The 2014 Independent Evaluation of ITC and the 2015 OIOS Programme Evaluation of the ITC

Report on the implementation of the ITC management response actions

- **Update on the implementation status, 10 June 2016**

About this report

This report is an update on the actions set out by ITC management as their response to two evaluations of ITC.

The first, the independent evaluation of ITC covering the period from 2006 to 2013, was commissioned by ITC donors, carried out by Saana Ltd. and completed in 2014. The ITC management response was endorsed by the ITC Joint Advisory Group (JAG) in January 2015.

The second, an evaluation by the UN Office of Internal Oversight (OIOS), was completed in March 2015 and presented to the UN's Committee on Programme Co-ordination in June 2015. This evaluation assessed the results of the independent evaluation of ITC and extended the period of analysis to include 2014. The ITC management response to this, drawing on responses already made to the prior evaluation, was completed and shared with both OIOS, the Consultative Committee of the ITC Trust Fund in April 2015. It also formed part of the formal submission of the report to the UN Committee on Programmes Co-ordination.

This report was first presented to the members of the Joint Advisory Group in June 2015, with an update on the actions taken by June. The same document was updated for the CCITF meeting in November 2015, and has now been updated a second time, to inform CCITF and JAG members about the present status of the actions.

For ease of use, the table in this report combines the actions from the two evaluations, making clear references to the original recommendations. Item IE1.1 refers to the Independent evaluation, Recommendation 1, Action 1 and so on. It also provides information on whether the action is considered open or completed, the extent of progress made so far and reports any relevant outputs or products, e.g. the Strategic Plan.

This report is in keeping with the commitment made by ITC management to ensure that progress on the implementation of these recommendations will be regularly reviewed and reported to the JAG and CCITF.

Note: The implementation of these recommendations, in particular the pace in moving to a more strategic, better prioritised, more impact-driven, more coherent programmatic approach will be greatly aided by longer term financial commitments from funders. The same applies to the coverage of the deployment of ITC services in a wide range of countries and regions.

STRATEGIC RECOMMENDATION 1:

Move to a strategic base for supporting and deploying ITC's unique strengths in the global Aid for Trade effort.

- *The six clustered focus areas in the current ITC Operational Plan and Case for Support should be provided with substantial longer-term financial support (5 year minimum) and should be developed and deployed by ITC in genuinely strategic ways for a wide range of countries and regions.*
- *De-emphasize ambitions for conventional country programmes, in favour of capitalizing on proven ITC strengths globally and regionally.*

Recommended Actions to ITC's Management:

- *Use a small high-level programme-development and support unit, made up of experienced operational officers, to flesh out 6-10 year strategic programmes and longer-term support under the clusters, in pro-active dialogue with potential beneficiaries, operational staff and donors.*
- *Task this unit with reporting in one year to management and JAG on initial experience, including lessons for the responsibilities and working relationships of technical and geographical units, any suggested pruning of non-strategic services or products, and possible structural or other implications.*
- *Do not accept shorter-term, one-off projects that do not capitalize on ITC's potential contributions, but instead detract from its strategic effectiveness.*

Action ID	Action	Status	Responsible parties	Target completion date	Means of verification	Comment
IE1.1	Strategic Plan: The new Strategic Plan 2015-2017 has articulated ITC's unique strengths and cemented its strategy around the six focus areas. It reinforces ITC's key role in the Aid for Trade landscape. The focus areas are underpinned by a programmatic approach which aims to clarify the ITC portfolio and align it with its strategic goals.	🟢	SPPG	Done	Strategic Plan 2015-17	
IE1.2	Theory of change: ITC has also developed an intervention logic that further details the corresponding theories of change that ITC deploys as set out in the Strategic Plan.	🟢	SPPG with input from Divisions	Done	"One ITC" Intervention Logic	

