

ITC GENDER MAINSTREAMING POLICY

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ITC's Senior Management Committee discussed and endorsed this Policy on 6 April 2011. This version is still under review and may undergo minor editorial revisions as a result.



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BACKGROUND TO THE ITC GENDER MAINSTREAMING POLICY

GENDER MAINSTREAMING

Gender mainstreaming has been a UN policy since 1997 when the Secretary General defined and adopted it as a way forward for all UN agencies. Gender mainstreaming is a comprehensive strategy aimed at achieving greater gender equality by integrating a gender perspective into existing programmatic areas, and policies. It states gender mainstreaming as a policy objective is best served by:

“...the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The goal is gender equality” (Report of the UN Economic and Social Council for 1997).

This gender mainstreaming policy is intended to guide ITC’s work and provide staff and partners with guidelines on gender mainstreaming. This document will be in the public domain. It will be accompanied by an Action Plan to guide implementation (2011-2012). While the strategic objectives and programming areas may be reprioritized over time; the gender mainstreaming policy will remain in place.

It should be noted that ITC’s overall objective, Export Impact for Good, remains unchanged. Gender Mainstreaming is entirely consistent with this objective, as the economic empowerment of women contributes to both trade and development outcomes. This Policy, and gender mainstreaming in general, form part of a continuous process at ITC of systematically integrating internationally agreed development objectives into the way ITC does business.

1. THE BUSINESS CASE:

There is an underlying economic rationale to support the enhanced role of women in trade.

Women’s Contributions to Trade:

- Women informal traders contribute significantly to national GDP, accounting for 64% of value added in trade in Benin, 46% in Mali and 41% in Chad.¹
- In SADC alone, intra-SADC trade accounted for \$US 17.6 billion in 2010 of which 30-40% is in cross-border trade. Women make up a substantial portion (70%) of this cross-border trade, amounting to over \$US 4 billion for women cross-border traders alone.²
- SMEs owned by women are a growing force to be reckoned with, and make up over 38% of registered small businesses in Uganda, 60% in Rwanda and 68% in Lao PDR. But women access only 9% of available banking credit in Uganda.³

¹ ILO (2004)

² Tacko Ndiaye, Expert Roundtable on Gender Dimensions of Aid for Trade 25.10.2010

- The impact of women workers in export-oriented industries has fuelled economic growth, especially in Asia, where women form 80% employment in Export Processing Zones (EPZs).

Productivity: McKinsey findings of “Women Matter” (2007/08) demonstrate the positive economic returns of women in a firm’s management structure;

Positive Impacts: *“Investing in women and girls has a multiplier effect on productivity and sustained economic growth...Investing in women is not only the right thing to do, it’s the smart thing to do.” (Ban Ki-moon, Secretary General, United Nations (2008))*

2. THE DEVELOPMENT CASE:

The development case emphasizes that greater gender equality and economic performance are engines for development impact and poverty reduction.

Generates Income: Increased labour force participation rates and the entrepreneurship of women leads to more income generation, employment, wealth creation, slows population growth, and improves the social status of women in the home and the community.

Families Benefit: Expanding women's opportunities to engage in export-oriented employment and entrepreneurship raises women's income. Studies show that increases in women's income tend to correlate with greater expenditure on family welfare and children, (up to 90%) unlike similar increases in the income of men (38%)⁴.

Remunerating women: Family incomes may rise as a result of women working, however in situations where the women themselves are not paid for their labour, the ‘family benefit’ described above may not arise. Special attention needs to be accorded women obtaining and retaining control of financial resources, especially in rural areas.

Employment: Women make up 60% of non-agricultural self-employment. They make up over 80% of domestic agricultural employment and 70% of agri-processing. They employ more persons (1.2 average) in their home businesses and support (3.2) children and (3.1) other dependents. Women entrepreneurs are more likely to employ other women and purchase from women suppliers⁵. This, in turn, could be said to lead to a virtuous engagement of women in the value chain⁶.

