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| **Council 2017 Geneva, 15-25 May 2017** |  |
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| **Agenda item: PL 1.11** | **Document C17/71-E** |
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| Report by the Secretary-General | |
| REVIEW OF ITU’s Gender equality and Mainstreaming policy (GEM) and proposed Implementation Plan for 2017 | |

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| Summary  This document reports on the process and results of the quadrennial review of ITU’s Gender Equality and Mainstreaming Policy and presents a plan for 2017 to advance ITU’s compliance with the UN-SWAP indicators by 2017.  Action required  The Council is invited **to note the document and endorse the action plan for 2017.**  \_\_\_\_\_\_\_\_\_\_\_\_  References  *PP* [*Resolution 70 (Rev. Busan, 2014)*](http://www.itu.int/pub/S-CONF-ACTF-2014)*; Council documents* [*C13/39*](http://www.itu.int/md/S13-CL-C-0039/en)*,* [*C17/INF/7*](https://www.itu.int/md/S17-CL-INF-0007/en) |

1. **Introduction**

ITU’s [Gender Equality and Mainstreaming (GEM) Policy](http://www.itu.int/en/action/gender-equality/Documents/gender-policy-document.pdf) was adopted at Council 2013. Noting that the Policy is a living document to be reviewed every four years, Council 2016 instructed the secretariat to launch a review of the Policy through the Council Working Group on Financial and Human Resources and report to Council 2017. The secretariat therefore undertook: (1) a review process including an analysis of ITU’s compliance towards the United Nations System-Wide Action Plan (UN-SWAP) on gender equality and women’s empowerment, endorsed by the United Nations Chief Executives Boards for Coordination (CEB) in April 2012; (2) an internal audit on the GEM Policy; as well as (3) a large staff consultation. The document presents a summary of the review, its findings, and proposes a GEM implementation plan for 2017 in order for ITU to advance all the Performance Indicators of UN-SWAP in 2017.

1. **ITU compliance with the UN-SWAP**

UN CEB set 2017 as the target for the UN system to meet all the UN-SWAP 15 performance indicators clustered around six broad and functional areas, against which entities report to UN Women annually through an online reporting system. UN Women reviews all reports and supporting documentation for accuracy of ratings, and provides an analysis in the form of a letter with recommendations to the respective Heads of UN entities. Acknowledgement and review of ITU’s 2015 report is available in Document [C17/INF/7](https://www.itu.int/md/S17-CL-INF-0007/en).

The GEM review was an opportunity for the secretariat to reflect on the latest annual ITU reports on the implementation of UN-SWAP as well as the UN Women analysis of ITU reporting. In January 2017, ITU reported it “meets requirements” for five performance indicators, “approaches requirements” for six indicators, and that three indicators are “missing”. The three missing performance indicators are: (1) gender responsive auditing, (2) financial resource allocation, and (3) capacity assessment.

1. **Internal audit on ITU’s gender equality and mainstreaming**

With aim to remedy one of the three missing UN-SWAP indicators, an audit on ITU’s gender equality and mainstreaming was conducted by the Internal Audit Unit in early 2017. Preliminary findings of the audit calls for an alignment of the ITU GEM Policy with the UN-SWAP, in particular in relation to capacity and coherence; knowledge and information and accountability. The audit also suggests, amongst others, to reconsider the positioning, mandate, composition, and accountability of the ITU Gender Task Force in charge of monitoring the implementation of the Policy to reinforce its role and visibility in ITU.

1. **ITU staff consultation**

The ITU Secretary-General and the President of the Staff Council invited ITU staff to submit their comments on the GEM Policy and propose new actions through an online consultation platform in English and French with option for anonymity. The platform was presented during the Council Working on Financial and Human Resources in January 2017 in Document [CWG-FHR-INF 5/2](https://www.itu.int/md/S17-CLCWGFHRM7-INF-0005/en).

The secretariat also undertook consultations with the Gender Task Force Focal points, the Human Resources Management Department, as well as the Ethics Officer. The secretariat conducted a broad review of other gender policies and best practices in the UN system as well.

While the Policy is generally appreciated by staff for its short length and broad coverage, lack of detail is considered to hinder implementation. Comments from staff have also noted the need to reflect the UN principle of gender equality as a human right, the importance of equality in staff and work-life policies, the need to review of recruitment processes, and the lack of women representation particularly at the D-level and Elected Officials.

