its partners, advisedly through its networks. It is the key to the sustainability its activities.

All

Analysis of Capacity

Following the SWOT analysis, and in an attempt to assess issues of ITC's added value as an institutional partner, a number of evaluation-related questions have been asked with reference to ITC's general performance. The questions are as follows:

What is the capacity to:

1. Get things done? Does ITC's implementation system deliver results, for example?
2. Support developing country beneficiaries in adapting to a fast pace of change?
3. Provide clear and rigorous conceptual analysis and intellectual approaches?
4. Partner with, develop and empower people's energy and talent?
5. Network. For example, does ITC possess an ability to facilitate cross-fertilization on innovative solutions, including public/private sector partnerships, in a way that widens views and helps learning from and between network members.

Approach to Analysis:

The four evaluations employed in the SWOT analysis were reviewed and analyzed a second time with the singular intention of addressing these specific questions. The method of analysis was undertaken in the following manner:

- Each question was elaborated in more detail so as to better understand or appreciate its implications. Following each question a report assessment matrix provided a ranking of ITC performance, as suggested in each of the evaluations, according to whether ITC's capability is considered weak, moderate or strong (1-5 scale). Where an audit or evaluation did not address the question the ranking was left blank.

- To round out the analysis, a summary statement/comment was made that addressed the question in summative fashion across all evaluations, while addressing the significance for ITC. It must be stated that the findings are suggestive and will likely require further validation and qualification.

Capacity to get things done

This question is asking if the implementation system deliver results. Implicit in this is whether or not delivery is timely, efficient and effective, and whether the results achieved are realistic, sustainable and have an impact that can be attributed to the interventions of the programme.

Table 1: Getting things done

Report	Weak		Moderate		Strong
MLS			X		
SSC		X			
ENACT			X		
WEDF			X		

Evaluations suggest that ITC capacity to get things done and deliver results at the project or programme level has improved in recent years with the implementation of results approaches to management both within its own operations and with its partners. ITC is

becoming increasingly effective at the activity and output levels.   However, evaluations indicate that at the outcome level results remained partial for the following main reasons:

- Follow-through after the implementation of activities is often lacking;
- The project planning cycle is not 'full-cycle'; and
- Frequent slow start-up times for projects.

Beyond the issue of the capacity to deliver programmes and projects, evaluations also point to the need to strengthen the capacity to adapt, innovate, leverage networks, and to retain focused on overall ITC strategic objectives.

Capacity to support developing country beneficiaries in adapting to change

In recent years, ITC clients and stakeholders are confronted with a very rapid pace of change, as well as the global financial and economic crisis, price volatility, shifts in markets, and changes in technology.   The role of ITC should support the actors in development programming, to continuously monitor these trends, and be prepared to adapt accelerating change. Do ITC and its partners in programming and management show this capability?

Table 2: Support to Beneficiaries in adapting to Change

Report	Weak		Moderate		Strong
MLS		X			
SSC		X			
ENACT				X	
WEDF			X		

With reference to this question, the sample of programmes evaluated in 2012 was limited to draw absolute conclusions. However, a failure to adopt the correct metrics to assess ITC's capacity to address and incorporate changes into its programming is reflected in its risk management reporting (weakness in the development of the risk register). There seems to be a need to better employ risk management tools and techniques (incorporating market dimensions) into ITC processes. Significant changes in the environment can be viewed as shocks (risks) to the system and can be planned for. However, being a risk does not inevitably imply a negative outcome or consequence; it can also be an opportunity from any number of perspectives.

Capacity to provide clear and rigorous conceptual and Intellectual understandings and offerings

The ITC appears to be a thought leader in its field. To maintain this role its products and services (and their combination into strategic solutions) must be leading edge, robust and rigorous, while at the same time adaptable to different circumstances. They can be in the form of analytical tools and techniques, information gathering (both historical and real-time), harnessing and dissemination tools and methods, or even processes that facilitate trade promotion and development. They should be of a nature that they identify key issues and suggest policy or other actions to address them.

Table 3: Conceptual and Intellectual Leadership

Report	Weak		Moderate		Strong
MLS				X	
SSC		X			
ENACT		X			
WEDF			X		

ITC's products and services (Guides, Directories, Data sets, Analytical tools) are considered among its partners in the international trade community to be of high quality. On the basis of the programmes and projects evaluated in 2012, the following main avenues for improvement are suggested:

- In terms of the overall approach, ITC would gain from a systemic knowledge management perspective (how and how well is knowledge gathered, disseminated and applied under the programme/project?); and

- From a new product perspective, ITC may need to look not just at products and technical support services, but at process services (how better to manage) more fully. (This is something already implicitly being done with its requirement for results-based reporting.)

