

International Trade Centre

ITC

2021 UN-SWAP 2.0

ACCOUNTABILITY FRAMEWORK FOR MAINSTREAMING GENDER
EQUALITY AND THE EMPOWERMENT OF WOMEN IN UNITED NATIONS
ENTITIES

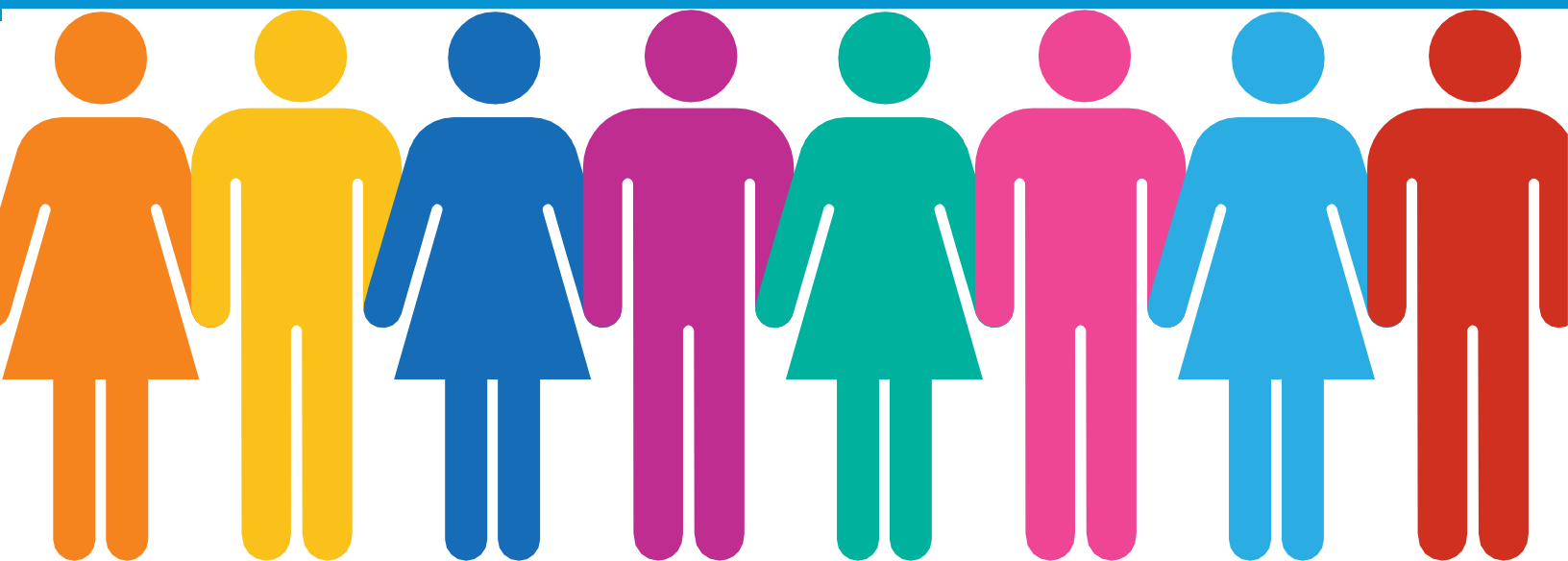


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I. BACKGROUND

The UN System-wide Action Plan (UN-SWAP) on gender equality and women’s empowerment constitutes the first unified accountability framework to systematically revitalize, capture, monitor and measure performance on mainstreaming gender perspectives into the work of the UN system.

Created as a response to ECOSOC agreed conclusions [1997/2](#), which called upon the UN system to mainstream a gender perspective throughout its work, and the CEB endorsed UN System-wide Policy on Gender Equality and the Empowerment of Women in 2006. Following the creation of UN Women in 2010, the UN-SWAP framework was developed through inter-agency consultations to operationalize the policy. The UN-SWAP was endorsed by the United Nations Chief Executives Board for Coordination (CEB) in April 2012.

In response to the request of the United Nations General Assembly in resolution 67/226, the Joint Inspection Unit review [\(JIU/REP/2019/2\)](#) of the UN-SWAP 1.0 (2012-2017) found that the UN-SWAP has proven to be a catalyst for progress towards gender mainstreaming, an effective framework for tracking system-wide advancement and a system-wide achievement. UN-SWAP 2.0 (2018-2022) raised the bar for accountability by strengthening existing indicators and anchoring the framework within the 2030 Agenda for Sustainable Development. UN-SWAP 2.0 and the equivalent framework at the UN country team level, UN Country Team System-wide Action Plan (UNCT-SWAP) Gender Equality Scorecard, have been contextualized to the UN reform and the planned move to system-wide reporting on collective results linked to gender-related targets of the SDGs, including SDG 5. The gender dimensions of the UN Response to the health and development crisis emanating from the COVID-19 have been also integrated in the accountability frameworks for the period 2020-2022.

II. UN-SWAP 2.0 ACCOUNTABILITY FRAMEWORK REPORT COMPONENTS

Indicator Rating and explanation

As elaborated in its [technical guidance](#), the UN-SWAP 2.0 includes a set of 17 Performance Indicators (PIs), organized in two sections (Gender-related SDG results and Institutional strengthening to support achievement of results) and clustered around six broad areas.

The UN-SWAP rating system consists of five levels. The ratings allow UN entities to self-assess and report on their standing with respect to each indicator, and to move progressively towards excellent performance.

Not Applicable > Missing > Approaches requirements > Meets requirements > Exceeds requirements

Entities report against each indicator to UN Women annually through an online reporting system. In addition to the selection of ratings and explanations, entities are required to provide supporting evidence for each rating selection.

Action Plans

UN-SWAP reporting requires the submission of Action Plans to accompany ratings for all indicators, including timelines, resources and responsibility for follow-up actions in order to maintain or improve current ratings. Action plans are critical for enabling gaps and challenges to be addressed, and agreed upon at the highest possible level within entities. Further explanation of the elements.

Supporting evidence and knowledge hub

To ensure the integrity of self-assessments, entities are required to provide evidence substantiating each indicator rating as outlined in the UN-SWAP technical guidance

Entities are encouraged to share these supporting documents and best practices within the UN-SWAP 2.0 Knowledge Hub – the first system-wide library of gender mainstreaming documents, available to all UN-SWAP reporting platform users.

III. QUALITY ASSURANCE AND UN-SWAP 2.0 RESULTS REPORTING

As part of the quality assurance process, UN Women reviews UN-SWAP 2.0 annual reports submitted by UN entities for thoroughness and consistency of ratings. UN Women is responsible for coordinating and facilitating the implementation of the UN-SWAP 2.0, providing guidance to participating entities through a help-desk function and reporting on system-wide progress towards gender equality and the empowerment of women. The annual Report of the [Secretary-General on mainstreaming a gender perspective into all policies and programmes in the United Nations system](#) includes an analysis of system-wide performance on gender mainstreaming based on UN-SWAP 2.0 results. To enhance transparency, individual entity results are available on the UN-Women website.

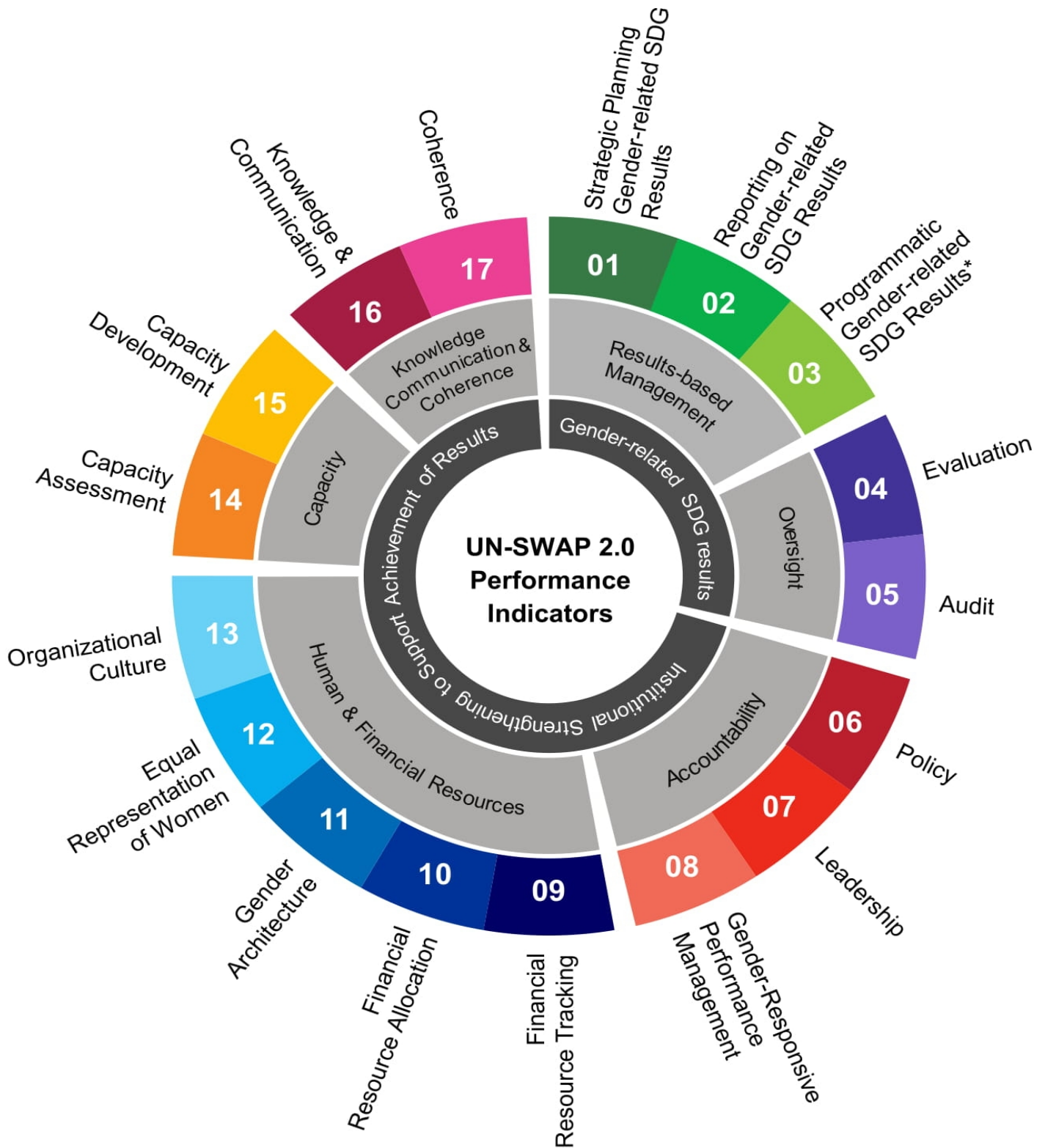
IV. ITC REPORTING INTERNAL REVIEW PROCESS

The 'ITC UN-SWAP 2.0 Gender Architecture' policy (ITC/EDB/2019/04) outlines a functional Gender Unit consisting of the two GFPs, two support staff, and the UN-SWAP 2.0 Business Owners (BOs). Each year, the Gender Unit team submits an annual mid-year UN-SWAP 2.0 progress report to the DED, and the provisional annual UN-SWAP 2.0 report to the ED for review and approval prior to submitting the final report to UN Women. Throughout the year, the 12 UN-SWAP BOs/ Support BOs collect supporting evidence for their respective performance indicators in dedicated folders on a shared drive.

At the end of the year, they submit the reporting input and additional supporting evidence in templates and folders prepared by the Gender Unit. Prior to that, they have the chance to share concerns or raise questions with the group at large, or the Gender Unit team. Once all inputs are received, the Gender Unit team reviews the drafts, offers light edits and consolidates the report for final review by all Business Owners and the Office of the Executive Director (OED) review. Once remaining feedback is integrated, the report is uploaded and submitted on the UN-SWAP platform through the Gender Unit team.

In support of the JIU's recommendations, the BO group serves as an internal peer-review mechanism to quality assurance and consistency consistent in ITC's self-evaluation of UN-SWAP 2.0 performance. To assess the accuracy of all performance indicator ratings, the unit meets several times a year, including an annual meeting with the DED. In 2021, the Gender Unit team also institutionalized the practice of bilateral meetings with the different BOs, to offer more targeted support and boost engagement. Before uploading the report onto the reporting platform, all BOs are asked to engage in an internal peer review and to sign off on the overall performance indicator ratings.

V. THE UN-SWAP 2.0 PERFORMANCE INDICATOR FRAMEWORK



*not directly captured in the Strategic Plan

VI. ITC 2021 UN-SWAP 2.0 REPORTING RESULTS SNAPSHOT



VII. ITC 2021 UN-SWAP 2.0 RESULTS BY PERFORMANCE INDICATOR

I. GENDER-RELATED SDG RESULTS / RESULTS-BASED MANAGEMENT



Performance Indicator:

PI1 Strategic Planning Gender-Related SDG Results

MEETS

1bi. Main strategic planning document includes at least one high level result on gender equality and the empowerment of women which will contribute to meeting SDG targets, and reference to SDG 5 targets.

ITC's main strategic planning document is the Strategic Plan 2018-2021. ITC's commitment to connecting women entrepreneurs to global markets represents a high level-result on gender equality and the women's empowerment (GEWE), which will contribute to meeting SDG targets, especially SDG 5, but also SDGs 1, 8 and 17. ITC further incorporates a section on its Women and Trade programme in its Annual Report.

1bii. Entity has achieved or is on track to achieve the high level result on gender equality and the empowerment of women.

According to preliminary results from July 2021 (full results to be reported in ITC Annual Report 2021), the SheTrades initiative had, at that time, succeeded in connecting 2.8 million women to market, putting the goal of connecting 3 million women to market by year's end into direct reach.

By 2021, the SheTrades.com platform achieved 108,000 active users. The platform added an additional tool for policymakers, SheTrades Outlook, which was rolled out to 38 countries. An active user is a distinct person, or, more accurately, a distinct client ID identified in the Google Analytics tracking cookie. They can navigate through content on the public facing website and access information about the SheTrades initiative, access market tools, read success stories, interact with the Policy tool, apply to participate in SheTrades projects and download publications.

Further, by the time of reporting, the SheTrades.com platform had 34,793 registered members. A registered member is a user who has completed their registration and profile creation. They can either have an individual or company profile on SheTrades.com and are able to benefit from additional functionalities such as business matchmaking or access to tenders and offers.

High-level result(s) on gender equality and empowerment of women

As per ITC's Strategic Plan 2018-2021:

ITC will achieve its main impact towards GEWE through its SheTrades initiative in three areas:

1. ITC will scale up impact by connecting three million women to market by 2021.
 2. ITC will establish an active user base of 100,000 women entrepreneurs on the SheTrades.com platform.
 3. ITC will also launch SheTrades Invest, catalysing financial support for women entrepreneurs in the form of capital or credit.
- [Source: ITC's Strategic Plan 2018-2021, page 6, page 37]

The result statement "Connecting three million women to market by 2021" is confirmed as ITC's transformative result at the corporate level in a policy document: ITC Gender Equality and Women's Empowerment (GEWE) Framework (ITC/EDB/2019/03), and more particularly in Annex I: ITC's GEWE Policy Statement and Objectives.

ii. ITC reiterates its commitment to generate transformative results for GEWE by providing support to women entrepreneurs by implementing global actions to empower women to connect to markets. The actions will cover seven areas as outlined in the SheTrades Call for Action (September 2015). These are:

- 1) to champion the collection of sex-disaggregated data related to the economic participation of women entrepreneurs, to ensure that women are identifiable and visible in the economy.
- 2) to integrate gender awareness and consideration of gender into trade policies and agreements, in order to proactively include women and women-owned businesses in the global market.