1. **Proposed ITU GEM Implementation plan for 2017**

Review of the Policy generally mirrors UN Women analyses of early gender policies system-wide. So-called “first generation” gender policies: 1) have not systematically included all performance indicators; 2) lack alignment with central strategic planning; and 3) have weak implementation plans lacking timelines, resources, and capacity to deliver. As such, the secretariat has developed an implementation plan for 2017 that prioritizes elements and specific actions to advance the UN-SWAP indicators by 2017. Each indicator below first introduces UN-SWAP requirements, then presents actions for ITU with outputs and timelines, stressing the need for accountability. The plan also contemplates two new indicators that are expected in SWAP version 2.0 to be launched late 2017 (see indicators 2 and 12 below). A key objective is to improve compliance with UN-SWAP requirements. This approach incorporates established UN best practices and streamlines reporting both to the Council and to UN-SWAP, in addition to reinforcing internal monitoring and accountability mechanisms.

**Gender Equality and Mainstreaming (GEM) Implementation Plan for 2017**

1. **Policy and Plan 2016 SWAP Status:** approaches requirements

To meet the UN-SWAP performance indicators, ITU would need to have an up-to-date gender equality and women’s employment policy/plan addressing both gender mainstreaming and equal representation of women. The content would need to align to UN-SWAP requirements and include accountability at all levels, including senior managers. Accountability measures would need to include assessment in performance appraisal and/or senior manager compacts that specify their accountabilities. The implementation plan would need to include gender mainstreaming, gender-targeted interventions, and equal representation of women in staffing clearly set out. Further, monitoring and evaluation of the policy and action plan would need to be clear, complete with timelines, mechanisms to ensure that monitoring and evaluation takes place and the results are fed back into programming.

Outputs Owner/Involved Timelines

* 1. Review GEM Policy GTF Jan-Mar
  2. Implementation Plan GTF Jan-Mar
  3. Develop accountability mechanism/structure GTF/SGO Jun-Aug

1. **Leadership 2016 SWAP Status:** n/a;new indicator for 2017

To meet the UN-SWAP performance indicators, ITU’s senior managers would need to publically champion the promotion of gender equality and the empowerment of women, including equal representation of women at all levels. ITU would need to report annually to the Council on its UN-SWAP performance.

Outputs Owner/Involved Timelines

* 1. SG’s 2017 Commitments as an International Gender Champion GTF/SGO Feb
  2. Report to the Council on UN-SWAP performance GTF May

1. **Gender Responsive Performance Management 2016 SWAP Status:** approaches

To meet the UN-SWAP performance indicators, an assessment of gender equality and the empowerment of women would need to be integrated into core values and/or competencies for all staff, with a particular focus on supervisors and levels P4 and above.

Outputs Owner/Involved Timelines

* 1. Reflect gender in ITU core values/competencies HRMD/GTF ongoing

1. **Strategic Planning 2016 SWAP Status:** meets requirements

To meet the UN-SWAP performance indicators, ITU would need to incorporate gender analysis in the strategic and operational plan for the Union. The Strategic Plan for the Union would need to include at least one specific outcome/expected accomplishment and one specific indicator on gender equality and women’s empowerment. Reference to gender should be included in the summary orientation.

Outputs Owner/Involved Timelines

* 1. GTF involvement in next strategic plan preparations SPM/GTF May-Dec
  2. GTF involvement in next operational plan preparations SPM/GTF Jan-Mar

1. **Reporting and Data Analysis 2016 SWAP Status:** meets requirements

To meet the UN-SWAP performance indicators, ITU would need to report on gender equality and women’s empowerment results in relation to the central strategic planning document. All key entity data is sex-disaggregated, unless there is a specific reason noted for not disaggregating data by sex.

Outputs Owner/Involved Timelines

* 1. Review baseline data gaps GTF/BDT May-Jul

1. **Evaluation 2016 SWAP Status:** N/A

To meet the UN-SWAP performance indicators, ITU would need to meet the UN Evaluation Group (UNEG) gender-related norms and standards. Further to the ITU Management Coordination Group’s proposal to co-locate a central corporate evaluation function within the Internal Audit Unit, a study was conducted in Q4 2016 and Q1 2017 for: (1) developing an Evaluation Policy and a work plan; (2) assessing the capacity requirements; and (3) proposing further steps for the establishment of the evaluation function, based on best practices in other UN organizations’ evaluation functions and the norms and standards of the United Nations Evaluation Group (UNEG).