Key: 🟢 Completed   🟡 In progress   🔴 Not started

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IE1.3 & OIOS5.5	Programmatic Approach: Under each of the six focus areas relevant programmes will be developed. ITC's programmatic approach will include an intervention logic that analyses and organizes current ITC services into a logical and coherent sequence, identifying needs for improvement and innovation, as well as gaps to be addressed for each programme. This will determine standard success criteria attributable to activities delivered by ITC Sections at each step of beneficiaries' change process, and support evaluations of the impact of ITC's interventions on the ground. It will also include the introduction of programme management standards such as programme boards and sponsors.	🟢	DBIS, DMD and DCP	H2 2015	Programme documents	ITC is advancing in the intervention logic for each one of the programmes within the 6 focus areas. Internal task forces have been set up for each programme and there is ongoing dialogue with interested members to ensure relevant suggestions are incorporated. ***Status update:*** 23 June to 12 November 2015: The goal and scope of each of the 15 programmes has been approved by ITC management, and a number of programme development tasks are currently in progress. Key among the tasks is the development of theories of change (ToCs). Drafts have been developed for all programmes and are in the process of being validated through an inclusive consultative process. 12 November 2015 to 10 June 2016: ToCs and Programme Document drafts have been developed for all programmes and are in the process of being validated, with 8 already having received full SMC approval. Standard success criteria that can be aggregated across programmes were specified. Communication materials on the programmes will be developed over the coming months.
IE1.4	Catalogues of ITC Products and Services: It will focus on areas where ITC has greater value added and discontinue in the areas with lesser comparative advantage. The programmatic approach and he catalogue will ensure better prioritisation, fewer 'shorter-term, one-off projects', and ultimately, greater impact	🟢	SPPG	H1 2015	Catalogue of ITC Products and Services	Catalogue under preparation, in parallel with the programmatic approach. ***Status update:*** 23 June to 12 November 2015: A catalogue of ITC products and services is developed. 12 November 2015 to 10 June 2016: The catalogue is available on ITC's website: http://www.intracen.org/itc/about/mission-and-objectives/

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IE1.5	<u>Programme Development</u>: A task force will be set up charged with programme / project design to ensure coherence and efficiency.	🟢	ITC Management	Done	Setting up of task force with objectives and success criteria	
IE1.6 & OIOS3.2	<u>Annual Operational Plan</u>: The goals outlined in the Strategic plan will be implemented via Annual Operational Plans. The implementation and accomplishments will be reported to members through Annual Reports.	🟢	OED and DPS	H2 2017	Annual Operational Plans Annual Reports	2015 Operational Plan completed and circulated to members in Q1. 2014 Annual Report completed and will be discussed at the 2015 JAG. From 2015 the annual planning process will include a portfolio review. ***Status update:*** <u>23 June to 1 November 2015:</u> Operational Plan 2016, aligned with the Strategic Plan, is under development and on track to be delivered in 2016. This has been informed by a portfolio review. 2015 Annual Report to be completed in Q1 2016 <u>12 November 2015 to 10 June 2016:</u> The Operational Plan 2016 and Annual Report 2015 were developed and published. Reporting in the Annual Report referred to the targets set in the Operational report. This interlinked planning and reporting process has been institutionalised and will be maintained. This action has been integrated into ITC processes and is now a continuous practice.
IE1.7 & OIOS2.3	<u>Serving Country Needs</u>: At the country and regional level, each programme within each of the six focus areas will be adapted and customized into client-focused integrated solutions.	🟢	ITC Management	H2 2017	Programme Plans	All country and regional interventions under design adapt ITC's programmes to suit local needs. ***Status update:*** <u>12 November 2015 to 10 June 2016:</u> Implemented and ensured through the participation of Country Managers and country / regional target beneficiaries and partners in the design and implementation of country and regional level solutions. This action has been integrated into ITC processes and is now a continuous practice.

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STRATEGIC RECOMMENDATION 2:

Protect and develop ITC's main and distinctive working assets: its special capacity to deal with the private sector in trade and its excellence in technical expertise and appropriate technical assistance.