- 3) to promote the participation of women-owned businesses in public procurement markets by adopting transparent and inclusive procurement policies with the aim of achieving wide-reaching results and impacting corporate supply chains.
- 4) to make supply chains inclusive, and set a minimum 10% or more procurement target from businesses that are certified to a standard definition of ownership, management and control by one or more women.
- 5) to apply a gender lens to addressing non-tariff measures that affect, often disproportionately, the ability of women owned businesses to benefit from full participation in trade.
- 6) to craft a legal and regulatory environment where access to and control of financial services can be delivered effectively to women, including through the use of technology.
- 7) to undertake legislative and administrative reforms to guarantee women's and girl's rights to full and equal access to ownership and control over resources.

Achievement in year/s (Not mandatory in 2021)

While end-of-year results for 2021 are partially expected to only be available after the annual UN-SWAP 2.0 reporting deadline, actual results for mid-2021, as reported in the mid-year CCTIF report and the SheTrades section's report to ITC's Strategic Planning, Performance and Governance (SPPG) section for the end of the 2018-2021 Strategic Plan cycle, are as follows:

- 3 million women to market target: The cumulative figure in July 2021 was at 2,806,339. The number of women connected to markets was verified on three different levels: 1) ITC Delivery (through in-country projects); 2) Partners and Hubs (provision of services and solutions to enable trade, foster financing to meet buyers' orders and enhancing sourcing from women, and 3) Commitments (institutions that committed and embedded women's economic empowerment within their action plans).
- 108,000 active users on the SheTrades.com platform by 2021.

ITC's SheTrades initiative continued working with its core partners on strengthening capacities of women-led businesses and working towards connecting three million women to market, and towards the seven commitments from the SheTrades call for action.

In light of the COVID-19 pandemic, the SheTrades Initiative successfully pivoted and, with its diverse network of partners, ramped up its support to women entrepreneurs. It strengthened women's inclusion in supply chains, enhanced information access, facilitated the use of digital technologies and tools, provided skills development and capacity building, and launched tailored financial products to support women entrepreneurs.

During the pandemic, SheTrades rolled out new content and training modules on the SheTrades.com platform, including workshops on its virtual learning space, webinars, publications, success stories, and videos. In partnership with companies Twill by Maersk, UPS, UPS Foundation, VISA and Working Capital Associates, ITC has launched a series of workshops to help women-owned businesses navigate and tackle the repercussions of the pandemic, including crisis management and finance. SheTrades has also kicked off a pilot coaching programme together with Twill by MAERSK. Each business owner was matched with a coach to work on predefined COVID-19 related challenges, including logistics, sales, e-commerce, human resources and marketing. As a result of the coaching programme, 94% of the women entrepreneurs reported improved business operations. Key developments were the creation of an e-commerce strategy to accelerate digitalization; the ability to embed international payment solutions for global transactions; partnerships with logistics providers to enable supply chain solutions and accelerate exports; better brand strategy and marketing; and enhanced pricing and export strategies.

While many SheTrades activities were moving online, action on the ground continued but was adapted to the given situation. In the Gambia, for example, a financial support package provided women entrepreneurs with greater financial stability and bridge revenue shortages during COVID-19. The grant scheme allowed women entrepreneurs to access funding of up to \$5,000 to purchase materials - without the need for collateral or repayment.

In 2020, ITC also launched SheTrades Outlook, a new digital policy tool on women and trade. SheTrades Outlook provides governments with the data and resources to assess where their country is doing well and areas that need improvement across six pillars: trade policy, business environment, legal and regulatory framework, access to skills, access to finance, and work and society. The tool also provides more than 80 best practices that countries can share and adopt. Findings from SheTrades Outlook are helping policymakers identify priority areas for reform, providing them with the evidence base to promote the design and implementation of deliberate interventions that support women in trade. ITC also provided technical assistance to interested countries that were developing new gender-responsive policies or mainstreaming gender into existing policies, programmes and strategies. To provide a structured methodology for policy reform support, ITC developed

three step-by-step guides, along with questionnaires and checklists for data collection, stakeholder consultations, action plans and monitoring and evaluation frameworks. These guides are 'Making Public Procurement Work for Women,' 'Mainstreaming Gender in Free Trade Agreements,' and 'Mainstreaming Gender in Trade and SME Policies.'

Internal evidence base (non-Secretariat) – include attachments and page numbers

see ITC Annual Report 2020, pages 8-9, 12, 16, 32-33, and 60-61);CCITF Report January – June 2021; page 34; SheTrades reporting on 2018-2021 Strategic Plan cycle to SPPG

Internal assessment of progress using entity assessment methodology for reporting on its main strategic planning document (Not mandatory in 2021)

On track

Specific SDG target(s) and indicators to which result contributes

- Goal 5/Target 5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women
- Goal 5/Target 5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws
- Goal 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- Goal 5/Target 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision- making in political, economic and public life
- Goal 17 Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development
- Goal 1 End poverty in all its forms everywhere

UN system-wide contributions to support the achievement of gender equality and the empowerment of women and girls in the context of the SDGs.

- Women's Economic Empowerment
- Knowledge

Narrative on results to be completed by all entities

1) What was achieved?

As a contribution to SDG 5, ITC launched its SheTrades Initiative in 2015 to create an ecosystem of integrated solutions that empower women economically through trade. Through country-based activities, SheTrades enables women entrepreneurs to improve the quality of their products and services, and connects them to international markets. By mid-year 2021, SheTrades had almost reached its commitment to connect 3 million women to markets by the end of 2021, with counting 2.8 million women connected to market. Key to the success of this endeavour was the support of a cohort of private sector partners (UPS, Maersk, VISA, Mary Kay, IBM, Inspired Luxe), business support organizations and high-level government officials. Additionally, the initiative aims to increase the sustainability of in-country interventions through SheTrades' national chapters. ITC SheTrades is working with private sector partners, government agencies and business support organizations to empower women entrepreneurs and contribute to SDGs 5 and 8. Over the past years, ITC SheTrades also further advanced its investment branch, SheTrades Invest, to contribute to yet another target: SDG 9.3: Increase access of SMEs to financial services. The project derives the majority of commitments to connect women from partners. At the policy level of ITC's SheTrades call for action, an important benchmark was met when the SheTrades Outlook was officially launched in 2020. The tool includes 83 indicators across six policy areas and is available for use on [SheTrades.com/outlook](https://www.itc-trade.org/she-trades/outlook). In 2021, ITC continued to expand its coverage to 13 additional countries, amounting to a total of 38 countries.

2) How was the result achieved and how were barriers to promotion of GEWE overcome?

The SheTrades initiative is based on pledges from institutions in ITC's programme countries. It intends to commit the institutional actors of the business ecosystem to pledge to remove obstacles for active women's participation in business. SheTrades outlines seven global actions in which governments, the private sector and civil society groups can make concrete pledges to remedy obstacles hampering women-owned businesses. It is a roadmap for women's economic empowerment. The seven global actions are: i) Champion quality data; ii) Enact fair policies; iii) Secure government contracts; iv) Strike business deals; v) Enable market access; vi) Unlock financial services, and vii) Grant ownership rights.

The SheTrades Call for Action sets out a framework for companies, governments, civil society organisations, and any other stakeholder in development, to make specific, measurable pledges that contribute to the goal of integrating women more fully into the global economy. It efficiently mobilized partnerships, also in response to the COVID-19 crisis, and Member States (through the integration of SheTrades country-level hubs), to address the lack of access to finance of women-owned businesses hit by the crisis, facilitate access to key tools needed to strengthen business resilience, and build capacities. ITC's SheTrades Invest initiative has intensified the mobilization of partners to deliver financing options to MSMEs in need.

To promote a conducive business environment for women entrepreneurs, SheTrades Outlook, complemented by ITC three step-by-step guides on 'Making Public Procurement Work for Women,' 'Mainstreaming Gender in Free Trade Agreements,' and 'Mainstreaming Gender in Trade and SME Policies', supports policymakers in identifying areas for gender-sensitive policy reform and gender mainstreaming.

COVID-19 crisis, response and recovery.

- Contribution to address the socioeconomic, humanitarian and human rights aspects of the crisis

In alignment with your previous selection, describe specific change in focus/direction of existing gender-related strategic work as well as new activities and deliverables in response to COVID-19.

From the onset, ITC has strongly advocated for anchoring full, sustainable COVID-19 recovery in the commitment to Build Back Better. In 2020, ITC issued the report 'Women Entrepreneurs: An Action Plan to 'Build Back Better'' on the topic of centering women and women-owned business in these efforts. The brief presents nine actions to ensure that pandemic recovery unlocks women's entrepreneurship to achieve more inclusive and sustainable societies. The brief presents nine recommendations for countries, companies, and the international community to ensure a resilient, sustainable future that takes into account gender-specific roles and needs. As outlined above, the SheTrades Initiative leveraged its partnerships to offer targeted support to women entrepreneurs, who tend to be disproportionately affected by the socio-economic impact of the COVID-19 pandemic. With its programmatic pivots accommodated by a diverse network of partners and the new SheTrades Outlook tool, ITC was able to promote women's inclusion in supply chains, make information, digital technology and financial products more accessible to female entrepreneurs and offer tailored capacity building initiatives.

I. GENDER-RELATED SDG RESULTS / RESULTS-BASED MANAGEMENT



Performance Indicator:
PI2 Reporting on Gender-Related SDG Results

MEETS

2bi. Reporting to the Governing Body or equivalent on the high level result on gender equality and the empowerment of women which will contribute to meeting SDG targets, including SDG 5.

While 2021 final results are not yet available at the time of writing, the two high-level preliminary results on gender, as indicated in the Strategic plan and the year-end results, to be included in the 2021 CCITF report are as follows:

- Number of women connected to markets: preliminary result as of June 2021 was 2.8 million women, with the 3 million target likely to be achieved by year's end.
- By 2021, the SheTrades.com platform achieved 108,000 an active users, with the goal of 100,000 users being achieved.

For 2020 year-end reporting in ITC's 2020 Annual Report, which became available in November 2021, see pages 8-9, 12 (How ITC projects link to the SDGs), 16 (ITC 2020 results), 32-33 (SheTrades Outlook), and 60-61 (SheTrades: a diverse network to help women-led business scale up).

2bii. Systematic use of sex-disaggregated data in strategic plan reporting.

ITC uses sex-disaggregated data in detailing the gender-related delivery of its technical assistance (CCTIF Report, Jan. - Jun. 2021).

ITC reports on its results in three-tier scorecard (SDGs, Outcomes / Outputs and Effectiveness-efficiency indicators) and on strategic milestones by focus area. The GEWE-related reporting in the first half of 2021 is the following:

Tier 1: By estimating the delivery distribution by SDGs (through programmatic linkages to SDGs, approximately 12% of 2021 half-year delivery was fully dedicated to SDG 5 (Gender Equality and Empowerment of Women and Girls), and a component of gender goals is mainstreamed through SDG 2 targets (11% in total), – see page 16 in ITC’s CCITF 2021 January-June report. ITC’s 2020 Annual Report spells out that 11% of ITC’s projects were dedicated to SDG 5 (see Annual Report 2020, p.12), thus indicating that ITC is on track to increasing its delivery distribution to SDG 5 in 2021.

ITC’s most significant gender-specific SDG targets by contribution, for year 2021 are the following (see Operational plan 2021, page 16):

5.5 Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

1.2 Reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions

2.3 Double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs and knowledge.

Tier 2 (Outcomes), as per 2021 January-June CCITF report: page 17:

- Indicator C2 ‘Percentile share of MSMEs that are owned, operated and controlled by women having made changes to their business operations for increased international competitiveness as a result of ITC support’: 44%

- Indicator C4 ‘Percentile share of MSMEs that are owned, operated and controlled by women having transacted international business as a result of ITC support’: 53%

For approaching requirements, please select which requirement the entity fulfills:

To what extent does the entity communicate UN-SWAP results?

- Reporting to Governing body or equivalent
- Externally (e.g. website, donors)
- Internally (e.g. email, Intranet)

Please provide any further details:

Updates on ITC’s UN-SWAP 2.0 performance are integrated into ITC’s ED’s presentations to the Joint Advisory Group (JAG) and internal all-ITC townhall meetings. They are further shared in all-ITC emails by the ED and via ITC’s intranet page on GEWE, D&I. ITC’s corporate brochure on gender equality and the promotion of an enabling work environment, accessible to donors and the wider public via ITC’s website, includes ITC’s UN-SWAP performance and roadmap to 94% compliance.

Has the entity’s work in this field been impacted by the COVID-19 crisis, response and recovery?

- No

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery



Performance Indicator:

PI3 Programmatic Gender-Related SDG Results not Directly Captured in the Strategic Plan

NOT APPLICABLE

Explanation of why this rating has been given

On UN Women's advice, this indicator is considered "not applicable" for ITC, since it covers only programmatic work outside of the main strategic plan.

Specific SDG target(s) and indicators to which result contributes

UN system-wide contributions to support the achievement of gender equality and the empowerment of women and girls in the context of the SDGs.

COVID-19 crisis, response and recovery.

II. GENDER-RELATED SDG RESULTS / OVERSIGHT



Performance Indicator:

PI4 Evaluation

MEETS

4bi. Meets the UNEG gender equality - related norms and standards.

The assessment used the UN Evaluation Group (UNEG) UN-SWAP Evaluation Performance Indicator Scorecard and Technical Note and was based on one evaluation carried out in 2021: ITC's Performance in Trade and Market Information. The evaluation regarded gender equality as a human right. GEWE was integrated in the evaluation scope of analysis and evaluation criteria and questions were designed in a way that ensured GEWE-related data was collected. The evaluation specified how gender issues were to be addressed in the evaluation approach and methodology sections. The methodology used a mixed-methods approach which was appropriate to evaluating GEWE considerations. In addition, a diverse range of data sources and processes were employed (e.g., surveys, interviews, triangulation) to guarantee inclusion, accuracy and credibility. In addition, ethical standards were considered through the course of the evaluation. The evaluation findings reflected a gender analysis but did not provide specific conclusions or recommendations due to the subject matter under evaluation.

4bii. Applies the UNEG Guidance on Integrating Human Rights and Gender Equality in evaluation during all phases of the evaluation.

The UNEG guidance document on Integrating Human Rights and Gender Equality in Evaluations was applied during all phases of the evaluation. The evaluation viewed gender equality as a human right. GEWE-related questions were included in the evaluation Terms of Reference (TOR), and the evaluation collected information to measure progress on GEWE-related issues within the scope of trade information.

What modality was used for the assessment?

- Self-assessment

Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?

- Yes

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery

The impact of COVID-19 on the work of the Independent Evaluation Unit (IEU) of ITC can be seen in the reduced number of evaluations undertaken by the IEU during 2021, which was also a continuation of the negative impact initiated in 2020. Alternative approaches were initiated in 2020 and further employed in 2021, however, the recovery of the workplan did not reach momentum until the latter half of 2021 with the initiation of three new evaluations which will not be completed until 2022. In addition, the ability for evaluators to travel in order to collect data was also negatively impacted. Although, this did lead to an increase in the reliance on national evaluation experts, it ultimately required increased logistics and coordination. Despite this set back, other evaluation-related activities were carried out in 2021, including one annual evaluation synthesis report of the ITC 2018-2021 Strategic Plan, and two sustainability reviews, which were used by senior management for decision-making purposes.

II. GENDER-RELATED SDG RESULTS / OVERSIGHT



Performance Indicator:
PI5 Audit

EXCEEDS

Sci. Relevant gender equality findings are systematically presented in annual reports of the internal audit departments.

The Office of Internal Oversight Services (OIOS) has oversight responsibilities for the Secretariat's departments and offices. As part of its annual risk assessment and work planning exercise, OIOS/IAD consults gender focal points to identify and assess gender equality-related risks that could threaten achievement of the Organization's gender equality strategic and business objectives. Based on these discussions, OIOS may include standalone audit assignments in its annual work plan. Also, in the planning phase of audits/advisories, OIOS/IAD, based on its risk assessment, may consider areas where gender equality and the empowerment of women should be included as part of the engagement to determine whether entities have mainstreamed a gender perspective into their programme of work.