Outputs Owner/Involved Timelines

* 1. Consider the UNEG gender related norms and standards IA/Bureaux Dec

1. **Gender Responsive Auditing 2016 SWAP Status:** missing

To meet the UN-SWAP performance indicators, ITU’s Internal Audit Unit would need to hold a consultation with the gender focal point/department on risks related to gender equality and the empowerment of women, as part of the risk based audit annual planning cycle. This requires that the Internal Audit Unit considers all significant entity risks in prioritizing its annual or multi-year audit work plan. Work planning documentation should support the extent to which the risks related to the achievement of gender equality and the empowerment of women are being managed. The exercise should inform the need for including a gender audit in the annual audit plan or concluding that risks are adequately managed and there is no need for additional audit testing.

Outputs Owner/Involved Timelines

* 1. Audit of gender equality and mainstreaming in ITU IA Jan-Mar

1. **Programme Review 2016 SWAP Status:** approaches requirements

To meet the UN-SWAP performance indicators, programme quality control systems would need to fully integrate gender analysis. ITU’s programme documents would need to include: (1) gender analysis in the background and justification of a programme document; (2) explicit statements on the ways in which gender equality and the empowerment of women will be promoted; phrases such as “supporting women” or “with attention to vulnerable groups including women” are not sufficient; (3) explicit statement on how benefits are extended to both sexes (4) specific roles of men and women who will implement the programme; (5) monitoring and evaluation plans should assess how gender objectives have been met; (6) all key population-based data should be disaggregated by sex, or a rationale provided as to why data is not sex-disaggregated.

Outputs Owner/Involved Timelines

* 1. Checklist for programmes / technical cooperation projects Bureaux Nov-Dec
  2. Programme reviews; with gender-responsive training/expertise Bureaux/GTF Nov-Dec

1. **Resource Tracking 2016 SWAP Status:** meets requirements

To meet the UN-SWAP performance indicators, ITU would need to continue the exercise that consists of estimating the resource level used to promote gender equality and women’s empowerment. ITU has already introduced Gender Marker in the ITU ERP system in 2016 and will continue to improve it and the related reporting tools.

Outputs Owner/Involved Timelines

* 1. Report on gender marker and resource allocation for gender FRMD Nov-Dec

1. **Resource Allocation 2016 SWAP Status:** missing requirement

To meet the UN-SWAP performance indicators, ITU would need to have set and achieved a financial target for meeting its gender equality and empowerment of women mandate in all of its budgets, including HQ, regular, core, and extra-budgetary resources. It should be noted that there is no budget allocation for gender activities in the draft budget 2018-2019 and therefore ITU should encourage voluntary contributions. The gender post can be considered to be fully resourced if it has adequate human and financial resources to support ITU in meeting its gender equality and empowerment of women mandate, taking into account the UN-SWAP Performance Indicators. Resources would need to cover coordination, capacity development, quality assurance, and inter-agency networking.

Outputs Owner/Involved Timelines

* 1. Set financial benchmark for resourcing GEM FRMD/GTF May-Jun
  2. Request/secure financial resources for GEM implementation GTF/SGO Jun-Aug

1. **Gender Architecture and Parity 2016 SWAP Status:** approaches requirements

To meet the UN-SWAP performance indicators, ITU would have: (1) gender focal points (GFP) at a P4 grade with written terms of reference (ToR) with at least 20 per cent of their time allocated to gender functions; (2) gender parity in staffing; and (3) a fully resourced gender unit. The gender post can be considered to be fully resourced if it has adequate human and financial resources to support the UN entity in meeting its gender equality and empowerment of women mandate, taking into account the UN-SWAP Performance Indicators. Resources would need to cover coordination, capacity development, quality assurance, and inter-agency networking.

Outputs Owner/Involved Timelines

* 1. Updated GTF ToRs/design/ ie co-leadership (men and women) GTF Sep-Oct
  2. Formalization of GFP ToRs (ie in PPA guidelines) GTF Apr-Nov
  3. Parity in statutory committees HRMD Nov-Dec

1. **Equal Representation of Women 2016 SWAP Status:** n/a; new for 2017

To meet the UN-SWAP performance indicators, ITU would need to strive to reach equal representation of women at all levels.