Recommended Actions to ITC's Management:

- *Regularly maintain and use the new Client Relationship Management System as an essential pillar of ITC's private sector advantage and its worldwide network of clients and partners.*
- *Stage and phase further reforms and growth to existing and developing capacities to avoid overload and constant improvisation.*
- *Building on progress to date; rapidly finalize "good enough" systems of project cycle management, results-based management and reporting and knowledge management together with the other key challenges identified.*
- *Resolve anomalies in management practice and in the status, recognition and deployment of the whole ITC workforce and managers. Build in the time, resources and incentives for proper performance appraisal and staff development.*

Action ID	Action	Status	Responsible parties	Target completion date	Means of verification	Comment
IE2.8 & OIOS4.5	Improvement in CRM: ITC will focus on making CRM work even better: workflows and processes to update data will be established; new reports will be enabled allowing better management information; and modifications will be made to enhance core processes such as the Note for File, and the scanning of business cards. In addition definitions of what constitutes a client will be reviewed.	🟡	DMD	Initial target completion date: H2 2015 Revised target completion date: H2 2016	CRM meeting development criteria	Further system improvements will be rolled out in September 2015, in parallel with the release of CRM Dynamics update and the New Project Portal. ***Status update:*** <u>23 June to 12 November 2015:</u> Improvements to the CRM were rolled out in September 2015. They have enabled the simplification of a number of processes and workflows that will facilitate the use of the system, including the preparation of Notes for File and entering account and contact details. A new report enables project specific client data to be collated and easily displayed. A business card scanning solution has been implemented. In terms of client definition, data will be included in the system for organizations that constitute entities with which ITC has regular contact or may have the need to have ongoing contact. <u>12 November 2015 to 10 June 2016:</u> User feedback was collected among ITC staff. While the system works for some, there is room for improving the user-friendliness of client data storage and retrieval further. This will be addressed in Q3-4 2016.

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IE2.9 & OIOS2.1 & OIOS2.4 & OIOS 3.1	Quality Control Process: Since 2012, ITC has followed a quality control process for all TRTA projects. This has significantly raised the quality of project development. Every project has a logframe, which shows direct contribution of that project to the overall corporate goals. Since 2013 key features of successful projects (risks, exit strategies etc.) are systematically considered. In 2014 the quality assurance process was streamlined, quality assurance was placed at the heart of the Project Appraisal Committee (PAC), core information needs were redefined, and a scoring system to grade proposals on their quality was introduced. The monitoring and evaluation plans of new projects are assessed as part of the project quality assurance process.	🟢	OED	Done	Communication on quality control process at ITC	Project design templates and processes have been reviewed. There may be need for future adjustments as a result of the programmatic approach. ***Status update:*** 23 June to 12 November 2015: The New Project Portal (NPP), launched on 20 July 2015, fully supports ITC's quality assurance process and ensures that specified information requirements are systematically met in each project phase. Project quality scores have improved, supported by e-learning modules on project design. The NPP also supports ITC's change control process, and ensures that records of changes and reasons for change are systematically documented. 12 November 2015 to 10 June 2016: The annual statistics, gathered by the Project Appraisal Committee (PAC) show that the project quality ratings have improved. Over 80% of projects received ratings of 1 or two, compared with 66% in 2014, while no project was rated 4 (worst rating), compared with 6% in 2014.

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IE2.11 & OIOS4.2 & OIOS4.4	Evaluation: Since the end of 2013 ITC has been implementing a more systematic approach to evaluations that is better aligned with corporate goals and strategies. • By 2015 this will comprise in-depth evaluation through a limited set of strategic-level independent evaluations, focusing on priorities defined in the ITC Strategic Plan. 🟢 • ITC is also increasing the extent of evaluation coverage through self-evaluations. These will be subject to a formal validation process to ensure that they meet quality standards. 🟡 • ITC evaluation function will support the gradual development of standard corporate practices governing the use and development of impact measurement techniques i.e. selection criteria, questionnaires and methods that establish clear attribution of observed changes to ITC activities. 🟡 • ITC will also roll out staff training on evaluation and impact assessment 🟡		OED	H2 2016	Evaluation guidelines and development of standard corporate practices for impact evaluation	ITC's evaluation policy was revised in 2015. The 2015 corporate impact survey was conducted and results were processed. Guidelines on evaluation and self-evaluation are under preparation. Staff training on evaluation and impact assessment was included in the Evaluation Unit's (EU) 2015 workplan. ***Status update:*** 23 June to 12 November 2015: In parallel with the programme development process, standard corporate results indicators and standard practices for measuring these indicators are being developed. 12 November 2015 to 10 June 2016: The Evaluation Unit 2016 workplan was prepared in view of Strategic Plan priorities and risk assessments. The EU went through a peer review, the results of which will be presented at the JAG. Programme links to the SDGs have been developed and a standardized approach to reporting contribution to the SDGs is being put in place. Staff training on evaluation, impact and project closure self-assessments will be rolled out in H2 2016.

