

**ITC Gender Mainstreaming Plan of Action
2011-2015**

This Action plan is provided for in the ITC Gender Mainstreaming Policy adopted 28 April 2011. This action plan is aligned with the commitments made in ITC's Gender mainstreaming Policy. This Action Plan should be reviewed and revised annually during the process of operational planning by the end of Q1.

ITC GENDER MAINSTREAMING (GM) PLAN OF ACTION DRAFT TO SMC 6 APRIL 2011				
Strategic Policy Objectives	Expected Result for ITC	Activities to accomplish, Roles and Responsibilities	M & E Performance Indicators	Targets, Timeframes & Tracking Accountability
0. A Gender Mainstreaming Policy and an Action Plan is adopted by ITC	Women and men are more equal recipients of ITC trade support services	0.1. SMC take decision to appoint a Gender Working Group with a mandate to develop and refine the Gender mainstreaming Policy and Action Plan	<ul style="list-style-type: none"> • GWG Meetings held 	<ul style="list-style-type: none"> • 3 meetings held; draft policy submitted
		0.2. GWG Members discuss draft policy with ITC staff in sectional meetings and with Directors	<ul style="list-style-type: none"> • Briefing to Directors, Chiefs and staff on draft policy 	<ul style="list-style-type: none"> • 1 briefing
		0.3. GWG drafts Gender Mainstreaming Policy and Action Plan for feedback from SMC	<ul style="list-style-type: none"> • Final draft Gender Policy and Action Plan submitted to SMC 	<ul style="list-style-type: none"> • 1 Policy and Action Plan submitted end Q1
		0.4. GWG Members discuss approved policy with ITC staff in sectional meetings and with Directors	<ul style="list-style-type: none"> • Updates to Directors, Chiefs on policy 	<ul style="list-style-type: none"> • Quarterly updates
		0.5. GWG Members prepare reports to ED	<ul style="list-style-type: none"> • Reports to Executive Director • Policy approved by SMC and resources allocated 	<ul style="list-style-type: none"> • Semi-annual reports to ED • 1 Policy and Action Plan approved and resources allocated in line with Action Plan (every 2 yrs)
		0.6. GWG conducts survey of ITC staff on GM policy in Q3	<ul style="list-style-type: none"> • Percentage of staff responding to the survey • Percentage of responding staff reporting a positive feedback. 	<ul style="list-style-type: none"> • 60% of ITC staff responding • 60% feedback received is positive and incorporated into the policy

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1. At the corporate level, to make ITC's strategic frameworks and performance indicators gender-responsive to ensure that women and men benefit from ITC's programme, projects and activities	ITC Corporate Strategic Framework, Corporate Strategic Plan and Operational Plan are made gender-responsive [e.g. "men and women", "inclusive" and / or "equitable"] in all performance indicators	1.1. SMC revises Corporate Strategic Framework, Corporate Strategic Plan and Operational Plan documents to be more gender-responsive.	<ul style="list-style-type: none"> Percentage of Strategic Framework [agreed with UN HQ] objectives and [IMDIS] indicators that are reviewed for gender-responsiveness 	<ul style="list-style-type: none"> By 2014, 100% of objectives and indicators in Strategic Framework are reviewed for gender-responsiveness
			<ul style="list-style-type: none"> Percentage of ITC Strategic Plan objectives and indicators that are reviewed for gender-responsiveness 	<ul style="list-style-type: none"> By 2012, 100% of objectives and indicators in Strategic Plan are reviewed for gender-responsiveness;
			<ul style="list-style-type: none"> Percentage of ITC Operational Plan objectives and indicators that are reviewed for gender-responsiveness 	<ul style="list-style-type: none"> By 2012, 100% of objectives and indicators in Operational Plan are reviewed for gender-responsiveness;
2. To train all ITC programme staff in mainstreaming gender into ITC projects and programmes	ITC programme staff able to integrate gender more explicitly in projects	2.1.GWG reviews consultant terms of reference for the development of training materials for internal staff capacity development on gender mainstreaming and approves training materials. TORs will include development of a pre and post test for trainees.	<ul style="list-style-type: none"> Training materials developed and available for programme staff uptake 	<ul style="list-style-type: none"> Materials developed and approved. End Q3
		2.2.Women and Trade Programme manages training for all ITC Programme staff on gender mainstreaming ¹ . Each trainee will be take a pre and post test to establish a baseline and to measure learning.	<ul style="list-style-type: none"> Percentage of ITC programme staff trained in gender mainstreaming practices (cumulative) 	<ul style="list-style-type: none"> 2011, 10%; 2012, 50%; 2013-14, 75%
		2.3.GWG evaluates impact of training and makes recommendations to Women and Trade on improving curriculum	<ul style="list-style-type: none"> Percentage of trainees reporting having using skills after three months Percentage of trainees 	<ul style="list-style-type: none"> 40% 90%

¹ Women and trade should ensure this is linked to PQAG templates and any relevant PCM processes.

