

ETPO Impact Assessment Seminar  
Communicating and using the data  
Vienna 16-17 January 2014

# Transparency

- ▶ An **evaluation plan** can set out the evaluation *objectives* and *questions*, how the evaluation will be conducted, the timescale and how the findings will be acted upon. In turn, this will facilitate stakeholder engagement, allow the issues and risks to be identified and managed, and the delivery outputs and milestones to be agreed and documented.
- ▶ **Evaluation reports** should be published and contain sufficient **technical detail** for others to judge for themselves the *robustness* of the findings.

# Communication

Research findings and conclusions are presented and reported accurately and clearly.

## Policy areas:

- ▶ **Internal communication:** board of directors and programme managers
- ▶ **External communication:** recipients, the media, general public and other institutions

# Our approach (internal communication)

Our way to proceed in every evaluation we conduct is the following:

- ▶ We study the programme.
- ▶ We hold a meeting with the managers of the programme.
- ▶ We run the evaluation.
- ▶ We do the analysis and write down the report.
- ▶ We discuss the report with the managers to get insight of their opinions and input.
- ▶ We then refine the analysis, if necessary, and draw our conclusions and recommendations.
- ▶ We report to the managing area and the board of directors.

# Our approach (external communication - I)

Following the stepwise strategy, and for prudential reasons, as we are still running the evaluations of our product portfolio, ICEX has decided not to publish our final reports yet. However, we do communicate. Our approach as organization is as follows:

## CLIENTS:

- ▶ We contact the clients as target for the surveys, explaining the purpose of the evaluation (ex-post evaluations)
- ▶ We select a group of representative companies according to the cluster segmentation for ex-ante (focus group) evaluations

## EXTERNAL MANAGERS:

- ▶ We communicate our findings to external managers (e.g., exporters associations)

# Our approach (external communication - II)

## NETWORKING:

- ▶ We take active part in **national** groups of evaluations (AEVAL, Spanish Association of Evaluation, regional TPOs meetings)
- ▶ We are in contact with other institutions regarding evaluation issues: Real Instituto Elcano (forum for analysis and debate on international affairs and particularly on Spain's international relations – country image) / Instituto de Estudios Fiscales (economy think tank of the spanish government)
- ▶ Regarding the **international** presence: AEA (American Evaluation Association): Annual Conference / European Association of Evaluation Conference / TPOs meetings
- ▶ Technical assistance to the peruvian government in impact evaluations (through Eurosocial II Programme)
- ▶ Mid-term: the organization should develop a **communication plan**, regarding technical issues, main conclusions and impact on clients, both on impact and result and quality monitoring/evaluation.

# Our approach (external communication - III)

## MEDIA AND GENERAL PUBLIC:

- ▶ Mid-term: a **communication plan for evaluation** is in the making. The plan will include guidelines for the communication and publishing of technical issues, main conclusions and impact on clients, both on impact and result and quality monitoring/evaluation.

# Use of data to improve

## Areas of improvement:

- ▶ Adaptation of the portfolio of products and services to companies' needs through ex-ante evaluations.
- ▶ Strategic reorientation (strategic and operative plans)
- ▶ Adoption of relevant indicators (according to the strategic guidelines)