Reports of the audit work done are published on the OIOS website and extracts are included in OIOS Annual Reports that are systematically presented to the General Assembly. The 2020/2021 annual report ([https://undocs.org/en/A/76/281\(PartI\)](https://undocs.org/en/A/76/281(PartI))) contained the following recommendations:

1. In the audit of the Automated System for Customs Data programme (2020/013), OIOS noted that, project management guidelines on mainstreaming gender, human rights and environmental considerations also needed strengthening, and the evaluation policy for the programme was not consistently applied. The Conference has initiated action to implement the OIOS recommendations.
2. Audits of country operations showed the need for further and continuous improvement in the areas of: (a) prevention and response to sexual and gender-based violence; (b) registration and refugee status determination; (c) strategic planning and resource allocation to meet increasing needs in a resource-constrained environment; (d) implementing partner capacity-building; and (e) emergency preparedness.
3. In its audit of implementing partners at the United Nations Office on Drugs and Crime field office in Colombia (2020/024), OIOS noted that several initiatives had been implemented to strengthen the operational and policy framework on partners used by the office. However, local practices and guidelines adopted in the selection and management of partners were not always accurately documented and endorsed by UNODC headquarters to ensure consistency in their application. In line with the UNODC Framework for Engagement of External Parties, additional guidance was also needed on mainstreaming gender and human rights issues in the selection and management of partners. Both issues have been addressed by UNODC and the corresponding recommendations have been fully implemented.

Furthermore, relevant Secretariat managers receive a copy of OIOS/IAD audit and advisory reports and are also periodically kept apprised of the status of implementation of recommendations, including those related to gender equality.

Scii. Internal audit departments undertake a targeted audit engagement related to gender equality and the empowerment of women at least once every five years.

In 2021, OIOS conducted two audits on GEEW namely, audit of gender mainstreaming and responsiveness in UNSOS and UNSOM and audit of the implementation of the women, peace and security agenda in selected offices. The former was finalised and a report issued whilst the latter was at the end of the fieldwork at the time of reporting. In addition to the two targeted GEEW audits, OIOS/ IAD conducted 40 audits covering gender equality and the empowerment of woman of which seven reports contained gender focused recommendations. The reports which are published on the OIOS website are as follows:

1. Audit of quick impact projects in the United Nations in the Republic of South Sudan
2. Audit of the United Nations environment Programme Secretariat of the Convention on International Trade in Endangered Species
3. Audit of the United Nations Environment Programme secretariat for the Multilateral Fund for the Implementation of the Montreal Protocol
4. Audit of mainstreaming of Sustainable Development Goals and COVID-19 response into the programme of the work of the Economic Commission for Europe
5. Audit of financing for development activities in the Department of Economic and Social Affairs
6. Audit of the Automated System for Customs Data programme at the United Nations Conference on Trade and Development
7. Audit of gender mainstreaming and responsiveness in UNSOS and UNSOM

The reports recommended to: allocate resources of quick impact project funds to projects that support gender equality; establish mechanisms to ensure full compliance with donor agreements including mainstreaming of gender in project implementation; enhance the performance indicators that measure the achievement of the outcomes of gender mainstreaming activities; timely track and monitor the implementation of recommendations related to the achievement of the Sustainable Development Goals; collect disaggregated data on dimensions such as gender; develop a plan with targets and specific actions to improve gender balance of staff in the ASYCUDA programme; develop Mission specific gender strategies; establish and implement adequate procedures to monitor and report on gender-related activities; ensure gender goals were included in staff work plans; report on gender parity and monitor progress of and achievement of gender parity goals; conduct training needs analysis to identify gender capacity gaps; and ensure established measures to hold staff accountable for non-completion of mandatory training were enforced.

Additionally:

- Audit resources dedicated to gender equality are captured by OIOS/IAD in its audit management system. The aim is to monitor the effectiveness of OIOS/IAD strategy in this area and learn lessons to further develop audit plans and programmes in future years to enhance its audit focus on gender equality.
- OIOS/IAD has progressed in developing standard audit checklists to guide its audit teams in ensuring areas related to gender equality and the empowerment of women are systematically reviewed in relevant audits and advisories. The bulk of this work was done in 2021, through the establishment of a Gender Working Group tasked with the responsibility of developing and collating standards.

Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?

- Yes

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery

- For those assignments completed in the period, areas related to gender equality was not impacted and fully covered as intended. However, in developing the overall OIOS/IAD annual work plan for 2021, IAD did not fully consider the impact of the pandemic on its work. Therefore, some of the planned assignments (where gender equality and the empowerment of women would be considered as part of an assignment) were delayed and will be completed in future years.



6ci. Up to date policies and plans implemented on gender equality and women's empowerment, including gender mainstreaming and the equal representation of women.

In 2019, ITC updated and enhanced its GEWE policies to further SDG 5 'Achieve gender equality and empower all women and girls'. These policies continued to be implemented in 2021, mainstreaming GEWE across all organizational areas and functions and supporting institutional accountability.

The 'ITC Gender Equality and Women's Empowerment (GEWE) Framework' (ITC/EDB/2019/03) reiterates ITC's commitment to support SDG 5 by generating transformative results for GEWE in the area of international trade and gender-responsive goals and obliges all ITC personnel to implement GEWE principles across all aspects of their work. The framework's key components include: ITC's Women and Trade Programme Theory of Change (2016-2021), Strategic Plan (2018-2021), Mainstreaming Guide (2019), SheTrades Call for Action (2015), Guidelines on assigning Gender Markers to all ITC's budgets, Gender Parity and Capacity Assessment Policy (ITC/EDB/2016/02), UN-SWAP 2.0 commitment (2018-2021), and GEWE Policy Statement (2019).

The 'ITC UN-SWAP 2.0 Gender Architecture' policy (ITC/EDB/2019/04) outlines a functional Gender Unit consisting of the female GFP as 'Unit Coordinator', two support staff, the alternate male GFP and the UN-SWAP 2.0 Business Owners. Each year, the Gender Unit team submits an annual mid-year UN-SWAP 2.0 progress report to the Deputy Executive Director (DED), and the provisional annual UN-SWAP 2.0 report to the Executive Director (ED) for review and approval prior to submitting the final report to UN Women. With the policy's promulgation, ITC's Business Owner (BO) model was strengthened, involving a more diverse range of business areas (from three to eight) and expanding the number of UN-SWAP 2.0 BOs (from three to 12). In support of the JIU's recommendations, the BO group serves as an internal peer-review mechanism to quality assurance and consistency consistent in ITC's self-evaluation of UN-SWAP 2.0 performance. Uniting diverse areas within ITC, under an integrated framework of policies and processes, encourages both inter-divisional and organizational responsibility towards achieving performance requirements. It also aims at integrating ITC's corporate and programmatic work into a holistic organizational mandate for GEWE. To assess the accuracy of all performance indicator ratings, the unit meets several times a year, including an annual meeting with the DED. In 2021, the Gender Unit team also institutionalized the practice of bilateral meetings with the different Business Owners, to offer more targeted support and boost engagement.

In 2021, ITC's Gender Unit team further undertook a comprehensive update of its gender Parity and Capacity Assessment policy clarifies, and submitted a draft new Gender Parity package, to include an updated Policy and Gender Action Plan, as well as a Gender Parity Strategy, to be reviewed and approved by senior management in 2022. In the meantime, the current policy (ITC/EDB/2016/02) still applies, clarifying the organization's intention to achieve excellence through gender equality, diversity and inclusion, spelling out ambitious gender parity targets and providing a framework for capacity assessment to enhance gender mainstreaming. ITC's 2019 guidelines 'Mainstreaming sustainable and inclusive trade' remain in place to ensure that ITC employees involved in project design and management systematically integrate GEWE considerations throughout the project cycle.

6cii. Specific senior level mechanism in place for ensuring accountability for promotion of gender equality and the empowerment of women.

As per the ITC GEWE Framework policy (ITC/EDB/2019/03), all personnel are obliged to mainstream gender across all areas of their work. Since 2016, ITC has implemented and improved a specific senior-level accountability mechanism to ensure senior managers promote gender parity, Work-Life Balance (WLB) and a safe and harmonious work environment. In 2018, ITC enhanced senior managers' mandatory goals in performance management and upgraded targets to require the following: the inclusion of 50% women and 50% men candidates on shortlist for test/recommended list of qualified unranked candidates; promoting the uptake of WLB; demonstrating practical examples of initiatives that promote a more diverse, inclusive and gender sensitive and harmonious work; and ensuring that all types of prohibited conduct are addressed and that concrete steps are taken towards redressing conflict. The 2018/2019 and 2019/2020 performance cycles also assigned an additional mandatory gender-relative objective to Chief HR, which required the provision of sex-disaggregated up-to-date information at each stage of recruitment, monitoring progress against annual targets, and ensuring consistent application of special measures. In addition, all staff were requested to make their work objectives gender-sensitive and to set learning objectives to strengthen their GEWE skills and knowledge.

In the 2021/2022 performance management cycle, the above goals were removed and replaced by only one mandatory goal

which was assigned to all directors, requiring them to, among others, ensure an “inclusive workforce”. The goal also asks divisional directors to, to the extent possible, increase gender parity by 4% within the Division at each grade level where 50/50 parity has not been reached and to staff compliance with mandatory trainings- including GEWE-related trainings.

The goal for divisional directors reads as follows:

Goal: To ensure a professional, inclusive and motivated and accountable workforce.

Targets:

1. 80% of staff complete the Performance Management Workplan by 31 May 2021, 80% complete the Mid-point review by 30 November 2021, and 100% complete the End-of-cycle evaluations by 30 June 2022.
2. Ensure all mandatory trainings are completed by 30 June 2021, and that all new staff members complete them within six months of joining ITC.
3. 75% of all staff complete 5 days of training by 31 March 2022; 90% of First and Second Reporting Officers complete the “Performance Management and Development Learning for Managers and Supervisors” course by 31 March 2022.
4. Increase the gender parity by 4% within the Division by grade level for those grades where 50/50 parity has not been reached, to the extent possible when the opportunity arises.

Has the entity’s work in this field been impacted by the COVID-19 crisis, response and recovery?

- Yes

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery

An update of ITC’s Staff Selection Policy requires the oversight of the Joint Advisory Committee (JAC), which includes the ITC Staff Council. With COVID-19 absorbing organizational capacities and imposing the move to a virtual workplace, the election of a new Staff Council, initially planned for 2020 was delayed.

III. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY



Performance Indicator:
PI7 Leadership

EXCEEDS

7ci. Senior managers internally and publicly champion gender equality and the empowerment of women.

With 2021 being the first full year under the leadership of ITC’s new ED (ED) Pamela Coke-Hamilton, ITC’s executive leadership furthered its commitment towards GEWE, D&I. Starting from her first virtual town hall meeting with all ITC in October 2020, the ED has continuously highlighted GEWE, D&I as an organizational priority, extending to the upcoming 2022 to 2025 ITC strategic plan.

Externally, Ms. Coke-Hamilton has championed GEWE on numerous occasions, by, among others:

- Signing up as an International Gender Champion (IGC), pledging her commitment to GEWE publicly, including the release of a video in support of the IGC pledge on eliminating gender-based violence;
- Co-chairing of the IGC Trade Impact Group;
- Contributing, as a member, to the UN action network against Sexual Violence in Conflict;
- Participating in a WTO informal working group on gender and the friends of gender group;
- Signing MOUs with countries that include Germany and South Korea, which provided valuable funding to be directed to strategic areas such as women’s economic empowerment;
- Delivering a lecture on the need for Feminist Foreign Policy at the University of the West Indies;
- Publishing an article in support of International Women’s Day.

Internally, she has strongly supported GEWE, D&I by

- Shaping ITC’s organizational culture with frequent all-ITC messages related to GEWE, D&I;
- Participating and vocally supporting the new Women’s Power Lunch initiative, aiming to provide junior- and mid-career

female professionals with a safe space to discuss women-specific workplace issues;

- Hosting two 'Breakfast Club' sessions discussing SDG 5 and male engagement for SDG 5;
- Promoting work-life balance and clarifying ITC's zero tolerance stance in townhall meetings;
- Delivering opening remarks and handing out trophies to award winners at the annual Innovation Heroes Awards, featuring a gender component.

Further, ITC's Deputy Executive Director (DED) Ms. Dorothy Tembo participated in various panel discussions and/or delivered opening remarks championing women's economic empowerment. Internally, she remains a strong and vocal support for the work of ITC's Gender Unit and has, for instance, promoted the ITC Mentoring Programme including delivering opening remarks at the launch. As an organizational first, Ms. Tembo has also initiated a one-day gender retreat with ITC's gender unit team and key organizational stakeholders to map out ITC's GEWE roadmap for 2022 and beyond. While initially planned to take place in later November, the retreat had to be postponed to February 2022 due to the external facilitator falling sick.

7cii. Senior managers proactively promote improvements in UN-SWAP Performance Indicators where requirements are not met/exceeded.

At the end of 2019, ITC's senior management committee (SMC) approved an ambitious roadmap to reach 94% UN-SWAP 2.0 compliance in 2020 and, in line with the UN-SWAP 2.0 2020 mandate, allocated funds to allow for additional staffing of the Gender Unit. In 2021, SMC institutionalized its commitment to GEWE, D&I and significantly increased the resources allocated to the Gender Unit, by approving the creation of a professional position for an Associate Programme Officer for Gender Equality, Diversity and Inclusion.

Across the board, senior managers have proactively supported the achievement of the 94% goal, promoted improvements in ITC's overall UN-SWAP 2.0 performance and contributed to shaping an inclusive organizational culture at ITC.

Examples of senior leaders' engagement include:

- Articulating ITC's vision on how GEWE can best be achieved through a variety of public platforms, including speeches, op-eds, and social media;
- Participation of a large number of senior managers, including two divisional directors, Gerry Lynch (Division of Programme Support, DPS) and Ashish Shah (Division of Country Programmes, DCP), and the Chief HR, Helen Kwon-Karaul, in ITC's Mentoring Programme for Women;
- Contribution to ITC's #OrangeTheWorld initiative;
- Participation in ITC's Women's Power Lunches;
- Active participation in and support of key events for GEWE, D&I;
- HR Talks on topics related to GEWE, D&I, organized and moderated by ITC's Chief HR;
- Supporting the integration of a GEWE component into the yearly Innovation Heroes Awards ceremony;
- Advocacy by the Director, DPS, for the introduction of a mental health pilot programme at ITC in 2022.

Particularly noteworthy is Matthew Wilson's, Chief of Special Projects, ongoing work on championing GEWE, D&I at ITC, including, but not limited to:

- membership in the ITC Inclusion Group, to include active participation in the development and delivery of organizational initiatives and events for GEWE, D&I;
- internal and external advocacy on behalf of GEWE, D&I;
- participation in the Women's Power Lunch working group;
- participation in the inter-agency working group against racism;
- organization and delivery of cross-agency capacity building initiatives, such as the training module on '100 Coffees for Inclusion' as part of a WTO senior leadership training.

Advocates for gender equality and the empowerment of women in at least two of the following areas:

- Advocate with other UN entities concerning the importance of promoting gender equality and the empowerment of women
- Articulate in a public speech or equivalent, other than a speech on International Women's Day, a clear vision of how the entity gender equality and empowerment of women mandate will be achieved
- Promote mentoring programmes on gender equality and the empowerment of women for in particular for the senior management team or equivalent.

Please elaborate your selection below.