Capacity to develop and empower in its relations, the energy and talent of those involved, including ITC staff and partners alike

The notion of local ownership is essential not only to ensure relevance ('best fit') but also to build the necessary enabling capacity among partners. The evaluations suggest that with the ITC engaging in bigger programmes, and with the creation of programme units and the adoption of results approaches, together this is enabling increased responsibility for partners hence making for greater local ownership.

Table 4: Empowerment of People

Report	Weak		Moderate		Strong
MLS			X		
SSC		X			
ENACT			X		
WEDF			X		

Relatedly, and at a more practical level, ITC training efforts has been a source of empowerment with their full impact yet to be realized though. In some areas, there needs to be better follow-up, including mentoring and/or post programme assessment of the changes obtained for the people having benefited from it.

Capacity to network

This question addresses how well ITC facilitates cross-fertilization in order to develop innovative solutions, while promoting the widening of views and learning from the experiences of others.

Table 5: Networking

Report	Weak		Moderate		Strong
MLS		X			
SSC				X	
ENACT			X		
WEDF			X		

ITC is involved in many networks, some formal (Trade Promotion Organization [TPO] Network), and many more informal (created through ITC product development and project/programme management and activities such as the WEDF). Despite this valuable feature, the evaluations conducted in 2012 indicate that there was no strategy in place to formally identify, classify and exploit these networks to achieve either ITC strategic or project/programme goals. Networking activities are both diverse looking to south-south possibilities as much as north-south for example, while at the same time being ad hoc, driven mainly by particular circumstance as projects or programmes, or even individuals, dictate.

Suggestions

Closer work with partners

- Continue to develop customization capability by developing closer working relationships with partner organizations and institutions best enabled by ensuring that the process remains partner-driven and with continued due regard to the important role of Trade Support Institutions (TSIs).
- Strengthen ties to regional organizations that help meet programme goals and ITC strategic objectives
- Promotion and building of ITC networks, especially with sister agencies in the UN system, to leverage monitoring and implementation capability and to foster 'self-organizing' solutions enabled through the network with ITC as much facilitator as problem solver.
- Broaden the base of ITC's program support (expand and strengthen networks especially with other UN agencies)

Solution-driven product and service development

- Refine approaches to needs analysis not only to programme for current challenges but as a way of evaluating which new or re-designed products and services may be required in future while retaining its key emphasis on value chain analysis, women, and team building;
- Continue with the value chain, train the trainer approaches and strengthen the team approach to problem solving and administration paying special attention to enhanced network development facilitated through decentralization;
- Data is a 'basic need' in trade promotion and development. Data quality control, enhancement and gathering capability is worthy of singular focus as a component of all of ITC's efforts.

Full-cycle cohesive approach

Project design

- Development of a standard operating procedure for undertaking needs assessment with respect to trade related issues that is applicable to as wide a range of situations as possible (partner organizations/countries). The process should be participatory, engaging local expertise wherever possible;
- Ensure in planning and programming that the results expected are compatible with ITC strategic objectives and articulate that at the outset;
- Ensure clarity of roles and better identify tasks, activities, projects and programs as they link to ITC strategic objectives;
- Establishing realistic results (taking and incrementalist/adaptive approach);
- Continue to strengthen and emphasize RBM approaches with special attention to monitoring that supports feedback, innovation and even experimentation.

Project implementation

- Look for ways to systematize the start-up process in order to reduce launch times. Consider the possibility of specialized 'start up' teams or capability drawing such expertise from ITC's networks and partners where possible. Strengthen the program management and reporting processes esp. at the start up stage and in terms of better focusing resources (guided by strategic priorities);
- Take a longer view of what constitutes implementation. It is not sufficient to consider implementation as having produced an output (data set, training course). Implementation occurs with the application of whatever output was produced or what it did.
- This needs to be tracked and monitored. This is in keeping with results approaches to project and programme management;
- Enhance monitoring and evaluation capability and results culture in a way that helps convey this culture to its partners and that includes more robust risk assessment and management. Monitoring should be geared to supporting incremental adaption (innovation and experimentation) by fostering feedback and self-help problem solving.