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IE2.12	Improve 'evaluability' of projects: ITC is also building better logic chains to establish clearer attribution between ITC activities and claimed results, building in better 'evaluability', embedding impact into every project and ensuring the integration of evaluation recommendations back into the project cycle.	🟢	SPPG with DBIS, DMD, DCP	H2 2015	Project and Programme Plans as approved by SMC	The programme theories of change (ToC) and logic models will serve as a framework for ITC projects, to enable evaluation of groups of related projects /programmes, together with revised evaluation policy and evaluation guidelines. *Status update:* 23 June to 12 November 2015: ToCs for each programme, within an overall ITC theory of change have been drafted and are being validated. 12 November 2015 to 10 June 2016: ToCs have been finalised for each programme. One programme level evaluation is already ongoing, and has been feeding into the refinement of the programme theory of change, as well as highlighting key country context considerations.
IE2.13 & OIOS5.4	Development and Retention of ITC Expertise: ITC places the development and retention of its expertise at the heart of its approach. The Strategic Plan 2015-17 places the development of expertise as one of its top five priorities for increasing the effectiveness of its interventions. Increasing investment in staff training on critical knowledge areas such as project management, SME competitiveness and functioning of supply chains will be a priority moving forward. In addition to its regular staff satisfaction surveys, ITC will implement 360 degree feedback starting with senior management in 2015.	🟢	DPS	H2 2017	Annual Report 2014	The 2015 staff technical training programme was adopted and is being rolled out. *Status update:* 23 June to 12 November 2015: The staff survey and 360° feedback on senior management will be rolled out in the second half of 2015 (December). 12 November 2015 to 10 June 2016: The ITC staff engagement survey was conducted at the end of 2015, and will form a baseline for an annual staff engagement survey. This action has been integrated into ITC processes and is now a continuous practice. Staff training and the results of the staff engagement survey have been included in the corporate KPIs. The 2016 staff technical training programme is being rolled out. A three-day learning event on SME competitiveness in trade in services, taught by leading academics, has just been completed for over 70 staff of ITC and partner organizations.

Key: 🟢 Completed 🟡 In progress 🔴 Not started

STRATEGIC RECOMMENDATION 3:
Pragmatically strengthen governance and continue to strengthen accountability while minimizing bureaucracy.

Recommended Actions to ITC's Management:
- *Strengthen the information to JAG and CCITF on plans, performance and results – under each of ITC's funding streams, including the Regular Budget – as well as on internal management and economical operation*
- *Be transparent and assertive about both the real progress and the limits in defining, advancing and reporting results in ITC's work and in in making and defending adjustments and adaptations to standardized UN requirements that may be necessary to accommodate its distinctive mission and essential business requirements*

Action ID	Action	Status	Responsible parties	Target completion date	Means of verification	Comment
IE3.14 & OIOS4.1	Improvements in Accountability: ITC Management is committed to improving accountability. • To this end in 2014 it commissioned an accountability framework, in conjunction with OIOS. The framework was delivered in 2014 and is currently being implemented. • ITC is also preparing to carry out a similar process on risk management.	🟢 (first bullet) 🟡 (second bullet)	DPS, OED	Done Initial target completion date: H2 2015 Revised target completion date: H2 2016	Accountability Framework Corporate Risk Framework	Accountability Framework done. Draft corporate risk framework received from OIOS. ITC management has provided comments and awaits the final version for review and implementation. ***Status update:*** 23 June to 12 November 2015: Follow-up on OIOS recommendations in progress. Corporate risk management framework to be introduced in Q1 2016. 12 November 2015 to 10 June 2016: Draft risk management framework developed. SMC validation expected before the JAG 2016.
IE3.15	Better Reporting: The new strategic focus areas and the underpinning programmatic approach introduced in the Strategic Plan 2015-17 will significantly aid reporting and accountability. ITC has improved its reporting on results and impact to the CCITF and JAG and will continue to do so.	🟢	OED	H2 2017	Reports to CCITF and for JAG	Reports to the JAG and CCITF (including the Annual Report) are being enriched with more and better data and analysis. ***Status update:*** 23 June to 12 November 2015: Improved CCITF report, as per CCITF requests. Concept for 2015 Annual Report currently under development. 12 November 2015 to 10 June 2016: Both the Annual Report 2015 and the CCITF Report 2015 finalised with more information, and with direct reporting on Strategic Plan and Operational Plan targets. This action has been integrated into ITC processes and is now a continuous practice.