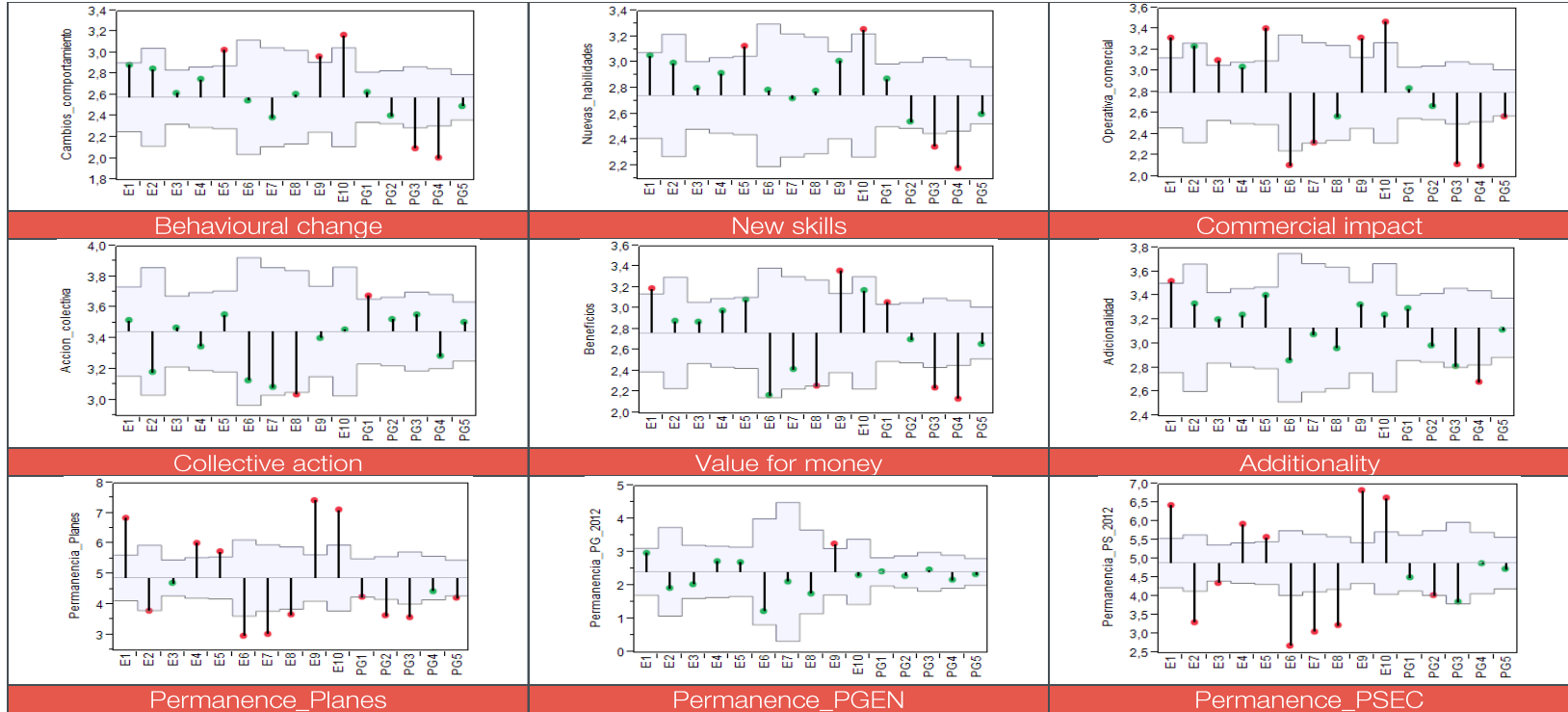
# Use of data to improve

## OUR EXPERIENCE AS DEPARTAMENT:

- ▶ At ICEX, the CEO and the two General Directors (Evaluation Committee) believe in data, learn from evaluations and certainly apply some of the conclusions and recommendations we might have pointed out.
- ▶ Normally after every evaluation we have done they proceed to modify the programme using evidence we have found. These may be slight modifications but in one case the decision was the closure of a whole programme.
- ▶ On the other hand, the spirit of the evaluation is that of implementing the conclusions learned from data in order to increase the impact of the products and services, by means of improving the product portfolio, through ex-ante evaluations

# Practical example: trade fairs

## Fairs (FPA vs FPO)



# Reluctance of managers and clients

When it comes to managers and clients, they are normally on guard. As you can imagine, we are the most popular department at ICEX.

We have observed a whole range of reactions:

When we were running an evaluation of a 40-million-euro-per-year programme managed by trade associations and consisting on involving over 7,000 companies in activities abroad we came to the following chart, which shows differences in behaviour between groups for some items of interest such as marketing improvement, capacity-building as a company, operations galvanization in foreign markets, added-value of coming to the activity with ICEX and the association.

# Reluctance of managers and clients

**Degree of impact on the different aspects of impact and outcome for all companies by product/service**

	Impacts: behaviour			Impacts: new skills			Results				Joint action			Added value		
	Introduction of improvements	Increased confidence	Expenditure on R&D	New ideas	Marketing strategy	Intangibles	Entry into new markets	Maintain/increase customers	Impact on billing	Impact on profit/loss account	Degree of knowledge	Potential customers	Image strengthening	Value for money	Additionality	
<b>ALL COMPANIES</b>																
Contact	Meeting of Trade Promotion															
Contact	Technical Seminar															
Contact	Trade Mission															
Contact	Reverse Mission															
Exhibition	Exhibit															
Exhibition	Trade fair hybrid Pavilion															
Exhibition	group participation (trade fair pavilion)															
Information	Market research															
Information	Research Mission															
Information	Professional Services															
PR	Promotional Campaign															
PR	Sector-Marketplace Campaign															
PR	Promotional Material															
PR	advertising															
PR	public relations															
PR	Informative stand															
PR	<b>Total mean</b>	<b>2,5</b>	<b>3,3</b>	<b>2,3</b>	<b>2,8</b>	<b>3,1</b>	<b>2,6</b>	<b>3,1</b>	<b>3,1</b>	<b>2,8</b>	<b>2,6</b>	<b>3,6</b>	<b>3,5</b>	<b>3,2</b>	<b>2,9</b>	<b>3,2</b>
	<b>p value</b>	<b>0</b>	<b>&lt;.000</b>	<b>0</b>	<b>&lt;.000</b>	<b>&lt;.000</b>	<b>0</b>	<b>&lt;.000</b>	<b>&lt;.000</b>	<b>&lt;.000</b>	<b>&lt;.000</b>	<b>0</b>	<b>0,02</b>	<b>0,32</b>	<b>&lt;.000</b>	<b>0,09</b>

Acceptance according to the Likert scale criterion and grouping by Duncan's multiple range test.

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*“There is nothing more deceptive than an obvious fact”*

Arthur Conan Doyle (1891) The adventures of Sherlock Holmes



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