Communications and support services

- Communication challenges are very similar across evaluated projects and a guide as to what is expected by way of ITC profiling, fostering feedback and openness. Consider developing a master communication plan that would be the basis for communication plans linked to specific projects. This will help build the innovation an adaptation culture that is needed and ensure that other UN Agencies and key network partners were part of any communication plan for specific projects/programs;
- Better advertise products and services to address the existing needs;
- Develop more comprehensive IT support and communications tools and platforms that promote mutual feedback and help foster incremental and innovative change;
- Develop a consultant roster and specialized teams dedicated to specific tasks (start up, needs analysis, experimentation design).

Conclusion

Generally speaking, any major future threat to ITC is likely to come from its inability to address its weaknesses and better harness its strengths and opportunities – to turn demonstration effect into impact.

As an organ of the United Nations and the World Trade Organization, ITC provides a unique and valuable form of programming that is perceived to add value. But it has yet to position itself at the center of the trade development agenda as a key agency for technical support in trade development issues. It needs to capitalize on its good reputation and perform at greater heights and capture a wider audience.

It can do this in partly through strengthened networks that will facilitate more efficient delivery and better after-delivery support and the spreading of both knowledge and capabilities at country- and region-level. Success will also depend on enhancing the RBM and Monitoring and Evaluation culture – within ITC and with its partners – while helping ITC ensure it remains demand-responsive. Essentially, ITC will need to broaden and deepen its impact and ensure it retains its strategic focus and direction. Without this the future of ITC will be less secure.

Annex 1: Evaluations conducted in 2012

The four evaluations covered by the present Analysis are the following:

Evaluation Title	Project Duration	Type	Reference Acronym
Market Value Analysis of the Modular Learning System on supply Chain Management (MLS-SCM) Programme. Dated: August 2012.	17.04.2008 to 31.12.2013	Market Value Analysis	MLS
Midterm Evaluation – Expansion of Intra- and Interregional Trade Between Member States of CEMAC, UEMOA and Francophone Countries of the Mekong (South-South Cooperation). Dated: November 2012	(this evaluation covered two projects) 30.09.2010 to 31.12.2012 and 10.11.2011 to 31.12.2013	Midterm	SSC
Midterm Evaluation Report - Enhancing Arab Capacity for Trade (EnACT) Algeria, Egypt, Jordan, Morocco, Tunisia. Dated: March 2012.	01.04.2009 to 31.12.2013	Midterm	EnACT
Evaluation - The World Export Development Forum (WEDF). Dated: November 2012.	18.09.2012 to 31.12.2012	Final	WEDF

Annex 2: Synthesis From Individual Evaluations

Modular Learning System - Supply Chain Management Programme

The MLS-SCM Programme evaluation indicates that this is a product of quality in terms of its content, the practical teaching model employed, the modular learning system, and its certification approach. Despite these valuable features, the impact of the programme is reduced by failure to keep all of its components up-dated, its lack of follow-through (exam content and delivery), and failure to scale to the needs of the SME sector. It did not adapt to available market opportunities, and failed to capitalize on post-certification networks and opportunities for collaboration. In addition, it was found that the application of the MLS business model was inconsistent and was in need of clarification. Growth of the programme was hampered by a lack of an analysis for and pursuit of the market for this product (needs analysis). In terms of the evaluation questions pertaining to capacity the following is drawn from the evaluation:

Table 6: MLS-SCM Programme Evaluation

Question	Weak		Moderate		Strong
Delivery on Results			X		
Change promotion		X			
Thought leader				X	
Empowering people			X		
Networking innovation		X			

- *Delivery of Results:* The delivery of results is partial (certification and exam problems and tracking) with the efficiency of delivery compromised by poor planning and IT systems and support.

- *Promoting Change:* While the core product is valued and in demand, it does not adapt on an on-going basis to differentiated or altered market circumstances and opportunities. The effect on beneficiaries is unclear.

- *Thought Leadership:* The core product is conceptually and intellectually of high quality for most of its components, and facilitates issue identification and an ability to pave the way toward problem solving.

- *Empowering People:* The weakness of the exam and certification process reduces the potential for empowerment.

- *Capacity to Network for Innovation:* The network configuration was designated as 'sub-optimal' and post certification possibilities are not taken advantage of. One observation is that the programme does not have a knowledge management regime, as a way of gathering and sharing good practices.

Expansion of Intra-regional Trade Africa-Mekong (South-South Cooperation)

The programme has played a pioneer role in the promotion of trade between West and Central Africa and the Mekong Region and has developed valuable synergies with other development actors. However, the evaluation also indicated the need for a deeper and better integrated design of the programme, particularly in the context of its ambitious objectives, the multiplicity of stakeholders and tight resources. Shortcomings were apparent in communications with implementing partners, and in terms of planning and monitoring of activities and financial aspects related to them. Due to the lack of an efficient monitoring system, it was difficult to determine the impact of the programme in terms of trade generation.