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IE3.16 & OIOS4.3	Transparency and Impact: In 2013 ITC provided online transparency on all its technical assistance projects including development targets and results. • This transparency will be further improved in the new project portal currently being developed. • ITC has already improved reporting on its impact, with the 2013 Corporate Impact Survey, and will continue to find innovative ways to better understand, and measure, its impact. • ITC will continue to work on a set of 'impact stories' to better tell the ITC story publicly and will continue to build on this in the coming years.	🟢 🟡 🟢	OED	Done H1 2016 H1 2016	'Impact Stories' Corporate impact survey New Project Portal Beta	'Impact Stories' completed in 2015. Corporate impact survey conducted. Results aggregated and analysed. The launch of the New Project Portal will contribute to greater transparency. ***Status update:*** 23 June to 12 November 2015: New Project Portal launched Q3 2015. The current and future phases of its development will contribute to greater transparency. More rigorous and unified approach to results-setting, measuring and reporting. Impact survey 2016 under development. 12 November 2015 to 10 June 2016: Implementation of DCED standard for results measurement in progress. Decision not to repeat 2014/15 format of corporate impact survey, but pursue stronger impact assessment through various methodological approaches at programme level (see Annual Report), and standardization of results indicators at corporate level.
IE 3.17	Improved Accounting Practices: In 2015 ITC will complete the full transition to accrual based accountability following International Public Sector Accounting Standards (IPSAS) principles.	🟢	DPS	Done	Annual Report and Accounts 2014	

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IE 3.18 & OIOS4.6	Enterprise Resource Planning: ITC will implement the new UN Enterprise Resource Planning application, Umoja, and will finalize the initiative to assess the full costing of its programmes and projects. It will continue to reduce and automate internal processes and change paper processes into electronic ones. Together these elements will deliver a more transparent, leaner, more efficient ITC.	🟡	DPS	H2 2016	Annual reports	ITC is fully engaged as part of Cluster 4 in Umoja implementation. Over and above this significant undertaking ITC is continuing to automate internal processes, currently automating the MoU and HR Recruitment workflow processes. ***Status update:*** 23 June to 12 November 2015 ITC transitioned to UMOJA as of 9 November 2015. Process adjustments and business intelligence functions, including on project and programme costs will be developed throughout 2016 12 November 2015 to 10 June 2016: ITC has been adapting to Umoja and is learning to use its functionalities and develop efficiencies. A costing methodology, anchored in Umoja is under development.

STRATEGIC RECOMMENDATION 4:
Move ITC up to the next level of visibility, engagement and effectiveness as a key player in the global Aid for Trade effort.

Recommended Actions to ITC's Management:
- *Keep a steady focus and ITC's substantive expertise and credibility aimed at the strategic horizon suggested in Recommendation 1 and supported by the other Recommendations.*
- *To realistically enhance ITC's links among beneficiary countries and regions, recognizing its constraints, consider a very few carefully-designed, justified and evaluated liaison arrangements for key regions.*
- *With JAG and CCITF, enlist a small but representative group of engaged representatives of intended beneficiary countries and institutions, in Geneva and/or in capitals, to advise at regular intervals on cooperation possibilities, strategic design, key contacts and expertise and profile-raising opportunities.*
- *Continue to tell the ITC story publicly, highlighting promising innovations and breakthroughs as justified, while also using them to focus attention on the less glamorous, longer-term work of building sustainable results in supporting trade.*