1) Advocate with other UN entities concerning the importance of promoting gender equality and the empowerment of women: As set out above, ITC's senior leadership has been strongly engaged within the International Gender Champions Initiative. As a Gender Champion, ITC's ED pledged to collaborate with the Trade Impact Group members to create learning opportunities for public and private stakeholders on topics reflected in the Buenos Aires Declaration on Women and Trade. She also pledged to contribute to the strategic development and impact of the International Gender Champion Initiative in her capacity as Co-Chair of the IGC Trade Impact Group, and, as a Gender Champion, to encourage and only participate in gender-balanced panels; continue to support greater engagement and participation of women in the multilateral trading system; and, under the framework of the ITC SheTrades Initiative, build the evidence base and country capacity for more gender-inclusive trade. The ED also released a video message, stating her commitment to the IGC gender-based violence pledge. ITC also participated in a number of inter-agency networks, such as the United Nations Sustainable Development Group (UNSDG) on SDG5, advocating for the promotion of GEWE targets, the UN Action Network on Sexual Violence in Conflict, or informal WTO working groups on women/gender and trade. 2) Articulate in a public speech or equivalent, other than a speech on International Women's Day, a clear vision of how the entity's gender equality and empowerment of women mandate will be achieved: ITC's leadership regularly articulates a clear organizational vision on the achievement of gender equality and women's empowerment. This includes both remarks in the context of ITC's programmatic work as well as its corporate work on GEWE. Examples of this include the ED's lecture on Feminist Foreign Policy as part of the eminent speaker series at the University of the West Indies, her lightning talk and panel participation on 'Gender, Development & International Trade: Future Prospects' during the Gender Development Forum at the UNCTAD XV Conference, or the DED's opening remarks on supporting women entrepreneurs and creators in technology during the 'Equals in Tech' - Awards. 3) Promote mentoring programme on gender equality and the empowerment of women for in particular for the senior management team or equivalent ITC's senior leaders championed the ITC Mentoring Programme for Women from inception to end. In a 2020 video message to the International Gender Champions, the ED introduced ITC's Mentoring Programme and stressed the importance of inter-agency collaboration and a work environment that fosters human connection and is conducive to women's professional advancement. In 2021, she virtually launched ITC's Mentoring Programme for Women with an all-staff communication on International Women's Day and encouraged all ITC employees to participate as mentors and/or mentees. DED Dorothy Tembo shared opening remarks during the virtual launch ceremony, during which she particularly applauded male engagement and gave her support to the new pilot. A number of senior leaders, to include two divisional directors and the Chief HR, participated actively in the mentoring programme.

Ensures that accountability mechanisms are enforced so that the entity reaches equal representation of women in staffing within an appropriate time-frame, in particular at the P4 or equivalent level.

In 2015, ITC's former leadership created the foundation for significant gains towards gender parity, by setting ambitious gender parity targets. The percentage of female professionals working for ITC has reached XX% overall in 2021, up from 39% in 2014. This represents an eight-percentage-point increase since 2014. ITC maintained gender parity in its senior management committee. Upon her arrival, the ED has reaffirmed her plan to achieve gender parity and has fully supported the development of an updated gender parity package in 2021/2022. ITC's performance management system, with its gender parity-related targets, offers an additional accountability mechanism towards the promotion of gender parity for divisional directors, which are monitored by the DED/ ED (see PI 8).

Prioritizes funds for achieving the entity's gender equality and the empowerment of women mandate through advocating for additional funds, and/or reallocating internal funds, consistent with decision-making authority

At the end of 2019, the SMC approved the creation of a Gender Unit (GU), comprising the GFP as 'Unit Coordinator', two support staff members/advisors, the alternate male GFP and the UN-SWAP 2.0 Business Owners. In approving the creation of the GU, the ED allocated, in early 2020, \$77,000 to operate Project B962, known as 'UN-SWAP 2.0' for the coordination and implementation of the UN-SWAP 2.0 and its seventeen performance indicators. In 2021, this amount was significantly increased to \$192,000, allowing for the creation of a P1-position for an Associate Programme Officer (Gender Equality, Diversity and Inclusion). This ensured the full resourcing of the GU according to its 2021 mandate and its 94% UN-SWAP 2.0 compliance goal.

Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?

- No

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery



Performance Indicator:
PI8 Gender-responsive performance management

APPROACHING

8a. The entity's core values and/or competencies being revised to include assessment of gender equality and the empowerment of women.

In 2021, ITC continued to integrate the assessment of GEWE into its core values. ITC incorporated gender-neutral language in all vacancy announcements (VA), while indicating 'Respect for Diversity' as one of three ITC values in each VA. In 2020, ITC strengthened the language used in VAs to further champion workforce diversity, inclusion, gender equality (of all genders) and gender parity, and to emphasize the importance of a healthy Work-Life Balance.

The 2020/2021 performance management cycle included mandatory goals related to the promotion of gender equality and the creation of an enabling working environment for staff and managers at all organizational levels.

1) For directors, section chiefs and supervisors: Implement regular active measures to enable ITC to become a more diverse, inclusive, gender-sensitive, responsive and balanced environment that embraces equality, eradicates bias and is free of any form of prohibited conduct. This goal includes: - promoting Work-Life Balance uptake within the unit/section/division - ensuring gender parity and, considering transgender applicants as appropriate, throughout each step of the hiring process for fixed-term, professional level positions - promoting a diverse, inclusive, (all) gender-sensitive and harmonious environment by preventing, addressing and resolving incidents of interpersonal workplace conflict; and - ensuring that all incidents of prohibited conduct are immediately addressed and concrete steps taken towards their resolution.

2) For Chief HR (besides the tasks/targets listed above): Provide updated information on gender parity for the relevant level to a hiring manager prior to recruitment; provide sex-disaggregated information at each stage of recruitment; ensure that hiring managers are aware of and personally sign off on the implications of their hiring decision for overall parity goals; monitor progress against annual targets at all levels; and ensure that special measures are applied consistently.

3) For all staff: Make individual work objectives gender-sensitive and set one learning objective to strengthen knowledge or skills in support of gender equality and women's empowerment.

With the aim to streamline mandatory goals, the above goals were significantly cut in the 2021/2022 performance management cycle to feature only a mandatory goal for divisional directors. The goal requires them to ensure professional, inclusive and motivated and accountable workforce and to, where feasible, increase gender parity by 4% at those grade levels where 50/50 parity has not been reached. Due to the removal of the mandatory GEWE-related goal for all staff for the 2021/2022 performance management cycle, ITC has decided to downgrade its 2021 rating for this indicator to an "approaches".

To support gender-sensitive performance management nonetheless, the launch of the 2021/2022 performance management cycle was accompanied by a guide on mainstreaming gender and diversity considerations in individual performance objectives, put together by the Gender Unit team. The document gave context on the importance of gender-sensitive performance management, encouraged self-reflection and a growth mindset through targeted questions, and offered concrete suggestions for possible performance objectives at each positional level.

Further, the Gender Unit team continued its close collaboration with ITC's Innovation Lab to ensure they maintain the gender and inclusion components of the annual 'Innovation Heroes Awards', an organization-wide internal award programme organized by the Innovation Lab to recognize excellent work of individual employees and project teams related to innovation and workplace culture. The unique aspect of this system is its peer-to-peer recognition, with employees nominating their fellow colleagues for different award categories. In a second step, a diverse jury, selects a winner and a runner-up for each award category. In an official ceremony, the winners and runners are awarded with trophies by the ED, the DED and the Director of Country Programmes.

For the 2021 Innovation Heroes Awards, the promotion of gender equality and inclusion was continued as an award category, with the 'Inclusive Innovator of the Year' award that sought to acknowledge excellent work and contributions towards a more gender-equal, inclusive and enabling work environment. Aligned with ITC's Mainstreaming Guidelines, an additional category,

'The Sustainable Innovator of the Year', was designed to recognize achievements in mainstreaming sustainable and inclusive growth and significant contributions to one or more of ITC's four mainstreaming areas, including gender, next to youth, environment and social responsibility. In her opening remarks to the ceremony, ED Ms. Pamela Coke-Hamilton, highlighted Respect for Diversity as a core value at ITC, and reiterated her expectation towards ITC employees to foster an enabling and inclusive organizational culture within ITC, as much as leveraging solutions for more equitable trade.

ITC's corporate GEWE, D&I related initiatives received particularly wide recognition during this year's Innovation Heroes awards:

- Inclusive Innovator(s) of the year: ITC Inclusion Group
- Inclusive Innovator(s) of the year (Runner-Up): ITC's Gender Parity Dashboard
- Natural Innovator(s) of the year: ITC Mentoring Programme for Women
- People's Choice award: ITC Inclusion Group.

Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?

- No

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery

IV. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES



Performance Indicator:
PI9 Financial Resource Tracking

EXCEEDS

9ci. Financial resource tracking mechanism in use to quantify disbursement of funds that promote gender equality and women's empowerment.

In 2019, ITC significantly enhanced its Gender Marker model (for more details, see PI 10 reporting). ITC uses data from Umoja ERP as its financial resource tracking mechanism. The data from Umoja is paired with project-specific and programmatic information hosted on an internal project management portal. The GEWE perspective is planned and monitored at four levels:

- Linkages at the level of SDG targets, in particular to SDG 5 (yet also to gender-specific targets of other SDGs). ITC's projects mainly link to SDG targets at impact level of their logframes;
- Outcome/intermediate outcome/output/activity-level gender-specific results;
- Development marker ratings for gender (through a four-level scale from 0-3), a tool with which both projects and sections (programmes), including administrative and corporate functions, rate their work on annual basis;
- Programmatic linkage towards ITC's Women and Trade programme, with which individual projects determine a percentage of their delivery dedicated to the particular programme.

In 2020, ITC has upgraded and aligned the monitoring of the XB marker to the four-level scale; the same was done for the Regular Budget/Programme Support Costs portion of the budgets in 2021 planning. In line with ITC's guidelines for the quality control of mainstreaming markers, each marker now has a mandatory text box for justification of the marker rating at both project and section level.

9cii. Results of financial resource tracking influences central strategic planning concerning budget allocation.

Both the Strategic Planning, Performance and Governance (SPPG) section and the Project Development Taskforce consider gender (as one of the four mainstreaming perspectives: youth, gender, social responsibility and environment) when conceptualizing new projects. Centrally, the development of the project pipeline is continuously monitored throughout project design and planning, with clear prioritization given to the mainstreaming perspectives. These components are mandatorily integrated into all new interventions.

Which type of scale is being used?

- 0-1-2-3

(If other) Please describe the scale used:

In which areas or budget sources does the entity apply the Gender equality markers?

- all budget

(If other) Please identify the areas or budget sources below:

The gender marker system is used for...

- financial tracking of budgets
- planning

(If other) Please describe gender marker system uses below

In which ERP is the gender marker system embedded?

- UMOJA IPMR

(If other) Please identify the ERP system below:

ITC only partially uses data from Umoja ERP as its financial resource tracking mechanism, pairing this data with project-specific and programmatic information hosted on an internal project management portal.

Has there been guidance and training on the use of gender markers in the entity in the reporting year?

- yes

Which department is in charge of quality assurance of gender markers in the entity?

- Other

(If other) Please identify the department below:

The ITC extrabudgetary projects (Window 1 and Window 2 funding) have to set a gender marker rating (level 0-3) with a brief justification for their selection. Rating and justification are reviewed by Project Design Taskforce (PDT), in consultation with the mainstreaming focal point, and ITC's Senior Management Committee (SMC) as part of the project quality review. The activities under RB and PSC budgets also require a self-rating for the gender marker at section level and a justification by the section chiefs, which are scrutinized by SPPG.

What is the amount of funding allocated by the entity to gender-targeted project and interventions (GEM 3/2b) in the most recent period ?

29740000

Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?

- No

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery

IV. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES



Performance Indicator:
PI10 Financial Resource Allocation

EXCEEDS

10c. Financial benchmark for resource allocation for gender equality and women's empowerment mandate is exceeded.

In 2019, ITC enhanced its Gender Marker model by

- setting minimal financial benchmarks on all ITC's funds to be targeted for GEWE activities;
- introducing a four-level scale to track GEWE contribution;
- assigning Gender Marker across all ITC's programmatic budgets funded from Regular Budget (RB) and Programme Support Cost (PSC), and
- assigning Gender Marker across ITC's management and support functions funded from RB and PSC budgets.

With that, the financial benchmark for resource allocation was (re)set by ITC's executive management at 20% of overall delivery for all funding sources. The GEWE contributions are measured with a four-level scale (principal, significant, limited, no contribution to GEWE). This logic is, as outlined above, followed by all budgetary sources. Information on the projectized part of portfolio is collected through assignment of markers at the project level (the size of ITC's projects ranges up to \$4 million of delivery annually), while section-level data is collected as a proxy for higher-level activities (e.g., strategy, programmatic, policy, advocacy, external communication activities, etc.). Resources allocated overall to GEWE throughout ITC's activities exceeded the 20% benchmark in both 2019 and 2020, amounting to 27% in 2020. While final 2021 data is not available at the time of reporting, at mid-year 2021, overall resource allocation reached 29%.

Please provide the following data on the financial allocations for gender mainstreaming in the entity for the most recent reporting period.

120517000

Financial allocation to the gender unit (excluding staff cost) for entities that have a gender unit or department.

2276

Financial allocation for GEWE to gender advisors/specialists (not part of the gender unit) (excluding staff cost) for entities that have dedicated gender advisors or specialists with a budget line for their gender mainstreaming function

5000

Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?

- No

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery

IV. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES



Performance Indicator:
PI11 Gender Architecture

MEETS

11bi. Gender focal points or equivalent at HQ, regional and country levels are: a. designated from staff level P4 or equivalent and above for both mainstreaming and representation of women b. have written terms of reference c. at least 20 per cent of their time is allocated to gender focal point functions.

In 2019, Micky Khodara, the ITC Gender Focal Point (GFP), was appointed for a third consecutive term (2019- 2021), at the P4 level, for gender parity and representation of women. The GFP role was enhanced to further monitor and drive progress towards GEWE. Her terms of reference, updated in 2019 through the issuance of the ED's Bulletin (EDB) on ITC UN-SWAP 2.0 Gender Architecture, were strengthened. As the coordinator of ITC's functional Gender Unit, now in its third year, she leads UN-SWAP 2.0 coordination, implementation and reporting. Fifty per cent of her workload is allocated to GFP and UN-SWAP 2.0 functions and she reports to the DED for all GEWE-related activities. An alternate male GFP, Raphael Dard, was appointed at the P3 level for 2019-2021. He works according to specific gender deliverables. In 2021, through his collaboration with the IT section, he was instrumental in the automation of ITC's gender scorecard and gender parity dashboard. With his core

function being within ITC's E-Learning department, he also participated in planning and designing the outline of ITC's new GEWE online training for sr. managers, which was initially planned to launch in 2021, and will now go ahead in 2022.

11bii. Gender department/unit is fully resourced according to the entity mandate.

ITC's gender mandate, in support of SDG 5, 'Achieve gender equality and empower all women and girls', was formalized through the promulgation of its 2019 GEWE framework and gender architecture policies and through resourcing project B962. After the creation of a functional Gender Unit (GU) in 2019, the ED allocated, in 2021, \$192,000 to operate Project B962, known as 'UN-SWAP 2.0' for the coordination and implementation of the UN-SWAP 2.0 and its seventeen performance indicators. This constituted a significant increase from the \$77,000 allocated in 2020, and ensured the full resourcing of the GU according to its 2021 mandate. The increase in resource allocation allowed for the creation of ITC's first-ever staff position, at P1 level, mandated 100% with promoting gender equality, diversity and inclusion at ITC and reporting to the GFP/Unit Coordinator.

Since the inception of Project B962 'UN-SWAP 2.0', GFP Micky Khodara supervised the project and reported directly to the DED for all GEWE-related activities. By resourcing the unit to allow for hiring a P1 staff and continuing the 50% G5-position allocated to GEWE from previous year, ITC was able to strengthen its internal linkages, enhance its communications and promote an intersectional approach through facilitating and coordinating the work of both Gender Unit and ITC's Inclusion Group. The GU staff played key roles in cross-functional teams, and collaborated closely with different organizational stakeholders, to include the Cabinet, Human Resources, Communications, the ITC Inclusion Group, IT&S, and the Innovation Lab. Additional funding for the 2022 project cycle and the continuation of the two GU staff, with the possibility of opening non-personnel budget lines to support capacity building initiatives, will further solidify ITC's commitment to building these linkages and connections, both within and outside the organization.

Total number of entity staff

426

Total cost of all entity staff:

68573000

Total number of staff in the gender unit:

3

Total staff cost of gender unit

280450

Does the gender unit address GEWE issues only?