Despite these contributions, unambiguous research reveals:

- The differential impact of trade on women and men as both producers and consumers⁷
- Access to required resources to enable women to benefit from trade opportunities is still elusive in many developing countries due to economic, social, cultural, and legal constraints⁸
- The significant contribution of women as cross-border traders and as SMEs, yet their continued marginalization from the consultation processes informing many trade agreements

³ UNIFEM Fact Sheet on Cross border Trader (2010)

⁴ Innovations in Export Strategies: Gender Equality Export Performance and Competitiveness (ITC 2007 pg:6)

⁵ Innovations in Export Strategies: Gender Equality Export Performance and Competitiveness (ITC 2007 pg:7)

⁶ Innovations in Export Strategies: Gender Equality Export Performance and Competitiveness (ITC 2007 pg:7)

⁷ Trade and Gender: Opportunities and Challenges for Developing Countries UNCTAD 2004

⁸ Gender Mainstreaming in the Multilateral Trading System: A Handbook for Policy makers M Williams 2003

3. LESSONS LEARNED SINCE THE BEIJING PLATFORM FOR ACTION (1995)

Building on both the business and development cases for mainstreaming, a great deal has been learned since 1995 about the importance of mainstreaming and how it should be conducted. Executive Director Patricia Francis summarised many of these recently:

- **Women already contribute to trade** but they are often marginalized by a myriad of discriminatory legal and cultural practices, and their contributions unrecognized. ITC needs to focus upon the business sectors that have both export potential and high human development impact and work on women's empowerment within trade practices to unleash this potential.
- **There are gender-based constraints to trade.** Women's increased participation in decision-making is critical to their empowerment and to their access to needed resources so as to be economic players able to respond to market signals." ITC needs to address gender based constraints to trade.
- **Gender mainstreaming and women's empowerment are key developmental strategies for achieving gender equality and a key to the eradication of poverty.** Women make up the majority of the poor. To make a sustained impact on reducing poverty, trade strategies must empower women.
- **Mainstreaming; not just exclusive activities.** Probably the most important lesson learned being the need for an integrate approach to mainstreaming gender, not a number of one-off activities

As a result, most international agencies have policies that direct and guide their gender mainstreaming processes in meeting relevant sustainable development objectives. ITC, as a technical cooperation agency of the UN and the WTO, supports partner countries in realizing their commitments to the Millennium Development Goals and to addressing poverty alleviation through economic growth and trade. While gender-targeted ITC technical assistance programmes, such as ACCESS!, and the Women and Trade Programme, demonstrate ITC's commitment to assessing and addressing gender issues, gender needs to be mainstreamed across all programmes. Gender sensitizing partners to the needs and value of women's enterprises, as well as men's, is also required to increase leverage and sustainability. To start, ITC's commitment to mainstreaming needs to be embedded in the ITC strategic framework, and subsequently programme and project performance indicators to ensure that it happens. Gender mainstreaming throughout all ITC's policies, processes and activities will help this stated priority to succeed.

4. ITC STAKEHOLDER ENCOURAGEMENT AND GLOBAL GUIDING PRINCIPLES:

On the basis of lessons learned and the increasing recognition of the business and development cases for gender, there has been increasing encouragement given to ITC to incorporate a more systematic gender mainstreaming policy. The evaluation of ITC (2006) spoke of gender as a key area to address, saying that without more attention to gender equity and MDG outcomes, ITC would be challenged to demonstrate outcomes and impacts effectively. Through Joint Advisory Group (JAG) meetings, ITC stakeholders from both client and donor countries have consistently supported enhancing gender mainstreaming efforts at ITC.

In addition to stakeholder demand, a number of global principles guide this gender mainstreaming policy. They are:

The UN Charter which reaffirms fundamental human rights in the dignity and worth of the human person, in the equal rights of man and women, and of nations large and small and employs (its) international machinery for the promotion of economic and social advancement of all peoples.

The Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW): Articles 13 and 14 ensure women's equal rights in areas of economic life, with specific rights to bank loans and credit, the economic survival of families and to the equal benefits of development.

The Millennium Declaration: The equal rights and opportunities of women and men must be assured. No individual or no nation must be denied the opportunity to benefit from development.

The Millennium Development Goals: ITC supports partner countries to reach their Millennium targets through trade and export development.

World Trade Organization, Aid for Trade: The core business of the WTO is making trade possible. Lacking women's full productive potential deprives a country of their best trade and economic growth. The integration of gender...leads to better results⁹. What's good for women is good for trade!¹⁰

Women's Empowerment Principles, UNIFEM /Global Compact: Equality means business with practices that empower women.

The Beijing Platform for Action: Partner countries of ITC have all signed the principles of the Beijing Platform for Action which promotes women's economic rights under its Strategic Objectives and Actions Women and the Economy, Strategic Objectives F1 to F4¹¹.

SITUATIONAL ANALYSIS

ITC recently undertook a gender assessment to provide a baseline for ITC's future planning. This assessment underscored the potential that gender mainstreaming could bring to ITC programming, but revealed more is required. Only twenty four percent (24%) of 2010 ITC projects demonstrated any gender dimensions within them.¹²

However, the same assessment concluded there was a strong 'gender fit', given ITC's focus upon trade related technical assistance (TRTA) to small businesses. While women's economic activities predominate in the informal sector, and are typically under-represented when compared to men in the formal sector, new statistics are showing women are forming an increasingly large proportion of formal registered small businesses in many developing countries, and are contributing significantly to cross-border trade. The assessment concluded that ITC was well placed to capitalize upon this potential and even consider it a niche area of ITC support. ITC already serves significant numbers of women producers and women-owned enterprises within its client groups but this is not always adequately captured in ITC reporting. The assessment also points out that ITC needs to adopt a more rigorous way of targeting women in projects, as well as gender disaggregated data, to be able to report more accurately on its service to women as a client group.

While not yet systematically adopted, ITC has produced some good practice. At the policy making level for the empowerment of women in business and trade, ITC has developed a gender-sensitive approach to national export strategies. The ACCESS! Programme provides export training and business

⁹ V. Rugwabiza, Dep.Sec.Gen./WTO at the Expert Roundtable on Gender Dimensions of Aid for Trade 25/10.2010

¹⁰ Pascal Lamy, Secretary General / WTO at the Expert Roundtable on Gender Dimensions of the Enhanced Integrated Framework April 2008

¹¹ These BPFA sections include(i) promoting women's economic rights and independence including access to employment, appropriate working conditions and control over economic resources;(ii)Facilitate women's equal access to resources ,employment, markets and trade;(iii)providing business services, training and access to markets, information and technology, particularly to low income women;(iv) strengthen women's economic capacity and commercial markets.

¹² A Gender Assessment and Baseline of Gender Mainstreaming in ITC with Recommendations: submitted to ITC August 31 2010.

opportunities for women through a network of African trade promotion institutions. And a gender focus has been piloted in some sectoral projects, for example, the silk sector in Asia, Ethical Fashion in Africa, and textiles and clothing in Latin America.

To this end, ITC has recorded the need to strengthen its gender mainstreaming in its Strategic and Operational Plans and, in particular, to develop a systematic approach to gender mainstreaming in all aspects of the project cycle management. Lessons learned will be used to strengthen gender mainstreaming to ensure the realization of trade as an instrument for achieving the MDG's, including poverty reduction, gender equality, and the empowerment of women. It is in the logical framework of the Women and Trade Programme to spearhead this initiative, with the intention of mainstreaming gender into all of ITC's policies, processes programmes, projects, and activities.

CONCEPTUAL FRAMEWORK FOR THE ITC GENDER MAINSTREAMING POLICY

Critical to the success of a gender policy is the integration of gender within the broader strategic planning framework, and its subsequent cascade to programming and project development.