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IE4.19	<u>Enhancing Visibility of ITC</u>: In the past year ITC has substantially raised its visibility. It completely revamped its website and its' Annual Report, significantly raising its social media presence – Twitter, Facebook and LinkedIn followers have grown to the many thousands each - and making a much greater impact across traditional print and online media. In 2013, close to 3,000 articles relating to ITC were published in printed and online media, which was up six-fold on 2012. ITC also successfully held its World Export Development Forum for the first time in Africa, in a landlocked country, Rwanda. ITC celebrated its 50th anniversary in 2014 with a high level event, an ethical fashion show and the publication of a 50th anniversary book on SME competitiveness. ITC also co-hosted the bi-annual WTPO in Dubai. ITC will also host an Annual Open-Door Day to provide Geneva-based stakeholders with a better understanding and interaction with the organization.	🟢	OED	2015-2017	50th anniversary book on SME competitive-ness; WEDF 2014 in Rwanda; Open Door Day 2014; Annual Report 2014; ITC Impact Stories; Trade Compass on UNTV	Regular video coverage of major ITC and partner events. Ten new publications, including a report on the TPO Network World Conference and Awards. Innovative events – e.g. panel debate and film for International Women's Day. Major events - preparations underway: WEDF 2015, WVEF 2015, Trade for Sustainable Development Forum, event at Financing for Development Conference in Addis Ababa. ***Status update:*** <u>23 June to 12 November 2015:</u> Ongoing work on increased visibility, e.g. through participation/organization of the events listed above; AfT Global review; WTO Public Forum; participation at the launch of the SDGs at the UN; launch of SME Competitiveness Flagship in Geneva, Dubai, Barbados and plans to do this in Nairobi; joint publication on sustainable tourism with UNWTO; participation at numerous events on trade related matters in Geneva; interaction with country and regional groups <u>12 November 2015 to 10 June 2016:</u> Further and ongoing work on increasing the visibility of ITC (see Annual Report on Communication and Outreach, Major ITC events and ITC partnerships). KPI on growth in ITC audience refined for 2016. 4 major corporate events planned for H2 2016. Flagship SME competitiveness report on Standards in Trade to be launched in Q3. This action has been integrated into ITC processes and is now a continuous practice.

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IE4.20	<u>Strategic Partnerships</u>: ITC will, in addition to enhancing its direct interaction, ensure its links with beneficiary countries and regions are enhanced by strengthening strategic partnerships with other international organizations through joint initiatives for greater impact in the field. This will include stronger collaboration with UN agencies through the One UN and UNDAF initiatives, and also continued involvement with in the Enhanced Integrated Framework, STDF and other similar programmes. ITC will also continue to enhance its collaboration with the private sector.	🟢	OED with all divisions	2015-2017	Annual Report	Agreements signed with International organizations: ISO, UNHCR, UNIDO, UNDP, UN Women. Global Compact Agreements signed with private sector: Bosch, DHL, China Volant Industry Co. Ltd, HAFDE ***Status update:*** <u>23 June to 12 November 2015:</u> Agreements signed, e.g. with UNWTO; UNESCAP; African Union Commission. <u>12 November 2015 to 10 June 2016:</u> Existing partnerships further strengthened, and new partnerships formed (see Annual Report 2015 on ITC partnerships). This action has been integrated into ITC processes and is now a continuous practice.
IE 4.21	<u>Interaction with ITC Stakeholders</u>: In addition to the regular avenues of CCITF and JAG, ITC Management will undertake regular strategic dialogues with its Parent Organizations, funders of the ITC, beneficiaries, as well as the private sector and trade support institutions. It will also continue to reach out to the country/regional groups in Geneva. During visits to the field, ITC will also reach out to local stakeholders to enhance the visibility and effectiveness of the organization. ITC will also actively participate in the on-going dialogue to craft a post-2015 development agenda.	🟢	OED	2015-2017	Annual Report	ITC has instituted regular dialogue with members in Geneva, with its two parent organizations and with funders. From 2015 dialogue will take place with a wider audience of stakeholders. ***Status update:*** <u>23 June to 12 November 2015:</u> Ongoing dialogue; contribution to the development of SDG indicators; regular briefings to different stakeholder groups (ACP, LDCs, EU) <u>12 November 2015 and 10 June 2016:</u> Continued outreach to ITC stakeholders at project, programme and corporate level. Ongoing engagement in the post 2015 development agenda, e.g. in the midterm review of the Istanbul programme of action. This action has been integrated into ITC processes and is now a continuous practice.