- No

If not, please describe what other cross-cutting issues:

While the Gender Unit's clear focus is to promote GEWE in ITC's corporate and programmatic work, the Gender Unit team has been advocating for an intersectional approach towards organizational culture. Gender, as a cross-cutting issue, is at the heart of all Gender Unit activities. In 2021, however, the Gender Unit team also implemented different activities to address other aspects related to an enabling work environment, such as racial and geographical diversity, LGBTQI+ inclusion, disability inclusion and employees' mental health and well-being. With two staff members from the Gender Unit team mandated with the coordination of ITC's Inclusion Group, the expansion of the Gender Unit's mandate was as much an organic development as it was an intentional decision to widen the scope of its work and do justice to the intersectional nature of social justice issues.

Where is the gender unit located in the organigram / reporting lines?

In late 2019, in implementing its new GEWE framework, ITC created a functional Gender Unit ('the unit'), comprising the GFP as 'Unit Coordinator', two support staff members, the alternate male GFP and the 12 UN-SWAP 2.0 Business Owners, involving a diverse range of eight business areas, such as, among others, Strategic Planning, Performance and Governance, Communications and Events, or Human Resources. The unit directly reports to the DED (OED).

Where is the gender parity function located?

As per ITC's UN-SWAP 2.0 Gender Architecture policy (ITC/EDB/2019/04), the gender parity function is located with the main GFP, Micky Khodara, who is mandated with monitoring and reporting on progress towards established goals on gender balance and women's advancement, developing strategies to improve gender parity and building shared capacity around gender parity.

Total number of gender advisors/specialists (not part of the gender unit)

1

Total cost of dedicated gender advisors (not part of the gender unit)

5000

Total number of gender focal points

2

Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?

- No

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery

IV. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES



Performance Indicator:
PI12 Equal representation of women

APPROACHING

12a. Plan in place to achieve the equal representation of women for General Service staff and all professional levels in the next five years.

In 2015, ITC put in place an ambitious plan to achieve gender parity by 2020 at both the corporate and P4 levels and by 2023 at the P5 level. At the end of 2014, the overall parity ratio stood at 39%. By the end of 2021, ITC registered a significant increase in women's representation at the professional level. Overall, the percentage of women at all professional levels increased to 46%, a 7-percentage-point increase. By level, the breakdown is as follows: P1 = 46%, P2 = 57%, P3 = 47%, P4 = 36%, P5= 30%.

As these ratios are behind target, ITC has made its efforts to promote gender parity an organizational priority in 2021. Central to this was the development of a new Gender Parity package, to include an updated Gender Parity Policy, Action Plan and Strategy. Key features of the package, which is currently pending senior leadership review, include, among others, recommendations relating to alignment with the UN System-wide Strategy on Gender Parity, ST/AI/2020/5 "Temporary special measures for the achievement of gender parity" and the Enabling Environment Guidelines, updated and system-aligned parity targets, a more nuanced approach to gender parity that also includes addressing the intersectional nature of gender inequality and the compounding social factors impeding women's career progression.

Additionally, ITC continued its work on automated gender scorecards and gender parity dashboards, to allow for streamlined and up-to-date monitoring of organizational progress towards gender parity targets. The dashboards, recognized as best practice by UN Women in 2021, show ITC's overall parity statistics over time and allow hiring managers to simulate the impact of their hiring decision on organizational parity levels. To raise awareness across the organization and ensure maximum transparency, they are accessible to all ITC via the GEWE, D&I intranet page.

Another key 2021 initiative was the continuation of ITC's expanded Mentoring Programme for Women. After its relaunch in 2020, the programme, aiming to promote women's career advancement, significantly expanded its scope in 2021. The number of participants increased from 120 to 176, and WHO joined as an additional partner organization, next to the Organization of Women in International Trade (OWIT) Lake Geneva, the Geneva Centre for Security Policy (GCSP) and UNAIDS. 23 external mentors, each with a strong personal commitment to GEWE, D&I, were engaged as 'fortifiers'. The 2021

cycle also featured a MenEngage pilot programme component, which 11 male mentees successfully underwent with the guidance of MenEngage expert Michael Kaufmann. The programme seeks to prevent a possible male backlash against gender parity measures, encourage critical reflection on social norms around masculinity, and equip men with the tools to champion gender equality in the workplace. During the 2021 annual UN-SWAP network meeting, the programme was voted for system-wide adoption.

Has the entity’s work in this field been impacted by the COVID-19 crisis, response and recovery?

- Yes

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery

To align with the Secretary-General’s System-wide Strategy on Gender Parity, and in support of UN Women’s Enabling Work Environment Recruitment Recommendation 3, ITC drafted an update of its Staff Selection policy framework in 2019 by removing grade barriers and allowing candidates to apply to positions where they fulfil the requirements. An update of this policy requires the oversight of the Joint Advisory Committee (JAC), which includes the ITC Staff Council. With COVID-19 absorbing organizational capacities and imposing the move to a virtual workplace, the election of a new Staff Council, initially planned for 2020 was delayed, bringing the process of updating ITC’s Staff Selection policy to a halt. With the work on the new Gender Parity Package in 2021, the draft policy will now need to be revised for possible necessary amendments, before being returned to JAC in 2022. Going beyond ITC activities, it is very likely that, given the disproportionate impact of the COVID-19 pandemic on women, women were less likely to apply to job openings in 2020 and 2021.

Gender parity data by level

	Female	Male
P1	5	6
P2	43	32
P3	37	42
P4	18	32
P5	8	19
D1	0	3
D2	1	0
ASG	1	0
USG	0	0

IV. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES



Performance Indicator:
PI13 Organizational culture

MEETS

13b. Organizational culture fully supports promotion of gender equality and the empowerment of women.

In 2021, ITC continued to make the promotion of GEWE, D&I and an inclusive organizational culture an organizational priority. With strong existing policies, such as the Work-Life Balance policy (2018), the best-practice, family-friendly Breastfeeding/Bottle-feeding policy (2019), and the GEWE framework policies (2019) in place, 2021 efforts focused on showcasing its GEWE, D&I commitment through innovative and participatory initiatives. With ITC’s Inclusion Group, consisting of the two GFPs and Gender Unit support staff, the Chief of Special Projects, as well as the LGBTQI+, Disability and Accessibility and Racial and Geographical Diversity Focal Points, taking the lead on many of these initiatives, ITC adopted an intersectional approach to its GEWE work that- without diluting the cross-cutting nature of gender inequality- does justice to the complex nature of social inequity.

Key 2021 activities included:

- Frequent communications by ITC's executive leadership around key dates for inclusion:
- Various "HR Talks", held by ITC's Chief HR, that focused on GEWE, D&I/ code of conduct issues, i.e. "Dealing with Discrimination in the Workplace", "Diversity and Inclusion: LGBTQI+", "ITC People Strategy", or "Well-Being and Mental Health"
- A "Food for Thought" session as part of ITC's Innovation Fair on "HeForShe: How can we promote male allyship for gender equality?";
- A panel discussion on "Navigating Racism in the Workplace" and a number of interactive activities to commemorate Black History Month;
- A dialogue-oriented campfire session "Feminism is for everyone";
- Two Breakfast Club sessions with the ED on SDG5 and the male engagement for SDG 5;
- A screening of "Nanette" by Hannah Gadsby for International Day Against Homophobia, Biphobia and Transphobia.
- An ITC-wide campaign in support of #OrangeTheWorld, with particular focus on MenEngage programme participants.

In 2021, ITC also introduced a new, cross-sectional event series named "Women's Power Lunch", aiming to a safe, informal setting for junior- to mid-career female employees to exchange with inspiring women leaders on women-specific workplace issues.

ITC's Mentoring Programme for Women remains central in ITC's efforts to strengthen organizational culture. The programme's cornerstone is the creation of an enabling work environment and, through the mentoring exchange, a culture of inclusion. This angle is also reflected in the new MenEngage pilot programme component, introduced in 2021. Next to participants from ITC and its four partner organizations, the programme also engages external mentors, who have shown particular commitment to gender parity, diversity and inclusion in their professional and personal lives. Over the six-month cycle, the team offered 11 training sessions on 6 topics, in collaboration with its partners GCSP, WHO, and OWIT Lake Geneva. Training topics focused on various issues related to personal and professional career development, with an eye towards inclusion. An additional three training sessions were offered as part of the MenEngage programme. With monthly challenges that all participants were encouraged to complete, the mentoring team further promoted issues related to GEWE, D&I. These challenges were also shared with all ITC via a dedicated site on the GEWE, D&I page on ITC's intranet.

Implement, promote and report on facilitative policies for maternity, paternity, adoption, family and emergency leave, breast-feeding and childcare

ITC implements the UN Staff Regulations and Rules on maternity, paternity, adoption, family and emergency leave (ST/AI/2005/2/amend1). In support of UN Women's Enabling Work Environment Family-Friendly Recommendation 20, ITC in 2019, crafted an inclusive breastfeeding/bottle-feeding policy that encourages a positive, progressive attitude towards active parenting. It supports an enabling environment by providing all parents an equal opportunity to nourish and bond with their infants while at work. The policy both supports breastfeeding, in line with WHO recommendations, and aims to destigmatize and support parents who prefer to bottle-feed. The policy expands access to the feeding room, which is now open to staff, non-staff and ITC visitors, and also offers pregnant women staff members the chance to discuss pregnancy-related matters with the Medical Service before they give birth. UN Women circulated ITC's policy to gender focal points system-wide and focal points for women, congratulated ITC for its policy initiative and credited the initiative as being 'a notable step taken in implementing an enabling environment.' UN Women also recognized this policy as best practice in its 2020 UN-SWAP Annual Meeting.

Implement, promote and evaluate policies related to work-life balance, including part-time work, staggered working hours, telecommuting, scheduled breaks for extended learning activities, compressed work schedules, financial support for parents travelling with a child, and phased retirement

In 2015, ITC introduced a new Work-Life Balance (WLB) framework that included staggered working hours, teleworking within commuting distance and remotely, compressed work schedules (10 working days in nine; five working days in 4.5), and flexible schedule breaks for external learning. ITC also offers 50% and 80% part-time work. ITC removed its core hours and expanded its business hours to enable employees to stagger their work hours between 07.00 and 9.00. ITC's updated WLB framework, revised and published in 2018, is state of the art within the UN system and is included in UN Women's catalogue of best practices from which other entities can benefit. The framework was upgraded using ITC's 2017 WLB survey results and exit interviews of ITC management and staff and illuminated several areas where ITC could strengthen its flexible work arrangements. It was part of a gender-focused initiative to improve the uptake of WLB and further enhance ITC's overall working conditions.

Key upgraded features include:

- Enhanced accessibility, flexibility and availability of ITC's WLB options (e.g., allowing full or half days every week/two

weeks/month; reduced half-hour mandatory lunch break);

- More combination (e.g., part time can be combined with other options, temporary staff may take advantage of WLB);
- Amending the workflow process by making the approval process time-bound (e.g., with a default positive response triggered within five working days if no action is taken by supervisor);
- Establishing key guiding principles for effective WLB management (e.g., WLB is not a right or entitlement but requires a specific agreement; online system does not replace dialogue; productivity is paramount; organizational needs take priority; fair hearing from managers; default positive stance; tailored to staff needs; shared responsibility);
- Enhancing mutual responsibility and adherence to a new 'Code of Conduct' detailing the terms and detailing the terms and conditions of requesting/accepting a WLB (key expectations, general principles, productivity and operational imperatives, specific requirements while teleworking, legal liability, abuse and responsibility of staff members and managers, non-retaliation clause, meeting schedules, monitoring of staff members attendance, etc.);
- Protection from retaliation;
- Dedicated WLB web page to provide one-stop shop for all information on WLB;
- Communicating success stories; inviting WLB champions to talk publicly about the benefits and value of WLB;
- Promoting a supporting infrastructure through the designation of a WLB focal point, an enhanced online system that can support the increased flexibility; regular training and briefings; development of FAQs and e-system manual; GFP working with managers to mediate solutions when staff requests are denied.

In 2021, the Gender Unit/ HR Policy team worked closely with ITC's Learning and Development section to create video tutorials related to WLB to further clarify both the available options and considerations, such as, the WLB Code of Conduct and how to request these arrangements. The tutorials were published on the ITC intranet.

Promote existing UN rules and regulations on work-life balance with an internal mechanism available to track implementation and accessibility by gender and grade.

In 2018, ITC introduced a more performing Work-Life Balance (WLB) e-system using WorkflowGen, a web-based and MS SQL Database technology that tracks WLB requests. The ITC GFP regularly monitors and reports on WLB usage to Sr. Management. Statistics include WLB usage by ITC divisions and sections, which allows for the identification of WLB champion managers. In 2018, the GFP, in her role as WLB focal point, began working on institutionalizing the policy's core concepts and supporting both staff and management in using it. As at 31 December 2019, a total of 228 approved WLB requests were registered in the e-system, while 108 staff members (31% of ITC staff) used WLB at ITC in 2019. The 2019 data also shows a 14.5% increase in WLB usage from 112 in 2018 to 131 in 2019 (multiple requests for the same WLB option approved for the same staff member were counted once). Details for usage in 2020 and 2021 will be skewed due to the COVID-19 pandemic and required teleworking away from the office. ITC hopes to take up regular reporting from 2022 onwards.

Periodic staff meetings by units are scheduled during core working hours and on working days of staff working part-time, with teleconference or other IT means actively promoted.

ITC directly addresses this issue in its Work-Life Balance Code of Conduct: 'Managers should avoid scheduling meetings during WLB of a staff member unless adequate arrangements are made to include them via teleconference. Similarly, they should avoid scheduling early morning or evening meetings (i.e., before 9:00 or after 17:00) to the extent possible.' In addition, ITC management provided additional resources to purchase additional equipment and training for all staff to facilitate remote functioning during covid 19. The Learning and Development unit addressed upskilling its personnel through tailored trainings related to the use of Zoom, Microsoft Teams and other virtual platforms. One benefit derived from COVID-19 pandemic is that many employees are now familiar with and experienced using these platforms for videoconferencing, training and other purposes that were once regularly achieved through traditional, face-to-face methods.

Regular global staff surveys

ITC conducts annual employee engagement surveys that cover important elements of a strong, collaborative working environment; well-being, WLB, information sharing, fairness and personal involvement. In 2020, the survey was expanded from staff to all employees, and to include clearer diversity elements and a question related to persons with disabilities. ITC also has a mandatory exit questionnaire policy, requiring all departing staff to complete a self-administered exit questionnaire and allowing staff members the option of an exit interview with the GFP. With a view to fully automating the exit questionnaire tool, ITC began revising its current exit questionnaire form in 2021. Under the lead of the Gender Unit team, an inter-agency working group, consisting, among others, of GFPs from WHO, ILO and OHCHR, was formed to consolidate current practices and streamline them into a best practice exit questionnaire to be applied by each of these organizations.

Sexual harassment

ITC reports on allegations of sexual harassment in accordance with ITC/EDB/2015/07 on ‘Prohibition of discrimination, harassment, including sexual harassment and abuse of authority’. In 2018, ITC issued guidelines on ‘Acceptable Behaviour’ and all staff members were required to indicate in their learning and development portal that they had read, understood and agreed to this document. In 2018, ITC’s former Chief, HR provided a briefing to funders on ITC’s zero tolerance policy towards sexual harassment. In 2020 and 2021, the new Chief, HR presented a training for all ITC personnel as part of ITC’s annual compliance training. Further, she initiated an HR talk on the topic of dealing with prohibited conduct, featuring the UNOG Ombudsman as a guest speaker. In 2020, the HR policy team reviewed and made substantive input into customizing the Secretary General’s policy (ST/SGB/2019/8) on ‘Addressing discrimination, harassment, including sexual harassment, and abuse of authority’, to reflect ITC’s context. ITC is able either to adopt these policies, ‘As-is’, or to update its own to reflect organizational needs, structure and size. The updated draft policy, which supports the CEB model, remains under HR management and legal review, and is planned for promulgation in 2022. In 2021, ITC furthered its commitment to a zero-tolerance organizational culture with its action plan for the prevention of sexual exploitation and abuse (PSEA). The action plan also mirrors key aspects of the draft new policy, such as the appointment of a designated Discipline and Conduct Focal Point.