What gets measured gets done. Unless gender is explicit or seen as a designated priority in strategic planning frameworks and the range of accompanying performance indicators, it will not cascade down as a priority into programming areas nor appear in log frames of projects. This cascade starts at the corporate level and leads down to the project level. Disaggregation for gender means *explicitly targeting both men and women*, not using general terminology such as persons, clients groups, producer groups, the poor or even SMEs and entrepreneurs. Experience has shown that without this explicit targeting, chances of project benefits actually reaching women is slight, given the many constraints women face and their typical marginalization in public and private sector representation in many developing countries. It is even more important to specify and articulate women (and men) as beneficiaries, as ITC often implements through partners.

So while ITC implies women are included at the higher goal and vision level by the terminology used ("*sustainable, human development*", export import *for good*), much more is required in the cascade of strategic frameworks and objectives at programme and project level, as well as in their matching performance indicators, to ensure appropriate gender entry points. This is the heart of the first Commitment under the policy later in this document.

ORGANIZATIONAL RESPONSE

A gender-balanced work force is an imperative for achieving success in any modern organization. Acting on a number of UN principles¹³, the General Assembly has repeatedly called for gender balance across the UN Secretariat and its systems at all levels. The research is compelling. The connection between gender balance and organizational performance has been well documented in the private sector.¹⁴ The UN General Assembly on 23 December 2010 adopted resolution 65/247 on 'human resources

¹³ Articles 8 of the Charter of the United Nations stipulate that there shall be no restrictions on the eligibility of men and women to participate under conditions of equality in its principal and subsidiary organs. The Universal Declaration of Human Rights also states that there can be no distinction or discrimination on the basis of gender (Articles 2 and 23)

¹⁴ Numerous studies have found that companies with a more balanced representation of women in their top management teams considerably outperform their counterparts with a lower representation of women at top levels.

management' and this included their expressing 'serious concern that progress towards the goal of 50/50 gender balance in the UN system, especially at senior and policy making levels, has been slow', and requested the Secretary General to 'increase his efforts to attain and monitor the goal of gender parity in the UN Secretariat' in particular at senior levels, and in this context to ensure that women, especially those from developing countries and countries with economies in transition, are appropriately represented within the Secretariat, and to report thereon to the General Assembly at its 67th session.

ITC recognizes reaching this goal is an important if complex undertaking. ITC ranks near the middle of UN organizations in representation of women in professional posts. In 2009, women made up 36% of professional staff at ITC (57 women out of 160 total professional staff). Women were well represented at the Senior Management level though less so at the P5 level (22%); P4 level (29%) and P3 level (36%). The highest disparity is among General Service staff where men represent only 20% of staff members. Much work remains to be done to understand how best to reach this goal in an organization the size of ITC, especially given the high proportion of extra budgetary resources which imply a high level of volatility in staffing. This policy commits to undertaking this important work.

In terms of "Work Life / Work Balance" issues, ITC has taken a range of policies to promote flexible work arrangements (more utilized by women staff) and maternity and paternity related issues. Women staff, in particular, face child care issues arising from Swiss schools schedules and the "long working hours syndrome" prevalent at ITC.

SUPPORTIVE ACTIONS REQUIRED

To assist with this progress and impact, ITC needs a gender mainstreaming policy and action plan to guide its journey. While gender mainstreaming and the empowerment of women are key for achieving development impact and export growth in ITC work, a number of processes and mechanisms will be employed to operationalize and implement gender mainstreaming at ITC.

The elements, outlined in the gender mainstreaming policy, will be supported by:

- The establishment of a Gender Working Group at ITC to guide this process
- Defining roles and responsibilities at both management and staff level to commit to making this gender policy effective
- Engendering performance indicators to monitor for its progress
- A detailed implementation Action Plan to include:
 - Providing gender mainstreaming guidelines for projects and programmes
 - Capacity Building of key stakeholders, including ITC staff, TSIs and other partners
 - Annual monitoring and evaluation of the progress of gender mainstreaming within projects and processes
- Human Resource efforts to ensure processes are in place to support managers in reaching gender parity levels of staff within an equitable workplace milieu
- A strategy for resource mobilization to support gender mainstreaming in initiatives.