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IE4.22	Liaison with Regions: ITC Management is exploring enhancing liaisons with stakeholders in particular priority regions.	🟢	OED	2015-2017	Annual Report	Liaison office in Addis Ababa opened in 2015. This action has been integrated into ITC processes and is now a continuous practice.
IE4.23	Branding and Outreach: ITC will continue to improve its branding and global visibility through the development and implementation of a comprehensive communication strategy. Central to this will be the re-definition of ITC's strategic approach in the Strategic Plan 2015-17 around the six focus areas. This will enable ITC to provide beneficiaries and would be supporters with a clearer understanding on the scope and impact of ITC's technical assistance.	🟢	OED	2015-2017	ITC Website Annual Report	ITC is developing new metrics for better capturing its outreach. ***Status update:*** 23 June to 12 November 2015: Metrics on communication effectiveness and outreach are developed as part of the ITC KPIs, to be presented in the Operational Plan 2016 12 November 2015 to 10 June 2016: Annual Report structured around the six focus areas and fifteen programmes. Corporate communication materials aligned, e.g. for MC10. More standardized description of ITC's mandate, corporate theory of change, SDG contribution. Work on enhanced visibility and outreach (see point IE 19 above) This action has been integrated into ITC processes and is now a continuous practice.
OIOS1.1	ITC will monitor the implementation of the actions described in the management response to the independent evaluation of ITC, including reporting regularly to the Joint Advisory Group (JAG).	🟢	SPPG	H2 2017	This report	See page 1 of this report. ***Status Update:*** 12 November 2015 to 10 June 2016: This action has been integrated into ITC processes and is now a continuous practice.
OIOS2.1	See IE2.9	🟢	SPPG	H2 2015		
OIOS2.2	Develop a new resource mobilisation strategy that incorporates analysis of country needs.	🟢	SPPG	Done	Resource Mobilisation Strategy	

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OIOS2.3	See IE1.7	🟢	ITC Management	H2 2017		***Status update:*** <u>12 November 2016 to 10 June 2016:</u> The SME Competitiveness Report 2015 has delivered a framework for SME Competitiveness surveys, which are being carried out at country level in partnership with TISIs. Over time, this will add valuable granular data for both needs and impact assessments. This action has been integrated into ITC processes and is now a continuous practice.
OIOS2.4	See IE2.9	🟢	SPPG	H1 2016		
OIOS3.1	See IE2.9	🟢	SPPG	H2 2015		
OIOS3.2	See IE1.6	🟢	SPPG	H2 2015		
OIOS4.1	See IE3.14	🟢	SPPG	Q1 2016		
OIOS4.2	See IE2.11	🟢	SPPG	H2 2015		
OIOS4.3	See IE3.16	🟡	OED	H1 2016		
OIOS4.4	See IE2.11 and IE2.13	🟡	SPPG	H2 2015		
OIOS4.5	See IE2.8	🟡	DMD	H2 2015		
OIOS4.6	See IE3.18	🟡	DPS	H2 2016		
OIOS4.7	See IE2.10	🟢	OED	H1 2016		

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OIOS5.1	<u>Gender mainstreaming at ITC</u>: Develop and promulgate key gender sensitive policies, including more flexible work-life balance policies, a mandatory exit questionnaire, mandatory basic gender training and the terms of reference for a Gender Focal Point complemented with terms of engagement for UNSWAP Business Owners.	🟢	HR	Done	Gender policy and guidelines issued	Policies issued in May/June 2015
OIOS5.2	Appoint a Gender Focal Point focused on gender parity in the workplace, in line with the requirements of the UN-SWAP framework, as well as an alternate.	🟢	HR	Done	Appointment of Gender Focal Point	Focal Point appointed May 2015