UN Ethics-related Legal Arrangements

ITC’s standard of conduct policies include: ITC/EDB/2015/07 on ‘Prohibition of discrimination, harassment, including sexual harassment and abuse of authority’; ITC/EDB/2012/06 on ‘Special measures for protection from sexual exploitation and sexual abuse’; ITC/AI/2012/06 on ‘Revised disciplinary measures and procedures’; ITC/IC/2012/22 on ‘Detailed disciplinary measures and procedures’; ITC/IC/2012/21 on ‘Conflict Resolution in ITC’; ITC/IC/2012/24 on ‘Reporting of suspected misconduct’; and ITC/IC/2012/23’ on ‘Reform of the system of internal administration of justice in the United Nations’. ITC applies UN ST/SGB/2005/21 on ‘Protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations’. ITC monitors and follows up on the completion of mandatory training on ethical behaviour, human rights responsibilities, prevention of sexual harassment and abuse, and a respectful and harmonious workplace. ITC also issued guidelines on acceptable behaviour that all employees read and agree to through the online learning portal.

Has the entity’s work in this field been impacted by the COVID-19 crisis, response and recovery?

- Yes

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery

With the ongoing COVID-19 pandemic, statistics on WLB-usage at ITC remains warped, but comprehensive reporting on WLB-statistics is expected to be taken up again in 2022. While the COVID-19 crisis has left a significant mark on 2020 and 2021, there seemed to be an important shift at ITC regarding teleworking and other WLB options. In the past, despite very strong WLB policies, some managers were slow to embrace, for instance, the benefits of telecommuting. Nevertheless, these policies created a necessary platform or infrastructure from which ITC could respond with agility to the crisis and maintain (if not surpass) its stated deliverables. Many who would not necessarily have chosen WLB options previously, or had reservations, are now comfortable with the skills and equipment needed to work from a remote location.

V. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY



Performance Indicator:
PI14 Capacity Assessment

EXCEEDS

14ci. Entity-wide assessment of capacity of all relevant entity staff at HQ, regional and country levels in gender equality and women’s empowerment is carried out.

In October 2020, ITC’s Gender Unit team launched an organization-wide survey to assess the capacities of ITC personnel related to gender equality and women’s empowerment (GEWE) and support ITC’s ongoing efforts to mainstream gender across its institutional functions. By identifying and effectively responding to emerging needs, ITC seeks to equip its personnel with the tools and knowledge necessary to promote gender mainstreaming at both the programmatic and corporate levels.

As advised by ECOSOC Resolution 2011/6, and in accordance with UN-SWAP 2.0 Performance Indicator 14, ITC sent out an anonymous, self-administered online questionnaire to all employees. The questionnaire was largely based on the template provided by UN Women and adapted to the organizational context by ITC's GU team, with inputs from Human Resources and OED. Questions aimed at assessing knowledge, skills and attitudes of ITC employees related to GEWE, the organization's gender architecture and gender policy. They pertained both to gender mainstreaming across ITC programmes, projects and activities, and to gender equality within ITC (internal/HR perspective). The survey was disseminated via email to all-ITC on 7 October 2020 by the DED. All ITC employees, from all locations, were invited to participate, including both staff and non-staff personnel. In total, 172 employees responded to the survey, a high response rate by ITC standards. For transparency of results, the Capacity Assessment Report was made available to all ITC via the reporting tab on ITC's GEWE, D&I Intranet page. As part of its revised Gender Parity package, ITC drafted an updated policy to replace the current policy on Gender Parity and Capacity Assessment at ITC (ITC/EDB/2016/02) in 2021. In this context, the policy update also included capacity-related measures and activities, reflecting the findings of the capacity assessment and priorities and vision laid out by the capacity development plan. Training opportunities will be established for all personnel to examine assumptions and perceptions of gender parity, as well as creating a supportive, enabling work environment.

An additional capacity assessment activity in 2021 was the baseline survey sent out to participants of the MenEngage programme as part of the wider ITC Mentoring Programme for Women. Among measuring perceptions related to GEWE-related themes, the survey also measured participants' competencies related to basic GEWE concepts and terminology. Results of the baseline survey will be compared with the results of an impact-evaluation in early 2022.

14cii. A capacity development plan is established or updated at least every three years.

Following the 2020 capacity assessment, ITC created an organization-wide 2021/2022 capacity development plan in late 2020. The plan was further informed by first insights generated through ITC's '100 Coffees for Inclusion' initiative, during which members of the ITC Inclusion Group and selected senior leaders met for individual, 30-minute coffee conversations with 100 employees across the organization to discuss their take on ITC's organizational culture and direction related to GEWE, Diversity and Inclusion (August to December 2020).

The capacity development plan covers a two-year period and outlines six critical outputs and related activities. Its ultimate goal is to advance ITC's capacity as an organization to lead the change for GEWE within the UN system through its programming by addressing critical gaps in the knowledge, skills, and attitudes of ITC employees and equipping them with the capacity to fulfil ITC's and the UN's gender mandate.

The two-year plan is designed to accelerate progress towards the following objectives:

- Ensuring that all ITC employees have solid, foundational knowledge of basic GEWE concepts and of the intersectional nature of diversity and inclusion.
- Enhancing knowledge and skills of and confidence in applying technical tools/methods to promote gender mainstreaming across ITC's projects
- Enhancing knowledge and skills of and confidence in applying HR-related tools/ methods to promote gender equality at ITC internally
- Increasing awareness of established policies and mechanisms to support the creation of an enabling work environment, as well as awareness of individual support options; and
- Promoting an inclusive organizational culture with zero tolerance for discrimination and harassment.

It uses results from the 2020 capacity assessment and the '100 Coffees for Inclusion' initiative to establish a baseline against which future capacity development efforts can be measured, and to elicit critical activities to meet capacity gaps at all levels at least every three years.

The plan outlines six outputs:

- 1) Diversified capacity development portfolio with tailored training and support options from on-boarding to exit.
- 2) Increased awareness of enabling environment policies and mechanisms and individual support options.
- 3) Strengthened communication and advocacy around an inclusive organizational culture. UN-SWAP 2.0 2020: International Trade Centre Page 40 of 51 UN-SWAP 2.0 International Trade Centre 2020.
- 4) Enhanced knowledge, skills and confidence in applying technical gender mainstreaming tools/methods across ITC's projects.

5) Enhanced accountability for GEWE capacity development.

6) Updated relevant ITC policy issuances related to gender parity and capacity assessment.

Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?

- No

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery

V. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY



Performance Indicator:
PI15 Capacity Development

MEETS

15b. Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices.

ITC met the ongoing mandatory training requirements for all levels of entity staff. As of 31/12/2021, 88,6% of ITC staff completed the mandatory "I Know Gender" training. This represents a marked increase in compliance, up from 83.9 % in 2019. The L&D team strictly monitored compliance throughout 2021 and shared periodic reports with the Division Directors through Chief HR to encourage transparency and greater, overall accountability at all organizational levels.

A key deliverable intended for 2021 was the development of a GEWE training for senior managers at P4 and above levels. While this project was considerably moved forward in the first half of 2021,, several competing organizational priorities emerged, which meant extending the timeline to project finalization in 2022. However, in strong collaboration with ITC's e-Learning team, the Gender Unit drafted an outline for the training, defining the various modules, exercises and materials/resources the training will feature. ITC's senior leadership already expressed their strong support for this training, including the possibility of making the training mandatory for all senior managers at P4 level and above at ITC. Further, key senior leaders agreed on providing inputs for the training in video formats, sending a strong message of ITC's commitment towards championing GEWE in both programmatic and corporate work.

To support gender-related induction efforts, the Gender Unit team held two training sessions for new employees in 2021. During these Gender Inductions, ITC newcomers were introduced to ITC's GEWE, D&I intranet page, which serves as a one-stop shop for information on key frameworks and initiatives for GEWE, D&I at ITC, resources and materials, and ITC's gender parity dashboards. The induction sessions therefore are an opportunity to acquaint new employees with the UN-SWAP 2.0 framework and other key UN GEWE documents, as well as guidance on where to find GEWE-related policies. 35 ITC newcomers were trained as part of these two sessions. Additionally, the Gender Unit team collaborated, for the first time with the HR Recruitment team, to mainstream gender considerations and included a demo-session of ITC's gender parity dashboard for hiring managers into the recruitment module of ITC's annual Training for Impact and Compliance. Regarding the capacity building of ITC's GFPs, GFP Micky Khodara and AGFP (at the time) Sébastien Ioannitis-McColl had already completed the five-day training for GFPs at the International Training Centre in Turin in 2016. In 2020, GFP Micky Khodara and GFP support staff Joanne Land-Kazlauskas and Hannah Reinl attended a training of trainers, offered by UN AIDS colleagues, on promoting an enabling work environment through encouraging a "SpeakUp Culture" in the workplace. In 2021, ITC funded the ILO Participatory Gender Audit Certification Course, hosted by the International Training Centre, for Hannah Reinl.

Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?

- No

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery

See 2020 report on general shift towards virtual training environment



16ci. Knowledge on gender equality and women’s empowerment is systematically documented and publicly shared.

ITC systematically shares knowledge externally via its flagship SheTrades initiative (website and mobile application) and a variety of other ITC media: events, web pages, e-learning activities, publications, corporate documents, corporate magazine, newsletters, media and social media channels. Key 2021 initiatives, for instance, included a guide for policymakers and trade practitioners practical, with step-by-step advice on how to mainstream gender concerns into the work of their trade ministries, small business ministries and trade support institutions.

ITC’s commitment to GEWE is embedded in ITC events that regularly communicate about challenges faced by women in business and trade, but also their achievements. The voice of female policymakers, entrepreneurs and/or other decision makers is always represented in ITC panels. ITC events often also draw on gender-differentiated data from ITC research, to illustrate the need for specific policy or practical measures in support of GEWE. Among the 2021 event examples: A New Direction for Aid for Trade: Promoting an Inclusive and Green Pandemic Recovery; MSMEs: Key to an inclusive and sustainable recovery (with gender-specific research findings from ITC’s flagship report SME Competitiveness Outlook) and Africa Women Trade Conference, Nairobi.

In celebration of International Women’s Day, ITC ran the “Women lead: small business recovery” campaign on its social media channels (with the hashtags #IWD2021 and #SheTrades) and website, showcasing women entrepreneurs who benefitted from ITC’s various programmes.

ITC asked 53 small business and government leaders to share their tips on how small businesses can survive the pandemic, focusing on women. The campaign reached 215,600 social media users, with over 3000 engagements. It also featured four publications on women and trade, covering multi- and bi-lateral trade, public procurement and the action plan presented at the W-20.

ITC’s ED joined the leaders of UNCTAD and WTO to discuss what it means to have women leading the three Geneva-based trade organizations and how a gender perspective can help making trade more inclusive.

In late November, the Communications and Events (CE) Team led ITC’s participation in the 16 Days of Activism against GBV campaign on ITC’s corporate social media channels and website. All ITC employees were invited to submit their photos in support of the campaign under the hashtag #OrangeTheWorld. Participants of the MenEngage pilot programme supporting the campaign were highlighted in a dedicated blogpost.

ITC also systematically shares knowledge on GEWE internally through its dedicated intranet page, events, and all-ITC communications by the ED. In-house knowledge sharing is further supported by:

- ITC Flashback: a monthly internal newsletter providing better information on ITC’s work and engaging ITC employees. The newsletter highlighted several GEWE initiatives, including the 2020 achievement of 94% UN-SWAP 2.0 compliance or details on the IWD2021 campaign.
- Library catalogue: ITC e-library displays a collection of women and trade resources on its homepage.
- Customer relationship management (CRM) system: a revamped CRM system now allows tracking and reporting of gender data on ITC clients.
- A new event management tool tracking and reporting on women participants was developed within the Data Management Committee initiatives.

16cii. Communication plan includes gender equality and women’s empowerment as an integral component of internal and public information dissemination.

The ITC Communication Strategy 2018-21 includes the following points:

- “Communicate results and impact on ITC’s work in building competitiveness and inclusive growth through trade, as a means to attract and retain funders and grow client demand and engagement”.

- Under the Basic compact of ITC Communication: “Specific focus on women’s economic empowerment”. The document could be even more specific, spelling out how this is carried out through the different communications initiatives and channels. As shown in the examples above, ITC’s external and internal communications follow high standards for gender-sensitive communication – both verbally and visually – and ensure the equal representation of women among beneficiaries and stakeholders. They regularly disseminate information on gender equality and women’s empowerment issues, corporate initiatives and achievements internally and externally.
- Programme-specific or event-specific communication plans include references to women empowerment where possible.

In the Draft Strategic Plan 2022-25, issued in November 2021, ITC explains how its business model will further deepen its already cutting-edge work on women’s economic empowerment. Inclusive trade remains one of the key trade development priorities.

Aligned to the new Strategic Plan 2022-25, preliminary work for the development of the Communications Strategy 2022-25 has started. The draft strategy will be issued in the first quarter of 2022.

16ciii. Entity is actively involved in an inter-agency community of practice on gender equality and the empowerment of women.

ITC is actively involved in the inter-agency community, including the Commission on the Status of Women (CSW), Women’s Empowerment Principles (WEP) Leadership Group, the International Gender Champions Trade Impact Group, the EQUALS partnership, the Women’s Entrepreneurship Accelerator partnership and the United Nations Sustainable Development Group on Gender Equality and Women’s Empowerment. Other partnerships with civil society and private sector initiatives to promote GEWE include CARE Enterprises Inc. (CARE) and Bamboo Capital Partners (Bamboo), DHL Express, FAO, ISO, UNECA, AUC, UPS, Maersk, Sidley, Absa, Visa and others.

ITC also participates in the UN-SWAP Inter-Agency Network, the Inter-Agency Network on Women and Gender Equality (IANWGE), with Riefqah Jappie as ITC’s New York-based IANWGE focal point, and the International Gender Champions (IGC) initiative, including holding the co-chair of the IGC Trade Impact group. Further, in 2021, ITC’s ED joined the UN Action Network on Sexual Violence in Conflict, as well as an informal WTO working group on gender and trade.

The ITC Gender Unit support staff systematically and actively participated in the UN-SWAP Annual Meetings and in the periodic meetings of the Geneva-based UN-SWAP network. Throughout 2021, ITC has continued to demonstrate its commitment to contribute to the exchange of best practices by sharing its policies, models and projects/initiatives with other entities and providing one-on-one briefings (see PI 17). Another example of ITC’s engagement in an active inter-agency community of practice on GEWE is the ITC Mentoring Programme for Women, which engaged four partner organizations in 2021: the Organization of Women in International Trade (OWIT) Lake Geneva, the Geneva Centre for Security Policy (GCSP), UNAIDS and WHO.

Has the entity’s work in this field been impacted by the COVID-19 crisis, response and recovery?

- Yes

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery

ITC continued to provide insights and guidance to small businesses searching for ways to cope with the operational stress generated by COVID-19 and recovery measures. ITC continued promoting the comprehensive action plan for corporations, policymakers and the global community. The plan, launched in 2020, aims to unlock women’s entrepreneurship as an essential prerequisite of ‘building back better’ after COVID-19. ITC’s SheTrades Global Event, which will take place as part of the Dubai Expo 2020, did not happen in 2021 and was postponed to February 2022.

VI. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / KNOWLEDGE, COMMUNICATION AND COHERENCE



Performance Indicator:
PI17 Coherence

17ci. Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women.

ITC systematically participates in inter-agency coordination mechanisms on gender equality and women's empowerment (See Indicator 16). The ITC ED is an International Gender Champion and Co-Chair of the International Gender Champions (IGC) Trade Impact Group. ITC has played an active role in the latter, working towards turning commitments made as part of the Buenos Aires Declaration on Women and Trade into meaningful actions. ITC representatives contributed to the group seminars on key themes in the declaration, taking place over two years. As co-chairs of the Trade Impact Group, ITC summarized seminar findings, good practices, progress on additional issues related to trade and gender in the multilateral trading system, and avenues for future collaboration in its report 'Delivering on the Buenos Aires Declaration: On Trade and Women's Economic Empowerment'. ITC is also an active member of the UNSDG Taskforce on Gender Equality and the EQUALS Leadership Coalition. Riefqah Jappie, the ITC Representative in New York, remains the focal point for the Inter-Agency Network on Women and Gender Equality (IANWGE).