Outputs Owner/Involved Timelines

* 1. Report to Council (Res. 48) on efforts toward parity HRMD May

1. **Organizational Culture 2016 SWAP Status:** approaches requirements

To meet the UN-SWAP performance indicators, ITU would need to demonstrate that it is carrying out the following: (1) UN Ethics-related rules and regulations are enforced, with mandatory ethics training and zero tolerance for unethical behaviour is implemented; (2) Implement policies for the prevention of discrimination and harassment, including special measures for prevention from sexual exploitation and sexual abuse, ethics office, abuse of authority, administration of justice, conflict resolution and protection against retaliation; (3) Implement, promote, and report on facilitative policies for maternity, paternity, adoption, family and emergency leave, and childcare; (4) 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; (5) Promote existing UN rules and regulations on work-life balance with an internal mechanism available to track implementation and accessibility by gender and grade; (6) 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; (7) Conduct regular global surveys and mandatory exit interviews which obtain and analyse data relevant for an assessment of the qualitative aspect of organizational culture and provide insight into issues that have a bearing on recruitment, retention, and staff experience.

Outputs Owner/Involved Timelines

* 1. Review and workplan for ethics-related training Ethics/HRMD Dec
  2. Review gender-responsiveness of work/life policies Staff Council/GTF Jun-Aug
  3. Track work-life policy implementation by gender & grade HRMD ongoing
  4. Monitoring mechanism (i.e. annual survey/exit survey/interview) HRMD Apr-Sep
  5. Recruitment process and documents (incl. i.e. competencies) HRMD/GTF Sep-Dec
  6. Gender sensitization in procurement PROC Sep-Oct
  7. Gender balance in ITU statutory committees HRMD Dec

1. **Capacity Assessment 2016 SWAP Status:** missing

To meet the UN-SWAP performance indicators, ITU would need to conduct an entity-wide assessment of staff capacity in gender equality and women’s empowerment and a capacity development plan is established or updated at least every five years. Lack of capacity in promoting gender equality and the empowerment of women has been defined as one of the key constraints to better performance and leadership.

Outputs Owner/Involved Timelines

* 1. Conduct Gender Equality Capacity Assessment survey HRMD/GTF Jun-Aug
  2. Capacity Development Plan (updated every 5 years) HRMD Sep-Nov

1. **Capacity Development 2016 SWAP Status:** approaches requirements

To meet the UN-SWAP performance indicators, training on gender equality and the empowerment of women would need to take place for all relevant staff – at least one day of training for new staff during the first year, minimum of one day of training once every two years after this. Gender specialists and gender focal points receive specific, tailored training – minimum two days of training a year on gender equality and women’s empowerment.

Outputs Owner/Involved Timelines

* 1. Encourage/require “I Know Gender” training HRMD/GTF Apr-Dec
  2. Gender link in induction training/booklet (new staff) HRMD Jun-Aug
  3. Gender for new/all staff (1 day) HRMD/GTF Oct-Dec
  4. Training for GTF focal points (primaries) HRMD/GTF Oct-Dec

1. **Knowledge Generation and Communication 2016 SWAP Status:** meets requirements

To meet the UN-SWAP performance indicators, ITU would need to regularly document and share knowledge on ICTs and gender equality and the empowerment of women, as well as the representation and status of women in ITU. The communication plan would need to include gender equality and women’s empowerment as an integral component of internal and public information dissemination. Public communications would need to be gender-sensitive and draw attention to the gender dimensions of issues wherever relevant, and internal communications would need to draw attention to the representation and status of women within the institution.

Outputs Owner/Involved Timelines

* 1. GTF Welcome Package (ToRs, links, general info, etc.) GTF Jun-Aug
  2. Internal Communications Strategy (ITU guidelines) COMM Jul-Sep
  3. Update sharepoint GTF ongoing
  4. Monthly GTF meetings with actions GTF Feb-Dec

1. **Coherence 2016 SWAP Status:** meets requirements

To meet the UN-SWAP performance indicators, ITU would need to participate regularly in systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women.

Outputs Owner/Involved Timelines

* 1. Inter-agency meeting reports back to GTF/Sharepoint GBS/GTF Jan-Dec

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