Key: 🟢 Completed   🟡 In progress   🔴 Not started

Action ID	Action	Status	Responsible parties	Target completion date	Means of verification	Comment
OIOS5.3	Strengthen accountability mechanisms at the senior level through the development of gender parity metrics and promoting the Women's Empowerment Principles both inside and outside the organization.	🟢	HR / ITC Management	H2 2015	Gender Parity Metrics	Policy being developed and accountability mechanism is being implemented through staff objectives in the Performance Appraisal System. *Status update:* 23 June to 12 November: Policy on "Gender Parity at ITC" (ITC/EDB/2015/06) was promulgated on 11 June 2015. It is underpinned by a comprehensive set of measures for achieving gender parity ranging from target setting, accountability mechanisms and robust monitoring and evaluation system to staff selection supporting measures and mentoring programmes. ITC set the year 2020 to reach parity at the corporate level. At the P4 and P5 levels, ITC aims to achieve gender parity by 2020 and 2023, respectively. The policy prescribes the need to establish a mandatory goal in the performance appraisals of all Section Chiefs and Division Directors to assess their contributions in reaching the goal of gender parity. 12 November 2015 to 10 June 2016: **Gender parity metrics**: ITC has adopted a set of policies and practices to improve gender equality in ITC. As a result ITC has seen an increase in the representation of professional women by 1.8 percentage points, from 39.4% in 2014 to 41.2% as at 1 June 2016. Sr. accountability mechanisms and a robust monitoring and evaluation system established and mandated through ITC-wide policy on Gender Parity and gender parity targets set at corporate, P-4 and P-5 levels. ITC Gender Diversity Scorecard (GDS) represents a tool which uses real-time data to monitor gender parity. The GDS is fully incorporated in ITC Staff selection system, shared with hiring managers to apprise them of the impact of hiring decisions on the representation of women. A mandatory goal has been included in the 2016/17 performance appraisals of all Division Directors and Section Chiefs to assess their contributions in reaching the goal of gender parity. **Promoting the Women's Empowerment Principles:** Since 2015, ITC has put into place a comprehensive policy and electronic system to encourage staff to apply for and managers to support work-life balance arrangements, which already yielded positive results. In Q4 2015, ITC organized trainings on unconscious bias, leadership and well-being trained (150+ staff and senior management attendance). As a result of analysis of exit questionnaires collected in 2015, ITC deployed a programme (consultations, training and coaching) on conflict management and how to deal effectively with conflict and prohibited conduct.

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OIOS5.4	See IE2.13	🟢	DPS	H2 2017		
OIOS5.5	See IE1.3	🟢	DBIS, DMD and DCP	H2 2015		
OIOS5.6	Adoption of an Emission Reduction Strategy.	🟢	DMD/SC	H2 2015	Emission Reduction Strategy	Strategy adopted by SMC in 2014. Target setting and implementation modalities being prepared. *Status update:* 23 June to 12 November 2015: ITC is continuing to report its emissions measures and statistics (from travel and facilities management) to the United Nations' Greening the Blue Initiative. This information is being compiled and reported for the upcoming Paris Climate COP ITC is continuing to update its historical inventory of GHG emissions. With 2014 data, ITC now has six years of emissions data. ITC installed new "technical ducts" for the server rooms, for safer and more energy efficient housing of the server equipment. ITC has begun the renovation of the library into a meeting centre. The renovation includes improvements of the insulation, leading to more energy efficient heating. ITC is purchasing electricity and natural gas from SIG at the "Vitale Bleu" rate. At this rate, SIG purchases offsets for all resultant emissions. This means that the majority of ITC's facilities related emissions are now being offset. 12 November 2015 to 10 June 2016: (1) 2016 reporting for travel and building emissions was made; (2) Building improvement (Technical ducts project) was completed; (3) The ITC library transformation project is underway and will be available as of 11 July 2016; and (4) ITC keeps using "Vitale bleue" electrical energy with low carbon footprint. A building improvement project for 2017 (Lighting system replacement) is to be conducted by the building's owner (FIPOI), which aims is to replace the current office and common areas lighting system (Benefits: Energy-savings and reduced carbon footprint). Further, project guidelines were developed, to strengthen environmental mainstreaming in each project, combining risk assessment and guidelines how to address environmental objectives and measure results. Awareness of the interlinkages between trade and the climate change agenda was raised at COP21 and other events.

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