The ITC Gender Unit Coordinator and, as of 2019, the Gender Unit support staff systematically and actively participated in the UN-SWAP Annual Meetings and in the periodic meetings of the Geneva-based UN-SWAP network. Throughout 2021, ITC has continued to demonstrate its commitment to contribute to the exchange of best practices by sharing its policies, models and projects/initiatives with other entities and providing one-on-one briefings (see below). The Gender Unit team presented on its MenEngage pilot programme during the UN-SWAP Annual Meeting in September 2021. As part of a pitching competition, the programme was selected by public vote for system-wide adoption and ITC stands ready to take the lead on scaling the programme up for larger implementation across different UN entities. The Gender Unit Coordinator, Michelle Khodara, also developed the idea of a UN-SWAP buddy system to facilitate inter-agency exchange and learning alongside tailored support based on entity-specific needs. She hosted a break-out session on this topic as well during the UN-SWAP 2020 and 2021 Annual Meetings.

The ITC Mentoring Programme for Women is another example of ITC's commitment to fostering collaboration with organizations within and beyond the UN system wherever possible. By inviting the Organization of Women in International Trade (OWIT) Lake Geneva, the Geneva Centre for Security Policy (GCSP), UNAIDS and WHO to join the programme, the scope of the programming reached beyond ITC's walls. ITC also shared its model as part of a best-practice panel organized by UN Women. In light of the widely generated positive feedback, ITC intends to reach out proactively and open the programme to more partner organizations in the future.

Further, ITC approved spending two exchange days / learning days with a GFP from a different UN entity as work objectives of the 2021/2022 performance management cycle for Hannah Reinl (as Gender Unit support staff).

17cii. Participates in a UN-SWAP peer review process.

ITC partnered with the World Health Organization (WHO) in 2020 to engage in a peer review exercise of the organizations' 2019 UN-SWAP 2.0 performance. The shared goal was not only to provide an additional layer of quality assurance and scrutiny of the organizations' respective self-ratings, but also to share good practices, exchange experiences and enhance organizational learning. The findings of these review processes were consolidated in two reports by the respective teams, which were shared with ITC's senior leadership. The collaboration was a clear success and revitalized and strengthened ITC's partnership with WHO (for further details, see ITC's 2020 UN-SWAP 2.0 report).

At the end of the highly satisfactory peer review process, both organizations expressed their interest in future collaboration and assisting each other in improving a UN-SWAP 2.0 indicator. First suggestions for possible areas of collaboration were captured in both peer review reports, and some of these were pursued as part of ITC's and WHO's efforts under 17ciii (see below).

17ciii. Supports implementation of at least one UN-SWAP Performance Indicator in another entity.

Throughout 2021, ITC continued its practice of supporting the implementation of different UN-SWAP 2.0 Performance Indicators in other entities by systematically sharing materials, providing information on its diverse initiatives, and offering advisory services. Key 2021 efforts included:

- Two presentations on ITC's '100 Coffees for Inclusion' initiative, which formed one module of a senior leadership training offered to two cohorts of senior managers of the World Trade Organization (WTO);
- A presentation of ITC's Mentoring Programme for Women to the Learning and Development section of the International Atomic Energy Agency;
- Sharing of key organizational policies, strategies and other materials with other entities, such as ITC's Work-Life Balance policies, its Breast-and Bottle-feeding policy, its 2020 Capacity Assessment Report and Capacity Development Plan, '100

Coffees for Inclusion' toolkit, ITC PolicyLab initiative and other

- Sharing of ITC's 2021 Gender Unit pocket guide on making work objectives more gender-sensitive with the UN-SWAP 2.0 network at large.


As part of its ongoing collaboration with WHO, ITC supported the organization in its plans to improve performance indicator rating 14 by sharing its methodology for conducting an organization-wide capacity assessment that triangulates data collected from a self-administered questionnaire with a qualitative component aimed at strengthening institutional learning, as done in the '100 Coffees for Inclusion' initiative. Further, noting both organizations' commitment to updating and improving their exit questionnaires, ITC took the lead on creating an inter-agency working group, including GFPs from WHO, OHCHR, ILO and IOM, which is currently reviewing each entity's exit questionnaire (where existent) to distil best practices. ITC is leading the draft of a new exit questionnaire which seeks to consolidate identified best practices in one streamlined exit questionnaire.


Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?


- No

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery


VIII. International Trade Centre ACTION PLAN 2021


 <p>PI1 Strategic Planning Gender-Related SDG Results</p> <p>MEETS</p>	Action Plan	tbd. based on New SP
	Responsible For follow up	Strategic Planning, Performance and Governance (SPPG)
	Resources Required	0
	Use of Funds	N/A
	Timeline	Tbd. based on Action plan for improvement above


 <p>PI2 Reporting on Gender- Related SDG Results</p> <p>MEETS</p>	Action Plan	ITC will continue mainstreaming gender results and sex-disaggregated reporting in its operational plans and mid-year and annual reports.
	Responsible For follow up	Strategic Planning, Performance and Governance (SPPG)
	Resources Required	0
	Use of Funds	N/A
	Timeline	1 year

 <p>PI3 Programmatic Gender- Related SDG Results not</p>	Action Plan	N/A
	Responsible For follow up	N/A
	Resources Required	N/A
	Use of Funds	N/A


Directly Captured in the Strategic Plan	Timeline	N/A
NOT APPLICABLE		


 PI4 Evaluation MEETS	Action Plan	ITC plans to conduct an evaluation to assess corporate performance on gender mainstreaming in 2022. The ITC Gender Equality and Women’s Empowerment (GEWE) Framework (ITC/EDB/2019/03) and the guidelines for Mainstreaming Sustainable and Inclusive Trade (DEI-19-112.E) were both revised and approved in 2019. A period of time is required for the Framework to be applied and the gender-related and corporate social responsibility elements of the mainstreaming guidelines to be implemented before an evaluation can effectively take place. The ITC Evaluation Policy Guidelines are slated for updating in 2022. As the Evaluation Policy and Evaluation Guidelines are an important source of information for those who carry out evaluations (including project managers who manage decentralized evaluations), the IEU will use the updating of the Policy and Guidelines as an opportunity to strengthen practical guidance on inclusion of human rights and gender equality into evaluation.
	Responsible For follow up	Independent Evaluation Unit (IEU)
	Resources Required	70000
	Use of Funds	The estimated amount is based on past consultancy mandates and costs. The funds will be used to carry out the evaluation to assess corporate performance on gender mainstreaming, and update the ITC Evaluation Guidelines, and the ITC Evaluation Policy.
	Timeline	1 year

 PI5 Audit EXCEEDS	Action Plan	N/A
	Responsible For follow up	The Office of Internal Oversight Services (OIOS)
	Resources Required	0
	Use of Funds	N/A
	Timeline	N/A


 PI6 Policy	Action Plan	In 2022, ITC intends to maintain its ‘exceeds’ rating, requiring an update of relevant sections of its GEWE framework, as necessary. The focus will be on aligning the policy with ITC’s new Strategic Plan cycle (2022-2025), requiring updating related references to include ITC’s new Strategic and Communication Plans, SheTrades Programme, Gender Mainstreaming Guidelines, and Gender Marker. The updated policy framework will also acknowledge the intersectional nature of inequality, to account for ITC’s work on Diversity and Inclusion, without diluting the organization’s commitment to GEWE. Another
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<p style="text-align: center;">EXCEEDS</p>		key policy package to be promulgated in 2022 will be ITC's Gender Parity package, to include an updated Gender Parity and Capacity Assessment policy and Gender Action Plan, as well as a new Gender Parity Strategy. A review of ITC's performance management goals will also be undertaken, with a view to integrating SMART targets, strengthening components relating to the prevention of sexual exploitation and abuse, and the overall promotion of an enabling work environments.
	Responsible For follow up	ITC Gender Unit and Human Resources (HR)
	Resources Required	0
	Use of Funds	N/A
	Timeline	1 year


 <p style="text-align: center;">PI7 Leadership</p> <p style="text-align: center;">EXCEEDS</p>	Action Plan	In 2022 and beyond, ITC seeks to sustain organizational gains towards GEWE, D&I and further build on them through- Continuing to champion GEWE internally and publicly;- Promoting organizational initiatives through communications and/or active participation;- Launching a 2022 programme cycle of ITC's Mentoring Programme for Women;- Further professionalizing the work of the ITC Gender Unit through creating a P2 position and allocating the resources needed for the Gender Unit to deliver on its 2022 mandate;- Linking key organizational stakeholders to map out a holistic vision for the promotion of GEWE during its 2022 GEWE retreat; - Strengthening managerial accountability and encouraging GEWE-leadership at all organizational levels through updated and enhanced mandatory goals in ITC's 2022/2023 performance management cycle;- Building capacities at the top with the development and launch of a GEWE training for managers at P4 and above levels, featuring addresses by DED and ED;- Partnering with UN Women to develop a system-wide MenEngage programme.
	Responsible For follow up	Office of the Executive Director (OED), Gender Unit, Communications and Events (CE)
	Resources Required	0
	Use of Funds	N/A
	Timeline	1 year

 <p style="text-align: center;">PI8 Gender-responsive performance management</p> <p style="text-align: center;">APPROACHING</p>	Action Plan	ITC has the clear intention to reinstate a mandatory GEWE goals for all employees, tailored towards positional level and sphere of influence in the next performance management cycle to regain its 2020 "exceeds" rating in 2022. ITC will strengthen its gender-related performance management by aligning it with key ITC/ UN-system frameworks for gender equality, diversity and inclusion. This will include, among others, elements from the new ITC Gender Parity Strategy Package, ITC's 2021/2022 Capacity Development Plan, ITC's 2021 Action Plan for the Prevention of Sexual Exploitation and Abuse (PSEA), as well as from UN-wide frameworks, such as the Enabling Environment Guidelines or UN-SWAP 2.0. To support increased accountability
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		<p>through assigning SMART goals, ITC's Gender Unit and Human Resources will further research best practices within and beyond the UN system and assess the feasibility of introducing such practices at ITC. The 2021 Gender Unit Guide to gender-sensitive performance management goals will be reviewed and, where necessary, updated, to be disseminated among staff as a 2022 edition.</p> <p>ITC intends to continue including a gender equality and inclusion component in future Innovation Heroes Awards. In line with actions taken under Pls 12 and 14, ITC will enhance its monitoring and evaluation mechanisms to strengthen gender capacities of employees at all organizational levels.</p>
	Responsible For follow up	Human Resources, Gender Unit, Innovation Lab
	Resources Required	0
	Use of Funds	N/A
	Timeline	1 year

 <p>PI9 Financial Resource Tracking</p> <p>EXCEEDS</p>	Action Plan	ITC will continue its engagement with project and programme managers to raise awareness and build capacities towards the application of the gender marker, the integration of a gender mainstreaming perspective across all areas of work and the need for quality control. ITC will continue to integrate gender perspectives in its next strategic planning cycle (2022-2025).
	Responsible For follow up	Strategic Planning, Performance and Governance (SPPG)
	Resources Required	0
	Use of Funds	N/A
	Timeline	1 year


 <p>PI10 Financial Resource Allocation</p> <p>EXCEEDS</p>	Action Plan	ITC will consider adjusting its target benchmark for GEWE expenditures to a higher benchmark for 2022 and beyond.
	Responsible For follow up	Strategic Planning, Performance and Governance (SPPG)
	Resources Required	0
	Use of Funds	N/A
	Timeline	1 year


	Action Plan	In late 2021, funds were approved to fulfil another ambitious plan in 2022 to maintain ITC's 94% performance and further advance select indicators to 'exceeds'. To deliver on our 2022 mandate and to further professionalize the GU's work, the GU will be funded with a P2 Associate Programme Officer
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<div style="background-color: #0056b3; color: white; padding: 5px; text-align: center;"> PI11 Gender Architecture </div> <div style="background-color: #92d050; color: white; padding: 5px; text-align: center; margin-top: 10px;"> MEETS </div>		<p>starting from early 2022. The 50% G5 position working on gender will be replaced by an expert consultant, who will support the development of key deliverables such as the new GEWE training for senior managers, the ITC Mentoring Programme for Women, GEWE-related policy development and other projects related to GEWE, D&I. In addition, the GFP (at P4 level) will continue to have 50% allotted responsibility to deliver on UN-SWAP and Gender activities as GU coordinator and GFP. Prior to the new term (2022 to 2024), the ToR for the GFP and alternate GFP roles will be reviewed and updated, where necessary. The Business Owner composition, outlined in the gender architecture policies, will also be updated to reflect new members. To continue the work required both to maintain and to improve performance indicators, ITC will review the GU composition yearly, to include a review of appropriateness/type of funding and the kind of human resources and skills required to address ITC's UN-SWAP mandate. In 2022, ITC will assess the feasibility to target a percentage of ITC's overall learning and development budget towards gender equality, diversity and inclusion efforts, thereby institutionalizing ITC's commitment to GEWE and other intersectional issues. Further, the GU will remain an active participant in cross-functional teams and within inter-agency collaborations to highlight gender, diversity and the enabling environment guidelines within the larger organizational context.</p>
	Responsible For follow up	ITC Gender Unit, Human Resources
	Resources Required	0
	Use of Funds	To further enhance ITC's gender equality, diversity and inclusion efforts, ITC will create a P2 Associate Programme officer (Gender Equality and D&I) post. ITC will also convert the current 50% G5 position into a consultancy, to allow for expert support in delivering on key 2022 outputs, such as the ITC Mentoring Programme for Women or the new GEWE- training for senior manager.
	Timeline	1 year


<div style="background-color: #0099cc; color: white; padding: 10px; text-align: center;">  PI12 Equal representation of women </div> <div style="background-color: #ffcc00; color: white; padding: 5px; text-align: center; margin-top: 10px;"> APPROACHING </div>	Action Plan	<p>Promoting progress towards gender parity at all organizational levels will be a key focus of ITC's work in 2022 and beyond. To solidify these efforts, ITC's draft new Gender Parity policy framework will be reviewed and promulgated by senior leadership in early 2022. As a key aspect of the strategy is to mainstream gender parity considerations effectively across all HR areas, the Gender Unit, under oversight of Chief HR, will closely collaborate with all HR teams. This will include strengthening gender-related aspects of HR analytics as part of the work of HR Recruitment and Staff Administration, enhancing ITC's gender parity goal in the 2022/2023 performance management cycle, and undertaking periodic trend analyses on gender parity, to be reported to ITC's senior leadership by Chief HR. Additionally, HR recruitment and Gender Unit, with support from Communications and Events, will collaborate on implementing the diversity outreach strategy, developed by the Gender Unit in late 2021, currently pending review. To support this strategy, ITC will assess the feasibility of obtaining a LinkedIn premium account for additional features in support of ITC's employer value proposition and messaging to diverse candidate pools. Above items are tabled for discussion during a Gender Retreat of key organizational stakeholders, including the DED, planned for late February 2022. Building on the successful implementation of the programme</p>
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		in 2020 and 2021, ITC will continue its interagency Mentoring Programme for Women in 2022. With the MenEngage pilot programme having yielded excellent results, the 2022 programme cycle will continue to integrate a small group of male mentees under the condition that they demonstrate their commitment to gender equality and complete the additional training requirements for male mentees. To further build organizational capacity, the Gender Unit team will continue to mainstream gender parity considerations as part of the HR components of ITC's annual Training for Impact and Compliance (TFIC), to include background on key UN frameworks for Gender Parity and a demonstration of the ITC gender parity dashboards. Further enhancement of these dashboards, in collaboration with IT&S, will permit for more granular results. In 2022, ITC will further consider adding an enhanced GEWE, D&I training component to the annual TFIC curriculum. ITC will also reach out to other UN agencies to identify additional tools and measures to promote gender parity and strengthen its gender analysis. Support on data collection and analysis methods on gender parity emerged, for instance, as one area of possible collaboration from the peer review exercise with WHO.
	Responsible For follow up	Human Resources (HR), ITC Gender Unit
	Resources Required	0
	Use of Funds	N/A
	Timeline	1 year