Table 7: South-South Cooperation Programme Evaluation

Question	Weak		Moderate		Strong
Delivery on Results		X			
Change promotion		X			
Thought leader		X			
Empowering people		X			
Networking innovation				X	

- *Delivery of Results:* While a number of activities were implemented, the project suffered from poor design and a lack of integrated planning and monitoring oversight. Efforts to build trade relations showed some initial success, but results in terms of trade transactions could not be assessed due to a lack of an effective reporting system.

- *Promoting Change:* The project showed an ability to adapt to structural changes, but this was more as a consequence resulting from a lack of structure rather than through a systematic approach to change management.

- *Thought Leadership:* The project was not associated to a theory of change and rested its viability on a basic ideal that had inherent plausibility (south-south trade promotion), and offered tested products (e.g. Matchmaker). Such unanchored thinking can be an advantage, in that it allows for rapid and flexible adaptation, but in the absence of tight project management oversight it tends toward an exercise in random trade promotion activities that may or may not work. In addition, the project did not identify the challenges it faced in implementation beforehand; rather it came across them as it was implemented (e.g. data challenges).

- *Empowering People:* Concern was expressed that the transfer of capability to the trade support institutions was not occurring.

- *Capacity to Network for Innovation:* The project succeeded in building institutional bridges and links between South East Asia and Africa for the purposes of promoting trade.

Midterm Evaluation, Enhancing Arab Capacity for Trade (EnACT)

According to the EnACT evaluation, after a slow start the programme overcame the challenges of integration with regional development objectives. Local ownership and capacity development was evident. However, the relationship between ITC and partners, and how it was to be articulated to produce results, was not described. It can be said that ITC provided intellectual leadership through its training, facilitation, market analysis, and ACCESS! support programmes.

Table 8: EnACT Programme Evaluation

Question	Weak		Moderate		Strong
Delivery on Results			X		
Change promotion				X	
Thought leader		X			
Empowering people			X		
Networking innovation			X		

- *Delivery of Results:* The team structure that was built together with a sense of strong local ownership provided a basis for following through on actions and outcomes in order to achieve broader results. Some rigidity did exist, which delayed implementation.

- *Promoting Change:* The programme was building the human capital that could provide the basis for adaptation by local partners to changing circumstances. There were suggestions that the institutions being established (Trade Observatories) may not have been the best fit.

- *Thought Leadership:* ITC provided high quality products and services (training, sector audits, programme oversight) geared towards capacity development and less to policy, with some exceptions (non-tariff measures survey in Morocco). In general, the policy implications of actions taken, activities, and outcomes were not addressed.

- *Empowering People:* Many of the activities undertaken by the programme were first steps; much depends on whether the programme will exploit emerging opportunities.

- *Capacity to Network for Innovation:* Partnership and team building provided the core elements for effective network building. It is a question of whether the potential of these partnerships will be developed.

Evaluation of the World Export Development Forum (WEDF)

As found in the WEDF evaluation, the ITC has credible and acknowledged convening power. But a lack of follow through after the event means that the results fall short of what could occur. Planning horizons were often too short for such a major event, and at times participant expectations were not met, as the target audience was not always clear. Despite saying this, however, the WEDF offers great potential, as the quality of ITC products and services are valued, and the trade development agenda is one that is of high importance in terms of development.

Table 9: WEDF Programme Evaluation

Question	Weak		Moderate		Strong
Delivery on Results			X		
Change promotion			X		
Thought leader				X	
Empowering people			X		
Networking innovation			X		

- *Deliver Results:* WEDF needs to redefine what acceptable results are in that meeting and discussing are not enough and that ultimate results are a product of what happens following thereafter.
- *Promote Change:* the event provides energy and incentive to foster change that will only occur with adequate post event actions being taken.
- *Provide conceptual and Intellectual rigor:* The Forum provides an opportunity to compare and assess and offer innovative solutions. It is a test of value and credibility and problem solving. This is one reason it should continue as long as participants are carefully selected and purpose and objectives are clear.
- *Empower People:* The empowering effects of the Forum are currently reputational in nature – enhancing the profile of institutions and individuals but not the general population. This is because lessons learned are applied in very limited ways, if at all, thereby limiting wider effect.
- *Network for Innovation:* The networking potential of the Forum is underutilized, while the potential is very great. It should be a forum for solidifying and reinforcing network collaborations.

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