THE ITC GENDER MAINSTREAMING POLICY

Through its gender mainstreaming policy, ITC commits to the following objectives:

1. ITC COMMITS TO MAKE ITS STRATEGIC FRAMEWORK AND PERFORMANCE INDICATORS GENDER-RESPONSIVE

Policy Objective: At the corporate level, to make ITC's strategic frameworks and performance indicators gender-responsive to ensure that women and men benefit from ITC's programme, projects and activities.

To achieve this, ITC will:

- Incorporate gender-responsive elements¹⁵ in the strategic framework and strategic plan to provide a greater rationale for gender within ITC programmes and projects
- Articulate clearly men and women as targeted beneficiaries of ITC programmes, projects and activities

2. ITC COMMITS TO TRAIN STAFF IN GENDER MAINSTREAMING

Policy Objective: To train all ITC programme staff in mainstreaming gender into ITC projects and programmes.

To achieve this ITC will:

- Develop appropriate tools and train ITC staff to strengthen their capacity to undertake gender analysis and mainstreaming
- To extend gender mainstreaming training and the sharing of good practices with selected Trade Support Institutions (TSIs) and other partners, ensuring that gender mainstreaming moves beyond the design stage and into implementation practices

3. ITC COMMITS TO MAINSTREAM GENDER IN ALL PROJECTS

Policy Objective: To mainstream gender in all ITC programmes, projects and activities.

To achieve this ITC will:

- Modify PQAG and other processes to incorporate how to make projects and programmes gender sensitive
- Develop a realistic screening process to be undertaken by appropriate senior managers (Section Chiefs and Directors) to ensure gender is adequately integrated into projects from the earliest design stage
- Incorporate women's input into consultations and project activities and implement projects in a gender-sensitive manner

¹⁵ In part, this process involves formulating objectives using terms such as men and women, inclusive or equitable.

- Ensure gender mainstreaming appears in the job descriptions (JDs) of ITC programme and project staff as well as managers and others with supervisory responsibilities and is included in their work plans, performance evaluations and consultant's Terms of Reference

4. ITC COMMITS TO GENDER-SENSITIVE REPORTING, MONITORING AND EVALUATION

Policy Objective: To measure results of gender mainstreaming through gender sensitive reporting, monitoring and evaluation

To achieve this, ITC will:

- Undertake to collect project relevant, sex-disaggregated data, so adequate monitoring can occur
- Review and apply ITC's Development Marker on "Women" to all trade-related technical assistance projects, to monitor the attention given to "Women" in ITC's project conception and design, and report annually against the 2010 baseline
- To initiate Gender Working Group quarterly reporting to the Executive Director on progress and suggested actions required to strengthen gender mainstreaming
- Ensure gender is reported as a cross-cutting issue in future Annual Reports and other public documents

5. ITC COMMITS TO GENDER PARITY IN STAFFING AND TO CREATE AN ENABLING WORK ENVIRONMENT

Policy Objective: To achieve gender parity in staffing at all levels and good work-life balance

To achieve this, ITC will:

- Update, provide training on and implement its gender policy to ensure that equal opportunities for women and men are secured at all levels of staff administration, recruitment and promotion
- Gender-sensitize the People Strategy
- Review Work/Life policies that are in place, assess the degree to which they are being used and any impediments to their full utilization

IMPLEMENTATION

The implementation of this gender mainstreaming policy requires the commitment, participation and contribution of each staff member. The responsibility and accountability for its successful implementation rests with the Executive Director, Directors, Chiefs and the programme and project managers. Senior Management is responsible for the approval and implementation of an Action Plan to guide the realisation of the policy, supported by the mobilisation of adequate human and financial resources.

An Action Plan is attached in Annex One. *[This is in a final round of review and will be added once endorsed.]*