 <p>PI13 Organizational culture</p> <p>NOT APPLICABLE</p>	Action Plan	In 2022, ITC will continue advocating for GEWE, D&I through regular initiatives, events, and campaigns. Infographics, awareness-raising materials and educational toolkits will support this messaging. Further, ITC will strengthen its policy framework by updating key policies. This will include the promulgation of ITC's new gender parity package and its updated prohibited conduct policies. It will also launch its new, automated exit questionnaire tool, with aggregated findings to be consolidated in a year-end report for senior management. With view to lifting ITC's indicator rating under PI 13 to an 'exceeds' in 2022, the Senior Management Committee will assess the feasibility of implementing an ILO Participatory Gender Audit at ITC. Lastly, to support an enabling work environment by promoting psychological safety at work, ITC will pilot the mental health application 'chnnl' in 2022. The application offers targeted support to employees for promoting mental health and well-being, but also provides users with an anonymous tool for reporting incidents of prohibited conduct, thus possibly addressing the issue of under-reporting due to fear of retaliation.
	Responsible For follow up	ITC Gender Unit team, Human Resources (HR)
	Resources Required	0
	Use of Funds	N/A
	Timeline	1 year


 <p>PI14 Capacity Assessment</p> <p>EXCEEDS</p>	Action Plan	To ensure the successful implementation of the capacity development plan, the GU team intends to collaborate closely with Chief HR, HR L&D, HR Operations and Staff Administrative teams, and other key internal stakeholders. Progress towards capacity development targets will also be monitored in line with critical performance indicators and targets outlined in the plan. To enhance M&E mechanisms related to capacity development for 2022 and beyond, indicators outlined in the Capacity Development plan will be reviewed and, where necessary supplemented by additional indicators, to measure GEWE capacities. The 2020 GEWE Capacity Assessment results will serve as a baseline from which to derive long-term targets. A follow-up capacity assessment will be conducted in 2022 to offer a first evaluation of the effectiveness of 2020/2021 activities and allow for potential updates and amendments of the Capacity Development Plan to address emerging needs. In addition, HR L&D will provide the Gender Unit team with mid- and end-of-year statistics on training participation and participants' satisfaction and offer a comprehensive overview of results disaggregated by gender, division, staff category and duty station.
	Responsible For follow up	ITC Gender Unit, Human Resources (HR)
	Resources Required	0
	Use of Funds	N/A
	Timeline	1 year

 <p>PI15 Capacity Development</p> <p>MEETS</p>	Action Plan	In 2022, ITC will make the development of a GEWE training for senior managers an organizational priority to exceed requirements for this indicator. ITC will continue to offer ongoing mandatory training promoting GEWE for employees at all organizational levels and maintain a mandatory goal on training compliance in divisional directors' annual performance management for enhanced accountability. The Gender Unit will continue its Gender Induction sessions for ITC newcomers. As per its commitments in ITC's 2021 Action Plan for the Prevention of Sexual Exploitation and Abuse (PSEA), ITC's Gender Unit will build managers' capacities related to PSEA by creating tailored educational packages/ toolkits. Additionally, hiring an external trainer to offer a capacity building session on active bystander behaviour, a training need that clearly emerged from ITC's 2020 Capacity Assessment, for ITC at large, is planned in 2022.
	Responsible For follow up	Human Resources (HR), ITC Gender Unit
	Resources Required	3000
	Use of Funds	The funds would be used to allow for the hiring of an expert trainer to offer a session on active bystander behaviour.
	Timeline	1 year

 <p>PI16 Knowledge and Communication</p> <p>EXCEEDS</p>	Action Plan	The new Communications Strategy will more clearly spell out specific communications initiatives focused on GEWE. It will also specifically call out the key audiences in the strategy and how these are targeted.
	Responsible For follow up	Chief of Communications and Events
	Resources Required	15000
	Use of Funds	The funds, which were already allocated, were used to hire a Communication specialist who has already started assessing the situation analysis and the user needs. These include an audit of the current communications position, channels and outputs; internal and external stakeholders' interviews, survey and focus group discussions. The consultant will liaise with the Gender Unit team to make sure the narrative of the future strategy is compliant with the UN-SWAP 2.0 requirements.
	Timeline	4 months

 <p>PI17 Coherence</p> <p>EXCEEDS</p>	Action Plan	In 2022 and beyond, ITC will remain committed to being an active member of different inter-agency networks and working groups. ITC's Gender Unit plans on continuing to share its good practices and assist other entities, within and beyond the UN system, in improving or strengthening their gender-related organizational performance (or, where applicable, UN-SWAP 2.0 performance). In 2022, ITC will engage in conversation with UN Women to move forward on the implementation of a larger-scale MenEngage programme and the piloting of a UN-SWAP 2.0 buddy system. ITC will also continue its work on the inter-agency working group for exit questionnaires. Via a 2022 programme cycle of the ITC Mentoring Programme for Women, ITC will continue to offer employees of other UN entities, to benefit from the opportunity to further their personal and professional networking through the mentoring exchange, diverse training initiatives and a dedicated space for horizontal networking.
	Responsible For follow up	ITC Gender Unit
	Resources Required	0
	Use of Funds	N/A
	Timeline	1 year

IX. SUPPORTING DOCUMENTATION



PI1 Strategic Planning Gender-Related SDG Results

GENDER-RELATED SDG RESULTS /RESULTS-BASED MANAGEMENT

MEETS	
Category	Documents
Strategic Plan/Strategic Framework or equivalent	ITC Strategic Plan 2018-2021
Donor reports	Annual Report 2020_EN
Donor reports	CCITF Report Jan June 2021
Other	She Trades Flyer
Other	SheTrades Call to Action
Other	SheTrades Initiative
Other	SheTrades Initiative Brochure 7 pillars of action to 3 million women goal
Other	SheTrades Outlook Concept Note
Other	SheTrades Partnerships Handbook
Other	Women Entrepreneurs_An Action Plan to Build Back Better
Management Plan	Operational Plan 2021

MEETS	
Category	Documents
Annual report	Annual Report 2020_EN
Other	Operational Plan 2021
Governing Body report	CCITF Report Jan June 2021

NOT APPLICABLE	
Category	Documents
	No documents uploaded



PI4 Evaluation

GENDER-RELATED SDG RESULTS / OVERSIGHT

MEETS

Category	Documents
Completed UN-SWAP Evaluation Scorecard	DRAFT ITC UN-SWAP UNEG Eval Performance Indicator Scorecard 9.12.21
Other	Evaluation of ITC's Performance in Trade and Market Information



PI5 Audit

GENDER-RELATED SDG RESULTS / OVERSIGHT

EXCEEDS

Category	Documents
Other	PI 5 Rating provided by UN Women




PI6 Policy


INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY

EXCEEDS


Category	Documents
Gender Policy/Strategy	Executive Director's Bulletin on Gender Parity and Capacity Assessment at ITC
Gender Policy/Strategy	Executive Director's Bulletin on ITC Gender Equality and Women's Empowerment (GEWE) Framework
Gender Policy/Strategy	Executive Director's Bulletin on ITC UN SWAP 2.0 Gender Architecture
Gender Policy/Strategy	Information Circular ITC Gender Focal Point 2019-2020
Gender Policy/Strategy	Information Circular on ITC UN-SWAP 2.0 Gender Architecture 2019-2021
Senior level accountability mechanism	Mandatory Goal 2021-2022
Senior level accountability mechanism	Mandatory Goals 2020-2021


Other	ITC Mainstreaming Guidelines
Other	Outlook Invite Online Training on Mainstreaming Markers
Action/ Implementation Plan	ITC Report to CEB on GEEW and Gender Parity Action Plan

 PI7 Leadership	
INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY	
EXCEEDS	
Category	Documents
Meeting minutes	Relevant SMC Minutes 2021
Speeches	ITC Executive Director speaking remarks at the launch of Shetrades Viet Nam Hub
Speeches	Should Small States Embrace a Feminist Trade Policy Pamela Coke-Hamilton
Speeches	Speeches and editorials 2021
Meeting/Workshop agendas	IGC Trade Impact Group Meeting Agenda
Meeting/Workshop agendas	Women and Trade training programme ED participation
Meeting/Workshop agendas	Women In Trade Forum Programme DED remarks
Other	5 ways trade can support a gender-equal recovery article ITC ED
Other	all male panels
Other	Corporate Brochure Gender Equality, Diversity, Inclusion
Other	ED Communications
Other	ITC membership UN Action against Violence in Conflict
Other	Social Media Advocacy
Other	UN Today Article_100 Coffees for Inclusion at ITC
Other	Why I Choose to Challenge by Pamela Coke-Hamilton


 PI8 Gender-responsive performance management	
INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY	
APPROACHING	
Category	Documents

Performance management document	Gender Unit Pocket Guide- Making your work objectives gender-sensitive
Performance management document	Mandatory Goal 2021-2022
Performance management document	Mandatory Goals 2020-2021
Core values and competencies	Language Used in ITC Vacancy announcements
Systems of recognition	2021 Innovation heroes booklet
Systems of recognition	ED talking points Innovation Heroes Awards


 PI9 Financial Resource Tracking INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES	
EXCEEDS	
Category	Documents
Gender Marker Guidelines	Implementation B957 GM in Projects Example
Gender Marker Guidelines	ITC Mainstreaming Guidelines
Gender Marker Guidelines	CEB Guidance Note on GEM Quality Assurance
Gender Marker Guidelines	Project Management Guidelines - Development Marker Guidelines
Gender Marker Guidelines	Implementation B950 SheTrades Rwanda GM in projects
Financial resource tracking information	ITC Summary Model Plan Allocation Expenditure 2021 preliminary


 PI10 Financial Resource Allocation INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES	
EXCEEDS	
Category	Documents

Other	Statement II ITC Financial Statements 2020 Total entity revenue
Financial Tracking/ monitoring data	ITC Summary Model Plan Allocation Expenditure 2021 preliminary
Financial Tracking/ monitoring data	RB PSC GM sections
Financial Tracking/ monitoring data	Specific Allocations TRTA 2021 Gender Marker Extract July
Annual report	Annual Report 2020 EN
Annual report	CCITF Report Jan June 2021
Other	CEB Guidance Note on GEM Quality Assurance
Other	Executive Director's Bulletin on ITC's Project Development Progress
Other	Project Management Guidelines - Development Marker Guidelines
Financial Benchmark documents	Executive Director's Bulletin on ITC Gender Equality and Women's Empowerment (GEWE) Framework Benchmark Setting


 PI11 Gender Architecture INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES	
MEETS	
Category	Documents
Gender Policy/Plan/Strategy	Executive Director's Bulletin on Gender Parity and Capacity Assessment at ITC
Gender Policy/Plan/Strategy	Executive Director's Bulletin on ITC Gender Equality and Women's Empowerment (GEWE) Framework
Gender Policy/Plan/Strategy	Executive Director's Bulletin on ITC UN SWAP 2.0 Gender Architecture
Gender Policy/Plan/Strategy	Information Circular on ITC UN-SWAP 2.0 Gender architecture 2019-2021
Focal Point Terms of Reference	Information Circular ITC Gender Focal Point 2019-2020
Focal Point Terms of Reference	Information Circular on ITC Disability and Accessibility Focal Point
Focal Point Terms of Reference	Information Circular on ITC LGBTIQ+ Focal Point


Focal Point Terms of Reference	ITC Diversity and Inclusion Group Terms of References
Other	Job Opening Associate Programme Officer, Gender Equality, Diversity and Inclusion
Other	P-2 Associate Programme Officer Gender, Diversity and Inclusion JO
Organizational chart	ITC's Functional Gender Unit- graphic

 PI12 Equal representation of women	
INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES	
APPROACHING	
Category	Documents
Gender Parity Statistics	Executive Director's Bulletin on Gender Parity and Capacity Assessment at ITC
Parity Strategy/ Implementation Plan	2014 Baseline Report Gender Balance at ITC
Parity Strategy/ Implementation Plan	ITC 1st Report to CEB on GEEW and Gender Parity Action Plan
Other	2021 Mentoring Model
Other	Engaging Men for Gender Equality Blogpost
Other	Gender Parity Dashboard
Other	HR recruitment - TFIC - participant details
Other	Language Used in Vacancy Announcements
Other	Mandatory Goals 2020-2021
Other	Note, male engage
Other	SMC Briefing on ITC Gender Parity Plan


 PI13 Organizational culture	
INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES	
MEETS	
Category	Documents
Leave Policy	Executive Director's Bulletin Policy on Breast- and Bottlefeeding
Leave Policy	Parental Leave Policies, combined

Flexible Work Arrangement Policy	Work-Life Balance Policies and Key Documents combined
Prevention of discrimination and harassment policy	Conduct and Disciplinary Measures Policies, combined
Organizational survey	Employee Engagement Survey 2021
Exit survey	Executive Director's Bulletin on Mandatory Exit Questionnaires
Other	Administrative Instruction on Mandatory and Recommended Training at ITC
Other	Briefing presentation ITC Mentoring Programme for Women 2021
Other	Corporate Brochure Gender Equality, Diversity, Inclusion
Other	ED Communications
Other	Gender Unit All ITC emails
Other	MenEngage initiatives
Other	UN Today Article 100 Coffees for Inclusion at ITC

 PI14 Capacity Assessment INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY	
EXCEEDS	
Category	Documents
Capacity assessment survey/questionnaire	GEWECapacityAssessmentReport_UNSWAP_2
Capacity Development Plan	ITC's Capacity Development Plan 2020-2021 with appendix
Other	Executive Director's Bulletin on Gender Parity and Capacity Assessment at ITC

 PI15 Capacity Development INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY	
MEETS	
Category	Documents
Training module	Gender Unit Induction Session sample invite

Training module	Gender Unit Induction Training
Tracking/monitoring document	HR recruitment - TFIC - participant details
Document indicating Mandatory GE training	Administrative Instruction on Mandatory and Recommended Training at ITC
Tracking/monitoring document	I Know Gender training compliance report

 PI16 Knowledge and Communication INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / KNOWLEDGE, COMMUNICATION AND COHERENCE	
EXCEEDS	
Category	Documents
Communication plan	ITC Communication Strategy 2018-21
Knowledge product	ED lecture on Feminist Foreign Policy at UWI
Knowledge product	Gender Unit intranet page
Knowledge product	GEWE publication sample
Knowledge product	Internal newsletters sample
Knowledge product	ITC International Women's Day campaign
Knowledge product	STG Launch Event
Other	ED Communications
Other	IGC Trade Impact Group Meeting Agenda
Other	ITC ED International Gender Champions pledge
Other	Social Media Sample
Other	Strategic Plan 2022-2025

 PI17 Coherence	
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INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / KNOWLEDGE, COMMUNICATION AND COHERENCE

EXCEEDS

Category	Documents
Peer Review report	ITC Review of WHO Performance
Other	2021 Record of support offered to other organizations
Other	Concept Note UNSWAP Buddy system
Other	IGC Trade Impact Group Meeting Agenda
Other	ITC membership UN Action against Violence in Conflict
Other	ITC's Participation in UNSDG Gender Equality Task Team. Summary of meeting 20 Oct 2020
Other	UN Women Newsletter with 2021 UN-SWAP Conference Report

UN-SWAP 2.0

ACCOUNTABILITY FRAMEWORK FOR MAINSTREAMING GENDER EQUALITY
AND THE EMPOWERMENT OF WOMEN IN UNITED NATIONS ENTITIES

FOR MORE INFORMATION ON THE UN-SWAP

PLEASE VISIT

<https://www.unwomen.org/en/how-we-work/un-system-coordination/promoting-un-accountability>

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