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		2.4. Women and Trade works with HR to integrate materials on gender mainstreaming in induction trainings for new staff and prioritizes new staff for inclusion in mainstreaming training	<p>showing improvement over pre-test</p> <ul style="list-style-type: none"> • Induction module developed • Percentage of new staff having received a gendered-induction training 	Module developed Q2 2012
3. To mainstream gender in all ITC programmes, projects and activities	Gender will be mainstreamed in all ITC projects and programmes ²	<p>3.1. SMC will review PQAG templates and all other processes related to project cycle management to include gender-responsiveness</p> <p>3.2a. Project Managers integrate gender-responsiveness in project consultations, design, implementation and reporting</p> <p>3.2b. GWG members and W&T staff provide support in terms of tools and coaching to staff as needed.</p> <p>3.3. Section Chiefs and Directors ensure gender-responsiveness in project design, implementation and reporting</p>	<ul style="list-style-type: none"> • PQAG templates and guidelines gender-responsive • Percentage of ITC projects gender-mainstreamed (rated gender-targeted or gender-mainstreamed) in annual gender assessment (cumulative)³ 	<ul style="list-style-type: none"> • Revised templates implemented. Q3, 2011 • 24.2% baseline 2010; 30%, 2011; 45%, 2012; 60%, 2013; 75% 2014; 100%, 2015.

² PQAG capacity to screen for gender to be enhanced to consider, inter alia, a) including women as targeted beneficiaries of training, or b) in project activities, or c) as recipients of trade information & dissemination practice.

³ At a minimum a Director and PQAG will screen each project for differential impacts on men and women. In the rare event a project is deemed gender neutral, Women and Trade will also review and provide advice to the Director on any elements that may have been overlooked.

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		3.4. Project Managers sensitize beneficiaries [companies, TSIs, policy makers and other stakeholders] to gender-responsiveness ⁴	<ul style="list-style-type: none"> Percentage of ITC beneficiaries consider gender relevant to their work in ITC client survey 	<ul style="list-style-type: none"> Survey to be conducted in 2011 to establish baseline and target (no baseline established)
4. To measure results of gender mainstreaming through gender sensitive reporting, monitoring and evaluation	All ITC reporting, monitoring and evaluation of programmes, projects and activities is gender-responsive.	4.1. SMC adopts the current Development Marker for Women process for project monitoring and trains staff in its use	<ul style="list-style-type: none"> Development Marker process adopted Number of staff trained on the Development marker 	<ul style="list-style-type: none"> Process adopted Baseline 0, 2011; 50%, 2012; 75%, 2013-2015.
		4.2. Women and Trade conducts annual gender mainstreaming assessment based on development marker	<ul style="list-style-type: none"> Annual assessment conducted 	<ul style="list-style-type: none"> Assessment completed annually by end Q3 starting 2011.
		4.3. With the development marker, project managers report the gender level in their projects in project portal	<ul style="list-style-type: none"> Percentage of projects reporting gender level in the projects portal 	<ul style="list-style-type: none"> Baseline 0, 2011; 50%, 2012; 100%, 2013-2015.
		4.4. ITC Monitoring and Evaluation Unit will revise the ITC evaluation policy and guidelines to be gender-responsive	<ul style="list-style-type: none"> Guidelines revised 	<ul style="list-style-type: none"> Guidelines revised by Q1, 2012. Annual evaluation plan from 2012 on conducted in line with guidelines.
5. To achieve gender parity in staffing at all levels and good work-life balance	Gender parity achieved in staffing ITC applies work-life balance policies for men and women	5.1a W&T and HR will prepare a report for SMC with review of the GWG on options related to setting specific objectives and targets based on analysis of ITC HR statistics and practices at similar organizations. 5.1b SMC will make a decision regarding what specific objectives, at what level and over what time period 5.1c HR monitors and reports on progress against gender parity in	<ul style="list-style-type: none"> Percentage of women and men at each professional level 	<ul style="list-style-type: none"> W&T and HR will provide analysis on target setting to SMC by Q2 2011 SMC will decide on target setting by Q3 2011.

⁴ Women and Trade will develop basic awareness building information for projects.

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		monthly HR report to SMC		
		5.2.Divisional Directors and hiring managers conduct selection process and make recommendations to achieve targets		
		5.3. ED sets targets based on recommendation from Division Directors and adopts “special measures” ⁵ , if required, for gender parity in staffing taking into account ITC’s other HR objectives and targets, especially with regards to geography and gender.		
		5.4.HR screens policies and procedures for gender-sensitivity and advises GWG. GWG provides feedback and incorporates in report to ED where relevant	<ul style="list-style-type: none"> • Semi-annual HR report to GWG and SMC on usage/ implementation. This may include instituting a gender scorecard. 	<ul style="list-style-type: none"> • Semi-annual Report prepared
		5.5aHR briefs staff members on responses to work-life balance issues and conducts survey of staff perceptions of work-life balance	<ul style="list-style-type: none"> • Percentage of women and men reporting they feel comfortable in making use of work-life balance policies 	<ul style="list-style-type: none"> • Staff survey to be conducted by Q3 that will establish a baseline of current perceptions from which GWG will make recommendations on targets.
		5.5bDirectors ensure effective and efficient implementation of flexible arrangements	<ul style="list-style-type: none"> • Percentage of women and men making use of work-life balance policies 	<ul style="list-style-type: none"> • HR will establish baseline of current staff use of Work Life Balance policies and GWG will

⁵ Special measures could include initiatives to attract interested women applicants and providing support to women at lower levels to prepare them for promotion / leadership such as mentoring. See ST/AI/1999/9

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				propose targets for endorsement by management by Q3 2011